



CADSI

2020 ANNUAL REPORT

Annual General
Meeting of Members

31.03.2021
Videoconference

Canadian Association
of Defence and
Security Industries

defenceandsecurity.ca

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DESPITE THE HURDLES CADSI HAS FACED AS A BUSINESS, THE ASSOCIATION HAS CONTINUED TO REPRESENT THE INTERESTS OF ITS MEMBERS FIRST AND FOREMOST.

*– Kevin Ford,
Chairman of the CADSI Board of Directors*



CHAIRMAN'S LETTER

2020



When reflecting on 2020, as Chair of CADSI's Board of Directors, I can say with certainty that it was a year like no other. The association started the year in very strong position: membership was trending upwards, CANSEC was all but sold out, roll-out of value-added offerings was on track, and its efforts in cyber were gaining momentum. The organization was poised for a record year.

It is difficult to express how drastic an effect COVID-19 has had on the organization. The cancellation of CANSEC – for the first time in its history – is the most obvious representation of the difficult times the organization is facing. For the first time in many years, CADSI experienced a substantial net operating loss and, unfortunately, we are forecasting continued rough waters ahead for 2021. The business itself – deemed non-essential – was forced to close its doors and revert to remote operations until July 2020. Since then, it continues to be impacted by various lockdown measures. The restrictions on public gatherings have necessitated that CADSI's "bread-and-butter" live events, take place only virtually. This has significantly impacted the value-add – bringing government and industry together in "safe and shared" physical spaces – that CADSI brings to the table.

Despite the challenges CADSI has faced the association has continued to represent the interests of its members first and foremost. As our advocates to the Government of Canada, CADSI helped ensure continued operations for the sector during the most difficult times of the pandemic. They have kept on top of critical policy files; kept us connected to government through webinars, roundtables

and standing advisory councils; brought us updates from Canadian Armed Forces leadership; and created online fora for SMEs and OEMs to connect. They continue to release important research on the industry and on cyber. CADSI had innovated in real-time to keep delivering value to members during the pandemic.

When we, the Board of Directors, look to the future of CADSI, we see an association that will, at least for 2021, remain in "survival mode." CADSI is at a critical inflection point in the association's two-decade history. With challenge comes opportunity for the organization to transform, evolve and invest for the long-term. CADSI's Board of Directors is committed to supporting the association so that we, as an industry, can continue to have a strong voice to advocate our interests and sustain our community by continuing to offer a place where we can all connect, learn and do business together.

I would like to take this opportunity to thank my fellow Board members for their contributions and dedication. I would also like to thank, you, our member companies for continuing to support CADSI in these difficult times. Lastly, I would like to thank Christyn for her leadership in the face of adversity and to her team at CADSI for their dedication, hard work and continued excellence in all that they do.

Sincerely,

Kevin Ford

Chair, CADSI Board of Directors

PRESIDENT'S LETTER

2020



While it was “pandemic” for the win in the end, in the running for Webster’s word of the year was also “unprecedented.” While unprecedented may feel a tad overused, there can be no more accurate word to describe what happened at CADSI in 2020.

Never before in CADSI’s history has CANSEC been cancelled. Not at the beginning when it was small and the going was rough, not when it poured rain at Lansdowne Park and the electronics got wet, not during SARS or MERS. It seemed impervious. Not only did the cancellation of CANSEC 2020 set in motion a series of significant challenges and hard pivots for the association, it brought with it opportunities for us to explore how to do what we are here for – provide value to members – in radically different ways from those tried and true.

While the pandemic caused a shift in our business, our vision did not change.

We are still striving to maintain CADSI’s reputation as *the* preeminent association representing the defence industry across Canada and to leverage our strength in numbers. We want more than ever to be recognized by you, our members, for providing superior member value and we continue to step up our domain-game to be a go-to association for the industry’s perspective on cyber defence.

When we look back on 2020, we are proud to have been there to help you navigate the chaos and confusion that ensued when things tipped into lockdown. We advocated for you directly with government officials and top bureaucrats to remove roadblocks and impediments to keeping your businesses open, your contractors embedded, your export permits moving and even to showcase your COVID-related solutions.

There have been casualties along the way. Not only did CANSEC fall by the wayside, but our business model was found to be lopsided and over-dependent upon it. Its tight correlation to membership – many companies solely become members to go to CANSEC – was evident in the drastic drop in members from all-time highs of 950 to 650. We believe that 2021 will be tougher yet. To this end, in order to survive and continue to thrive in the future, we overhauled our membership model to re-balance the organization and to set it on much more even footing. We also started to create what will become the hallmarks of membership programming and rewards privileges that set out to encourage increased engagement and long-term loyalty. We believe that this is critical to building a better association and community.

This year we have been able to release and collaborate on a significant amount of research. In January we released *The Cyber Collaboration Imperative: An Overview of Leading Government-Industry Collaboration Models and Practices in Cyber Defence*. In the fall, in collaboration with Statistics Canada and ISED, we released a *Statistical Overview of Canada’s Defence Industry in 2018* and a *Statistical Overview of Canada’s Cyber Security Industry in 2018*, the latter being the first of its kind in the OECD.



We also made the case for defence, space and cyber as economic engines both in Australia at the Australia-Canada Economic Leadership Forum in February, and again in the fall to our own government as we positioned ourselves for a post-COVID era.

We continue to search for the right mix of programming and opportunity to enable you to increase your sales opportunities. Networking and connecting have been found wanting in the virtual world and given that is our “secret sauce,” our calendar of events in 2020 was not without its limitations. Despite the challenges, we were able to bring you an update from the commanders at the Canadian Armed Forces Leadership Update Series and a successful SME Day Home Edition with a vibrant B2B/B2G. The virtual incarnation of SME Day rivalled the numbers we see live and we might just look at a hybrid model for future versions. We threaded in helpful and informative webinars highlighting the upcoming change to secure supply chains – CMMC – coming out of the U.S., the results of the cyber and defence studies done in collaboration with Statistics Canada and ISED, and the prognosis for defence markets worldwide as the world emerges from this latest crisis.

Lastly, I would like to take this opportunity to thank my Board of Directors for its strategic guidance and our Chair, Kevin Ford. In a year that was filled with uncertainties, you have provided support and advice and allowed management the latitude to fearlessly do things that have never been attempted before.

