

2021 ANNUAL REPORT

Annual General Meeting of Members

23.03.2022

THE WESTIN OTTAWA

Canadian Association
of Defence and
Security Industries

defenceandsecurity.ca

TABLE OF CONTENTS

Chairman's Letter	2
President's Letter	3
Advocacy & Strategic Communications	5
Membership and Value-Added Services	7
Domestic Program	9
Canadian Defence Marketplace	11
CAF Outlooks	13
SME Day	15
International Program	17
Cyber Defence	19
Community	21
ANNEXES:	
1 - Draft Meeting Minutes AGM 2021	23
2 - 2022 Board of Directors Nomination Slate	25
3 - Member Listing	27
4 - Calendar of Events	30



LOOKING FORWARD TO 2022, THERE ARE MANY REASONS TO BE HOPEFUL.

– Kevin Ford,
Chairman of the CADSI Board of Directors



CHAIRMAN'S LETTER

2021

2021 was quite a year. CADSI adapted to the different waves and restrictions presented by COVID-19, while continuing to deliver value for members and the industry. We are committed to working through change and showing government and the market that Canadian defence is relevant, adaptable, innovative, and a source of world-class solutions and services.

Despite these challenges, CADSI continued to represent the industry on the global stage, most notably at DSEI in the United Kingdom. At Canadian Digital Marketplace (CDM), thousands of individual meetings were held, connecting members to military, security, and research representatives from the Government of Canada, governments of allies, and academia. This model was a first for CADSI.

CADSI is well-positioned to advocate on issues of global importance, like cybersecurity. The increasing pace and severity of cyber attacks has resulted in a greater emphasis on cybersecurity products and solutions. The CADSI report *'Procurement at Cyber Speed'* made clear that the processes and approaches for procuring equipment and systems are not flexible enough to keep pace with the evolution of cyber threats. This report also demonstrated how industry-led solutions help keep Canadian networks safer from intrusion.

The first full year of the Biden Administration has brought both promise and challenges for Canadian industry. An emphasis on 'Buy American' created uncertainty about how Canadian companies could access the American defence and security market. CADSI advocacy and engagement was central to the United States backing away from some proposed measures on market access for Canadian companies. On the future of Cybersecurity Maturity Model Certification (CMMC), CADSI is connected with the Governments of Canada and the United States, making representatives available to CADSI members and



listening to members. The Canada-US relationship is vital to the prosperity of Canada and for our industry and CADSI continues to represent the interests of Canadian companies.

Looking forward to 2022, there are many reasons to be hopeful. The Outlooks are scheduled to resume this year, in person. Most importantly, CANSEC is scheduled to return in June after two years away. CANSEC has always been the pride of CADSI, the premier defence tradeshow in Canada and the signature event for defence and security. Hundreds of delegates from government, military and security will see what Canadian defence and security has to offer over two full days in Ottawa.

The last two years have been among the most challenging in the industry's recent history. The pandemic has created significant challenges for the way we all do business. I am pleased to report that CADSI has met that challenge every time. I'd like to repeat my thanks and gratitude to CADSI President & CEO Christyn Cianfarani and her team; for leadership, for the tireless efforts to support members, for continued advocacy for the industry and for adapting to all the change and uncertainty. As we look forward to 2022, we can be confident that CADSI will push for a strong, robust, Canadian industry.

Sincerely,

Kevin Ford
Chair, CADSI Board of Directors

2021

The only constant is change, as the saying goes, and perhaps no year has better encapsulated that sentiment than 2021.

This was, for better or worse, a year characterized by volatility, upheaval, and renewal. On Parliament Hill, in Washington, at National Defence Headquarters, within the confines of our CADSI offices, and up and down the defence supply chain, profound and sometimes rapid shifts continued to test us in ways I could never have imagined.

As it did in 2020, the COVID-19 pandemic drove much of the disruption, spawning a lengthy list of policy issues and once again thwarting our long-awaited return to CANSEC.

In 2021, however, CADSI had the dual advantages of experience and foresight, allowing us to better predict the challenges our business would face and to tailor responses that would ensure our survival.

But we weren't content to simply survive. So we set ambitious but achievable revenue targets, prioritizing our remaining members and teaching those that were more transactional about everything we offer beyond CANSEC. I'm proud to say that CADSI finished this lean year in a far better financial position than we hoped, and our membership numbers are on the road to recovery.

Along the way, 2021 taught us key lessons in event delivery, remote advocacy, the viability of new and longstanding programs and resources, the need for big-picture thinking, and — perhaps most importantly — the value of community.



Each section of this report will provide you with details on a different facet of our work on your behalf, but all of it remained underpinned by CADSI's core mandate: to serve as your voice and to offer a place where members can connect, learn, and grow their businesses.

It was inevitable that CADSI would undergo a modernization. We needed to bring our offerings more in line with what our members need and expect, reduce our financial reliance on CANSEC, elevate our public-facing brand, and evolve in response to changes within the defence ecosystem writ-large. This year has seen us do all of this and more. Our transformation was already underway before COVID hit, but the pandemic forced us to strip much of CADSI down to its parts in 2020 and then begin building it back up again in 2021. While our values remain unchanged, we are not the organization we were two years ago, and frankly that's not a bad thing.

On a personal note, this year has been one of the most challenging of my career, but someone wise once told me that coaches are hired not for their ability to lead a winning team, but for their leadership when the team is struggling. With this in mind, I can say that this has also been one of the most gratifying years, coaching this team at CADSI.



“

MORE THAN EVER, I'M GRATEFUL TO OUR MEMBERS, WHO STUCK WITH US THROUGH THE DARKEST DAYS.

