

SERVING THOSE WHO SERVE OUR NATION

CANADA COMPANY



MANY WAYS TO SERVE ANNUAL REPORT 2022

2022

CONTENTS

MESSAGE FROM THE FOUNDER AND CHAIR	3
2022 MAJOR ACTIVITIES	4
OUR PROGRAMS	7
GOVERNANCE	13
THE BOARD OF DIRECTORS	14
OUR 2022 STRATEGIC PARTNERS	15
OUR 2022 CORPORATE PARTNERS	16
OUR DONORS	17
FINANCIAL STATEMENTS	27

MESSAGE FROM THE **FOUNDER AND CHAIR**

2022 was a year of great momentum and growth for Canada Company. After many months of virtual activities due to the global pandemic, we were able to host in-person events in addition to our virtual formats. It was a pleasure to see many new and familiar faces throughout the year.

We hosted our 15th Annual Scholarship Ceremony, supporting the children and families of those who have made the ultimate sacrifice for our country. We awarded 34 bursaries to Cadets and Junior Canadian Rangers to help them pursue their education. Our educational program, Je Me Souviens, has been extended with additional resources for students and teachers. We also provided a collaborative platform for military and civilian leaders to come together and discuss topics of mutual interest.

There are *Many Ways to Serve* those who serve our country, and I am very proud of everything that Canada Company has accomplished this year. With the support of our donors, partners, friends, and sponsors, we will continue to ensure that members of the Canadian Armed Forces and their families receive the respect and care they deserve.

Gratefully,
Blake C. Goldring
C.M., M.S.M., CD

2022

MAJOR ACTIVITIES

Play Hard, Fight Hard: Sport and the Canadian Military

The travelling exhibition *Play Hard Fight Hard* that we sponsor is back on the road and has attracted many visitors to the Alberta Sports Hall of Fame & Museum in Red Deer, Alberta.



Since 2007, **\$884,000** in Canada Company Scholarships has been awarded to **77 students** from **45 military families**.

15th Annual Canada Company Scholarship Ceremony

In August, we held our 15th Annual Scholarship Ceremony and awarded a total of \$114,000 in scholarships to 20 post-secondary students, and for the first time, two post-graduate students.

Camp Maple Leaf

Thanks to the work of members of 2 Combat Engineer Regiments using materials acquired with our generous donation, Camp Maple Leaf at Jacob's Island has three "like-new" cabins to help serve more campers.



major activities

2022

MAJOR ACTIVITIES

LAV III unveilings

The towns of Morinville, AB and Conception Bay South, NL unveiled their LAV monuments as a tribute to members of our Canadian Armed Forces who served and sacrificed in Afghanistan.



"With receiving the scholarship offer, you are helping me get one step closer to my goal of becoming a music teacher. Thank you for this opportunity."

— WO2 Zachary Ings



Cadets & Junior Canadian Rangers Programs

We awarded 34 bursaries to members of the Cadets and Junior Canadian Rangers across Canada, adding to our previous 81 recipients for a total amount of \$115,000 distributed.

Again this year, we provided support to Junior Canadian Rangers in isolated regions of Canada facing financial challenges. To date we have awarded \$56,000.

major activities

2022

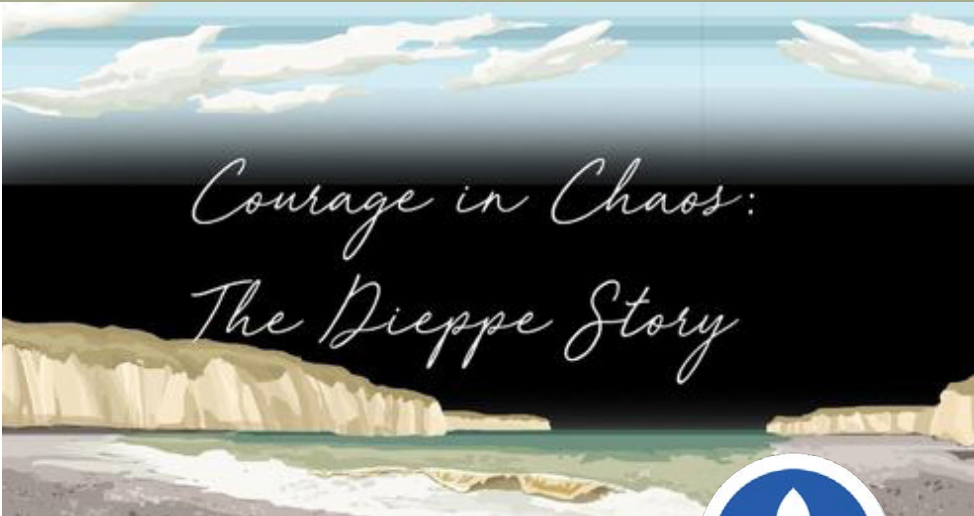
MAJOR ACTIVITIES

Exchange event

Our Quebec chapter held its traditional Mess Dinner for business leaders. Discussions included a Q&A session about leadership and the current geo-strategic situation with Lieutenant General (Ret'd) the Honourable Andrew Leslie.

Care for Veterans

Canada Company pledged close to \$300,000 in support of Perley Health's research and plans for transforming the care of Seniors and Veterans.



Je Me Souviens

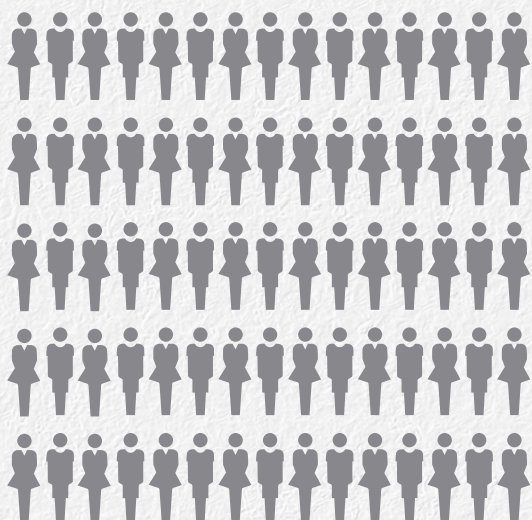
Our education program launched a new module, Courage in the Chaos: The Story of Dieppe about the bravery and sacrifice of Canadian soldiers on the shores of Dieppe, France, during the Jubilee Raid on Aug. 19, 1942.



major activities



our programs



77
STUDENTS

HAVE BENEFITTED
FROM THE SCHOLARSHIP
PROGRAM SINCE 2007

Scholarship Program

Since 2007, we have supported military members through the Canada Company Scholarship Program. Its mission is to recognize the ultimate sacrifice Canada's military members have made for our country, and to honour their memory by providing their children with post-secondary education scholarships. The program supports children of military members who lost their lives during missions, in training-related activities, or because of injuries related to PTSD.