To you, our members, it is an honour to be your voice. We are incredibly proud to be part of a community that distinguished itself during the worst parts of the crisis. We appreciated your patience as we re-programmed our year. We thank you for your engagement and participation in the association’s activities and the time you have taken out of your busy schedules to provide us with feedback, insight, intelligence and support.

To my team at CADSI, in times of duress there is often clarity on what really matters. We have created a family unit out of our work environment, and nothing was more special this year than to witness how you all came together to support each other, encourage each other and throughout it all never lost track of our purpose. It is a privilege to be your leader.

Christyn Cianfarani
Christyn Cianfarani
President and CEO



ADVOCACY & STRATEGIC COMMUNICATIONS

We had just wrapped up our annual Parliament Hill reception – an educational and networking event dedicated to showcasing the sector to parliamentarians from all parties and their staff – when news of the pandemic began to pick up steam. Within a few short weeks there was talk of lockdowns across the country. It quickly became chaotic; different provinces with different rulesets, essential and non-essential business classifications, and considerations for sub-contractors versus embedded contractors. Perhaps the most confusion came from the fact that no one – not provinces nor the federal government – completely understood where companies that serve National Defence fell in the myriad of rules. Each day we virtually crossed the country helping you solve these problems. We used the Defence Industry Advisory Group and established a weekly “drum-beat” to raise and solve the challenges of keeping your businesses open and the sector running.

We held webinars and information sessions with you weekly to disseminate information and take in your concerns. We also helped to bridge those companies making a pivot to provide goods and services needed during the pandemic. I am quite confident that in those trying times, CADSI was able to perform an essential service to its members and to the community.

Although the pandemic and its short-term challenges eclipsed so much of the year, we never lost sight of major policy files that have continued to move beneath the surface, whether in Canada or in other nations. We continued to press upon keeping the *Strong, Secure, Engaged* (SSE) Investment Plan moving forward and we turned up the heat on breaking through the logjam in the export permit process; it is an issue that today still occupies a significant portion of our time and will continue to do so in the months to come.

Despite the pandemic, the United States continued to move at lightning speed on the establishment of supply-chain cyber security standards known as the Cybersecurity Maturity Model Certification (CMMC). The impacts of CMMC will be felt by Canadian firms servicing the U.S. DoD whether directly or through prime contractors. To this end we brought you information sessions and webinars and we are working with our government partners to establish Canada’s game-plan for the standard, pushing to adopt it “as is” or as close as possible in Canada so as to avoid confusion, proliferation of standards and to save time and money for your businesses. We also participated in a whole-of-government lobby effort to overturn drafted legislation in the U.S. National Defence Authorization Act (NDAA) 2021 whereby the bill would require Major Defense Acquisition Programs (MDAPs) to be 100% manufactured

domestically (in the U.S.) by October 1, 2026. To all of our members, especially those with facilities in the U.S. who supported with use-cases and active deterrence, thank you.

As we head into business resumption and COVID-19 economic recovery, we will turn our attention to making the case for defence and security spending as a means to continue to stabilize and stimulate the economy. Our *Partners in Economic Restart* brief offered practical means by which to harvest the committed defence expenditures in SSE in a fiscally neutral agenda. We remain seized with ensuring that Members of Parliament across the country understand the benefits of having resident defence firms in their ridings and appreciate how these companies are integral to their local economies and the economy and national security of Canada.

MEMBERSHIP & VALUE-ADDED SERVICES

2020 has been a challenging year. Our “secret sauce” is putting people together face-to-face so that they can create connections and showcase their products, services and talents. Most obviously we do this through events where we leverage our reach, our networks and our influence to put decision-makers in the same room as you, our members.

There is no perfect online platform to translate this into the virtual world and certainly not with the expediency required to implement it within a few short months following lock-down. What this meant was that in 2020, not only did we have to pivot our business virtually for the latter half of the year, we had to find ways to leverage our other skills to demonstrate value.

Throughout the months of April and May, the most challenging months of the pandemic for business continuity, we held weekly COVID-19 check-ins for members. We learned what impediments you faced and set out to help fix them or get clarity on them. In parallel, we increased the tempo of the Defence Industry Advisory Group’s meetings with the Government of Canada, so that we not only heard from the membership in real-time through our check-in calls, but we could provide those inputs to government in real-time to obtain solutions for you. We supported issues relating to business continuity, obtaining security clearances and workplace extensions for embedded contractors, PPE/PME standards for contractors, export permit issues and even the “air bridge” between Canada and the UK.

Because pandemic measures were implemented at the provincial level in ways which were not harmonized across provinces, we worked with local development agencies and provincial governments to get clarity on the defence industry to ensure that it could – in all provinces – be characterized as an essential service so that your offices and production floors could remain open.

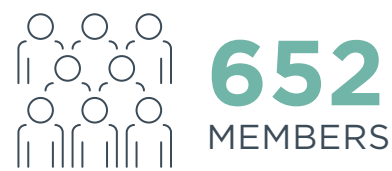
Simultaneously we started to showcase your COVID-19 solutions to government through our relationships with PSPC, our social platforms and by creating an extension to *myCapabilities* for COVID-19 products and services.

Over the summer and into the fall when our virtual events (CAF-LUS and SME Day Home Edition) were running, we spent time focussing on what we wanted the membership and the value-add to look like in the future. This included a refreshed CADSI website, a modified *myCADSI* infrastructure to provide members opportunities to advertise their products and services directly to their target audience, a new membership structure and corresponding rewards plan, and a new, modernized CADSI brand. Throughout 2021, members will start to benefit from additional programs, sales and business development opportunities, preferential treatment and “perks” that come with being a long-time CADSI member as we roll things out.



THE BEST VALUE FROM CADSI IN 2020 CAME FROM THE COVID WEEKLY CHECK-INS THAT TOOK PLACE IN THE SUMMER. GREAT FEEDBACK AND FREQUENCY. TRULY ALLOWED OUR ORGANIZATION TO UNDERSTAND THE CHALLENGE THAT DND FACED AND HOW OUR COMPANY FIT INTO THE BIG PICTURE. MORE OF THIS.

– CADSI Membership Outreach Call Campaign December 2020



DOMESTIC PROGRAM



CAF OUTLOOKS



SME DAY



CAF OUTLOOKS

CAF-LUS was our first attempt at converting a portion of our live programming to the virtual world. We learned a lot, to say the least.

