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MESSAGE FROM THE BOARD OF DIRECTORS

Investment attraction is a fiercely competitive endeavour. Communities, regions and countries push hard to position themselves as “the” place to be for businesses, entrepreneurs and highly skilled talent. In 2017, the Waterloo EDC team continued to passionately demonstrate why Waterloo Region is that place.

Increasing awareness of Waterloo Region’s unique economic development value proposition in targeted geographies and sectors – through hosting a mix of inbound missions for companies interested in locating, relocating or expanding here in the Region, and organizing outbound missions to key markets – remained a key area of focus this year.

Waterloo EDC offered its support to Ontario’s successful Advanced Manufacturing Supercluster fund proposal, through both Communitech and the Greater KW Chamber of Commerce. This Innovation Supercluster Initiative builds on the economic density in the Toronto-Waterloo Innovation Corridor to help Canadian manufacturing firms succeed, and offers opportunity to grow Southern Ontario’s economy at a rapid pace by investing in new technology, growing business R&D, training thousands of workers, encouraging new partnerships and increasing productivity.

The Board and senior staff have developed a 5-year strategic plan for Waterloo EDC this past year – one which addresses opportunities for further development of our mandate. FDI, local growth and strong marketing will be key to our success and we plan to leverage provincial and federal opportunities to increase investment in these areas. The future looks very bright and Waterloo EDC is committed to being an important part of delivering prosperity to the Region.

In closing, I would like to congratulate Waterloo EDC staff on a successful year and for continuously reinforcing the focus on economic development, investment and growth of Waterloo Region.

Gerry Remers
Chair, Board or Directors, Waterloo EDC
MESSAGE FROM THE PRESIDENT & CEO

2017 was a busy year for economic development and investment in Waterloo Region. I am pleased to report the success and momentum achieved in 2016 continued throughout our sophomore year.

A number of significant investment wins led to a strong year for Waterloo EDC, with 11 closed deals valued at more than $315 million. Our first closed deal of the year was ESCRYP'T’s strategic acquisition of local company TrustPoint Innovation Technologies, which occurred one year after ESCRYP'T opened their Canadian headquarters in Waterloo (and played a key role in their decision to grow their operations locally).

The team was also closely involved in Erwin Hymer Group North America’s (EHGNA) expansion to a new R&D and manufacturing facility in Cambridge - their second location in Waterloo Region. Having worked with Waterloo EDC to foster a number of relationships with local industry as well as the University of Waterloo, EHGNA has been able to drive innovation and as a result, are considering Waterloo Region as the location for their global technology hub.

Additional key investments included: Ascent Corporation, Huron Digital Pathology, Unilock, Conestoga Meat Packers and Allianz. Each of these expansions are significant success stories in our cities and townships and I am looking forward to continuing to support their ongoing growth.

With a continued focus on investment marketing and awareness, we had the opportunity to lead 13 missions to several high priority markets, including California and the United Kingdom. In addition, we facilitated 55 inbound missions to assist international companies in learning about the community’s business landscape.

I joined respective Mayors and Economic Development staff from the Cities of Cambridge, Kitchener and Waterloo on two investment attraction missions to Germany and the Northeastern US, where we had the opportunity to meet with a number of important multinational organizations that have subsidiaries in Waterloo Region.

Through all of these activities, the team continued to work closely with our local economic development partners and stakeholders to promote Waterloo Region on the international stage, focusing on foreign direct investment as well as local expansion and retention.

An important component to the success of Waterloo EDC and our community is the commitment and collaboration with our municipal partners and local stakeholders.

Waterloo Region partnered with the Toronto Region to submit a joint proposal for Amazon’s HQ2 bid. The joint submission, led by Toronto Global, included Waterloo Region, Guelph and the Toronto Region and provided a unique opportunity to raise international awareness and reinforce the Toronto-Waterloo Corridor as the second largest innovation cluster in North America. This joint-proposal was one of 20 North American centres to be shortlisted and the only Canadian proposal to make it to the second stage of the process.

