DIGITAL STRIX

DEFENCE MARKET ACCESS SERIES

Inside the Prime Ecosystem

Building Relationships, ITB Pathways, and Canadian Content Window

Webinar 3
August 20, 2026

We are grateful to the people of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and Sel̓íl̓witulh (Tsleil-Waututh) Nations for sharing and stewarding these lands.

Musqueam
First Nation

Skwxwú7mesh
Úxwumixw
Squamish Nation

DIGITAL STRIX

THE SERIES

A journey into Canada's defence market

Five sessions. The credibility comes from across the ecosystem.

1 — Getting In the Door
How to enter the market
RECORDING AVAILABLE

2 — Speaking Defence
Positioning your tech for buyers
RECORDING AVAILABLE

3 — Inside Prime Ecosystem
Relationships, ITB, and Canadian Content Window
WE ARE HERE

4 — How Money Moves
Funding & procurement mechanisms

5 — Partnerships & IP
Alliances while protecting IP

After the series: *select participants may be invited to closed, invitation-only Defence Showcases with buyers and primes.*

WHO'S IN THE ROOM

A quick read of the room

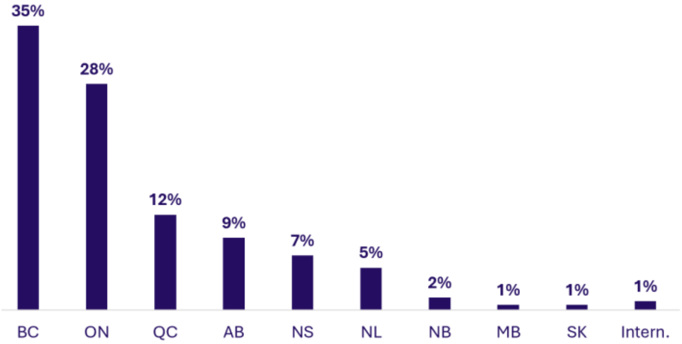
A snapshot of who has registered: skews early, with most still scoping whether defence applies to them.

457
Registrations

56%
are companies with technology, product, or service

55%
of companies are under $2M revenue (incl. pre-revenue)

REGISTRATIONS BY LOCATION



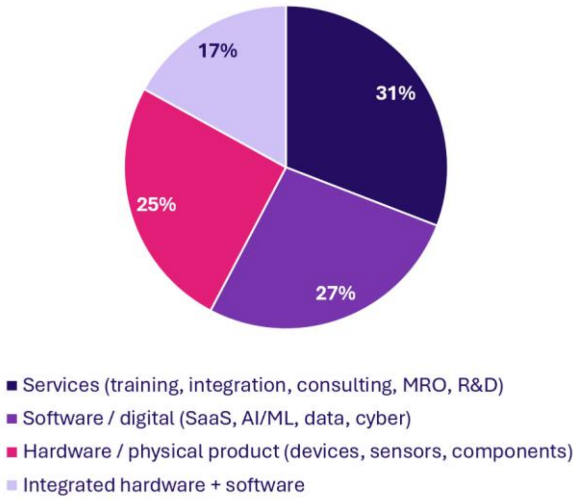
WHO'S IN THE ROOM

A quick read of the room

Offer the entire spectrum of solutions (digital, physical, services, integration). More than half the room have not yet made any contacts with the primes.