Over the course of six sessions in September and October, CAF leadership presented priorities and planning. Each branch of the CAF was represented. We heard key strategies and thematics from Vice-Chief of the Defence Staff Lt. Gen. Rouleau and Deputy Ministers Jody Thomas and Bill Matthews (moderated by MGen. (Ret'd) Day). We also took a look at joint interoperability in a bonus panel session.

The event was not perfect and so we need to re-think how to increase the level of satisfaction in the virtual world. The CAF Outlooks – the foundational event for a part of CAF-LUS – has a great following that is simply too complex to mirror in the virtual world given the simultaneity of the moving parts and the sheer number of speaker-participants and topics. We missed the breakout sessions and their project and procurement plans, most notably the affectionately referred to “quad charts.” Despite the obvious imperfections, we know that after a long period of missing connection with our CAF partners, the event was welcome. Visibility on the impacts of COVID-19 on the Canadian Forces, an update on force development and achievements to date and the priorities and concerns at the command level garnered strong engagement.



240

PARTICIPANTS



6

INFORMATIVE
SESSIONS



50%*

SATISFACTION

*Based on 17 respondents.



NOT YOUR FAULT, BUT THE REAL VALUE OF THE OUTLOOKS ... IS TO BE FOUND IN NETWORKING, BREAKOUT SESSIONS AND 'FEELING THE TEMPERATURE OF THE ROOM'. VERY HARD WITH A VIRTUAL EVENT, SO THANKS FOR TRYING...



– CAF-LUS Survey Respondent



SME DAY HOME EDITION

SME Day Home Edition was a great success. It was more successful from a statistics point-of-view than the traditional live version of the event. Over the course of four consecutive Wednesdays in October, eight information sessions were delivered on topics ranging from *Making Sense of the ITB Policy: Strategies for Defence Industry Beginners to a U.S. Defence Forecast* to *More than a Multiplier: What OEMs are looking for under the ITB Policy*.

To supplement the information sessions, over 400 private Supply Chain Connect (B2B/B2G) meetings were facilitated using our own special-purpose B2B/B2G online tool and executed using Microsoft Teams. It was a labour-intensive activity, and we will be looking for more efficient ways to execute given that it was a “fan favourite” and we foresee more of that in 2021.

Most importantly, feedback was very positive for overall experience at SME Day Home Edition. A full 80% of respondents were satisfied with the overall outcome of the event, 100% of OEMs who hosted a ‘virtual table’ found the experience to be valuable for business, and 75% of respondents felt that the lineup of speakers, content, and B2B/G meetings delivered value for money.

 **230**
PARTICIPANTS

 **400**
PRIVATE SUPPLY CHAIN
CONNECT MEETINGS



“

THE VALUE DERIVED FROM SME IS SIGNIFICANT. OUR ORGANIZATION BELONGS TO MULTIPLE ASSOCIATIONS AND WE COULD NOT ACHIEVE THE VALUE WE ACHIEVE AT THE PRICE WE PAID THROUGH THEM.... CADSI DOES A FANTASTIC JOB OF CURATING THE KEY ISSUES SMES NEED TO KNOW OR BE TOP OF MIND.

– SME Day Survey Respondent

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CYBER DEFENCE

We continued the drum beat in cyber-defence advocacy in 2020, releasing our report *"The Cyber Collaboration Imperative: An Overview of Leading Government-Industry Models and Practices in Cyber Defence"* at a joint CADSI/University of Ottawa Professional Development Institute event in January. We exposed the fact that Canada's current levels of industry-government cooperation – everything from talent development and sharing to research and development to active threat monitoring and exchange – have not kept pace with the unprecedented "speed of cyber" and that there were many good models coming out of our allies that we could emulate here in Canada if we wanted to start fixing that.

We are keeping up our research, completing a draft of a third report that outlines procurement challenges in cyber (which are also incidentally relevant to software), namely the constructs we are using and their lack of agility and speed. We point to some models being used by our allies as constructs we might adopt to improve. This will be released in 2021.

In late fall, we unveiled the first ever country-specific statistical report on cyber in the OECD. In partnership with Statistics Canada and ISED, we released the *Statistical Overview of Canada's Cybersecurity Industry 2018*. The collective efforts of roughly 1,500 firms specializing in cyber that provided input came to fruition and we were able to shed light on the incredible domestic talent and capability that we have here at home that can be used to enhance, deliver and supplement government agencies and DND on the virtual battlefield. The study also illuminated the buying patterns of our own government partners with respect to domestic cyber capability and statistically proved that it was underutilized when compared with the private sector and other nations, namely the United States.

Our plan remains quite simple: create a mechanism to start a lasting conversation and partnership with government in this very critical domain.





CORPORATE SOCIAL RESPONSIBILITY & COMMUNITY OUTREACH

It is very important for us to proudly represent the defence sector in local communities across Canada. We do this by partnering with other likeminded entities, organizations and academic institutions, by supporting Women in Defence and Security (WiDS) and empowering its growth and evolution, by laying a wreath at the National War Memorial on behalf of the industry each Remembrance Day, and by giving back to those in need.

In 2020 we joined forces with the Canadian Forces College twice to speak about industry to members of the CF undertaking the National Security Program (NSP) and the Joint Command and Staff Program (JCSP).

WiDS had an incredible year and continues to grow in prominence and reach. We are very proud to have WiDS as a part of our CADSI family and are pleased to be able to support their programming, which is geared toward helping women break into and succeed in their defence and security careers. This year, not only was the WiDS Annual Scholarship and Awards Breakfast a great success, breaking records for attendance, but the 2020 Emerging Leaders social media campaign was incredibly successful in recognizing the efforts made by women in our community doing great things, inspiring change, blazing trails and setting an example for other women to follow. WiDS also made a digital pivot for its events. Its professional development series continued virtually throughout the year so that women and men could listen, learn and share knowledge and support within the community while developing their professional networks.

Lastly, we believe in giving back on behalf of our members. Despite the fact that we could not raise matching funds from individual member companies at CANSEC this year, we continued our partnership with the True Patriot Love Foundation making CADSI's portion of the donation on behalf of all of us. And once again we supported Operation Veteran at the Canadian War Museum. It is incredibly important in these tough times to support charities and other non-profits that are struggling as the pandemic has truncated their fundraising efforts. With the demands at food banks escalating over the course of the year, we are reminded that veterans are not immune to homelessness and hunger, there is still much work to be done, and that as a community and on behalf of our members we have a duty to play a part in making things better.