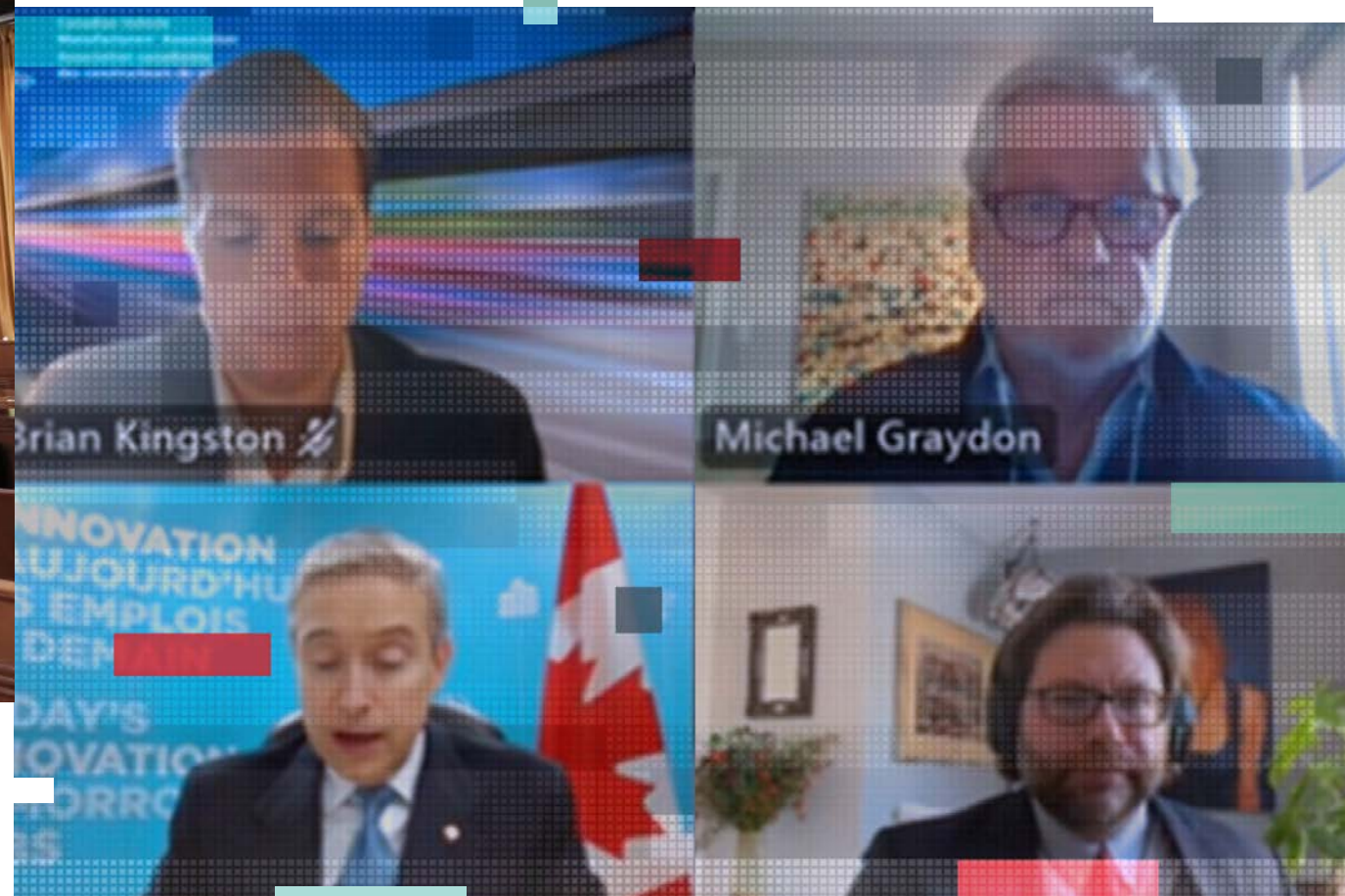
”

*– Christyn Cianfarani,
President & CEO*

I want to thank our Board of Directors and its Chair, Kevin Ford, for their strategic guidance and unwavering confidence. More than ever, I'm also grateful to our members, who stuck with us through the darkest days, provided valuable input, and cheered us on.

Finally, to my team at CADSI. In keeping with my coaching analogy, it is said that with elite teams the players themselves lead. You have all risen to face our challenges in creative and surprising ways. Who knows what 2022 will bring, but I most certainly wouldn't want to be facing it with any other group of people leading the way.

Christyn Cianfarani
Christyn Cianfarani
President and CEO



ADVOCACY & STRATEGIC COMMUNICATIONS

CADSI's advocacy team served as an island of stability in 2021's eddying political currents, leveraging a wealth of experience and longstanding relationships to ensure that your interests were represented in Ottawa, Washington, and on the world stage.

The pandemic continued to dominate our policy work on your behalf this year. New and evolving travel restrictions, border closures and quarantine requirements in the first half of 2021 soon gave way to contractor vaccination mandates and supply chain disruptions in Q3 and Q4. Throughout the year, CADSI used the Defence Industry Advisory Group (DIAG) and regular check-in calls with government officials to seek clarity and flag new issues as they materialized. Our DPIAC and SME committees provided valuable feedback, while our monthly Industry Dispatch newsletter, webinars, eblasts, social media accounts, and Top Requested Business Resources Page allowed us to communicate the latest information to our wider membership.

CADSI also continued to make the case for defence and security spending as a fiscally neutral economic driver to support Canada's recovery. In March, we appeared before the House of Commons Standing Committee on Industry, Science, and Technology and laid out our plan – Partners in Economic Restart – directly to Members of Parliament.