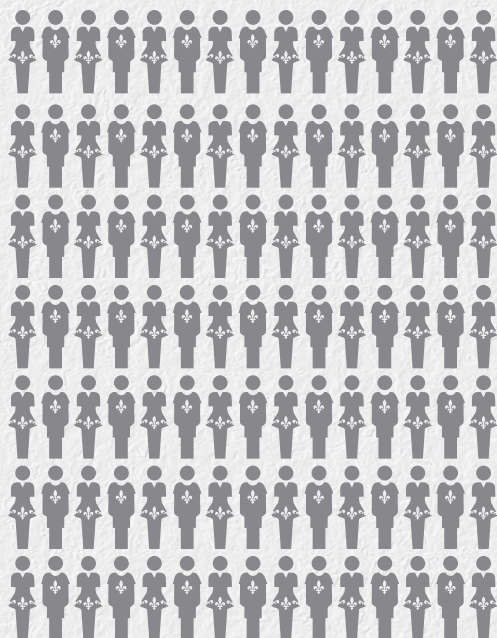
Our 2022 ceremony was held virtually and in-person with special guests Ron MacLean from Hockey Night in Canada and General Warne Eyre, Chief of Defence Staff. We were proud to award scholarships to 22 outstanding youth including 2 post-graduate students.

Over the past fifteen years, a total of \$884,000 in scholarships has been awarded to 77 students from 45 military families.





our programs



 = 1000 STUDENTS

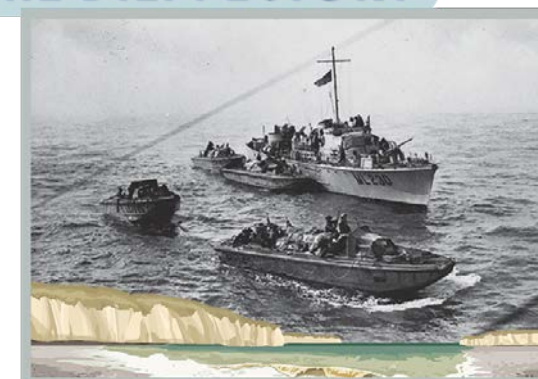
110K
STUDENTS &
EDUCATORS
HAVE ACCESSED JMS
TOOLS & RESOURCES

Je Me Souviens Program

Je Me Souviens (JMS) is a Canada Company education program created in collaboration with the Royal Montreal Regiment Foundation and le Royal 22e Régiment. The program focuses on the development, publication, and distribution of teaching materials relating to Canadian military history. Our aim is to help students gain greater knowledge of Canada's role in military conflicts and understand the long-term impacts of war.

The program continues to expand and grow with 110,000 students and teachers having accessed the resources in-person and online. This year, JMS released a new exhibit on the Battle of Hong Kong and launched a new module, *Courage in Chaos: The Story of Dieppe*.

COURAGE IN CHAOS: THE DIEPPE STORY

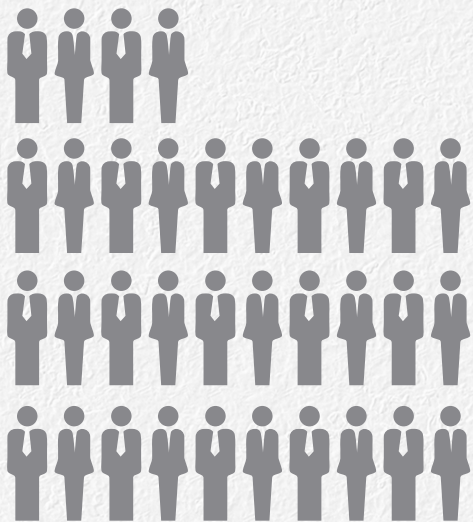


IMPOSSIBLE ODDS





our programs



34

BURSARIES

WERE AWARDED IN THE
PROGRAM'S 4TH YEAR

Cadets & Junior Canadian Rangers Bursary Program

Since 2019, Canada Company has recognized young leaders in the Cadets and Junior Canadian Rangers by awarding them with \$1,000 bursaries to pursue post-secondary education, vocations, or other learning opportunities.

In the fall, we awarded 34 bursaries to members of the Cadets and Junior Canadian Rangers across Canada, adding to our previous 81 recipients for a total amount of \$115,000 distributed. Canada's future is bright with these impressive youth leading the way, and we are honoured to support them in following their dreams.

"I am incredibly honored and grateful to receive the Canada Company bursary. It will contribute to my certification as an aircraft maintenance engineer at the British Columbia institute of technology, pushing me a step closer to my dream of enrolling in the Canadian Armed Forces and serving as an Aviation Systems Technician."

— MWO Daniel Wong





our programs

\$56K

IN SUPPORT PROVIDED TO
JUNIOR CANADIAN RANGERS

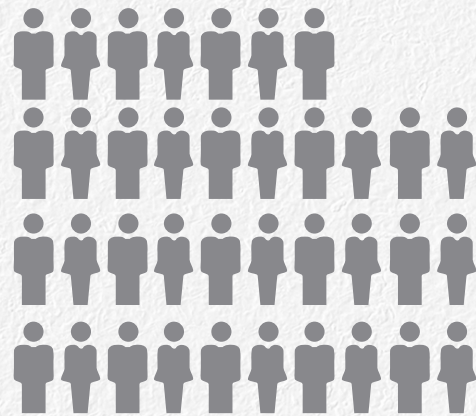
Junior Canadian Rangers Support Program

In 2020, Canada Company launched a program to support Junior Canadian Rangers (JCRs) facing financial challenges. This program provides equipment or funding in times of need for the Junior Canadian Rangers who represent close to 5,000 youths, indigenous and non-indigenous, located in remote and isolated parts of our country.