03.31.2020 | 13:02 – 13:25

By Teleconference

1 CALL TO ORDER

CADSI's Chair, Mr. Kevin Ford (Calian Group Ltd.), welcomed members to the 2019 Annual General Meeting (AGM). He confirmed that the meeting had achieved quorum and so called the meeting to order at 13:02. He informed attendees that Ms. Christyn Cianfarani, President and CEO of the Association, would make an announcement immediately following the adjournment of the AGM.

Mr. Ford thanked members for attending the AGM. He recognized the outgoing Chair of the Board, Mr. Danny Deep (General Dynamics Land Systems-Canada), for this leadership and dedication. He also thanked those Board members ending their terms – Mr. Derrick Rowe (Bluedrop Training & Simulation), Mr. David Gossen (IMP Aerospace), and Mr. Joe Armstrong (CAE) – for their dedication, contributions, and expertise.

Mr. Ford reviewed the agenda for the meeting. Mr. Sébastien Lozé (Epic Games) made a motion to approve the meeting agenda, which Mr. Ford accepted. Ms. Susan Dabrowski (Libellule Monde Inc) seconded the motion. Mr. Ford announced that the meeting agenda was approved as presented.

Next, Mr. Ford accepted a motion moved by Mr. Darcy Byrtus (BMT Canada Ltd.) to approve the 2018 Annual General Meeting minutes, which Mr. Neil Hutton (DEW Engineering) seconded. Mr. Ford announced that the meeting minutes were approved as presented.

2 CADSI REPORTS

i. Chair's Year-in-Review Report

Mr. Ford presented his Year-in-Review Report, a copy of which was distributed to members ahead of the meeting. He closed by noting how COVID-19 will make this year's meeting much different and will require the government and members to respond with "all hands-on deck," before he set out the priorities for 2020. To conclude, he thanked the members for their contributions, fellow Board members for their efforts, Christyn Cianfarani for her leadership, and the CADSI staff for their work.

ii. President's Year-in-Review Report

CADSI's President and CEO, Ms. Christyn Cianfarani, reviewed the work and successes of 2019, such as events and advocacy, including growing into the cyber security space. She thanked the Board of Directors and its Chair for their strategic guidance and the members for their ongoing engagement with the Association. She also thanked the CADSI team for their hard work over 2019.

2019 achievements included events, CANSEC, new online member portal and services like GATEWAYintel and GATEWAYacademy, and strong advocacy efforts that included the "My North My Home" advertising campaign. Ms. Cianfarani also noted the work CADSI had done to better understand and represent the needs and interest of cyber defence companies, including releasing a substantive research report. Ms. Cianfarani also reviewed CADSI's domestic and international events. The complete President's Report was distributed to members ahead of the meeting.

3 AUDITED FINANCIAL STATEMENTS AND APPOINTMENT OF AUDITOR

Mr. Armstrong (CAE), Chair of the Board of Director's Audit Committee, presented the Audited Financial Statements of 2019, which was reviewed by the Auditors and formally approved by the Board. In summarizing the Statements, Mr. Armstrong confirmed that the auditors had found no material errors or other matters of concern in the conduct of their audit.

Mr. Armstrong indicated that the corporation remains in strong financial health, as was the case in the previous year. He noted the good financial management, long-term thinking with respect to major partnerships, cost avoidance, and CANSEC revenue growth – all of which allowed the Association to finish better than plan in 2019. The balance sheet remained in a healthy position, he added.

When Mr. Armstrong opened the floor to questions, there were none for himself or the auditor. Mr. Armstrong declared the audited financial statements received by the members as presented.

Mr. Armstrong made a motion to re-appoint Baker Tilly Canada to conduct CADSI's 2020 audit. Mr. Barney Bangs (Tulmar Safety Systems) moved the motion, Ms. Susan Dabrowski (Libellule Monde Inc) seconded it, and the motion was passed. Mr. Armstrong announced that the motion was approved.

4 PRESENTATION OF 2019 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 5th 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. When asked, the membership did not have any questions about the process followed.

Mr. Pogue presented the slate of new members, which were Ms. Janice Menezes of Lockheed Martin Canada and Mr. Bernard Mills of Ultra Electronics, and the returning board members, which were Mr. Clyde Sharpe of Elasto Proxy, and Mr. Bruce Latimer of L3 Harris.

Since the Corporate Secretary had received no other nominations compliant with the By-Laws in effect, Mr. Pogue recommended acceptance of the slate by acclamation. He concluded by declaring the 2019 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 at 13:25.

NOMINATION NOTICE

2021 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 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 Clyde Sharpe and Bernard Mills.

The Nominating Committee has identified and, by consensus, requests acceptance by the membership for the slate of nominees below at the next CADSI Annual General Meeting scheduled for 13:00 on Wednesday the 31st of March, 2021 to be held by virtual means.

There are five new individuals recommended to be elected as Directors, namely: **Chris Bartlett**, CCX Technologies; **Chris Brown**, General Dynamics Land Systems Canada; **Tony Chedrawy**, MetOcean Telematics; **France Hébert**, CAE Defence and Security Canada; **Amy MacLeod**, Seaspan Shipyards. There are no Directors being recommended for another term in this year.

Ending her time on the CADSI Board as of this Annual General Meeting is: **Anne Healey**.

NOMINEES FOR ELECTION TO THE CADSI BOARD FOR THE PERIOD 2021-2024:

Name	Title	Organization
Chris Bartlett	President & Co-Founder	CCX Technologies
Chris Brown	VP Global Strategy & Int'l BD	GDLS-C
Tony Chedrawy	CEO	MetOcean Telematics
Amy MacLeod	VP Corporate Affairs & External Comms	Seaspan Shipyards
France Hébert	VP & General Manager	CAE D&S Canada

Dated: March 5th, 2020

On behalf of the Board of Directors



Christyn Cianfarani
 President & CEO and
 Secretary of the Board



CHRIS BARTLETT

President & Co-Founder, CCX Technologies

As the President of CCX Technologies, Chris is responsible for global business development, operations, sales, and marketing. The company is currently focused on making the aircraft a safer environment through innovative engineering solutions including onboard cybersecurity and avionics and radio testing

Throughout his career, Chris has built and led global, high-performance teams in established, startup and virtual environments. Before co-founding CCX, Chris served as the Vice President of Business Development at TrueNorth Avionics where he increased the company's market share establishing the company as the leader for aircraft cabin communications.