Two months later, we were back on the Hill to appear before the Standing Committee on Foreign Affairs and International Development as part of its study on arms export permits. CADSI flagged the ongoing backlogs and frustrating opacity linked to the permitting process, and once again called for a timely, consistent, and predictable system. Following a meeting with then-Foreign Affairs Minister Marc Garneau, we began to see — for the first time in three years — real progress on this file. We remain vigilant, as the Foreign Affairs ministry again changed hands following the federal election in September.

That election campaign and the resulting Liberal minority parliament prompted a flurry of advocacy activity in the fall, with CADSI working to track relevant changes at the Cabinet table (including our first new Minister of National Defence in six years), identify new political staff, then connect with these decision-makers. The same efforts were made throughout the year within the Canadian Armed Forces as our military contended with its own internal crisis and numerous changes to its top leadership.

Finally, CADSI was seized in 2021 with a series of additional policy issues linked to a rising tide of U.S. protectionism and the modernization of Canada's industrial security framework.

Among these were a proposed new domestic content requirement for major U.S. defense acquisition programs (which thanks to member input and our work with Canadian diplomats, was removed from the final bill), the application of America's new cybersecurity standard (CMMC) to Canadian companies feeding into the U.S. defence industrial base, and a series of changes to the eligibility requirements for Canada's Contract Security Program. In the latter case, CADSI's interventions led to a delay and staggered rollout in the application of the changes, and an opportunity for industry to speak directly to the officials in charge of the program about their concerns.

As we move into 2022, we remain committed to delivering strong, coordinated, and compelling advocacy on your behalf.

MEMBERSHIP & VALUE-ADDED SERVICES

CADSI's members form the bedrock of our association and are at the heart of everything we do. As our membership numbers dropped from a high of over 900 in 2019 to 405 in 2021, we reaffirmed our commitment to serving those who remained – applying the same exacting standards that have always been our hallmark.

In late 2020, following many years of static membership pricing, we compared against the market and rolled out a new structure for 2021 that helped rebalance our revenues for long-term sustainability. In March we introduced a corresponding rewards plan and loyalty program, recognizing that longtime members deserve preferential treatment.

In June, we launched CADSIboost – a full suite of high-yield advertising, sponsorship and promotional tools powered by the myCADSI membership platform. CADSIboost offers you additional opportunities to get your brand in front of key stakeholders throughout the year.

In July, CADSI unveiled a summer communications campaign that highlighted your pandemic contributions. From initial response to vaccine rollout, Canada's defence, security, and cyber companies supported the fight against COVID-19 across the country, and it was important to celebrate those efforts. The three-month campaign included an interactive map, video, and company-specific social media posts.

Our Industry Dispatch newsletter was delivered to your inboxes each month in 2021, doubling the number of editions we produced in 2020. Each edition outlined the industry's most pressing policy issues, recent government announcements, political news, and new supports for Canadian businesses.

Finally, CADSI published a series of value-add primers on a variety of relevant topics in 2021, including export permitting, SMEs and ITBs, the party platforms during the federal election, and the new Cabinet.



DELIGHTED TO HAVE RENEWED OUR MEMBERSHIP. THIS PLATFORM HAS BEEN INVALUABLE TO US AS WE RAISE OUR BRAND IN CANADA. LOOKING FORWARD TO SUPPORTING CADSI IN 2022.

– CADSI Member



405
MEMBERS



56%
RETENTION



WE FELT YOU AND YOUR TEAM PROVIDED A TOP-NOTCH EXPERIENCE, ESPECIALLY CONSIDERING OURS IS A SMALL BUSINESS, AND WE GOT A LOT OF VALUE OUT OF CADSI'S EVENTS.

– CADSI Member



DOMESTIC PROGRAM



CANADIAN DEFENCE MARKETPLACE



CAF OUTLOOKS



SME DAY

CANADIAN DEFENCE MARKETPLACE

The loss of CADSI's flagship event and primary revenue-driver two years in a row could have, under different circumstances, sounded a death knell for the association. But when the pandemic forced us to confirm in February 2021 that we would once again be unable to host CANSEC, a backup plan was already in place.

Central to that plan was Canadian Defence Marketplace (CDM), our fully virtual B2B/G networking event held on May 6 and again on November 4. In early 2021, CADSI identified a world-leading, AI-enabled platform that allowed us to coordinate hundreds of simultaneous virtual meetings while providing live technical support for every user — a critical aspect of any technology driven event. In all, we hosted over 1,100 private, secure meetings between industry, government, and international partners.

For the May installment, CADSI also produced a second, value-add event we called Canadian Defence Exchange, which featured Canada's Minister of National Defence, the Leader of the Official Opposition, the Vice Chief of the Defence Staff and the UK Minister for Investment.

The satisfaction rate for CDM was 90%, with participants praising the performance of the platform and the quality of their meetings. At a time when connecting face-to-face remained impossible, CADSI was proud to provide you with a viable alternative and will look to repeat that success with a third installment of CDM in 2022.



1,108
MEETINGS



500+
PARTICIPANTS



90%
OVERALL
SATISFACTION



AT CANSEC IF YOU'RE LUCKY YOU MIGHT BE ABLE TO GET SOMEONE'S EAR FOR 50 SECONDS. I NEVER WOULD HAVE GOTTEN A 20-MINUTE MEETING WITH THIS BUYER AT CANSEC OR ELSEWHERE.

- CDM Participant





CAF OUTLOOKS

In past years, the CAF Outlooks were held in person over three days, with each day featuring keynote speeches and breakout-room discussions highlighting future program details from the Army, Navy and Air Force. In 2020, CADSI was forced to move things online and rebranded this event the CAF Leadership Update Series. The reviews were mixed. Drawing on your feedback and returning to the guiding principles and programming format that had always worked for the Outlooks, we made several upgrades for 2021.