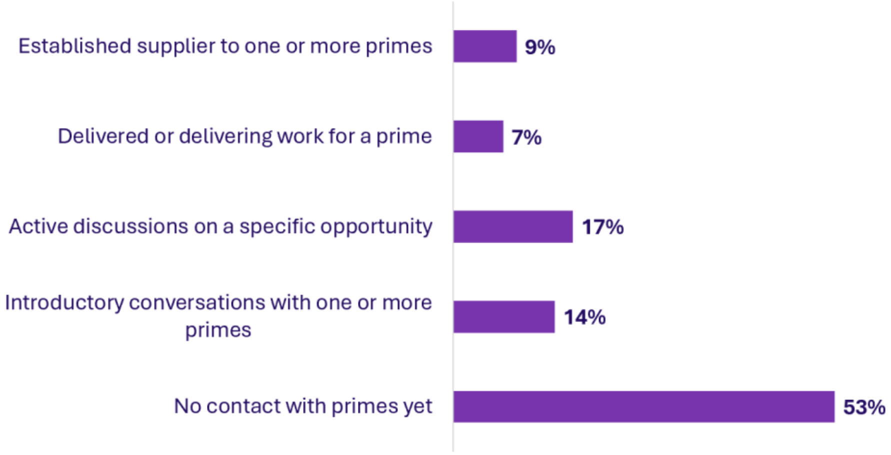
TYPE OF SOLUTION

Share of responses (n = 324)



PROGRESS WITH PRIME CONTRACTORS

Share of responses (n = 317)



GUEST SPEAKER

Camila Grove

Policy Analyst, ITB Branch, Defence Investment Agency

Defence Investment Agency

Industrial and Technological Benefits (ITB) Policy

The ITB Policy

Canada's main tool to **leverage defence procurements** for economic benefits

SUMMARY

- Requires a firm awarded a defence procurement contract to undertake business activity in Canada equal to the value of the contract it has won (i.e., ITB obligation)
- A market sensitive approach that uses a Value Proposition framework to target business activities in specific areas that are identified through analysis and industry engagement
- Business activities resulting from an ITB obligation must meet specific eligibility criteria, including incrementality

QUICK FACTS

- Applicable for procurements not subject to trade agreements or when a National Security Exception is invoked
- Applies by default on eligible defence procurements over $100 million
- Defence procurements between $25-100 million are reviewed for the possible application of the ITB Policy
- Supports the long-term growth and sustainability of Canada's defence industry, Canadian small and medium businesses and Canadian innovation
- 2024 impact: contributed over $5B to GDP, supported more than 40,400 jobs

Context

Canada is strengthening its economic resilience and undertaking a generational increase in defence investment to meet its NATO targets

A modernized ITB Policy is a central pillar of our *Build, Partner, Buy* approach outlined in the Defence Industrial Strategy

Modernizing the ITB Policy helps keep Canada's defence industrial base competitive, resilient, and aligned with national priorities

On July 16, 2026, responsibility for the ITB Policy transitioned to the Defence Investment Agency (DIA), strengthening alignment between defence procurement, industrial policy objectives, and implementation

Summary of ITB Policy Changes

1. **A new Strategic Investment Transaction** to motivate investments that build Canada's defence industrial base

2. **A new Canadian Company Boost** to better incentivize direct work in Canada

3. **An updated Future Sales Transaction Type** to stimulate investments that support growth of and future sales by Canadian companies

4. **Enhanced SMB Tools** to accelerate potential for SMBs to scale

5. **Increased incentives for workforce development** to advance skills development for the defence sector

6. **Increased minimum discretionary threshold** for ITB Application to align with defence procurement expenditure authorities

7. **Alignment of Key Industrial Capabilities to Sovereign Capabilities**

For general questions related to the

ITB Policy and Value Proposition,

please contact:

ITB-RIT@dia-aid.gc.ca

Defence Market Access Series

Inside the Prime Ecosystem:

Building Relationships, ITB Pathways, and Canadian Content Window

DIGITAL

STRIX

Walter Chan
Strix (Moderator)

Camila Grove
Defence Investment Agency

Carole Cazes
BAE Systems

Jeff LaFrenz
VizworX

Tarig Abdellatief
Arctech Accelerate

Nathaniel Pitt
CAE

DIGITAL

Artyom Mamzhiev

Senior Innovation Strategist (Dual-Use Lead)

amamzhiev@digitalsupercluster.ca

DIGITAL dual-use portfolio

STRIX

Walter Chan

Chief Strategy & Business Officer

w.chan@strix.aero

Strix | Canadian aerospace and defence Innovation