Chris studied Mechanical Engineering Technology at Georgian College prior to earning a Master of Business Administration from the University of Wales.



B. CHRISTOPHER A. BROWN

Vice President, Global Strategy
& International Business Development, GDLS-C

Chris brings to the CADSI Board 25 years of Defence Industry experience in both the domestic market and export markets. He has conducted numerous senior level engagements across several Canadian Government departments on various defence procurement, export and industrial policy initiatives.

Mr. Brown is a graduate of the University of South Carolina, the Royal Military College of Canada, and The Citadel. He has national security certifications from both the Harvard Kennedy School of Government and the Canadian Forces College.

Mr. Brown holds the rank of Colonel and has been an active member of the Canadian Army Reserve for thirty-five years.



TONY CHEDRAWY

CEO, MetOcean Telematics

Tony Chedrawy is the CEO of MetOcean Telematics, a Canadian based company that develops and manufactures end-to-end satellite telematics solutions. MetOcean is recognised globally for niche meteorological and oceanographic systems, custom defense and security products.

Tony worked internationally for many years in the IT and Energy sectors, and was appointed the President & CEO of MetOcean Data Systems in 2006, he also founded JouBeh Technologies and served as President & CEO for both organizations for 8 years. He later lead and oversaw their merger to create MetOcean Telematics in 2018.

Tony is a multifaceted, highly motivated and performance driven professional, who has achieved significant year-after-year revenue, profit and business growth objectives. Tony recently completed Harvard University's Advanced Management Program (OPM), he holds a Masters of Business Administration (MBA) with honours from the University of Houston, and a Bachelor of Engineering (B. Eng.) from Dalhousie University, and is a registered professional engineer in Nova Scotia.

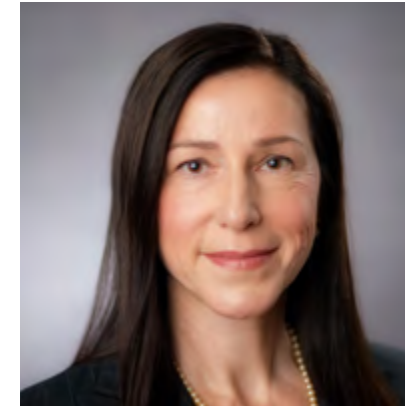


AMY MACLEOD

Vice President, Corporate Affairs and External Communications, Seaspan Shipyards

Amy has shaped and led strategic communications programs for more than 25 years across the technology and defence sectors. Prior to joining Seaspan Shipyards, she held senior roles at Mitel Networks, General Dynamics Canada, Alcatel-Lucent, and Newbridge Networks. She began her career as a political staffer on Parliament Hill. She was also Mitel's first Corporate Diversity Officer and recently named one of the Esprit de Corps' 2021 Top Women in Defence.

Amy holds a Bachelor of Political Science from the University of Waterloo, received her Diversity and Inclusion Certification from Cornell University, and completed the Executive Development Marketing Program at Queen's University.



FRANCE HÉBERT

Vice-President and General Manager, Defence & Security (D&S) for CAE Canada

France Hébert is Vice-President and General Manager, Defence & Security (D&S) for CAE Canada. France leads the D&S business in Canada, which includes 13 sites across the country and a team of over 650 employees, many of whom are embedded with military units. France is CAE's representative for D&S Canada with the federal Government and Canadians. France is also the President of SkyAlyne and the President of CAE Military Aviation Training (CMAT).

France has over 30 years of experience working in defence and aerospace. She was an Aerospace Engineering officer in the Canadian Armed Forces. She has worked for three companies playing major roles in Canada, namely: Bombardier, Nortel and General Dynamics Mission Systems Canada (GDMS-C).

France is a Professional Engineer who holds a Bachelor of Engineering (Physics) from the Royal Military College of Canada. France has also received a certificate in Business Administration from McGill University and holds a Project Management Professional (PMP) designation.

- 3D Planeta Inc.
- 3D Semantix
- 3M Canada Company
- 4095928 Canada Inc
- ABB
- Abuma Manufacturing
- Accenture
- Accu Solutions
- Acosys Consulting Services Inc.
- Active Gear Co. of Canada Limited
- Additive Metal Manufacturing Inc
- ADGA Group
- Advanced Entry Systems of Canada
- Adventure Lights Inc.
- AE Petsche
- AECOM
- AEREX Avionics Inc.
- AERO GatineauOttawa
- Aero Montreal
- AeroStream Consulting Inc
- Agescan International Inc.
- Agnostiq Inc.
- AI Tactical Solutions
- Air Data Inc
- AirBoss Defense Group
- Airbus
- Aircraft Appliances and Equipment Limited
- AirShare, Inc.
- Aliter Technologies, Inc.
- Allen-Vanguard
- Alpha Optics Systems Inc.
- AM General
- Amazon Web Services, Inc.
- Analytic Systems
- AppSpace Solutions
- AQ B3CG
- Arctic Security
- ARKTOS Developments Ltd.
- Armatec Survivability Corp
- Artaflex Inc.
- ASC Group
- ASC Pty Ltd
- ASELSAN
- Assero
- ATCO Frontec
- ATD Design and Manufacturing Services Inc.
- ATEM Canada
- Atlantic Canada Aerospace and Defence Association (ACADA)
- Automatic Coating Limited
- Avalon Holographics
- Aversan Inc.
- Avianor Inc.
- Avidrone Aerospace Incorporated
- Avior Integrated Products Inc.
- Avon Protection Systems, Inc.
- Babcock Canada Inc.
- BAE Systems
- Balcorp Limited
- Ballvale Strategy Inc
- Base Camp Connect
- Battlefield International Inc.
- Becker Avionics
- Beclawat Manufacturing Inc
- Belcan Canada Inc.
- Bell a Textron Company
- Ben Machine Products Co. Inc.
- Besantek Corporation
- Besново Inc
- Binks Insurance Brokers Ltd
- Biokinetics & Associates Ltd
- Bionic Power
- BlackBerry
- Blackline Systems Corp
- Bloombase Canada Inc.
- Bluedrop Training & Simulation
- BlueSky Strategy Group
- Blumara Corp.
- BluMetric Environmental Inc.
- BMP Metals Inc.
- BMT Canada Ltd.
- BNH Expert Software Inc.
- Bohemia Interactive Simulations Inc
- Bombardier
- Bombardier Recreational Products
- Bradley Ontario Precision Inc.
- Brim G&H Fluid Handling Products Inc.
- British High Commission
- Bronson Analytics
- Bronswerk Marine Inc.
- Brownrigg-Smith Consulting Inc.
- BST Security (Building Systems Technologies)
- BTI Global Innovation Inc
- Bullet ID
- BWS Manufacturing Ltd.
- C A Jamieson and Associates
- C&I Constructive Edge Inc.
- C3 Human Factors Consulting
- C4I Training & Technology Inc.
- Cadex Inc.
- CADmech Design Inc.
- CAE
- Calian Group Ltd.
- Cambli Group, Tactical & Military Division
- Cambridge Materials Testing Limited
- Canada Direct Trading Limited
- Canadian Base Operators Inc
- Canadian Commercial Corporation
- Canadian Defence Review
- Canadian Tactical
- Canadian UAVs Inc.
- Canadore College
- CanRep Inc.
- Cantec Systems
- Cardinal Defence Consulting Inc.
- CaseBank Technologies Inc.
- Cat Defense
- C-CORE
- CCX Technologies Inc.
- CEFA
- CEL AEROSPACE TEST EQUIPMENT
- Celestica International LP
- Cellula Robotics Ltd
- Centre-Arch Inc.
- Cesaroni Technology Incorporated
- CFN Consultants
- Channel Systems Inc.
- Chantier Davie Canada Inc.
- Chemring Group
- China Steel Inc.
- Ciena Corporation
- Cintec Canada Ltd
- Clairvest
- Cleeve Technology Incorporated
- CloseReach Ltd.
- Cloutier Cabanes S.A.
- CMC Electronics
- Codan Communications
- Collins Aerospace
- Colt Canada Corporation
- ComNav Marine Ltd.
- COMPOSITES CANADA
- Compusult
- Concept Controls Inc.
- Confections Carcajou