First, we rolled the series out over six weeks and divided it into 12 virtual sessions, duplicating the format we'd used for the live events but stretching it over a longer time period to avoid "Zoom fatigue." Recognizing that the most valuable takeaways are the project details, we worked with our partners in National Defence to create CAF Quad Charts that focused on key data points concerning each branch's upcoming projects. As three separate documents, these Quad Charts allowed you to quickly access information on current procurements. And we made sure that the digital PDF content was delivered to attendees quickly following each event.

Finally, we provided more flexible ticketing options and bundles, and expanded the sponsorship program to allow more opportunities for corporate visibility throughout the series. In the end, attendance nearly matched unique attendance records from the last live event in 2019. We look forward to returning to a live format in 2022.



12
INFORMATIVE
SESSIONS



769
PARTICIPANTS



85%
SATISFACTION



SME DAY

SME Day Canada was held over two days in October and was our second attempt to produce this event in a virtual format. We offered seven presentations touching on everything from major trends in U.S. DoD acquisitions to Canada's Rapid Capability Development Programs. However, due to virtual event fatigue, lack of time in the market and a crowded marketplace, SME Day Canada suffered in attendance.

CADSI also recognizes that it is critical to continue providing a forum or forums for SMEs to engage in B2B/G networking, which was SME Day's primary draw in years past. SME Day 2021 did not include a dedicated B2B/G component by design, given that CDM was right around the corner.

We are examining how best to improve SME Day programming in 2022 and beyond, understanding that virtual and in-person audiences merit unique, and valuable, experiences.



230
PARTICIPANTS



INTERNATIONAL PROGRAM

This year marked CADSI's return to the international stage following the cancellation of all our global defence events in 2020.

In February, CADSI was unable to travel to IDEX 2021 due to restrictions and our own cost containment measures, but working with our partners at Global Affairs and the Canadian Embassy in the UAE, we were able to ensure Canada was represented at the show on Feb 21 to 25.

By September, we were able to travel again and it was over to DSEI UK 2021 in London from September 14-17. The trip was an undeniable success, and the Canada pavilion was buzzing with activity across all three days, welcoming several international delegations and Canada's High Commissioner to the United Kingdom, the Honourable Ralph Goodale.

Our evening reception offered members a chance to reconnect in person for the first time in over 18 months and brought a welcome feeling of normalcy. Ahead of the show, CADSI also produced a virtual briefing on the

UK defence market to support Canadian companies traveling to London. We owe a big thanks to our member company Ultra. We were a little lean on staffing our Pavilion – not everyone at CADSI had two doses of the same vaccine type, which was an issue initially once global travel opened up, and Ultra stepped in to loan us employees based in the UK and helped us with our resourcing.

Moving forward, our ability to produce international events at this scale remains uncertain. The current business model, coupled with government supports that do not nearly cover our costs or meet our cash flow needs, and the challenges associated with securing member commitment to the pavilions well in advance of the shows, means that executing these events has become increasingly risky. CADSI will be exploring more sustainable models and funding opportunities for international events and engaging Global Affairs Canada to assist in that review. We may also seek targeted partnerships to engage specifically with the U.S. market which is so important to all of you.



**STAFF WERE FANTASTIC.
HELPFUL, PROACTIVE,
ENGAGING AND SMILING!**

– DSEI Participant



100%
PARTICIPANTS WHO
WOULD RETURN TO
THE CANADA PAVILION



CYBER DEFENCE

CADSI's commitment to the cyber-defence portfolio remained steadfast in 2021. The importance of this growing segment of our industry became even more apparent this year, with the pandemic exposing stark gaps in cyber readiness, and a growing number of high-profile cyberattacks making headlines at home and abroad.

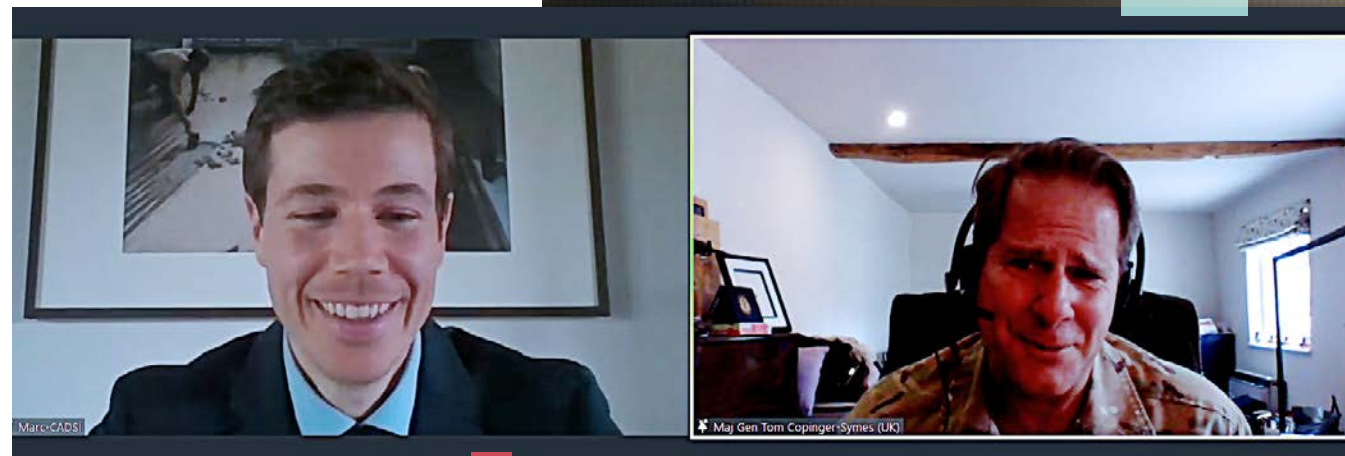
We kicked things off in February with the release of our third research report, *Procurement at Cyber Speed*, which focused on identifying key challenges across the cyber procurement ecosystem. The report outlined how modernized procurement rules and practices are required to properly deploy cyber solutions at a speed that can counter adversarial innovation. The report again highlighted the need for closer collaboration between industry and government in facing down Canada's pressing cyber challenges.

