

ACG[®] Toronto

7TH
Annual

CAPITAL CONNECTION

OTTAWA

April 8 & 9, 2026

The Canadian Museum of Nature

The region's largest debt & equity business conference

Date: APRIL 8/9, 2026

Time:

5.00 p.m. – 8.00 p.m. Welcome Reception

8.00 a.m. – 3.30 p.m. Conference Day

Both days hosted at The Museum of Nature, 240 McLeod St, Ottawa, ON K2P 2R1

Reception host **Welch Capital Partners**.

Theme: **CANADA IN A CHANGING WORLD ORDER**

Advisory Committee

Ross Gilchrist - BMO

Andrea Johnston – Dentons

Trevor Allibon - BDC

Bruce Raganold – Welch

David Henry – BLG

Ruby Williams – Deloitte

Bryan Allsopp – PwC

Brad Ezard – Confederation M&A

Jody Anderson – First Nation Finance

Authority

Presenting Sponsors



Reception Sponsor

Welch Capital Partners.

Supporting Sponsors & Industry Partners

- CFA
- FEI Canada
- M&A Club

Overview The Association for Corporate Growth (ACG) Toronto is the premier organization driving middle-market growth for the Private Equity and Mergers & Acquisition industry. The Toronto chapter facilitates opportunities for business leaders looking for capital, networking and thought leadership, through the ACG Network of 54 chapters and 15,000+ members in North America.

ACG presents the 7th Annual Ottawa Capital Connection Conference 2026.

The Conference will kick off with a Welcome Reception for Speakers, Sponsors and Conference attendees - on Wednesday, April 8th. 5:00 – 8:00pm
The Conference takes place on Thursday April 9th from 8.00 a.m. to 3.30 p.m.

Welcome Remarks

8.30 – 8.45 Committee Co-Chairs

Ross Gilchrist, Managing Director, Corporate Finance - Bank of Montreal

Andrea Johnston, Partner - Dentons Canada

KEYNOTE #1

8.50 – 9.45 am

Topic: Is Uncertainty the New Normal? Navigating Canada's Economic Future

Description: As global dynamics shift, Canadian businesses are increasingly looking beyond the U.S. to diversify trade and unlock new growth opportunities. This session will explore emerging international markets, evolving trade partnerships, and the strategic considerations driving cross-border expansion. Designed for private equity and M&A professionals, the discussion will highlight investment opportunities, market entry strategies, and the role of capital in scaling globally.

Moderator: *Trevor Allibon*, Managing Director - BDC

Speaker: *Arnaud Franco*, Chief Economist - Conference Board of Canada

PANEL #1

9.50 – 10.35 am

Topic: Expanding Trade Networks Beyond the U.S.

Description: As geopolitical shifts redefine traditional supply chains, the imperative for diversification has never been more critical for private equity and M&A leaders. This session focuses on the strategic considerations for capital partners looking to identify, evaluate, and scale cross-border trade opportunities outside the North American corridor. We will move beyond the "why" and dive deep into the "how" of non-U.S. expansion, focusing on the fiscal hurdles and operational nuances that can make or break a deal in new markets.

Moderator: *Mike Zolandz*, Chair Regulatory, Public Policy & Government Affairs – Dentons Washington

Speakers:

Shelley Bacon, CEO - Northern Cable

Jerome Briere, Managing Partner - EDC

BREAK

10.40 – 11.10 am

FIRESIDE CHAT

11.15 – 12.00 noon

Topic: Fireside Interview - Australia and Canada in a New Global Era

Description: Interest in Canada in closer ties with Australia has never been higher. The countries are natural partners with similar profiles and priorities. Kate Logan will speak to opportunities for Canada and Australia to work together on trade and business growth.

Moderator: **Andrea Johnson**, Partner – Dentons LLP

Speaker: **Kate Logan**, Australia's High Commissioner to Canada

LUNCH SERVICE

12.00 – 1.00 pm

PANEL #3

1.05 – 1.45 pm

Topic – Commitment to Capability: The Future of Canadian Defence

Description: Canada's defence sector is entering a period of rapid investment and transformation. This panel will explore how evolving government priorities, procurement strategies, and geopolitical pressures are shaping opportunities for capital, consolidation, and innovation in the defence industry.

Moderator: **Peter Nesbitt**, Managing Director - Welch Capital Partners

Speakers:

Chris Pogue, President, Defense & Space, Principal - Calian VENTURES

Gabriel Sirois, CFO - H2 Analytics

Mark Brown, Chief Operating Officer - Pasqua First Nations Economic Development Corp, PFN Group of Companies Inc

PANEL #2

1.50 – 2.25 pm

Topic: Major Projects in Canada: the role of capital and collaboration

Description: Major infrastructure projects remain a consistent key focus in Canada. This session will highlight success stories and opportunities for private, public and Indigenous stakeholders.