We provided \$20,000 in funding to 14 JCRs in 2021. In 2022, we have distributed over \$36,000 to 22 JCRs.

"I was very grateful when I was selected for the Canada Company [financial support]. I've used the funds to pay for my college courses to be a licensed practical nurse."

Abigale Christianson, JCR Support Program Recipient



37

CHILDREN FROM
MILITARY FAMILIES

ATTENDED DAY CAMPS
ACROSS CANADA

Camps for Children

Canada Company provides financial assistance for children of military members, including children with special needs or living with a parent suffering from PTSD, to attend summer camps across the country like Camp Maple Leaf. The program gives military children opportunities to build friendships, learn, and play, while also providing their family with much needed respite care.

We were proud to support Camp Maple Leaf with refurbishing their cabins for campers. Our donation went toward materials, and the Combat Engineer Regiment in Petawawa provided labour.





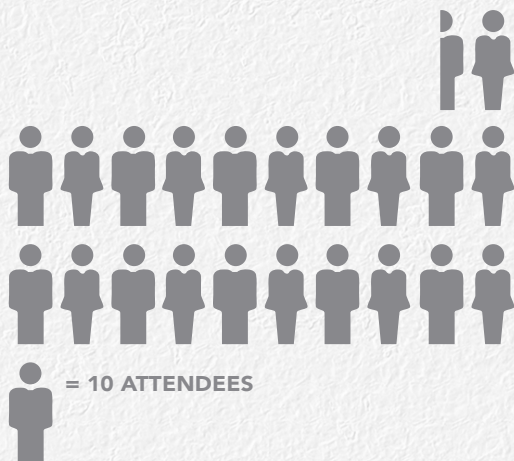
our programs

Exchange events

Since 2006, Canada Company has been building bridges between military members and business leaders through Exchange events. These events provide an exclusive, collaborative platform, bringing together Canada's military and civilian leaders to discuss topics of common interest, or issues presenting difficult hurdles.



In October, our Quebec chapter hosted a Mess Dinner with guest speaker Lt. General (Ret'd) the Honourable Andrew Leslie, former Commander of the Canadian Army, to discuss leadership and the current geo-strategic situation.



215
ATTENDEES

AT THE EXCHANGE EVENT



GOVERNANCE

Our continued success into the future depends on the strength of the relationships between the administrators, and our partners and donors.

THE BOARD OF DIRECTORS

Blake C. Goldring

Blake Goldring is the founder and chair of Canada Company and a member of The Canada Company Scholarship Fund Oversight Committee. He is executive chair, and a member of the board of directors of AGF Management Limited.

HCol Paul Hindo

HCol Paul Hindo has spent the last 30 years in the commercial real estate sector and is now with Quantum Cyber Defence. Paul has had extensive involvement in various public and community organizations and is currently serving as the Director Emeritus for the Canadian Forces Liaison Council. As of August 1, 2018, HCol Paul Hindo assumed the role of Vice Chair for Canada Company.

William Braithwaite

William Braithwaite is the past chair and senior counsel of national law firm Stikeman Elliott LLP. Mr. Braithwaite practices primarily in mergers and acquisitions, and has represented a wide range of corporations, boards of directors, and institutional shareholders. Mr. Braithwaite is a member and Secretary of the Canada Company Scholarship Fund Oversight Committee.

HCol (Ret'd) Tim Hogarth

Tim Hogarth is president and CEO of The Pioneer Group—an investment holding company. Prior to this he was chairperson and CEO of Pioneer Energy and its associated group of companies. He is a member of the board of directors for Parkland Fuel Corporation (TSE:PKI) and serves on the boards of numerous private corporations and charities.

François J. Joyet

François Joyet is president and founder of Maguire Bakeries, an independent manufacturer of bakery products for a healthier lifestyle based out of Quebec with sales throughout North America. He is also owner and founder of Bagel Maguire Café, an artisanal bakery café that has been in continuous operation since 1988.

Garfield Mitchell

A private investor, corporate director, and chair of Smoothwater Capital Corporation, Garfield Mitchell also serves on the boards of several charities and foundations. He is also chair of Canada Company's Scholarship Fund Oversight Committee.

George Salamis

George Salamis is CEO and founder of Integra Resources in Idaho, USA, which is focused on advanced gold and silver exploration. He holds a B.Sc. in Geology from the University of Montreal–École Polytechnique, but his interest in maritime pursuits began before starting his career in mining and exploration when he was in service with the Greek Merchant Marine.

Rose Patten

Rose Patten is Chancellor of the University of Toronto, where she is also Executive in Residence and Adjunct Professor in Executive Leadership Programs at the Rotman School of Management. At BMO Financial Group, she is Special Advisor to the CEO and Senior Executives.

OUR 2022 STRATEGIC PARTNERS

Canada Company thanks the following partners for their continued generous contributions:



OUR 2022 CORPORATE PARTNERS

Canada Company thanks the following organizations for their continued generous contributions:

- Virtu ITG Canada Corp.
- CYDEF
- Royal Montreal Regiment (RMR) Foundation
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- Hogue, Yvan
- Hollander, Mason
- Hollington, Chad
- Holly, Lowen
- Holmes, Daniel
- Holtforster, Franklin
- Hoopey, Sean
- Hopkinson, David
- Hoque, Habibul
- Horne, Kate
- Hotson, Sarah
- House, Paul
- Howard, Brennan
- Howlett, John
- Hsiung, Jason
- Hub International HKMB Ltd
- Hudson, Adam
- Hurwitz, Paul
- Hutton, Alan
- Hutton, Hubert
- Hydro One Employees
- Hynes, Brendan
- Iacono, Leo
- Iannicca, Nando
- IBM
- Idir, Yahiatene
- Ihaza, Peter
- Im, John
- Ingram, Wayne
- Intelcom Courrier
- Intrepid Risk Group Custom Mitigation Solutions Inc.
- Ippolito, David
- Ippolito, Joel
- Irving, John
- Irwin, Warren
- IsaiX Technology Inc
- Jack, Dym
- Jackman Foundation
- Jackman, Eric
- Jackowski, George
- Jackson, Laura
- Jacober, Lisa
- Jacobsen, Peter
- Jacques, Sylvain
- Jakubowska, Ewelina
- Jalbout, Tarek
- James, Gerard
- James, Justin
- Jamieson, Bryan
- Janday, Iqnoor
- Javor, Nick
- Jean, Piere Albert
- Jean, Richard
- Jean, Stephane
- Jean, Vicky
- Jeansonne Avocats Inc.
- Jedco Energy Services BC
- Jenkins, Tom
- Jennings, Christian
- Jewish Community Foundation
- Johnson, Ed
- Jomphe, Michel
- Jones, Edward
- Joseph, Ian
- Joyce, Ronald
- Joyet, Francois
- Joynt, Carman
- Judge, Charlene
- Juha, Thomas
- Juhlke, Jennifer
- Jurshevski, Alex
- Kade, Joseph
- Kalaydjian, John
- Kammer, Robert
- Kanaan, Joseph
- Kanagarajah, Dhilip
- Kassam, Moez
- Kassie, David
- Katsoudas, Peter
- Kearns, Robert
- Kebano, Felice
- Keenan, Anthony
- Keller-Hobson, Douglas
- Kelly, Caroline
- Kelly, Lesley
- Kelly, Pat
- Kelly, Stephen
- Kelvin Zero Inc.
- Kemp, Jennifer
- Kempf, Mark
- Kendall, Ben
- Kendrick, Jamie
- Kennedy, Jan
- Kennedy, Rick
- Kent, Mark
- Kettle, Nigel
- Kettleman's Baguel Co.
- Keyes, Valerie
- Khosla, Deep
- Kilby, Robert
- Kilgour, Kathleen
- Killin, Jim
- King, Edward
- King, Matthew
- Kinnear, James

OUR 2006-2022 DONORS AND FRIENDS (CONTINUED)

- Kirkpatrick, Tristan
- Kiwanis Club of Kingsway Charitable Foundation
- Klar, Brahm
- Klepatskyi, Anatolii
- Kojun Iwaasa, Kenneth
- Kolby, Alana
- Kololian, Vahan
- Kong, Bernard
- Kooy, Bill
- Kotyluk, Corey
- Kremer, Stephanie
- Kroeker, Brad
- La Liberte, Marc
- Laberge, Yves
- Lae, Yvonne
- Laferrière, Alex
- Laframboise, Joseph Guy
- Laing, Donna
- Lamy, Eric
- Landmann, Peter
- Landmark Holdings Ltd.
- Landry, Anne
- Landry, Michelle
- Lang, Guy
- Lang, Janice
- Lange, Julie
- Langley Hope, Kathryn
- Larmond, Chad
- Larouche, Carl
- Larrivee-Weeks Charitable Fund
- Latner, Mr. Harold
- Latreille, Jean-Francois
- Loughton, Richard
- Laurin, Jean-Francois
- Lauzon, Richard
- Lavoie, Monelle
- Lawee, Philip
- Lawrie, Robert
- Lawson, Brian
- Lawson, Dave
- Lazar, Gabriel
- Lazzam, Charles & Linda
- Lazzam, Linda
- Le Bel, Emmanuel
- Lebeuf, Michel
- Leblond, Sebastien
- Lecompte, Nadine
- Lee, Iolani
- Lee, Kevin
- Lefebvre, David
- Leger, Pierre
- Leonard, Matthew
- Les Aliment Uni Food Inc
- Les Immeubles BGL
- Lessard, Pierre
- Letourneau, Valerie
- Levert, Danielle
- Levesque, Georges
- Levitt, Jenny
- Lewis, George
- Lezon, Ron
- Li, Qi
- Lloyd, Stephen
- Lo, Alfred
- Loblaw Companies Limited
- Loewen, Richard
- Lohonyai, Sarah
- Loney, Allen
- Losani, Fred
- Lough, David
- Lowe, Darren
- Lower, Holly
- Lozynsky, Jerry
- Lyons, Kate
- M & A Management Consulting Inc
- Ma, Patrick
- Maavara, Gary
- Macdonald, Dougal
- MacDonald, Tim
- Macgillivray, David
- MacGregor, Blake
- MacIntosh, Scott
- MacIntyre, John
- MacIsaac, Rob
- Mackie, Scott
- MacKinnon, Hugh
- MacKinnon, Steven
- Macmillan, Michael
- MacPherson, Chris
- Macquarie Capital Markets Canada Ltd
- Macuda, Todd
- Madden, Patrick
- Madon, James
- Mahadeva, Robin
- Maheral, Rob
- Maiorino, Anthony
- Maisonneuve, Michel
- Major, Jack
- Makepeace, Susan
- Mallios, Andrew
- Mamdani, Adam
- Mancini, Marco
- Manellis, Steph
- Mangotich, Stephen
- Mann, David
- Mannix, Fred
- Mannix, Ron
- Mannix, Ronald
- Manns, Scott
- Manrique, Francisco
- Marchand, Sarah
- Marchetti, Greg
- Marena, Sophie
- Mario Sport Inc-Sport Experts
- Markham, Sean
- Marks, Dean
- Marois, Pierre
- Marsh, Andrew
- Marsh, Gerry
- Marsillo, Phil
- Martel, Jocelyn
- Martin, Colin
- Martin, Michael
- Marusyk, Randy
- Marzolini, Michael
- Massaar, Robert
- Mathieson, Tom
- Matita Group
- Mathuring, Maureen
- Matte, Denny
- Matviewshen, Michael
- Mauricio, Patricia
- McArthur, Susan
- McBroom, Conor
- McCabe, Jane
- McCagherty, David
- McCaig, Ann
- McCarthy, Elisabeth
- McCord, Jeff
- McCormick, Steven
- McDonald, James
- McDonald, Todd
- McElhoes, Richard
- McEwan, Robert
- McFeetors, Drew

