

LOGISTICS VEHICLE MODERNIZATION (LVM) INDUSTRY DAY

November 29, 2021

Agenda



- ☐ **Welcome/Introductions of Presenters**
- ☐ **Objective of Today's Session**
- ☐ **LVM Requirement/Project Schedule**
- ☐ **Review and Requirements Phase**
- ☐ **Scope, Technical Requirements, Sustainment Solution**

Agenda



- ☐ Procurement Strategy/Contract Framework
- ☐ Bid Evaluation Framework
- ☐ Other Government Objectives included in LVM
- ☐ ISED presentation
- ☐ Introduction of Qualified Suppliers
- ☐ Break Session
- ☐ Questions

Welcome / Introductions of Presenters



- ❑ Ugo DiPenta – LVM Director, Contracts – PSPC**
- ❑ Diogo Brandao – LVM Project Manager – DND**
- ❑ Maj Tyrone Duncan – LVM Project Director – DND**
- ❑ John MacInnis – Director – ISED**

Objective of Today's Session



- ❑ **Primary objective of today's session is to provide an update on and familiarize Canadian industry and other stakeholders with the Logistic Vehicle Modernization Program.**

Disclaimer



- ❑ The information provided today is subject to change and is intended for discussion purposes only. Any verbal statements made by Canada's representatives on Logistic Vehicle Modernization (LVM) will not be binding for purposes of the procurement process. Only the information released by Canada in the Request For Proposal or in other procurement documents should be followed when preparing a response. Any verbal comments by Canada must not be construed as a preference, rejection or assessment of any solution. Canada reserves the right to consider comments and suggestions received for LVM entirely at its discretion.**



Disclaimer



- ☐ The interpretation is intended to facilitate communication and does not constitute an authentic recording of the event.

Rules of Engagement Questions



- ☐ Given virtual format – questions will be saved for the end
- ☐ Please send your questions to:
Nicole.Levesque-Welch@pwgsc-tpsgc.gc.ca AND
Sundos.Al-Sayed@pwgsc-tpsgc.gc.ca during the presentation
- ☐ Note slide number, if applicable, and we will go back to it
- ☐ If you note your name/position at the end of the question, we will assume this can be noted for the group
- ☐ If you do not include your name, we will consider the question anonymous
- ☐ Some questions may be filtered/consolidated for time/content



- ☐ **Replace and modernize the Light and Heavy logistics vehicle capability**
- ☐ **To include all Canadian Armed Forces (CAF) requirements**
- ☐ **Project in Definition phase since Feb 2019**



Linkage to Strong Secure Engaged Defence Policy

SSE #040 - Modernize logistics vehicles, heavy engineer equipment and light utility vehicles

Scope

The Logistics Vehicle Modernization project will acquire new fleets of light and heavy logistics vehicles, trailers, vehicle modules, armour protection kits, initial in-service and logistics support and fund associated permanent infrastructure upgrade and construction requirements

Budget

Acquisition budget of \$1 - \$5B

Project Schedule



Milestone	
Project Approval (Definition) - Approved	February 2019
Invitation to Qualify (ITQ) posted	April 2019
Qualified suppliers list posted	July 2019
Launch of Review & Refine Requirements phase with qualified suppliers	September 2019
Draft Request for Proposal	Phase 1 release (July to September 2020)
	Phase 2 release (December 2020 to July 2021)
	Release of the complete draft RFP (14 August 2021)
Request for Proposal	December 2021
Contract Award	As early as 2023

Review & Refine Requirements



- ❑ Review & Refine Requirements phase (2019 - now) promoted open and focused collaboration with qualified suppliers
 - Greater understanding of Canada's requirements by qualified suppliers
 - Enhanced awareness of industry capabilities by Canada
 - Supported informed trade-off decisions and innovative approaches

Review & Refine Requirements



- ❑ Industry feedback informed refinement of technical requirements, such as:
 - Paint specifications – Cost savings through adoption of commercial standards for logistics fleets
 - Heavy trailer – Trailer type not prescribed, allowing solutions to best function as a complete system
 - LVM light modules - Module requirements amended to allow for innovative (lighter) construction solutions and let qualified suppliers make cost / capability trade-offs for their LVM light capability
- ❑ Tailored sustainment solution developed through a sustainment business case analysis
- ❑ Contractual terms and conditions with enough flexibility for Canada and winning bidder to adapt to future requirements