We continued to make significant progress in our international branding efforts with our newly launched investment promotion website and video, which promotes Why Waterloo for Business and our unique economic development value proposition to our target audience: international business leaders, site selectors and investment intermediaries. The new site includes a number of state-of-the-art features such as an up-to-date Business Real Estate property search, demographics and statistics and an interactive industry map. These investment marketing and awareness assets will be critical for our organization as we continue to put Waterloo Region on the international map for business investment. Be sure to visit us at: www.WaterlooEDC.ca

With the organization and community making great strides in advancing recognition of Waterloo Region as a place to do business on an international scale, the future looks very bright.

Let’s get to work!

Tony LaMantia
President & CEO
VISION
To be locally rooted, internationally competitive and globally renowned.

MISSION
To build a world-leading legacy of sustainable economic development, prosperity and diversity for Waterloo Region.

VALUES
Collaborative, professional, integrity, accountable, results-focused.

2017 BUSINESS PLAN: THREE STRATEGIC PILLARS

1. Investment Sales
2. Concierge Service and Advocacy
3. Investment Marketing and Awareness
ANNUAL HIGHLIGHTS

We are pleased to report 2017 was a very successful year on a number of operational fronts. A summary of our highlights and significant wins are summarized below:

### INVESTMENT CLOSED DEALS IN 2017

<table>
<thead>
<tr>
<th>11 closed deals</th>
<th>Investment deals of $315.6 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>1607 new jobs created from closed deals</td>
<td></td>
</tr>
<tr>
<td>Breakdown of deals by sector:</td>
<td></td>
</tr>
<tr>
<td>53% information and communications technology (ICT)</td>
<td></td>
</tr>
<tr>
<td>41% advanced manufacturing</td>
<td></td>
</tr>
<tr>
<td>7 local expansion investments</td>
<td></td>
</tr>
<tr>
<td>4 foreign direct investments</td>
<td></td>
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**WINS BY MUNICIPALITY**

- Kitchener: 35%
- Cambridge: 62%
- Waterloo: 3%
- Townships: 0.16%

Companies that closed deals in 2017

[Image of logos]
28 potential deals in our pipeline (at the end of 2017) with an estimated value of $156.4 million

6 opportunities in ‘forecast’ stage with an estimated value of $19 million

55 inbound and 13 outbound missions

Waterloo EDC advocacy involvement:
• Bill 148
• Amazon HQ2
• NAFTA
• Advanced Manufacturing Supercluster
• Region of Waterloo International Airport (YKF) expansion
• High-speed rail discussion
• 2021 Canada Summer Games

Key countries visited:
• USA (California, Boston, NYC)
• Germany
• United Kingdom
• Switzerland (Zurich)
• Netherlands (Amsterdam)
• France (Paris)

Attended and participated in approximately 165 events

Twitter followers increased by 15.3%
LinkedIn followers increased by 119%
INVESTMENT SALES

FIRST CLOSED DEAL OF 2017

Our first closed deal of 2017 was announced in March with ESCRIPT’s (ETAS) acquisition of local company TrustPoint Innovation Technologies. The acquisition came just one year after ESCRIPT opened their Canadian headquarters in the Region and played an important factor in the company’s decision to expand their operations into a newly renovated facility in Waterloo.

“With our recent acquisition of TrustPoint Innovations and our plans to continue to grow in the immediate future, it made sense to locate in Waterloo and find a location that we could make our own. The decision to open our Canadian headquarters in Waterloo Region was based on the area’s reputation and culture of innovation and entrepreneurship.”

— ESCRIPT Canada General Manager David MacFarlane

PURCHASE OF THE FORMER BLACKBERRY DATA CENTRE

Another key investment was Ascent Corporation’s purchase of the former BlackBerry data centre in Cambridge, Ontario. The team worked closely with the City of Cambridge and their economic development team to facilitate this deal and support the growth of Waterloo Region’s data centre infrastructure.

“The City of Cambridge is thrilled to welcome Ascent to the region. This represents an important investment in our community that strengthens our city’s position in the tech corridor.”

— Doug Craig, Mayor of Cambridge

HURON DIGITAL PATHOLOGY EXPANSION

In June, Huron Digital Pathology (HDP) announced their expansion to a new 9,700 square foot manufacturing and research and development facility with a ground-breaking ceremony in the Township of Woolwich. This began a busy summer of expansion news.