OUR 2006-2022 DONORS AND FRIENDS (CONTINUED)

- McGall, Bob
- McGrath, Paul
- McGregor, John
- McInnis, Adam
- McIntosh, Rob
- McKay, Andrew
- McKay, Michael
- McKeil, Blair
- McKenzie, John
- McLay, Jeff
- McLean, Fred
- McLean, Jennifer
- McMillan, Allan
- McNamara, Robert
- McQueen, Mark
- M-E Squared Foundation
- Meehan, Steve
- Mellquist, Kenneth
- Ménard, L. Jacques
- Menkes, Matthew
- Mercier, Christian
- Meredith, Thomas
- Merianos, Tom
- Méthot, Julie
- Metro
- Metro Logistics Inc.
- MHPM Project Leaders
- Michie, James A.
- Mierins, Jeff
- Milavsky, Riley
- Milavsky, Roxanne
- Millar, Dan
- Millen, Stephen
- Mills, Cyndi
- Milner, Stanley
- Milosevic, Theo
- Milroy, Tom
- Minto Foundation Inc.
- Mintz, Jack
- Mirsaeidi, Shirin
- Missakian, Raffi
- Mitchell, Garfield
- Mitchell, Justin
- Mitchell, Mathieu
- Mitchell, Scott
- Moclair, Paul
- Moes, Michael
- Molotsky, Jill
- Mombourquette, Lydia
- Monaghan, Ed
- Mondou, Angela
- Mongeau, Claude
- Monopoli, Domenic
- Moore, Terry
- Moran, Mark
- Morari, Bill
- Morassutti, Gary
- Morden, Sarah
- Morency Société d'Avocats
- Morgan Stanley
- Morneau, William
- Morphet, Gaelen
- Morretti, David
- Morris, Bill
- Morrison, Hayley
- Morrison, Telah
- Morrow, Andrew
- Mortensen, Marlene
- Mosley, Lee
- Mouratidis, Georgina
- Muise, Brian
- Mulholland, Colleen
- Mullally, Conor
- Multi Glass Insulation Ltd
- Munn, Alan
- Munroe, Robert
- Murchison, Greg
- Murphy, Michael
- Murphy, Tim
- Murray, Scott
- Murray, Sean
- Myre, Louis
- Nadeau, Johanne
- Nadler, Michael
- Nafarrate, Guillermo
- Nanji, Chiko
- Nasso, Matthew
- Nathaniel, David
- National Electronic Service Association (NESA)
- Natsis, Christy
- Navona Investors Services Limited
- Neal, Brian
- Neasmith, David
- Nedkov De Lacamp, Matey
- Nelson, Brian
- Nelson, Mike
- Ness, Richard
- New, Rickart
- Newell, Gregory
- Newman, John
- Nicholishen, Michael
- Nicholls, Gordon
- Nicol, David
- Nicosia, Michael
- Ninth River Group Financial Solutions Inc
- Nittolo, Iva
- Nixon, Gordon
- Njegovan, Donald
- No Rainbows Inc.
- Noble, Joanne
- Noble, Pearce
- Noel, Andrew
- Norris, Michael
- Norton, Kyle
- Nudds, Gerrard
- Nunez, José R.
- O'Born, Earle
- O'Born, Andrew
- O'Born, Janice
- Obradovich, Thomas
- O'Brien, David
- O'Brien, Stephen
- O'Connor, Cedric
- Odette Federer Family Foundation
- O'Hanlon, Patrick
- O'Heron, Dylan
- Oliver, Robert & Lori
- O'Neill, Dennis
- O'Neill, William
- Ophelders, Katie
- Osmak, Greg
- Ottawa Community Foundation
- Ouahid, Fouad
- Ouellette, Marie Claire
- Ouellette, Robert
- Owen, Loudon
- Owen-Hicks, John
- Pace Savings
- Pagano, Joe & Helena
- Papuga, Matthew
- Paquin, Julie
- Paradigm Quest Inc
- Paré, Christian
- Parent, Marc
- Paridigm Capital

OUR 2006-2022 DONORS AND FRIENDS (CONTINUED)

- Park, Tori-Rae
- Parsons, Geoffrey
- Paseli, Jason
- Pastuovic, Peter
- Pathak, Prashant
- Pathy, Paul
- Patten, Rose
- Pedersen, Niels
- Peel, Sue
- Pelekis, Ian
- Pelletier, Mario
- Pembroke Management LTD.
- Pepper, Andrew
- Perchal, Walter
- Perel, Alex
- Perkell, Gregory
- Perron, Claude
- Pettes, Alex
- Petty, Virginia
- Pharand, Pierre-Paul
- Phillips, Mike
- Pick, Kristina
- Pietrovito, Roberto
- Pike, David
- Pilote, Martin
- Pint, Paul
- Piranha Angence Tactique Inc.
- PKM Charitable Trust BC
- Pleau, Jean-Francois
- Pociurko, Andre
- Polachek, Gary
- Poole, Jillian
- Pooley, Michael
- Pouliot, Jennifer
- Poulos, John
- Pound, Richard
- Powell, Rachel
- PPCLI Foundation
- Preston, Cathy
- Price, Evan
- Primerica Life Insurance
- Pringle, Andrew
- Pritchard, Scott
- Pronkin, Michel
- Proulx, Jason
- Puffer, John
- Pulvermacher, Gerald
- Purvis, Randall
- Pynn, Fred
- Quickmire, Gregory
- Quinn, Paul
- Raich, Robert
- Ramai, Trevor Jr
- Randall, Chris
- Randall, Cliff
- Ranganathan, Ravi
- Raposo, Tony
- Rawlings, David
- Raymond James Canada Foundation
- RBC Foundation
- RBC Insurance
- Reaburn, Paul
- Read, Brian
- Reamey, Gary
- Rebro, Oxana
- Redford, David
- Reed, Kevin
- Reeves, Cliff
- Reid, Hunter
- Reifel, George
- Remarais, Andy
- Restaurant Subway Québec Ltée
- Reyes, Melissa
- Reynolds, Duncan
- Richards, Dan
- Riddell, Chris
- Rideau Recognition Solutions
- Ridgen, Paul
- Rigden, Paul
- Ritchie, Gordon
- Ritchie, Michael
- Rivard, Martin
- Rivkin, Andrew
- Rizzo, Guy
- Roach, Michael E.
- Roberge, Charles
- Roberge, François
- Roberts, Andrew
- Robinson Engus, Colin
- Robinson, James
- Robitaille, Jacques
- Robles, Joel
- Robson, William
- Rochat, Denise
- Rodger, Michael
- Rodgers, William
- Rogers, Greg
- Rokos, Greg
- Rollin, Alain
- Roman, Samantha
- Romansky, Jeffery
- Ronald, Ian
- Roosen, Sean
- Roots Fitness Inc
- Rosa, Sergio
- Ross, Barnaby
- Rosseau Asset Mgt
- Rossi, Rocco
- Rotenberg, Helen
- Rothney, Bruce
- Rouleau, Martine
- Rousseau, Sylvain
- Rovere, Michelle
- Royal Canadian Legion Branch 24-106 P. Fund
- Royal Regiment Honorarium
- Royce, Michael
- Rubano Scalia Inc. Chartered Accountants
- Rubano, Phil
- Rughoo, David
- Ruskin Construction BC
- Russel, Janet
- Russell, Rob
- Ruston, David
- Rutledge, Stuart
- Ryall, Fred
- Sachs, David
- Sado, Mike
- Salter, Stephen
- Samuel, Louis
- Sanderson, Christopher
- Sandler O'Neill & Partners LLP
- Sapi, Louis
- Sasson, Joseph
- Sauve, Jean-François
- Saxena, Mike
- Scannell, Paul
- Schaefer, Harrison
- Schellenberg, David A.
- Schiessler, Kevin
- Schimdt, Jan