Conlin Bedard LLP
 Consortium For Aerospace Research and Innovation in Canada
 Contact Corporation
 contextere
 Contretron Inc.
 Cougar Helicopters Inc.
 Creaform
 Creation Technologies
 Cresa Ottawa
 CS Canada
 CTS Composites Inc.
 Cubic Global Defense
 Cummins Inc
 Current Scientific Corporation
 Curtiss-Wright Defense Solutions
 Cyber Defence Corp
 Cyber Security Canada
 Dafocom Solutions
 Dalembert Consulting Inc.
 David Pratt & Associates
 Davtair Industries Inc
 DAVWIRE (Defense & Aviation Wiring Inc)
 Decisive Technologies Inc.
 Deep Trekker Inc.
 Deloitte LLP
 Devonshire Industries Ltd.
 DEW Engineering & Development
 Dexterra
 Dillon Aero, inc
 DNS Networks Corp
 Dominis Engineering Ltd.
 Draeger Safety Canada Ltd.
 DSS Marine
 D-TA Systems
 Duke Marine Technical Services Canada Inc
 Dumur Industries
 Dunn Engineering Inc.
 Dynamic Air Shelters
 Dynamit Nobel Defence GmbH
 Dynatherm Instrumentation Inc.
 Earle M. Jorgensen Canada Inc. A division of Reliance Metals Canada
 Earncliffe Strategy Group
 Ecere Corporation
 Echo-Tech Machine & Tool Ltd.
 Elasto Proxy Inc.
 Elbit Systems Ltd.
 Electromate
 Emcon Emanation Control Ltd.
 EMSEC Solutions
 EMT Engineering Sales
 Enable Innovation Product Development Inc.
 Enduron Inc.

Engie Axima Germany GmbH
 EnviroDiamond Technologies Inc.
 Epic Games
 Ernst & Young LLP
 Esri Canada
 Evertz AV
 EXA Consulting Limited
 Excelitas Qioptiq
 EXO Insights Corp
 Experience
 Fanshawe College
 Federal Fleet Services
 Felix Technology Inc
 FELLFAB Limited
 FFG Canada Ltd.
 Field Aviation
 Finning International Inc.
 Fireco US
 First Responder Technologies
 Fischer Connectors
 Fleetway Inc.
 Foamtech North America
 Four DRobotics Corp
 FPH Group
 Frequentis
 FTG Corporation
 G.T. Machining & Fabricating Ltd
 Gallagher North America
 Galvion Inc
 Gap Wireless
 Garrtech Inc
 Gasmet Technologies Inc.
 Gastops Ltd.
 Gausertec Inc.
 GEM Aerospace Consulting Inc.
 Genaire Limited
 General Atomics Aeronautical Systems, Inc.
 General Dynamics - OTS - Canada
 General Dynamics Land Systems-Canada
 General Dynamics Mission Systems
 General Electric Canada
 General Kinetics Engineering Corporation
 Genoa Design International Ltd.
 GENTEX Corp.
 Geoforce Group Limited
 GeoSpectrum Technologies Inc.
 GHT-Global (CA) Ltd
 Glamox Canada Inc.
 Glenair
 Global Advantage Consulting Group
 Global Spatial Technology Solutions Inc.
 Gould Fasteners Ltd.
 Gowling WLG

Gravel Agency Inc
 Gray Fox Strategic Inc.
 Great Canadian Solar Ltd.
 Gryphon Engineering Services
 GSNetworks
 GTDS Inc.
 Haivision Network Video
 Hanwha Defense International
 Harvan Manufacturing Ltd.
 HCL Logistics Inc
 HDI Technologies Inc.
 Heli-One
 Henery
 Hensoldt Sensors GmbH
 Hepburn Engineering Inc.
 Heroxx Trade Compliance
 Hess Aerospace and Defense
 Hexagon
 HFI Pyrotechnics Inc.
 HICO Canada
 High Speed Imaging Inc.
 High Strength Plates & Profiles Inc.
 Hill + Knowlton Strategies
 HJ Machine & Pattern 2016 Ltd
 HoneyTek Systems
 Honeywell Aerospace
 Hudson Supplies Inc.
 Humansystems Incorporated
 Hunter Communications Canada
 Hunter Strategies
 Hutchinson Industries Inc.
 Hybrid Power Solutions Inc
 Hyperion Consulting Services Incorporated
 IAI Ltd
 IBM Canada Ltd.
 Ibridge Inc.
 ICOM Canada
 ICOR Technology Inc.
 IFS Aerospace and Defence
 IMP Aerospace & Defence
 Impact Cases Inc.
 Imperial Mining Group Ltd.
 IMRSV Data Labs Inc.
 IMT Defence
 In Fidem
 INAWIRE Inc.
 Industrial Rubber Co.
 InField Scientific Inc.
 Infrasecure Group Inc
 Inmarsat
 InnovMarine Inc.
 INO
 Integrated Metal Products Limited

