

NOTICE OF 2026 ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting (“AGM”) of the members of **Family Enterprise Canada** is called for and will be taking place on Tuesday, the 23rd day of June 2026, commencing at 1:30 pm (EDT). The Meeting will be held virtually via ZOOM.

Voting instructions and other explanatory information on the matters to be considered accompany and form part of this Notice of Annual General Meeting.

AGENDA

1. Opening Remarks

Naim Ali, Chair, Board of Directors

2. Annual Business Report

Steve Beauchesne, President & CEO

Krista Rabidoux, Chair, Audit and Finance Committee

To receive the Annual Business Report of the Corporation, highlighting past activities and future plans. In addition, to receive updates on finances and the financial statements of the Corporation for the financial year ended 31 December 2025, and to appoint the Auditors of the Corporation for the ensuing year.

Resolution 1: RESOLVED, that **SB Partners LLP** be appointed as auditors for the 2026 fiscal year and that the Directors be authorized to fix their remuneration.

Resolution 2: RESOLVED, that the audited financial statements for the year ended December 31, 2025, and is annexed to the minutes of this meeting as Schedule “A”, are approved as presented.

3. Election of the Board

Susan St. Amand, Chair, Governance and Nominating Committee

To receive an update on governance matters and elect Directors of the Board.

Motion 1: That the membership accept the report of the Nominating and Governance Committee.

Motion 2: That the membership approve the appointment of the following new directors:

- **Jennifer Brookman** – *To serve as a Director for a three-year term, renewable for an additional three years as a maximum.*
- **Grant Cockshott** – *To serve as a Director for a three-year term, renewable for an additional three years as a maximum.*
- **Josée Daignault** – *To serve as a Director for a three year-term, renewable for an additional three years as a maximum.*
- **Stephen Nikiforuk** – *To serve as a Director for a three-year term, renewable for an additional three years as a maximum.*
- **Aaron Rosland** – *To serve as a Director for a three-year term, renewable for an additional three years as a maximum.*

These candidates bring deep knowledge, strong governance experience, and a shared commitment to advancing the goals of Family Enterprise Canada. Their biographies are listed at the end of this document.

Departing Board Members

We extend our sincere thanks to all departing board members for their outstanding dedication, expertise, and many years of service on the FEC Board and Committees:

- Karen Alko
- Julia Chung
- Gerry Meyer
- Janie Provencher-Blais
- Susan St Amand

Continuing Board Members

The following Directors will continue in the **second year of their first three-year term** as elected in 2025:

- Dan Brintnell
- Gaye Moffett

The following Directors will continue in the **third year of their first three-year term** as elected in 2024:

- Liz McBeth
- Krista Rabidoux

The following Directors will continue in the **third year of their second term** as elected in 2021 and re-elected in 2024:

- Lianne Ulin
- Rob Velan

The following Directors will be **renewed for a one-year term** as elected in 2020 and re-elected in 2023:

- Naim Ali
- Keita Demming

After giving effect to the foregoing, the Board will consist of the following persons: Naim Ali, Dan Brintnell, Jennifer Brookman, Grant Cockshott, Josée Daignault, Keita Demming, Liz McBeth, Gaye Moffett, Stephen Nikiforuk, Krista Rabidoux, Aaron Rosland, Lianne Ulin, and Rob Velan.

Resolution 3: RESOLVED, that Jennifer Brookman, Grant Cockshott, Josée Daignault, Stephen Nikiforuk and Aaron Rosland be recommended for election as Directors of the FEC Board for a three-year term, effective June 23, 2026.

Resolution 4: RESOLVED, that Naim Ali and Keita Demming be recommended for re-election for a one-year term, effective June 23, 2026.

4. Special Business – Amendment to Articles of Amendment and General Operating By-Laws

Susan St. Amand, Chair, Governance and Nominating Committee

Members are advised that special resolutions to amend the Corporation's Articles of Amendment (Schedule "B") and General Operating By-Laws (Schedule "C") will be presented at the Annual General Meeting. A summary of amendments to the General Operating By-Laws is provided in Schedule "D" (summary of changes).

Members are encouraged to review the proposed changes prior to the meeting. The amendments require approval by special resolution of the members.

Resolution 5: RESOLVED AS A SPECIAL RESOLUTION, that the Articles of Amendment of the Corporation amending the classes of members and other provisions, which have been submitted to this meeting and are annexed to these minutes as Schedule “B”, are hereby approved;

Resolution 6: RESOLVED AS A SPECIAL RESOLUTION, that the current General Operating By-laws of the Corporation are hereby repealed and the new General Operating By-law No.1, which has been submitted to this meeting and is annexed to the minutes of this meeting as Schedule “C”, is hereby approved and enacted.