The launch was coupled with an invitation-only, virtual event co-hosted by the University of Ottawa's Professional Development Institute. It featured UK Cyber Ambassador Dr. Henry Pearson and FireEye Chief Technology Officer Ron Bushar. The engagement drew representatives from industry, DND, the Communications Security Establishment, Public Safety Canada, the RCMP, ISED, and the Canadian Cyber Threat Exchange, among others.

In June, we hosted a virtual discussion with Major General Tom Copinger-Symes, Director Strategy and Military Digitization with the UK's Strategic Command. The Major General discussed the challenges, opportunities, and urgency presented by the need to digitalize

military assets and operations. He addressed an audience of CAF, DND, industry, and government participants, while fielding questions about the UK's progress in this domain.

Throughout the year, CADSI has made a concerted effort to broaden our membership base and attract new companies working at the forefront of modern defence technologies. Our Cyber Council has also provided critical feedback as we have worked to tackle emerging cyber policy and programming issues. These included the timely rollout of DND cyber procurements, the implementation of current rapid-capability development programs like IDEaS, cyber protections for the Defence Industrial Base, the new U.S. cyber maturity model certification (CMMC) program, the application of Canada's Controlled Goods Program to Cloud technologies, and the renewal of Canada's National Strategy for Critical Infrastructure.



“

CADSI'S RESEARCH CONCLUDED THAT GOVERNMENT AND INDUSTRY AGREE ON THE CORE CHALLENGES IMPACTING MILITARY CYBER PROCUREMENT. HOWEVER, THEY ARE NOT ALIGNED ON HOW TO SOLVE THEM.

– CADSI Report, *Procurement at Cyber Speed*

”



COMMUNITY

This year has been an extremely challenging one for Canada's broader defence community. There have been continuous pandemic-related disruptions and pressures, unrelenting operational demands on our Canadian Armed Forces in the wake of natural disasters, and a high-profile struggle to transform the CAF's internal culture.

More than ever, we are committed to ensuring that CADSI acts as a responsible and engaged member of this community, and to bolstering the efforts being made to ensure that it is a place where everyone can feel welcome and secure.

We therefore continued our financial and operational support of Women in Defence and Security (WiDS) in 2021, watching with pride as the organization achieved even greater prominence and reach.

The WiDS Annual Scholarship and Awards Breakfast was held virtually in March and drew a stunning 800 participants, while the Emerging Leaders social media campaign highlighted the efforts and achievements of women across the defence community. WiDS hosted four professional development events and two speed-mentoring events in 2021, providing regular forums for women and men to come together virtually, listen, 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.

03.31.2021

By Teleconference

1 CALL TO ORDER

CADSI's Chair, Mr. Kevin Ford (Calian Group Ltd.), welcomed members to the 2020 Annual General Meeting (AGM). He thanked members for accommodating a virtual format for the AGM for a second year. He informed members of the protocol surrounding moving and seconding motions, explained that the annual report had been made available for download. Mr. Ford then confirmed that the meeting had achieved quorum, and so called the meeting to order.

Mr. Ford recognized and thanked his fellow Board members and particularly thanked those ending their terms – Mr. Jerry McLean (Thales Canada), Ms. Françoise Gagnon (ADGA Group) and Ms. Anne Healey (BAE Systems).

Mr. Ford reviewed the agenda for the meeting. Mr. Randall McGregor (R.J. McGregor & Associates) made a motion to approve the meeting agenda, which Mr. Ford accepted. Mr. Bruce Latimer (L3 Harris) seconded the motion. The meeting agenda was approved as presented.

Next, Mr. Ford accepted a motion moved by Mr. Neil Hutton (DEW Engineering) to approve the 2019 AGM minutes, which Mr. Bernard Mills (Ultra Electronics) seconded.

2 CADSI REPORTS

i. Chair's Year-in-Review Report

Mr. Ford presented his Year-in-Review Report, noting the unprecedented disruption caused by the COVID-19 pandemic in 2020, and the specific effects the pandemic had on the association. He praised CADSI's leadership team, the association's ability to adapt in the wake of lockdowns and the cancellation of CANSEC, and efforts linked to advocacy and communications. He promoted the upcoming Canadian Defence Marketplace event. Mr. Ford then thanked the members for their contributions and support, and CADSI's President and CEO, Ms. Christyn Cianfarani, for her leadership. He concluded by thanking CADSI staff for their work.

ii. President's Year-in-Review Report

CADSI's President and CEO, Ms. Christyn Cianfarani, reviewed the work and challenges of 2020. She thanked the Board of Directors and its Chair for their strategic guidance, members for their loyalty and feedback, and the CADSI team for their ongoing efforts.

Ms. Cianfarani noted 2020's early achievements, which included preparations for CANSEC, the release of a new report linked to Canada's cyber-defence industry and the hosting of a reception on Parliament Hill. She then described the profound impact of the pandemic and ensuing lockdowns, noting that CADSI had become too financially reliant on CANSEC. She reviewed the communications and advocacy efforts made throughout 2020, CADSI's attempts to move events online, changes to the membership structure, and efforts linked to Women in Defence and Security (WiDS). She promoted several events and resources coming in 2021 and asked for members' ongoing support. The complete President's Report was distributed to members ahead of the meeting.

3 AUDITED FINANCIAL STATEMENTS AND APPOINTMENT OF AUDITOR

Ms. Janice Menezes (Lockheed Martin), Chair of the Board of Director's Audit Committee, presented the Audited Financial Statements of 2020, 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. She indicated that the corporation experienced a shock year and posted a loss of \$1.3 million. Much of this was due to unrecoverable losses linked to CANSEC and a drop in membership. She thanked members who had chosen to credit their CANSEC 2020 investment for 2021.