Integrated Procurement Technologies (IPT)
 Integrys
 Interammo Impex Inc.
 Interfax Systems Inc.
 International Custom Products
 International Defense Consultants Ltd
 International Logistical Support Inc.
 International Test Pilots School
 Inter-Op Canada
 InVeris Training Solutions
 Invictus Specialities Inc.
 IONICA
 Iridian Spectral Technologies
 Iristel
 Irving Shipbuilding Inc.
 Isaac
 iSIGN Media Solutions Inc.
 Javelin Technologies Inc
 Jay Plante & Associates
 JDI Logistics
 Jonathan Engineered Solutions
 JPOM
 Jroberts International Inc.
 JSK Naval Support Inc.
 J-Squared Technologies Inc.
 KASI Technologies Inc
 KAVIN GROUP/VK STAFFING SOLUTIONS
 Kaycom Incorporated
 Kepler Communications
 Keysight Technologies
 KF Aerospace
 Kinetics Drive Solutions
 Knudsen Engineering Ltd.
 KONGSBERG
 Kool Koatings Inc
 KPMG LLP
 KR Betts & Company Ltd.
 Kraken Robotic Systems Inc.
 Krauss-Maffei Wegmann GmbH & Co. KG
 Kuehne + Nagel
 KWESST
 L3Harris Technologies
 Langtry Blast Technologies Inc.
 Lansdowne Technologies
 Larus Technologies Corporation
 LED SMART INC.
 Lemay.ai
 LEMO Canada Inc.
 Lenovo
 Leonardo DRS
 Leonardo SpA
 Levitt Safety
 Libellule Monde Inc

Liftek Manufacturing Corp
 Lionbridge Canada
 Little Lakes Machine & Tool Inc.
 Lloyd's Register Applied Technology Group (Martec)
 Lockheed Martin Canada
 Logistik Unicorp Inc.
 LS telcom
 Luc Petit Consulting Inc.
 Luxcom Technologies
 M.D. Charlton Co. Ltd.
 M1 Composites Technology Inc.
 Macedo Consulting Services
 Mach85 Inc.
 Mack Defense Canada
 MacKinnon & Olding Ltd.
 Maerospace Corporation
 Magellan Aerospace
 Magnum Integrated Technologies Inc.
 Manitoba Aerospace Inc
 Mannarino Systems & Software Inc.
 manufacture adria inc
 Maplesoft Group and SOMOS Consulting Group Ltd.
 MarineNav Ltd.
 Marinvent Corporation
 Marshall Aerospace and Defence Group
 Martin Rust Strategic Advisory Services
 Mathers Logistics Ltd.
 Mawashi Science & Technology
 MBDA
 MBS Techservices Inc.
 McGill University
 McMaster University
 MDA
 Mechanix Wear Canada Inc.
 Medical Intelligence CBRNE
 Menya Solutions
 Mercedes-Benz Canada
 Mercury Systems Inc
 Metallurgical Resources
 Metalmark Industrial Inc
 Metamaterial Inc.
 Meteor Foundry Co Ltd
 MetOcean Telematics
 Met-Scan Canada
 MHD-ROCKLAND
 Michelin North America Inc.
 MicroPilot Inc
 Microsoft Canada
 MilAero
 Militex Coatings Inc.
 Millbrook Tactical Inc.
 Millennium Marketing Inc.

Milrail Inc.
 Moldex Plastics & Tool Inc.
 Monterey Textiles 1996 Inc.
 Moog Focal Technologies Corporation
 MPIQC Inc.
 MTU Maintenance Canada Ltd.
 Nammo AS
 Nanowave Technologies Inc.
 Nanuk by Plasticase Inc.
 National Research Council Canada
 Nautel C-Tech
 Nauticomp Inc.
 NAVAL Group Technologies Canada Inc.
 Navistar Defense Canada, Inc
 NEOTHANE INC
 Newcon Optik
 Nexeya Canada
 Nexter Canada
 Nexus Space Canada Inc.
 Nicomatic
 Noble Precision
 Noleak Defence Inc.
 NORLEANS Technologies Inc.
 NORSTRAT Consulting Inc.
 Nortac Defence
 North Aircraft Industries Inc.
 North Bay Machining Centre Inc.
 Northeast Tech Services
 Northern Micro
 Northern Optotronics Inc.
 Novanet Communications Limited
 NovAtel
 NOVI TECHNOLOGY INC
 NP Aerospace
 NyRAD Inc
 Ocean Group EOD Division
 Ocean Software Pty Ltd
 Oceans Ltd.
 OENano Inc
 Off Your Plate Consulting Inc.
 Omnitech Electronics Inc.
 Ontario Tech University - ACE
 Optimec Consultants inc.
 Optis Consultants Inc.
 ORBITAL RESEARCH LTD
 Oshkosh Defense
 OSI Maritime Systems Ltd.
 OVA
 Oz Optics Limited
 Pacific Geomatics Ltd.
 PAL Aerospace
 Palfinger
 PAMI

Parabellum Prime
Paradigm Shift Technologies Inc.
Parpas America Inc.
Patlon Aircraft & Industries Limited
Patriot Forge Co.
Patriot One Technologies
PCamiot Consulting
PCI Geomatics
Pelican Products, Inc. (Canada)
Pennant Canada Limited
Peraton
Pilatus Aircraft Ltd
Pilot Hill Ltd.
Planet Labs Geomatics Corp
Plasan
Platinum Technologies Inc.
Pleora Technologies
Podolinsky Equipment Ltd.
Polaris Industries
Polytechnique Montreal
Pratt & Whitney Canada
PRE Labs Inc.
Precision ADM
Price Langevin and Associates Inc
Prizma
Pro Metal Industries Ltd.
Prod360 inc.
Production Case Company
Promark Electronics Inc. Insulflex
a division of 8885168 Canada Inc.
Promaxis Systems Inc.
Prospectus Associates
Protectolite Composites Inc.
Providence Group
Pure Storage
PureLogic IT Solutions
Pylon Electronics Inc.
QinetiQ Canada
QRA Corp.
Qualified Metal Fabricators
Quebec Metallurgy Center
Quintix AI Inc.
R & D Technologies
R.D. Associates
R.J. McGregor & Associates
RALO Headsets Inc.
Rampart International Corporation
Rasakti Inc.
Raymond EMC Enclosures Ltd.
Raytheon Canada Limited
RDG2 Technologies Inc.
Red Canari Information Security
Red River College
Redburn Sales & Marketing