5. Other Business

To transact such other business as may properly be brought before the meeting and conduct a “Question and Answer” session.

6. Adjournment

REGISTRATION

Registration is **required** for members who intend to participate in the Meeting. To register and receive a confirmation email, please [click the link](#). Additional details for system requirements and Zoom instructions can be found [here](#).

VOTING

Entitlement to Attend and Vote

All current Family Enterprise Canada members are invited to participate in the AGM, including, in the case of a Family Membership, all active additional family members.

Only members in good standing, at the close of business on the 15th day of May 2026, are entitled to vote through submission of the **Member Voting and Proxy Form**. Each Family Enterprise Canada Membership is entitled to one (1) vote. In the case of a Family Membership,

there is one (1) vote per family, even though additional family members may participate in the Meeting.

Members who are expired as of May 15th but renew their Membership between May 16th and June 22nd will also be entitled to vote by submitting the **Member Voting and Proxy Form**.

Appointment of Proxy Holder

Members are required to appoint a proxy holder to represent them and vote on their behalf at the AGM.

The designation of your proxy holder is included in Section III of the **Member Voting and Proxy Form**.

Appointment of a Representative

Any Family or Corporation which is a member must appoint one (1) representative who may exercise on its behalf all its powers to **vote**. The provided **Member Voting and Proxy Form** will have a section for the appointment of a representative.

How to Vote

Members may vote in advance by submitting the Member Voting and Proxy Form electronically. Please fill and submit the form linked below if you wish to vote early, or to appoint a proxy.

To be effective, the Member Voting and Proxy Form must be received by the Corporation no later than Monday, June 22, 2026, at 2:00 pm (EDT).

Members may also vote live during the AGM through a voting form that will be distributed during the meeting.

Votes will be confidential and tallied in aggregate, then presented to the Governance and Nominating Committee at the AGM by a scrutineer appointed by the Board. The scrutineer will be required to sign an oath to maintain the secrecy and confidentiality of the individual votes as per *Canada Not-for-profit Corporations Act* regulations.

Revoking or Changing a Vote

Members have the right to revoke a proxy or make changes as long as they submit a request in writing to agm@familyenterprise.ca no later than 2:00 pm (EDT) on the 22nd day of June 2026.

DOCUMENTS

The following documents are available for members **electronically** until the Meeting is commenced on the 23rd day of June 2026:

1. Member Voting and Proxy Form [\[Visit\]](#)
2. Schedule “A” – 2025 Audited Financial Statements [\[Visit\]](#)
3. Schedule “B” – Articles of Amendment [\[Visit\]](#)
4. Schedule “C” – General Operating By-Laws [\[Visit\]](#)
5. Schedule “D” – Summary of Changes (By-Laws) [\[To be made available here\]](#)
6. Annual Report [\[To be made available here\]](#)

Note: Members may obtain hard copies of the audited financial statements by sending their request to agm@familyenterprise.ca. **Please note that these documents are confidential and intended for members only; therefore, they are not to be distributed.**

NOTES

Any member attending the Meeting has the right to ask questions. Questions can be sent ahead to agm@familyenterprise.ca, or during the Meeting through the Zoom application.

BOARD BIOGRAPHIES

Naim Ali is the CEO of SM2 Capital Partners (“SM2”). SM2 is the entity that oversees the Ali Family Office and its related operating businesses. In 2010, Mr. Ali moved back to Calgary from New York to manage the portfolio companies. The portfolio includes commercial real estate and operating businesses, including Budget Rent-A-Car of Calgary, parking lots (Calgary), hotels (under the Holiday Inn brand in the United States and Alberta), and casinos (Alberta). SM2 has also made investments in residential real estate and senior housing projects and is continuously expanding across North America. Mr. Ali oversees the strategic planning of the Ali Family and is currently a Board Director for Fortress Insurance Company. He enjoys golfing, skiing, wake surfing, attending monthly TEC Group (leadership development) and Personal Advisory Group (PAG) meetings, and travelling with his family. Mr. Ali joined the Family Enterprise Canada Board of Directors in 2020, has served as Board Chair, and will continue to serve as Past-Chair for one

year effective June 23, 2026. Mr. Ali lives with his wife and two children in Calgary, AB.