“Huron Digital Pathology’s move to Woolwich is a powerful invitation for others to join us as they forge their success in an environment that has a diverse economy.”

— Sandy Shantz, Mayor of the Township of Woolwich

INVESTMENT SALES

ESCRIPT grand opening with various community members including Jeff Henry, City Councillor, Ken Seiling, Region of Waterloo Chair, Tony LaMantia, President & CEO of Waterloo EDC, David MacFarlane, General Manager of ESCRIPT, Dave Jaworsky, Mayor of Waterloo, Berry Vrbanovic, Mayor of Kitchener, Detlef Engler, Trade Commissioner and Senior Investment Counselor at Government of Canada, Sherry Shannon-Vanstone, President & CEO of TrustPoint Innovation Technologies.

ESCRIPT grand opening with various community members including Jeff Henry, City Councillor, Ken Seiling, Region of Waterloo Chair, Tony LaMantia, President & CEO of Waterloo EDC, David MacFarlane, General Manager of ESCRIPT, Dave Jaworsky, Mayor of Waterloo, Berry Vrbanovic, Mayor of Kitchener, Detlef Engler, Trade Commissioner and Senior Investment Counselor at Government of Canada, Sherry Shannon-Vanstone, President & CEO of TrustPoint Innovation Technologies.

ESCRIPT grand opening with various community members including Jeff Henry, City Councillor, Ken Seiling, Region of Waterloo Chair, Tony LaMantia, President & CEO of Waterloo EDC, David MacFarlane, General Manager of ESCRIPT, Dave Jaworsky, Mayor of Waterloo, Berry Vrbanovic, Mayor of Kitchener, Detlef Engler, Trade Commissioner and Senior Investment Counselor at Government of Canada, Sherry Shannon-Vanstone, President & CEO of TrustPoint Innovation Technologies.

Huron Digital Pathology ground-breaking with employees of HDP and Doug Craig, Mayor of Cambridge.

Huron Digital Pathology ground-breaking with employees of HDP and Doug Craig, Mayor of Cambridge.
UNILOCK, ALLIANZ, ERWIN HYMER GROUP AND CONESTOGA MEAT PACKERS EXPANSIONS

In August, Unilock and Allianz announced the expansion of their operations in North Dumfries and Cambridge, respectively. Erwin Hymer Group North America, the leading manufacturer of class B motorhomes in North America, celebrated the grand opening of their new 255,000 square foot facility in Cambridge in September. This expansion is expected to create 650 jobs and will feature production lines, office space and research and development areas. Conestoga Meat Packers also continued their commitment to Waterloo Region by announcing the expansion of their local operations, which is expected to create 170 jobs.

“We are proud of our team at Conestoga [Meat Packers] and look forward to providing more manufacturing jobs for Waterloo Region.”

— Conestoga Meat Packers President Arnold Drung

JOINT-PROPOSAL FOR AMAZON’S HQ2 BID

Waterloo Region partnered with the Toronto Region to submit a joint proposal for Amazon’s HQ2 bid. The joint submission, led by Toronto Global, included Waterloo Region, Guelph and the Toronto Region, and provided a unique opportunity to raise awareness and reinforce the Toronto-Waterloo Corridor as the second largest innovation cluster in North America. This joint proposal was one of 20 North American centres to be shortlisted and was the only Canadian proposal to make it to the second stage of the process. More information about our joint Amazon proposal will follow in future reports.

Erwin Hymer Group North America grand opening ceremony with Martin Brandt, CEO of EHG, Victor Oh, Senator at Senate of Canada, Christian Hymer, EHG Germany Partner & Owner, Carolin Hymer, EHG Germany Partner & Owner and Jim Hammill, President & CEO of Erwin Hymer Group North America in attendance.
From an investment perspective, 2017 was truly a record-breaking year for Waterloo EDC. Other notable wins were IDT Biologika, PerkinElmer, Hofstadter Analytics and Vision Controls Inc.
“Waterloo Region is emerging as a global centre for innovation, talent and investment. Through the leadership and vision of Waterloo EDC, the Region of Waterloo will send a clear signal to businesses and investors: Waterloo Region is open for business. The Township of Woolwich is proud to support Waterloo EDC to drive investment and interest in Waterloo Region. Together, we will open up new opportunities for residents and major industries such as manufacturing, technology and agriculture.”