Ms. Menezes noted that 2021 would be equally difficult and that a contingency fund used in 2020 would be used again to keep operations running under loss conditions. She reviewed austerity measures put in place throughout 2020 and thanked the CADSI team for their efforts and sound fiscal management. When Ms. Menezes opened the floor to questions, 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 2021 audit. Ms. Anne Healey (BAE Systems) moved the motion, Mr. Pat Read (Pennant Canada Limited) seconded it, and the motion was passed.

4 PRESENTATION OF 2021 NOMINATION SLATE AND ACCEPTANCE OF NEW BOARD MEMBERS

Mr. Chris Pogue (MDA), as Chair of the CADSI Board of Directors Nominating Committee, indicated that in accordance with CADSI By-Laws, a notification was sent to members on or about March 19th announcing the candidates that were 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 biographies of the candidates were included in the AGM information package, which was provided ahead of time to members, he added. Mr. Pogue reviewed the established open call process for CADSI Directors and how applications were assessed. There were no questions regarding that process.

Mr. Pogue presented the slate of new Board members, which were Mr. Chris Bartlett (CCX Technologies Inc.), Mr. Chris Brown (General Dynamics Land Systems – Canada), Mr. Tony Chedrawy (MetOcean Telematics), Ms. France Hébert (CAE) and Ms. Amy McLeod (Seaspan Shipyards). Mr. Pogue recommended acceptance of the slate by acclamation and asked that this be recorded in the minutes. He concluded by declaring the 2021 Nominating Slate to be accepted by the membership.

5 OTHER BUSINESS

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

6 AGM IS ADJOURNED

Mr. Ford adjourned the meeting.

NOMINATION NOTICE

2022 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 Pogue** and included fellow Board members **Amy MacLeod, Clyde Sharpe** 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 23rd of March, 2022 to be held live and in-person at The Westin Ottawa, Provinces Ballroom, at 11 Colonel By Drive, Ottawa.

There is one new individual recommended to be elected as Director, namely: **Patrick Houston**, Calian. There are two Directors being recommended for another term this year, namely: **Peter Devlin**, Fanshawe College and **Tyson Macaulay**, Rockport Networks.

Taking into consideration the instability of the last two pandemic years, and in accordance with CADSI's Bylaws Article 4.2, **Kevin Ford** will be renewed as Board Chair for a maximum of up to one additional transition year to allow the Board to undergo its process of selecting a new Chair from its serving Directors.

Ending their time on the CADSI Board as of this AGM are **Chris Pogue** and **Janice Menezes**.

NOMINEES FOR ELECTION TO THE CADSI BOARD FOR THE PERIOD 2022-2025:

Name	Title	Organization
Patrick Houston	Chief Financial Officer (CFO) and Corporate Secretary	Calian

Dated: March 9th, 2022

On behalf of the Board of Directors



Christyn Cianfarani
President & CEO and
Secretary of the Board



PATRICK HOUSTON

Chief Financial Officer (CFO) and Corporate Secretary, Calian

Patrick Houston is a Chartered Professional Accountant with more than 15 years of experience and an extensive background in corporate finance, international operations, mergers and acquisitions, and public markets.

As CFO, he oversees the accounting, business support, financial planning and analysis, treasury, and tax functions at Calian. Patrick places an emphasis on the continuous development of a finance function that enables the company to achieve its profitable growth ambitions and maintain a high level of integrity and transparency.

Prior to joining Calian in January 2019, Patrick began his career in public accounting with Deloitte, before moving on to DragonWave, a Canadian-based high-tech company listed on the Nasdaq and TSX.

3D Planeta Inc.
 3M Canada Company
 9423-1081 Quebec inc. – ABBMEB Consultants
 Abuma Manufacturing
 Accenture
 Active Gear Co. of Canada Limited
 Adventure Lights Inc.
 AE Petsche
 AECOM
 AI Tactical Solutions
 Air Data Inc
 Aircraft Appliances and Equipment Limited
 Aliter Technologies, Inc.
 Allen-Vanguard
 Alpha Optics Systems Inc.
 AM General
 Analytic Systems
 Apple
 AppSpace Solutions
 ARA Robotique
 Arcfield
 ARKTOS Developments Ltd.
 Armatec Survivability Corp
 Artaflex Inc.
 ATCO Frontec
 ATD Design and Manufacturing Services Inc.
 Atlantic Canada Aerospace and Defence Association (ACADA)
 Automatic Coating Limited
 Aversan Inc.
 Avidrone Aerospace Incorporated
 Avon Protection Systems, Inc.
 Babcock Canada Inc.
 BAE Systems
 Ballvale Strategy Inc
 Base Camp Connect
 Bell Textron Canada Limited
 Ben Machine Products Co. Inc.
 Besnovo Technologies Inc.
 BlackBerry
 Bluedrop Training & Simulation
 BlueSky Strategy Group
 Blumara Corp.
 BluMetric Environmental Inc.
 BMP Metals Inc.
 BMT Canada Ltd.