OUR 2006-2022 DONORS AND FRIENDS (CONTINUED)

- Schneider, Sam
- Sciberras, Stephanie
- Scott, Dave
- Scott, John
- Scott, Michael
- Sears, Robin
- Sefton, Daniel
- Seitz, Chris
- Semerjian, Fred
- Senay, Andre
- Senst, Graham
- Sepulchre, David
- Serrano-Matte, Wendy
- Seto, Judy
- Shaffer, Carolyn
- Sharpe, Gord
- Shaw, Graham
- Shaw, Russell
- Shawki, El Moataz
- Shawn Gallman, Shawn
- Shea, James
- Sherman, Jeffrey
- Sherrett, Matthew
- Shi, Zhan
- Shikaze, Joy
- Shone, John
- Sicoli, Pierino
- Siegel, Bill
- Sienkiewicz, Adela
- Sifton, Michael
- Simbul-Lezon, Marita
- Simmelink, Sandra
- Simmonds, Murray
- Simpson, George
- Simpson, Tracy
- Sims, Charlie
- Sims, Warren
- Sirois, Francois Charles
- Skelding, Neil
- Skinner, Greg
- Skot, Vic
- Slatt, Jordan
- Sleeman, John
- Smellie, David
- Smith, Andy
- Smith, Crystal
- Smith, Geoff
- Smith, Glen
- Smith, Gregory
- Smith, Paul
- Smith, Philip
- Smith, Robert
- Smith, Roy
- Smith, Steve
- Smith, Zachary
- Smuk, Robert
- Snelling, Tim
- Snow, Emily
- Sobel, William
- Somerton-Moisan, Sean
- Sonshine, Edward
- Sordo, Joe
- Sourang, Momar
- Southcott, John
- Spartan Consulting
- Spaziani, Frank
- Speirs, Greg
- Spitz, Warren
- Spitznagel, Perry
- Springford, Larry
- Squibb, Wayne
- Squires, Laura
- Stadnichenko, Maxim
- Stadnisky, Sue
- Stafford, Gary
- Standard
- Stang, Carmen
- Staniscia, Rebecca
- Steele, David
- Steffler, Mike
- Stein, Erin
- Steinberg, Lorne
- Stephenson, Mercedes
- Stevenson, Kate
- Stevenson, Katherine
- Stevenson, Larry
- Stewart, Donald
- Stewart, Ray
- Stibbard, Jeff
- Still, Nolan
- Stipsits, Steve
- St-Laurent, André
- Stollery, Lindsay
- Strategas NY
- Streeter, David
- Strickland, Richard
- Stripp, Kevin
- Strongman, Marc
- Subramaniam, Ganeshan
- Suedfeld, Peter
- Suen, Gisele
- Sula, Edlira
- Sullivan, John
- Sun, Jie
- Sutton, Jeff
- Suydam, David
- Swann, Alexander
- Sweet, Bob
- Sweet, David
- Tabah, George
- Tabb, Cherry
- Tamblyn, Rob
- Tanenbaum, Larry
- Tanguay
- Tanner, Lynn
- Tarcha, Nabil
- Tasaka, Mark
- Tayag, Jaycelle Anne
- Taylor, Bruce
- Taylor, Dave
- Taylor, David
- Tesar, Karin
- Tethong, Losel
- Thadaney, Nicholas
- The Gordon & Lorraine Gibson Family Foundation
- The Masonic Foundation of Quebec
- Thibault, Guy
- Thibodeau, Martin
- Thiessen, Andrew
- Thiessen, John
- Thiessen, Ronald
- Thompson, Bob
- Thompson, Greg
- Thomson, Christina
- Tikeng Jounda, Marcel
- Timpano, Vincent
- Tobin, John
- Topolovec, Milan
- Torokvei, Max
- Tory, Julia
- Tovstolug, Aleksey
- Trademark Consulting Inc.
- Tranter, Chad
- Traviss, Michael

OUR 2006-2022 DONORS AND FRIENDS (CONTINUED)