— Sandy Shantz, Mayor of the Township of Woolwich

“In a very short time, Waterloo EDC has proven its value. Whether it’s leading a trade mission or coordinating bids and outreach to prospective investors, their focus, dedication and expertise is paying off already. I’m looking forward to continued success.”

— Dave Jaworsky, Mayor of Waterloo

“The City of Cambridge and our Economic Development team have been pleased with Waterloo EDC’s overall performance and investment successes in their initial 2+ years of operation. The organization has been influential not only in assisting the City’s Economic Development team in attracting several key investments to the City of Cambridge, but also by helping to ensure that large multinational’s ambitious expansion plans, such as those of Germany’s Erwin Hymer Group, remain firmly rooted within Waterloo Region. We look forward to our continued partnership and prosperity.”

— Doug Craig, Mayor of Cambridge

“In the few years since Waterloo EDC’s inception, the EDC has done so much to raise the profile of Kitchener and our region internationally. Their work in setting up trade missions to Silicon Valley, New York, Boston, and Germany, amongst others, has generated interest and awareness in our area, as well as tangible investments and good new jobs for our community. We look forward to continued success in the years to come.”

— Berry Vrbanovic, Mayor of Kitchener
CONCIERGE SERVICES AND ADVOCACY

As the first point of contact for companies of all sectors looking to locate, relocate or expand in Waterloo Region, the Waterloo EDC team continued to extend concierge services and advocacy to both international organizations and local community stakeholders.

Waterloo EDC partnered with the Greater Kitchener-Waterloo Chamber of Commerce (GKWCC) on a number of events targeted at helping our local businesses grow and succeed, including:

• The Manufacturing Summit, where the team played a key role in securing Mr. Friedhelm Pickhard, Chairman of the Management Board at ETAS GmbH, as the event’s keynote speaker. Mr. Pickhard discussed why ESCRYPET (ETAS) chose to locate in Waterloo Region during a fireside chat moderated by Tony LaMantia, President & CEO.

• GKWCC’s “The Future of Globalization” event, which focused on helping local companies navigate NAFTA and how changes may affect their business. The event included the former Federal Minister of Foreign Affairs, Mr. Pierre Pettigrew, as a speaker.

Most recently, we hosted a three-part Economic Development Speaker Series with the GKWCC. The first event, Grow Your Business with the European Free Trade Agreement, featured the Honourable Perrin Beatty, President & CEO, Canadian Chamber of Commerce, as the keynote speaker. The second event, Immigration: A Lifeline for the Growing Workforce, focused on providing information about the Federal government’s new immigration program called Global Skills Strategy, with the final installment taking place in early 2018.

Waterloo EDC Economic Development Speaker Series event, in partnership with the GKWCC, entitled “Immigration: A Lifeline for the Growing Workforce” featuring Tim Callan, Team Leader of Agilec, and Stephen Green, Senior Partner at Green & Spiegel LLP.
Other notable event sponsorships:

- Waterloo Innovation Summit, a two-day gathering centred on the theme of “Hacking the Future” to explore innovations and ideas needed to shape tomorrow
- Centre for Family Business hosted the “Creating a Sustainable Saleable Business” event, which provided information on the fundamentals of business growth and continuity planning
- Oktoberfest Passport to Success, an event hosted in partnership with K-W Oktoberfest Inc. to provide appreciation to our key partners and stakeholders and provide a local business networking opportunity

“The spark of innovation only happens when we open our minds to new ways of thinking—and this is often the result of coming together to share and explore new ideas. The Waterloo Innovation Summit is one of the best opportunities I know of to meet with fellow thought leaders and explore the ideas shaping the future of technology and digital transformation.”