Moderator: *Tiffany Murray*, Partner - BLG

Speakers:

Sebastien Labelle, Vice President - Canada Development Investment Corporation

Adam Beaumont, Senior Vice President – Northland Power

Laith Qamheiah, Managing Director – BMO Capital Markets

FIRESIDE CHAT

2:30 – 3:05 pm

Topic: Leading Globally: Strengthening Canada’s Telecommunications in a Changing World

Description: This session explores the realities of leading a Canadian company on the global stage, with a focus on navigating today’s complex geopolitical landscape as a business leader. Attendees will gain insight into the strategic considerations required to operate internationally while managing risk, opportunity, and evolving global dynamics.

The discussion will also examine approaches to building and scaling a global platform across telecommunications and defence, including the growing importance of secure, space-based infrastructure. It will conclude with a forward-looking perspective on how Canada can strengthen and protect its sovereign telecommunications capacity while leveraging large-scale investments to drive innovation, enhance domestic industrial capability, and support long-term economic resilience.

Moderator: *Ruby Williams*, Partner – Deloitte

Speaker: **Dan Goldberg**, CEO - Telesat

Closing Remarks & Networking

3.05– 3.15

Committee Co-Chairs

Ross Gilchrist, Managing Director, Corporate Finance - Bank of Montreal

Andrea Johnson, Partner - Dentons Canada

SPEAKEKR BIOS



Adam Beaumont currently serves as Senior Vice President, Capital Markets & Risk, leading a global team overseeing key functions such as treasury, corporate & project finance, investor relations and Risk. Adam has held various senior roles at Northland, including interim CFO, Controller, VP Finance and brings over 18 years of professional experience to the role. Adam holds a Bachelor of Commerce from the University of Toronto and is a Chartered Accountant (CPA).



Arnaud Franco was appointed Director of Economic Research at BDC in January 2024. He leads a team of brilliant economists, tasked with providing real and actionable insights to Canadian Small and Medium Enterprises (SMEs). Additionally, he keeps senior leaders informed about critical developments in the economic landscape. Mr. Franco has nearly 20 years of analytical experience and a decade of management and leadership training. He is also a seasoned public speaker, having presented at numerous global conferences.



Andrea Johnson is a global co-head of Dentons' Private Equity group. She brings business acumen and clarity to complex M&A and financing transactions in the technology sector. According to Chambers Canada, Andrea is “an extremely responsive lawyer with a great deal of commercial and practical knowledge” and “she’s calm under pressure and responsive”. Andrea has two decades of experience leading acquisitions of private targets for PE and strategic buyers, take-privates and other public M&A transactions, IPOs and some of the largest VC transactions in Canada. She is a skilled negotiator and has helped to develop novel structures and approaches for Canadian and crossborder transactions. Andrea has been tapped to serve on advisory committees for the Ontario Securities Commission, the Toronto Stock Exchange and to the Ontario Government on business law modernization for-profit corporations.



Chris Pogue is an accomplished leader with over 20 years of senior executive experience in defence and space innovation. He most recently served as President and CEO of Thales Canada, where he expanded naval support services, re-established land-forces capabilities, and guided key AI and digital transformation initiatives. Prior to Thales, he led MDA Government's Defence Space portfolio and held leadership roles at General Dynamics Mission Systems Canada and CAE Professional Services. Throughout his career, Pogue has championed the development of innovation ecosystems by connecting Canadian small- and medium-sized businesses to national defence and space priorities. A retired Royal Canadian Air Force officer with more than 3,500 flight hours on the C-130 Hercules.



Dan Goldberg has served as President and Chief Executive Officer of Telesat since 2006, leading one of the world's largest and most innovative satellite operators. Under his leadership, Telesat expanded its global footprint and made a strategic pivot to develop an advanced Low Earth Orbit (LEO) satellite constellation—Telesat Lightspeed—designed to meet the evolving broadband connectivity needs of enterprise and government customers worldwide. Prior to joining Telesat, Mr. Goldberg was CEO of SES New Skies, following its acquisition by SES, where he also sat on the SES Executive Committee. Before the acquisition, he held successive leadership roles at New Skies, including CEO, Chief Operating Officer, and General Counsel.



Gabriel Sirois, CD, CFA, is the CFO of H2 Analytics, an Ottawa-based mid-market defense technology company specializing in AI-enabled Live-Virtual-Constructive training. The company was recently named in Deloitte's 2025 Technology Fast 50™ "Companies-to-Watch" category. Gabriel brings a unique "dual-operator" perspective to the panel; he is both a veteran Canadian mid-market capital allocator—formerly a Partner at EDC—and a former Intelligence Operator in the Canadian Forces Reserves with an operational deployment in the Middle East. With professional experience spanning debt financing, VC, PE and military intelligence, Gabriel now leads the financial and strategic growth of H2 Analytics, ensuring their advanced training and simulation solutions meet the rigorous demands of the modern warfighter.