BNH Expert Software Inc.
 Bombardier
 Bombardier Recreational Products
 Brim G&H Fluid Handling Products Inc.
 British High Commission
 Bronswerk Marine Inc.
 Brownrigg-Smith Consulting Inc.
 C3 Human Factors Consulting
 C4I Training & Technology Inc.
 Cadex Inc.
 CAE
 Calian Group Ltd.
 Calian, Advanced Technologies
 Cambli Group, Tactical & Military Division
 Canada Direct Trading Limited
 Canadian Army Today
 Canadian Base Operators Inc
 Canadian Commercial Corporation
 Canadian Cyber Threat Exchange
 Canadian Defence Review
 Canadian Tactical
 Canadore College
 Cantec Systems
 C-CORE
 CCX Technologies Inc.
 CEL AEROSPACE TEST EQUIPMENT
 Celestica International LP
 Centre-Arch Inc.
 CFN Consultants
 Channel Systems Inc.
 Chantier Davie Canada Inc.
 Cintec Canada Ltd
 CJAG Consulting Group Inc.
 Cleeve Technology Incorporated
 Click Networks
 CloseReach Ltd.
 CMC Electronics
 CoLab Software Inc.
 Collins Aerospace
 Colt Canada Corporation
 Compusult
 Computacenter TeraMach
 Concept Controls Inc.
 Confections Carcajou
 Cougar Helicopters Inc.
 Creaform

Creation Technologies
 CryptoMill Cybersecurity Solutions
 Cubic Global Defense
 Current Scientific Corporation
 Curtiss-Wright Defense Solutions
 Cyber Security Canada
 Dalembert Consulting Inc.
 Dataminr
 David Pratt & Associates
 DAVWIRE (Defense & Aviation Wiring Inc)
 Decisive Technologies Inc.
 Deep Trekker Inc.
 Deloitte LLP
 DEW Engineering & Development
 Dexterra
 Dominis Engineering Ltd.
 Dotted i Strategies Ltd.
 Draeger Safety Canada Ltd.
 D-TA Systems
 Duke Marine
 Dumur Industries
 Duvaltex
 Dynamit Nobel Defence GmbH
 Dynatherm Instrumentation Inc.
 Edelman
 Elasto Proxy Inc.
 Elbit Systems Ltd.
 EMSEC Solutions
 EMT Engineering Sales
 Esprit de Corps Canadian Military Magazine
 Esri Canada
 Evertz AV
 EXA Consulting Limited
 Excelitas Qioptiq
 EXO Insights Corp
 Fanshawe College
 Federal Fleet Services
 FELLFAB Limited
 Field Aviation
 Fischer Connectors
 Fleetway Inc.
 Foamtech North America
 Frequentis
 FTG Corporation
 Gap Wireless
 Garrtech Inc

Gastops Ltd.
 Genaire Limited
 General Atomics Aeronautical Systems, Inc.
 General Dynamics - OTS - Canada
 General Dynamics Land Systems-Canada
 General Dynamics Mission Systems
 General Kinetics Engineering Corporation
 General Motors of Canada Company
 Genoa Design International Ltd.
 GENTEX Corp.
 GeoSpectrum Technologies Inc.
 Global Spatial Technology Solutions Inc.
 Gould Fasteners Ltd.
 Gravel Agency Inc
 GSNetworks
 GTDS Inc.
 Haivision Network Video
 Harvan Manufacturing Ltd.
 HCL Logistics Inc
 HDI Technologies Inc.
 Heli-One
 Henery
 Hensoldt Sensors GmbH
 Hepburn Engineering Inc.
 Heroux-Devtek Inc.
 Heroxx Trade Compliance
 Hexagon
 HFI Pyrotechnics Inc.
 HICO Canada
 High Speed Imaging Inc.
 Hill + Knowlton Strategies
 Hudson Supplies Inc.
 Humansystems Incorporated
 Hutchinson Industries Inc.
 Hyperion Consulting Services Incorporated
 ICOM Canada
 IMP Aerospace & Defence
 Imperial Mining Group Ltd.
 IMRSV Data Labs Inc.
 IMT Defence
 In Fidem
 Industrial Rubber Co.
 Infrasecure Group Inc
 Inmarsat
 INO

Integrated Procurement Technologies (IPT)
 Integrys
 Intelli-Force Sécurité
 Interammo Impex Inc.
 Interfax Systems Inc.
 International Custom Products
 International Test Pilots School
 Inter-Op Canada
 InVeris Training Solutions
 Irving Shipbuilding Inc.
 Isaac
 JDI Logistics
 JSK Naval Support Inc.
 J-Squared Technologies Inc.
 KASI Technologies Inc
 Kaycom Incorporated
 KF Aerospace
 Kinetics Drive Solutions
 Knudsen Engineering Ltd.
 KONGSBERG
 Kool Koatings Inc
 KPMAN Enterprises
 KPMG LLP
 KR Betts & Company Ltd.
 KWESST Micro Systems Inc.
 L3Harris Technologies
 Langtry Blast Technologies Inc.
 Lansdowne Technologies
 Larus Technologies Corporation
 LED SMART INC.
 Lemay.ai
 LEMO Canada Inc.
 Leonardo DRS
 Leonardo SpA
 Levitt Safety
 Liftking Manufacturing Corp
 Little Lakes Machine & Tool Inc.
 Lixar Fueled by BDO
 Lloyd's Register Applied Technology Group (Martec)
 Lockheed Martin Canada
 Logistik Unicorp Inc.
 LS telcom
 Luxcom Technologies
 M.D. Charlton Co. Ltd.