- Treadwell, Joy
- Tremaine, Peter
- Tremblay, Guy
- Tremblay, Stephane
- Trigui, Moez
- Trimble, Tracey
- Trollope, Clifford
- Tsang, Gregory
- Tunney, Wayne
- Turcotte, Martine
- Turmel, Cedric
- Turnbull, Martha
- Turner, Brian
- Tuszyński, Diana
- Tuttle, Blair
- UK Online Giving Foundation
- United Way of Greater Toronto
- Vachon, Francine
- Vachon, Louis
- Valenti, Alysha
- Valenti, Vince
- Van der Kamp, Lorraine
- Van Houten, Nick
- Van Kessel, Renee
- Van Rooy, Elizabeth
- Van Weel, Jan
- Vanboxmeer, Brian
- Vanderstarren, Randy
- Varkey, Richard
- Varteresian, Peter
- Vaudry, Terry
- Vaughan-Jones, Chris
- Veillette, Steeve
- Veitch, James (JP)
- Velthuisen, Laura
- Vennat, Charles Alexandre
- Venner, Caitlin
- Versa Bank
- Verschuren, Annette
- Vettoretto, Gino
- Villemure, Mariane
- Villeneuve, Mark
- Virginia Parker Foundation
- Von Schroeter, Alexandra
- Voss, Kenn
- Voticky, Milan & Catherine
- W.Garfield Weston Foundation
- Wagar, Chadley
- Wagram, Henry
- Wahlen, Chris
- Waldie, Joy
- Walker Glass
- Walker, Ally
- Walker, John
- Walter, Bruce
- Waratah Capital Advisors Ltd.
- Ward, Matthew
- Ward, Michael
- Wardrop, Tim
- Warner, Patrick
- Warren, John
- Waterford Property Group LTD.
- Watson, Joel
- Watts, Regan
- Waugh, William
- WCPD Foundation
- Webber, Kevin
- Weishaar, Nicholas
- Wekerle, Michael
- Welch, Cecil
- Welsford, John
- Werbiski
- Wernham, Richard
- Westeinde Properties Ltd.
- Westeinde, Jeffrey
- Westermann, Gavin
- Weston Family Foundation
- Weston, Galen
- Wheelband, Pauline
- Wheeler, Dwayne
- Whittle, Dan
- Wildeboer, Rob
- Willemsen, Astrid
- Williams, Damon
- Williams, Michael
- Williams, Richard
- Williamson, Dufferin
- Williamson, Gord
- Williamson, James
- Willis, Andrew
- Willson, Peter
- Wilson International Ltd
- Wilson, Brett
- Wilson, Jim
- Wilson, Tara
- Wintzenrieth, Naomi
- Wisdom, Victoria
- Wong, Ray
- Wood, Blake
- Wood, Dan
- Wood, Matthew
- Woodbridge, Gene
- Woods, Ruth
- Worsley, Harry
- Wortzman, Jim
- Wrenn, Andrew
- Wright, John
- Wright, Tristan
- Yalchin, Shendal
- Yelavich, Michael
- Yen, Jonathan
- YMF Holdings BC
- York, Jeffrey
- Young, Dave
- Young, David
- Young, Elizabeth
- Yu, Ashly
- Zabloski, Matthew
- Zaltz, Evan
- Zissopoulos, Steve
- Zwsanski, Mark

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Contents

For the year ended December 31, 2022

	<i>Page</i>
Independent Auditor's Report	
Financial Statements	
Statement of Financial Position	1
Statement of Operations and Changes in Net Assets.....	2
Statement of Cash Flows.....	3
Notes to the Financial Statements	4



FINANCIAL STATEMENTS



Independent Auditor's Report

To the Directors of Canada Company: Many Ways to Serve:

Qualified Opinion

We have audited the financial statements of Canada Company: Many Ways to Serve (the "Organization"), which comprise the statement of financial position as at December 31, 2022, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, Canada Company derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Canada Company. Therefore, we were not able to determine whether any adjustments might be necessary to donations revenues, excess (deficiency) of revenue over expenses and cash flows from operating activities for the years ended December 31, 2022 and 2021, current assets as at December 31, 2022 and 2021 and fund balances as at January 1 and December 31 for both the 2022 and 2021 years.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are those standards are further described in the Auditor's Responsibilities for the Audit of the Financial relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Other Matter

The financial statement for the year ended December 31, 2021 were audited by another auditor who expressed modified opinion on those statements on April 8, 2022 for the reasons described in the Basis for Qualified paragraph..

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

FINANCIAL STATEMENTS

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Markham, Ontario

Chartered Professional Accountants

Licensed Public Accountants

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Statement of Financial Position *As at December 31, 2022*

	2022	2021
Assets		
Current		
Cash	925,874	1,268,417
Pledges receivable	116,596	5,000
HST rebate receivable	20,120	18,808
	1,062,590	1,292,225
Liabilities		
Current		
Accounts payable and accruals	44,287	91,149
Fund balances		
General fund	1,018,303	1,201,076
	1,062,590	1,292,225

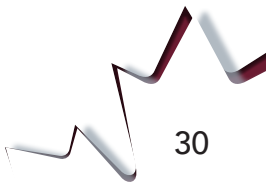
Approved on behalf of the Board


Director

Founder & Chair

Director

The accompanying notes are an integral part of these financial statements



FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Statement of Operations and Changes in Net Assets

For the year ended December 31, 2022

	General Fund	Scholarship Fund	2022	2021
Revenue				
Donations	618,459	-	618,459	640,030
Designated giving	-	184,086	184,086	84,063
Government subsidies (Note 7)	-	-	-	45,374
Investment Income	-	-	-	1,067
	618,459	184,086	802,545	770,534
Expenses				
Program costs (Note 5)	358,980	-	358,980	374,682
Salaries and benefits	251,976	-	251,976	226,248
Scholarships	-	184,086	184,086	84,063
Marketing	102,618	-	102,618	86,527
Professional fees	40,972	-	40,972	54,512
Travel	16,781	-	16,781	5,855
Donations	15,000	-	15,000	500
Management fees	5,554	-	5,554	10,394
Interest and bank charges	4,046	-	4,046	3,720
Office and general	3,348	-	3,348	6,837
Monument costs	1,663	-	1,663	7,809
Translation expense	294	-	294	1,619
	801,232	184,086	985,318	862,766
Excess (deficiency) of revenue over expenses	(182,773)	-	(182,773)	(92,232)
Fund balances, beginning	1,201,076	-	1,201,076	1,293,308
Fund balances, ending	1,018,303	-	1,018,303	1,201,076