Dan Brintnell is located in Toronto, Ontario, Canada. Dan is responsible for client relationships across all Overbay Capital Partners investor channels, matching client objectives with private market solutions and services. Clients include pension plans, foundations, endowments, asset managers, family offices, business owners, HNW individuals and their professional advisors. OCP is a global private equity secondaries asset manager with an attractive track record. Through OCP, Canadian investors can access highly diversified, institutional-quality private equity portfolios with flexible minimums via a single allocation. Over his 35 years of experience, Dan held senior executive positions at Merrill Lynch, Cygnus Investment Partners, Dundee Wealth and his family's businesses. Dan has firsthand experience transitioning their family-owned business to the next generation and then involving third parties, including the benefits and complexities. He is actively involved with Family Enterprise Canada, lives in Oakville, ON, with his wife, Deb and has four children.

Keita Demming (PhD) is the author of *Strategy to Action: Run Your Business Without It Running You*. He is the Director of Innovation and Development at The Covenant Group, a Toronto-based consulting firm focused on educating and coaching entrepreneurs throughout North America. He is responsible for all aspects of development and quality assurance with a focus on leveraging technology and user experience design to bring value to program offerings and maximize client experience. This includes the ground-up development of the Coach-on-the-Go performance platform, an online coaching system that acts as a virtual coach for entrepreneurs and business builders. Mr. Demming has extensive experience in Canada and internationally, working in a variety of uniquely designed leadership development programs, many of which have a multicultural theme. As a family member and the only G2 member in the business, Mr. Demming is poised to head The Covenant Group over the next 5 to 7 years. Mr. Demming joined the Family Enterprise Canada Board of Directors in 2020. He and his family live in Toronto, ON.

Liz McBeth is the second-generation President of 50+ year old family business, Armour Valve. A strong proponent of corporate social and environmental responsibility throughout her entire career, Liz's purpose and sustainability journey kicked into high gear when she took on the role of president in November 2019. She continues to drive Armour Valve's sustainability initiatives and pivot to purpose: "To transform infrastructure for a healthy, thriving planet". This purpose-led repositioning of the business focuses on supporting clients through the global Energy Transition sustainably and equitably while modelling responsible social and environmental practices. A founding member and current Chair of the FEC's Impact Committee (formerly the Family Business for Sustainable Development (FBSD), Liz also serves on the Canadian Purpose Economy Project's (CPEP) association initiative. She looks forward to helping FEC members amplify the good they do through their business and family, and to doing her part to promote

the value of FEC to family businesses across Canada.

Gaye Moffett is the Founder, President, and CEO of GEM Health Care Services (established in 2011). This family-owned enterprise has provided private healthcare services in the Ottawa and surrounding areas, including Lanark County, since 1994. Gaye is transitioning ownership of this successful FE to her son Gavin. As a nurse entrepreneur, Gaye grew to business from one client to hundreds. In recent years, Gaye and her son Gavin have collaborated to increase revenues by over 50% year after year. Gaye and her family have been members for approximately 30 years, and she has attended a PAG for most of that time. Gaye has extensive governance experience, including chairing a not-for-profit activities association at her cottage lake and serving as a Board Director on the Ontario Home Care Association for 27 years in various capacities.

Krista Rabidoux, with over two decades of experience in US-Canadian cross-border tax planning and experience with executive and leadership coaching, Krista brings a comprehensive understanding of family enterprise strategies. Krista is dedicated to the successful transitions of family businesses and the development of leadership and teams. In addition to advising others, Krista comes from a long line of entrepreneurs and utilizes the skills she learned working in her family's businesses to lead the Alberta practice as a partner at Andersen LLP. Beyond the technicalities of tax laws, Krista focus is empowering leaders and preparing the next generation to excel. Combining financial insight with leadership development offers a well-rounded perspective to any board.

Lianne Ulin is a second-generation member of M Bacal Group, an insurance brokerage firm established in 1981. Lianne joined the company in 1998 and has since held various positions, most recently serving as Vice President of Finance and Administration as of 2018. She is also involved in several non-profit organizations, including the International Women's Forum and the Ile Perrot Minor Hockey Association. Lianne has a degree in philosophy and ethics and has obtained various certificates and designations in the insurance industry. She received her FEA designation in 2018 and has been an ambassador for the FEC community since 2020. Lianne has served as Board Vice-Chair throughout this past year and will commence her role as Board Chair effective June 23, 2026. Lianne currently lives with her family in Montreal, Quebec.