M1 Composites Technology Inc.
 Maerospace Corporation
 Magellan Aerospace
 Magnum Integrated Technologies Inc.
 Manitoba Aerospace Inc
 Mannarino Systems & Software Inc.
 Marinvent Corporation
 Marshall Aerospace and Defence Group
 Martin Rust Strategic Advisory Services
 MBDA
 MBS Techservices Inc.
 MDA
 Mechanix Wear Canada Inc.
 Metallurgical Resources
 Metamaterial Inc.
 MetOcean Telematics
 Michelin North America Inc.
 Microsoft Canada
 Millbrook Tactical Inc.
 Millennium Marketing Inc.
 Modest Tree
 Moltec International
 MPIQC Inc.
 Naisense Solutions Inc
 Nanuk by Plasticase Inc.
 National Research Council Canada
 Natural Insulation Products Inc
 Nauticomp Inc.
 NAVAL Group Technologies Canada Inc.
 Navistar Defense Canada, Inc
 NEOTHANE INC
 Newcon Optik
 Nexter Canada
 Noble Precision
 Noreast Electronics
 NORLEANS Technologies Inc.
 NORSTRAT Consulting Inc.
 Nortac Defence
 North Bay Machining Centre Inc.
 Northeast Tech Services
 Northern Micro
 Northern Optotronics Inc.
 NorthStar Earth & Space
 NovAtel
 nSTRATA™ Inc

NyRAD Inc
 Ocean Group EOD Division
 Oceans Ltd.
 Octasic Inc
 Optimec Consultants inc.
 ORBITAL RESEARCH LTD
 Oz Optics Limited
 Pacific Geomatics Ltd.
 PAL Aerospace
 Palfinger
 Parabellum Prime
 Patlon Aircraft & Industries Limited
 Patriot Forge Co
 Patriot One Technologies
 PCamiot Consulting
 Pelican Products, Inc. (Canada)
 Pennant Canada Limited
 Persistent Systems, LLC
 Pilatus Aircraft Ltd
 Planet Labs Geomatics Corp
 Plasan
 Platinum Technologies Inc.
 Pleora Technologies
 PMG Technologies Inc.
 Podolinsky Equipment Ltd.
 Polaris Industries
 Pratt & Whitney Canada
 PRE Labs Inc.
 Precision ADM
 Prizma
 Prod360 inc.
 Prospectus Associates
 PureLogic IT Solutions
 Pylon Electronics Inc.
 QinetiQ Canada
 Qualified Metal Fabricators
 Quebec Metallurgy Center
 R & D Technologies
 R.D. Associates
 R.J. McGregor & Associates
 RaceRocks
 Raymond EMC Enclosures Ltd.
 Raytheon Canada Limited
 RDG2 Technologies Inc.
 Red Canari Information Security
 Red River College

REDspace Inc.
 Renaissance Repair and Supply
 Rheinmetall Canada Inc.
 Ridgeway International Canada Inc.
 ROCK Networks Inc.
 Rockport Networks
 Rolls-Royce
 Rotor Maxx Support Limited
 Rousseau Metal inc.
 Rubicon Strategy Inc
 Saab Canada
 Safran
 Samuel Associates Inc.
 Sapper Labs Cyber Solutions
 Schneider Electric Canada Inc.
 Seaspan Shipyards
 SEI Industries Ltd
 Sélect Global International Ltd
 Sensor Technology Ltd
 Serco Inc.
 SES Networks
 Shark Marine Technologies Inc.
 Simex Defence Inc.
 SimFront Simulation Systems
 Sketchbox, inc
 Solaxis Ingenious Manufacturing Inc.
 Sonovision Canada Inc.
 Soucy Group
 Source Atlantic
 Space Flight Laboratory
 SSI
 StandardAero
 Stedfast Inc.
 Sturgeon County
 Summa Strategies
 Syntronic Research and Development Canada
 TACO Antenna
 Tacteris Systems Inc.
 Tactix Government Relations and Public Affairs Inc.
 Tasmanian Tiger Canada
 Team SkyGuardian
 Teledyne DALSA
 Telemus
 Telesat Canada
 Terma North America

Terradyne Armored Vehicles Inc.
 Textron Aviation Canada
 Textron Systems Canada Inc.
 Thales Canada Inc.
 The Army Cadet League of Canada
 The Avascent Group
 The Boeing Company
 The Deltic Group Inc.
 The Wellington Strategy Group Inc.
 The Williams Policy, Programs and Procurement Group Inc. (TWG)
 Thinkpath Engineering Services (Ontario) Inc.
 Thordon Bearings Inc.
 Thornhill Medical
 thyssenkrupp Marine Systems Canada Ltd.
 TITAN AEX
 TOOLCOMM TECHNOLOGY INC.
 Top Aces Inc.
 Total OutSource Canada, Inc.
 Triode
 Tulmar Safety Systems Inc.
 Twenty 20 Insight Inc.
 Ultra Maritime
 ULTRA TORQ Bolting Tools
 Unisync Corp
 University of British Columbia
 University of Waterloo
 Unmanned Vehicle Applied Dynamics
 Vanguard LED Displays
 Vanguard Magazine
 Vard Marine Inc.
 Vectis Aerospace Consulting
 Viable Power Conversion Technologies
 Viasat
 Vigilance Systems Inc.
 VizworX Inc.
 WaVv Business Development Inc.
 Waypoint Counter Surveillance Inc.
 Weatherhaven
 West-Tech Finishing Inc.
 Wuxly Movement
 Yves Security Systems Ltd.
 ZEN Graphene Solutions
 Zodiac Hurricane Technologies, Inc.



MARCH

2021 CADSI ANNUAL GENERAL MEETING
MARCH 23
 Ottawa, Canada
MEMBERS ONLY

APRIL

CANADIAN ARMED FORCES OUTLOOKS 2022
APRIL 5-6-7
 Ottawa, Canada
MEMBERS & GOVERNMENT ONLY

JUNE

CANSEC - CANADA'S DEFENCE & SECURITY TRADE SHOW
JUNE 1-2
 Ottawa, Canada
MEMBERS & GOVERNMENT ONLY

CANADA PAVILION AT EUROSATORY
JUNE 13-17
 Paris, France

OCTOBER

SME (SMALL & MEDIUM ENTERPRISE) DAY CANADA
OCTOBER 18 & 20
 Virtual Event
MEMBERS & GOVERNMENT ONLY

NOVEMBER

CANADIAN DEFENCE MARKETPLACE B2B/G MEETINGS
NOVEMBER 3
 Virtual Event