The accompanying notes are an integral part of these financial statements

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Statement of Cash Flows *For the year ended December 31, 2022*

	2022	2021
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	(182,773)	(92,232)
	(182,773)	(92,232)
Changes in working capital accounts		
Pledges receivable	(111,596)	20,000
HST rebate receivable	(1,312)	42,072
Accounts receivable	-	10,392
Accounts payable and accruals	(46,862)	18,491
Net change in cash	(342,543)	(1,277)
Cash, beginning of year	1,268,417	1,269,694
Cash, end of year	925,874	1,268,417

The accompanying notes are an integral part of these financial statements

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Notes to the Financial Statements *For the year ended December 31, 2022*

1. Nature of operations

Canada Company: Many Ways to Serve (the "Organization") was incorporated under the authority of Canada Corporations Act without share capital on February 1, 2008 and is registered as a charitable organization for income tax purposes. The Organization's purpose is develop unique programs to assist those in the military and their families.

The Organization is exempt from income tax under section 149(1)(l) of the Income Tax Act.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO"). They include the accounts of two funds: the General Fund and the Scholarship Fund. Each of these funds has associated with it specific revenue and expenditures.

Fund Accounting

The Organization follows fund accounting to account for and report on the objectives of the Organization. For financial statement purposes, the funds have been grouped into the following funds:

Scholarship fund

The scholarship fund reports the Organization's scholarship activities. The purpose of this fund is to support post-secondary education endeavours of the children of fallen Canadian soldiers and subject to both internally and externally imposed covenants. A third party holds and manages the fund and funding is based on an individual basis without a predetermined use.

All other transactions and balances are reported in the General Fund.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted fundraising revenue and expenses of future period are deferred and recognized as revenue in the year in which the related expenses are incurred.

Unrestricted investment income is recognized as revenues in the general fund when gains/losses are realized.

Pledges receivable and donations and gifts relating to events and agreements, are recognized provided collection is reasonably certain.

Government assistance

The Organization makes periodic applications for financial assistance under various government incentive programs. Government assistance received during the year are recognized as revenue once assistance eligibility requirements are met and collection is reasonably assured.

Donations In-Kind

The fair value of contributed materials and services, which would otherwise be paid for by the Organization, is recognized when received.

In instances whereby the fair value is not readily available, the contributed materials and services are not recognized in these financial statements.

Financial instruments

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Notes to the Financial Statements *For the year ended December 31, 2022*

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Organization has not made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess of revenues over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Related party financial instruments

The Organization initially measures the following financial instruments originated/acquired or issued/assumed in a related party transaction ("related party financial instruments") at fair value:

- Investments in equity instruments quoted in an active market
- Debt instruments quoted in an active market
- Debt instruments when the inputs significant to the determination of its fair value are observable (directly or indirectly)

All other related party financial instruments are measured at cost on initial recognition. When the financial instrument has repayment terms, cost is determined using the undiscounted cash flows, excluding interest, dividend, variable and contingent payments, less any impairment losses previously recognized by the transferor. When the financial instrument does not have repayment terms, but the consideration transferred has repayment terms, cost is determined based on the repayment terms of the consideration transferred. When the financial instrument and the consideration transferred both do not have repayment terms, the cost is equal to the carrying or exchange amount of the consideration transferred or received (refer to Note 3).

At initial recognition, the Organization may elect to subsequently measure related party debt instruments that are quoted in active market, or that have observable inputs significant to the determination of fair value, at fair value.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Financial instruments that were initially measured at cost and derivatives that are linked to, and must be settled by, delivery of unquoted equity instruments of another entity, are subsequently measured using the cost method less any reduction for impairment.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of related party financial instruments are immediately recognized in excess of revenues over expenses.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information become available in the future.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the year in which they become known.

Canada Company: Many Ways to Serve
Notes to the Financial Statements
For the year ended December 31, 2022

3. Related party transactions

During the year, board members contributed office space, supplies, and administrative staff with no cost to the Organization. No amount has been recorded in the Organization's financial statements reflecting these transactions because of the difficulty of determining fair value. Donations of \$57,714 (2021 - \$63,500) were received from board members during the year.

The Organization has established a scholarship fund administered by a private organization. At December 31, 2022, the fair value of the scholarship fund, held by a private organization was approximately \$3,487,000 (2021 - \$4,056,000) which includes withdrawals of \$184,086 (2021 - \$84,063) to fund the scholarship awards and associated expenses. This is not reflected in the financial statements of the Organization.

4. Fundraising Ratio

The fundraising ratio, which represents fundraising expenses as a percentage of total tax-receipted donations from all sources and non-tax receipted revenues from fundraising, has been determined to be 4%. (2021 - 4%)

5. Commitments

The Organization has made a commitment to donate \$126,000 to Perley and Rideau Veterans' Health Center Foundation over five years as follows:

2023	61,000
2024	35,000
2025	15,000
2026	15,000
	<hr/>
	126,000

The pledge is for the Answer the Call fundraising campaign that will be invested in research and evidence-based innovation to improve and influence care for older Canadians at the Perley and Rideau Veterans' Health Care Foundation.

6. Financial instruments

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

FINANCIAL STATEMENTS

Canada Company: Many Ways to Serve Notes to the Financial Statements *For the year ended December 31, 2022*

6. Financial instruments (Continued from previous page)

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's financial instruments that are exposed to concentrations of credit risk relate primarily to cash. The Organization manages its exposure to this risk by maintaining cash with a major financial institution. The Organization also has credit risk to the extent that pledges receivable are not collectible. The Organization manages this risk by closely monitoring delinquent pledges and ensuring that late pledges and deviations are pursued.

Liquidity risk

Liquidity risk is the risk that the Organization encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk arises from accounts payable and accrued liabilities. The Organization continues to focus on maintaining adequate liquidity to meet operating working capital requirements.

7. Government Assistance

In the prior year, the Organization applied for the Canadian Emergency Wage Subsidy ("CEWS") and Temporary Wage Subsidy ("TWS") from the Government of Canada . The total amount of government assistance received from CEWS was recorded as revenue on the statement of operations and totaled \$Nil (2021 - \$47,737).