Rob Velan is a third-generation member of the Velan Inc. family business, a global manufacturer of industrial valves that was founded in 1950. He joined the company after completing a BCom at Queen's University. Then, after finishing an MBA at Cornell University and six years in management consulting, Rob re-joined the family business in 2004. He is currently Executive Vice President and running the company's international operations. He was appointed as Board Director in 2013 and nominated to Vice-Chairman in 2020. Rob holds the ICD.D designation and has also served on various non-profit Boards. He and his family live in Montreal, QC.

New Board Directors recommended for election for a three-year term:

Jennifer Brookman is Vice President, Revenue Operations & Innovation at WCD, a multi-generation Canadian family enterprise, and has spent more than 20 years in executive leadership roles within family-owned businesses. Her experience includes leadership positions at both WCD and Commonwealth Legal, a family-owned professional services firm, as well as Ricoh eDiscovery following its acquisition by Ricoh Canada. Through these roles, she has developed a deep appreciation for the opportunities and complexities of family enterprise, including governance, leadership transitions, professionalization, and long-term stewardship. An active member of Family Enterprise Canada since 2021, Jennifer serves on the FEC Council and has contributed to the planning of the Family Enterprise Symposium. She is passionate about helping family enterprises grow, adapt, and thrive across generations.

Grant Cockshott is President and CEO of Winnipeg-based Innovair Group - Canada's largest independent distributor of compressed gases and welding supplies, as well as a provider of robotic integration engineering services and respiratory healthcare products. A third-generation family-enterprise leader with over 30 years in retailing and distribution, Grant joined Innovair in 1993 and has served as CEO since 2006. He leads strategy and P&L performance, IT/IS modernization, culture, and organizational development for a 118-person organization serving industrial and healthcare customers across the Prairies and Canada. Under his leadership, Innovair strengthened execution discipline through Balanced Scorecard and KPI management, while embedding continuous improvement practices such as Kaizen, Lean, and 5S. Grant brings significant governance experience through board and committee leadership, including as a Board Member of the Business Council of Manitoba (2025–present). He previously served as a Director and Chair of the Independent Welding Distributors Cooperative, where he helped lead CEO succession and developed CEO compensation and performance management approaches. He has also held leadership roles with Young Presidents' Organization (YPO), including Canada Region Finance Chair, strengthening reporting and audit routines. Grant holds a B.Comm (Honours) from the University of Manitoba and is an executive education graduate of Harvard Business School, including the YPO President's Program in Leadership, and is currently in the Owner/President Management (OPM) program (Class of 2026).

Josée Daignault is a lawyer, MBA, ICD.D and Family Enterprise Advisor (FEA) who supports entrepreneurs, business families and family enterprises in matters of governance, succession, business transfer and wealth continuity. With a background combining legal, financial and strategic management expertise, she has held senior executive roles, led complex growth and restructuring initiatives, and served on several boards and advisory committees. Her experience with business families, including her current role on the Advisory Committee of the Bourgeois Family Office and as Chair of the Board of a family enterprise, gives her a practical and empathetic understanding of the challenges faced by enterprising families. Josée would bring to

the FEC Board strong governance expertise, sound judgment and a collaborative approach focused on long-term continuity.

Stephen Nikiforuk is the President of Viridian Family Office, a large multi-family office based in Calgary, Alberta. This role allows him to leverage his wealth of business, financial, management, life experience and knowledge, along with the experienced family office staff of Viridian, for the benefit of high-net-worth client families and their related businesses. A now 18-year family office professional, Steve was previously the VP Finance and CFO for two successive, rapid growth public junior oil and gas companies focused in Western Canada. Steve also currently provides his expertise as a Board Director for Whitecap Resources Inc., InPlay Oil Corp. and CanAir Nitrogen Inc. and has previously served on several other for profit and not for profit boards.

Aaron Rosland is a second-generation family enterprise member and Managing Director of Heritage Growth Holdings. Aaron is leading the transition from the founding generation to the next generation of this 60-year family enterprise, focused on diversified real estate. He brings integrative governance, calm judgement, systems thinking, and global awareness from 25 years of leadership across varied global and institutional contexts. As a Canadian diplomat, he was the Ontario Government's commercial and political representative in India, the United Kingdom, and Ireland. In this role, he helped organizations navigate new markets, commercial complexity, geopolitical risk, and cultural nuance. At Colleges and Institutes Canada, Aaron led the global expansion of its \$15 million Government of Canada-funded skills-development initiative, managing delivery in 22 countries. He served as Board Director with the Canada–UK Chamber of Commerce and the Association of Economic Representatives in London. Aaron co-leads the Calgary FEC Hub and looks forward to helping Canadian family enterprises thrive. Aaron loves running and lives, with his wife and their son, in Okotoks, Alberta.