REDspace Inc.
Renaissance Repair and Supply
Rheinmetall Canada Inc.
Ridgeway International Canada Inc.
Rockport Networks
Rolls-Royce
Romaeris Corporation
Rosborough Boats/Rough Water
Rotor Maxx Support Limited
Rousseau Metal inc.
Rubicon Strategy Inc
Saab Canada
Safariland Group
Safran
Samuel Associates Inc.
Sauer Compressors USA
Saxon Aerospace Inc
SB Technologies Inc.
Scepter Canada Inc.
Scintrex Trace Corp
Scott Brownrigg
Seaspan Shipyards
SED Systems
SEI Industries Ltd
Sélect Global International Ltd
Sensor Technology Ltd
SensorUp
Serco Inc.
SES Networks
Shark Marine Technologies Inc.
Shearwater Research Inc.
Shellcast Foundries Inc.
SHIELD Crypto Systems Inc.
Shimifrez
SigmaPoint Technologies Inc
SilverbackVR
Simex Defence Inc.
SimFront Simulation Systems
Skies Magazine
Smart Reservoir
Snap-on Industrial
Solace Power Inc.
Solaxis Ingenious Manufacturing Inc.
Sonovision Canada Inc.
Soucy Group
Source Atlantic
Southport Aerospace Centre Inc.
Space Flight Laboratory
Space Strategies Consulting Ltd
SpaceBridge Inc.
Sprung Instant Structures Ltd
SSI
St. Lawrence County Industrial
Development Agency

StandardAero
Stedfast Inc.
Steelcraft Inc.
STIQ
Summa Strategies
Survival Systems Limited
Syntronic Research and Development Canada
Systematic Canada, Inc
TACO Antenna
Tactix Government Relations and Public
Affairs Inc.
Tail Risk Systems
Tangent Design Engineering Ltd.
Team Eagle Ltd.
Team SkyGuardian
Teco Precision Inc.
Tehama Inc.
Telemus Inc.
Telesat Canada
Tempo Aerospace Inc.
Terma North America
Terminal & Cable TC Inc.
Textron Systems Canada Inc.
Thales Canada Inc.
The Army Cadet League of Canada
The Avascent Group
The Boeing Company
The Capital Hill Group
The Deltic Group Inc.
The Dymond Group
The Employment Solution
The Gear Centre Group
The Wellington Strategy Group Inc.
The Williams Policy, Programs and
Procurement Group Inc. (TWG)
Thinkpath Engineering Services (Ontario) Inc.
Thordon Bearings Inc.
thyssenkrupp Marine Systems Canada Ltd.
TIGER Drylac Canada Inc.
TITAN AEX
TLW
TOOLCOMM TECHNOLOGY INC.
Top Aces Inc.
Toromont Cat, a division of Toromont
Industries LTD
Total OutSource Canada, Inc.
TPC International
Trelleborg Sealing Solutions
Trescal Group
Trilogic Systems
Trinity Aerospace
Triode
TrojAI Inc.
Tulmar Safety Systems Inc.

Twenty 20 Insight Inc.
TWI Group
TYR Tactical
Ubiquity Countermeasures Inc.
Ultra Maritime
ULTRA TORQ Bolting Tools
Unisync Corp
University of British Columbia
Valcom Consulting Group Inc.
Vanguard LED Displays
Vanguard Magazine
Vard Marine Inc.
Vectis Aerospace Consulting
Viable Power Conversion Technologies
Viasat
Vigilance Systems Inc.
VIH Aerospace Inc.
Viking Air Ltd
Visiontec (2008) Limited
VizworX Inc.
VOSKER
Voyageur Aviation Corp.
VuWall Technology, Inc.
Wabash Mfg. Inc.
Wajax
WaVv Business Development Inc.
Waygar Capital Inc.
Waypoint Counter Surveillance Inc.
Weatherhaven
West-Tech Finishing Inc.
Wiseleap Solutions Inc.
Wolverine Supplies
Yves Security Systems Ltd.
ZEN Graphene Solutions
Zodiac Hurricane Technologies, Inc.

11 REASONS TO LOOK FORWARD TO 2021

Announcing CADSI's 2021 Events Calendar:



**POLICY WEBINAR
SERIES – DAVE PERRY:
BUDGET 2021 IMPACTS**

April 2021
VIRTUAL EVENT



**CANADIAN ARMED
FORCES OUTLOOKS
2021 – ARMY UPDATE
+ QUAD CHARTS**

April 6, 8, 13, and 15
VIRTUAL EVENT



**CANADIAN ARMED
FORCES OUTLOOKS
2021 – AIR FORCE
UPDATE + QUAD
CHARTS**

April 20, 22, 27, and 29
VIRTUAL EVENT



**CANADIAN ARMED
FORCES OUTLOOKS
2021 – NAVY UPDATE
+ QUAD CHARTS**

May 11, 13, 18, and 20
VIRTUAL EVENT



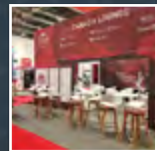
**CANADIAN DEFENCE
MARKETPLACE – GLOBAL
FORUM FOR B2B/G
MEETINGS**

Brand new event coming May 6
VIRTUAL EVENT



**POLICY WEBINAR
SERIES – Q2 EVENT**

May 2021
VIRTUAL EVENT



**CANADA PAVILION
AT DSEI UK**

September 14-17



**SME DAY HOME
EDITION 2021**

October 13 & 20
VIRTUAL EVENT



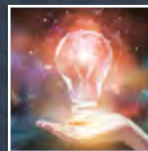
**POLICY WEBINAR
SERIES – SME DAY
2021 PANEL
DISCUSSION**

October 2021
VIRTUAL EVENT



**CANADIAN DEFENCE
MARKETPLACE –
GLOBAL FORUM FOR
B2B/G MEETINGS**

Brand new event
coming November 4
VIRTUAL EVENT



**POLICY WEBINAR
SERIES – Q4 EVENT**

December 2021
VIRTUAL EVENT



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