— Cisco Canada Principal Systems Engineer, Rob Barton
AUTOTECH SYMPOSIUM AT THE UNIVERSITY OF WATERLOO

In collaboration with the Automotive Parts Manufacturer’s Association (APMA), Waterloo Centre for Automotive Research (WatCAR), and title sponsor Toyota Motor Manufacturing Company (TMMC), Waterloo EDC hosted the second annual AutoTech Symposium at the University of Waterloo (UWaterloo) in October. The Symposium brought together more than 225 delegates from government, academia, research and automotive suppliers and companies to discuss Ontario’s capabilities and the future of the automotive and mobility sectors. The event showcased Waterloo Region as a leader in automotive manufacturing as well as connected and autonomous vehicle technology.
NOTE: Companies may have a presence in multiple aspects/categories of the Waterloo Region's AutoTech cluster despite their singular representation on this infographic.
INVESTMENT MARKETING AND AWARENESS

Waterloo EDC led 13 investment expansion missions to a number of high priority markets, including Germany, California, United Kingdom and the Northeastern US. We also facilitated 55 inbound missions to assist international companies in learning about the Region’s business landscape. Many of these were with high-potential multinational organizations.

In June, Waterloo EDC team members traveled to Hannover Messe, Germany, along with members of the Ontario Manufacturing Communities Alliance to meet with officials from the state of Baden-Württemberg, VDMA – the Mechanical Engineering Industry Association – and OCTOPUZ Inc., an offline robotic programming and simulation software company that has operations located in both Waterloo and Germany.

Visit to Erwin Hymer Group’s headquarters in Germany including Brian Bennett, Business Development Manager, City of Kitchener, Berry Vrbanovic, Mayor of Kitchener, Joel Adams, Director of Engineering & Innovation, Erwin Hymer Group North America, Tony LaMantia, President & CEO, Waterloo EDC.

The German market remained in the spotlight for Waterloo EDC during a five-city mission in September alongside representatives from the City of Kitchener, including Mayor Berry Vrbanovic and Communitech, focused on attracting and growing economic investment in a number of industries, such as technology and advanced manufacturing. The mission included a visit to Erwin Hymer Group’s headquarters to discuss the importance of their recently opened North American headquarters in Cambridge.

“It [German investment] is directly responsible for approximately 35 businesses and thousands of jobs in our community. This trade mission is a critical part of Kitchener and Waterloo Region’s economic development agenda to continue to attract and retain business partners in our city and region.”

Berry Vrbanovic, Mayor of Kitchener
During the summer, Waterloo EDC attended Finovate 2017 in New York City, creating awareness of Waterloo Region’s position as a leader in banking and financial technology and innovation. The event allowed us to connect with expansion-focused companies and investment intermediaries in the area, which was key in preparation for a mayoral mission to New York City and Boston that took place in November. During that four-day mission, City of Cambridge Mayor Doug Craig, City of Kitchener Mayor Berry Vrbanovic and City of Waterloo Mayor Dave Jaworsky, along with Waterloo Region representatives, attended 24 meetings, which included the Canadian Consulate’s Site Selector Luncheon, AUVSI Unmanned Systems’ event and the 2017 BlackBerry Security Summit, where Mayor Jaworsky spoke as a panelist.

Other notable international activities included partnering to host the event “Toronto-Waterloo Region Corridor Comes to the UK: Smart Cities of the Future,” in London, England, which focused on Internet of Things (IoT) and promoting the Toronto-Waterloo Innovation Corridor in the United Kingdom.

Throughout 2017, the Marketing team was diligently focused on developing best-in-class economic development tools and collateral that will provide a strong foundation for increasing our international brand awareness and equity.

Our new website, www.WaterlooEDC.ca, was completed at the end of the year and highlights Waterloo Region’s strengths and unique economic development value proposition to our target audience of international business leaders, site selectors and investment intermediaries. Our objective for the website is to drive potential foreign direct investment sales leads for our community and includes an updated design and state-of-the-art features, such as an up-to-date Business Real Estate property search, Demographics and Statistics and an interactive industry map.

Central Park, New York City.

CCCA delegation visit in Switzerland, Amsterdam and France in November 2017.

CCCA business meetings in Switzerland with Waterloo EDC team members.
STRATEGIC PLAN

Working with our Board of Directors, Waterloo EDC’s senior leadership team finalized a strategic business plan that will lead the organization from 2018 to 2023. The plan focuses on our core organizational pillars and outlines the increased activities and added mandates Waterloo EDC would look to take on with future organizational expansion.