Jerome Briere is the Managing Partner of EDC's Diversified Investments practice, part of the investments program of Canada's Export Credit Agency with approximately \$4 billion in assets under management. Since joining the firm in 2012, Mr. Briere has led prominent technology and advanced manufacturing platform investments, as well as several LP commitments to flagship global funds. Mr. Briere has over a decade of experience as a private equity investor focused on building export intensive businesses, investing across the full asset class spectrum from early-stage VC to large PE.



Kate Logan commenced as Australia's High Commissioner to Canada in December 2024. She is a senior career officer with the Australian Department of Foreign Affairs and Trade and was most recently First Assistant Secretary, Pacific Strategy Division. She previously led the Consular and Crisis Management Division, was Chief of Protocol and Assistant Secretary of the Executive Branch. She was Adviser to the Minister for Foreign Affairs with responsibility for South and South-east Asia and counter-terrorism issues.

Her roles overseas include Ambassador to Greece, Counsellor at the Australian Embassy in Paris, Deputy Head of Mission at the Australian High Commission in Colombo and Second Secretary at the Australian Embassy in Athens.



Mark Brown holds the role of Chief Operating Officer of Pasqua First Nations Economic Development Corp, PFN Group of Companies Inc. and President of Pro Metal Industries Ltd, 100% owned by Pasqua First Nation. Pro metal is Canada's premier First Nation Defense metal fabrication and machining company. Pro Metal holds several certifications including Canadian Controlled Goods. In his roles, Mark is responsible for the overall execution of strategy and operations. Mark's vision, along with Pasqua, is to create generational economic prosperity for the Nation through its business units for the Nation and its members. This done through profit generation, meaningful careers and capacity building.



Mike Zolandz is the chair of Dentons' Regulatory, Public Policy and Government Affairs practice, and serves as the Managing Partner for Dentons' Washington, DC office. Mike focuses his practice on advising clients on their most critical and complex trade compliance and foreign investment projects, specializing in cross-border transactions and regulations related to international commerce.

Mike offers clients practical expertise and guidance in advising on US export controls, US trade sanctions programs, anticorruption program development, and notification procedures before the Committee on Foreign Investment in the United States (CFIUS).



Peter Nesbitt is a dynamic and experienced banker, Peter brings more than 30 years of professional experience in international trade, capital markets, commercial, corporate, transaction banking, trade finance, investment banking, export credit and retail. Peter spent 26 years in Asia with BMO Capital Markets, Scotiabank, Peregrine Capital and Export Development Canada and CARE International. Peter lived and worked in India for eight years, Bangladesh for seven and Singapore for twelve. Most recently, he had served as President of Elevate Capital and remains on their board.



Ruby Williams is the national leader of Deloitte's M&A Transaction Services practice, with over 25 years of experience advising technology, software, industrial and healthcare companies on cross-border acquisitions and divestitures. She specializes in guiding clients through all stages of the M&A cycle – including due diligence, valuation, deal

execution, and strategy optimization – and has led hundreds of transactions for both Canadian and global organizations.



Sebastien Labelle is a Vice President at the Canada Development Investment Corporation, where he leads the design and implementation of the \$10B Indigenous Loan Guarantee Program, in addition to several mandates to support the commercial interests of the Government of Canada. He has over twenty years of experience in the federal public service and Crown corporations in a range of

economic policy areas. Prior to joining CDEV Sébastien spent five years as a Director General at Natural Resources Canada where he advanced major resource projects (such as the Trans-Mountain Expansion); led Indigenous consultations on 4 major projects; and oversaw programs and policies to unlock Canada's clean energy potential.



Shelley Bacon was raised in a small village in the eastern Townships of Quebec along the U.S. border. In fact, so close that he was born in Vermont as it was the closest hospital prior to the days of Canada's national health care program.

As a youth my parents provided numerous mechanical and electrical educational items like Mechano sets, steam engines, train sets, large dry cell batteries, wires, buzzers, lights, etc. At an early age he started working at the local milk processing facility, delivering newspapers, a printing shop, delivering bread and milk, and conducting the census in 1971.



Tiffany Murray is a partner in Borden Ladner Gervais' Banking & Financial Services Group in Ottawa. Her practice includes secured lending, project finance, financial institution regulation, and structured finance and securitization. Tiffany regularly acts for lenders and borrowers on corporate and project financings and has unique

exposure to working with Crown Corporations. In addition to her broad secured lending experience, she has a specialized skill set that combines knowledge in corporate law, trust law and laws that impact Indigenous communities with niche expertise in structuring transactions to facilitate security packages for secured lending transactions involving First Nations and other Indigenous communities. Tiffany identifies as an Indigenous lawyer and is a member of the Indigenous law focus group at BLG.



Trevor Allibon is the Managing Director of BDC's Growth and Transition Financing team covering Eastern and Northern Ontario along with New Brunswick and PEI. With close to 30 years banking experience predominately with high growth firms and those undertaking a business transition he brings a wealth of experience in deal structuring. The

majority of his career has been based in Ottawa.