STRATEGIC BUSINESS PLAN  2018 - 2023

CURRENT OBJECTIVES  
2018 – 2023

Close deals of $1.0B, maintain a pipeline of potential investment of $350M

OBJECTIVES WITH ADDITIONAL FUNDING*  
2019 – 2023

Close deals of $1.4B, maintain a pipeline of potential investment of $450M

---

**Investment Sales and Trade Promotion**

To forge a clear track record of investment attraction, scale-up wins, trade promotion and increased Waterloo Region health

**Concierge Service**

To build a best-in-class “go to” concierge service to facilitate investment attraction and retention

**Investment Marketing and Awareness**

To increase awareness and interest of Waterloo Region’s unique Economic Development value proposition in targeted geographies and sectors

**Intergovernmental Advocacy**

To lead government navigation, advocacy and economic development initiatives to increase Waterloo Region prosperity.

We are pleased with our progress, achievements and the positive contributions Waterloo EDC has made to Waterloo Region thus far and are confident the new 2018-2023 Strategic Business Plan will allow us to continue to support increased prosperity for this amazing community.

*Waterloo EDC is seeking Provincial and Federal government funding to leverage current Municipal contributions.*
## Financial Statements

### Statement of Earnings – Year Ended December 31, 2017

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<tr>
<th>Revenue</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Municipal funding</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Other government funding</td>
<td>$164,341</td>
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<tr>
<td>Other revenue</td>
<td>$200,204</td>
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<tr>
<td><strong>Total revenue</strong></td>
<td><strong>$2,364,545</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Program costs</td>
<td>$596,725</td>
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<tr>
<td>Administrative</td>
<td>$1,775,687</td>
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<tr>
<td>Amortization</td>
<td>$20,527</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$2,392,939</strong></td>
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</tbody>
</table>

(Deficiency) of revenue over expenses  ($28,394)

### Statement of Net Assets – Year Ended December 31, 2017

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>$766,568</td>
</tr>
<tr>
<td>(Deficiency) of revenue over expenses</td>
<td>($28,394)</td>
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<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$738,174</strong></td>
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## FINANCIAL POSITION – DECEMBER 31, 2017

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Cash</td>
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<tr>
<td>Investments</td>
<td>$565,628</td>
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<tr>
<td>Accounts receivable</td>
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<tr>
<td>HST receivable</td>
<td>$38,618</td>
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<tr>
<td>Prepaid expenses</td>
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<tr>
<td><strong>Current assets</strong></td>
<td><strong>$858,470</strong></td>
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<tr>
<td>Intangible assets</td>
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<tr>
<td>Capital assets</td>
<td>$44,204</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$902,675</strong></td>
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</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable, accrued liabilities, and net assets</td>
<td><strong>$902,675</strong></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

Gerry Remers
Chair of the Board
Retired President and COO, Christie Digital Systems Canada

Arnold Drung
President, Conestoga Meat Packers Ltd.

Avvey Peters
Chief Strategy Officer, Communitech

Dr. Barbara Fennessy
Vice President, Applied Research and International Education, Conestoga College Institute of Technology and Advanced Learning

Charles Cipolla
Chartered Professional Accountant and former President of Rockwell Automation

Chris Donnelly
Vice President and Counsel, Government, Industry and Regulatory Affairs, Manulife Financial

David Fransen
Chief Operations Officer, Next Generation Manufacturing Canada

Greg McCauley
Retired Chartered Professional Accountant

Jane Black
Retired Regional Vice President, Royal Bank of Canada – Greater Waterloo

Jeff MacIntyre
Co-founder, Grappleworks Ltd.

Jennifer McCredie
Leader, North American Strategy and Business Development, Oracle

Martha George
President, Grand Valley Construction Association

Mike Kirkup
CTO, Encircle

Murray Gamble
President, C3 Group

Robert Crow
Retired Managing Director and Executive in Residence, Institute for Quantum Computing, University of Waterloo
WE ARE INVENTING THE FUTURE.