High Level Mandatory Requirements Summary

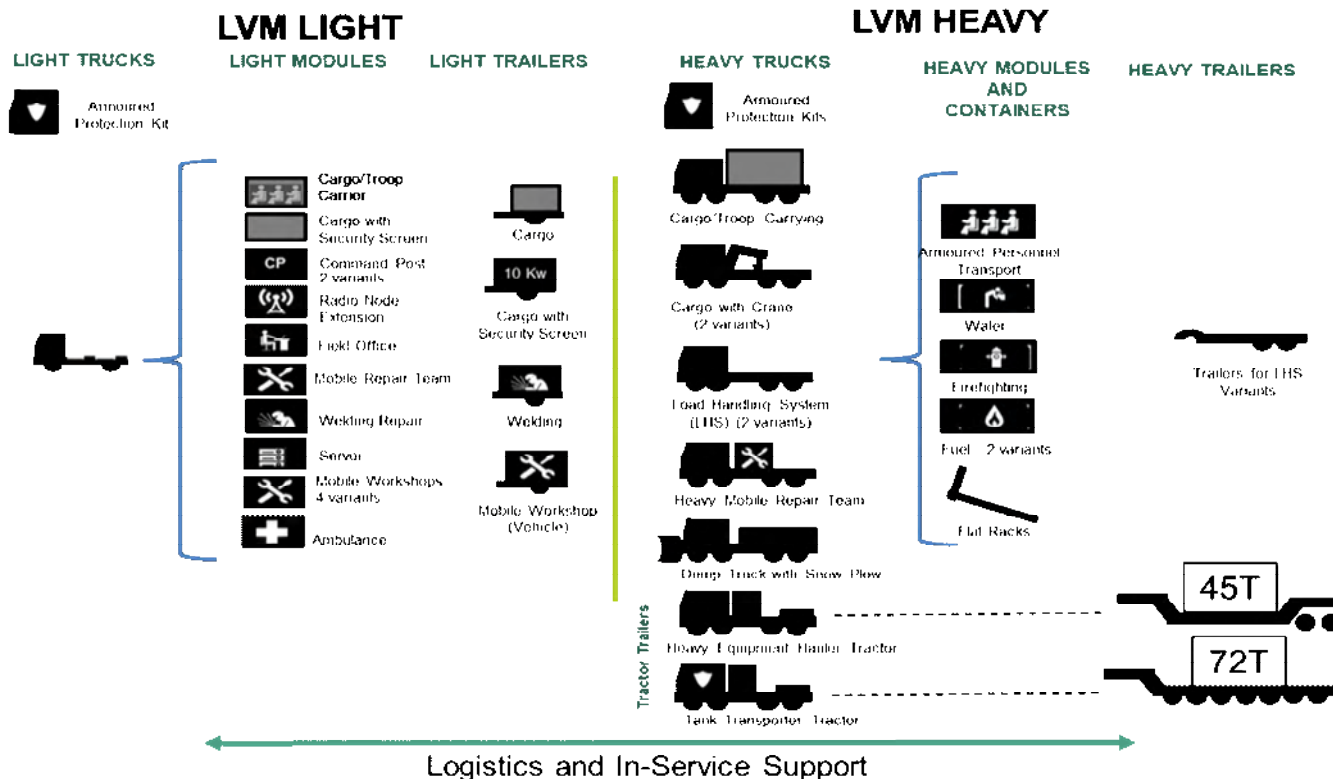


HLMR	DESCRIPTION
General	The Logistics Vehicle Modernization truck will be a general-utility combat service support vehicle that will have the ability to fulfill battlefield roles
Truck Chassis	Standard Military Pattern (SMP) with the ability to use integrated, interchangeable bodies (Modules). Will have the ability to be employed upon delivery (Mature rolling chassis in service with a NATO military).
Survivability	When employed in a high threat environment, will have the ability to enhance crew protection (blast and ballistic) and have the ability to mount a self defense weapon.
Mobility	Elements of the UK Defense Standard 23-6, Improved Medium Mobility: ability to negotiate damaged roads and tracks, to leave them to seek cover, to reach hides and to negotiate ferry crossings with military engineering assistance.
Interoperability	Will be able to operate on NATO common fuel. Will have the ability to be transported by CAF airlift (Heavy – C17 and Light C-130 and C-17)
In Service Support	The initial procurement will include training deliverables, technical publications and the initial provisioning of 2 years of spares (1st and 2nd line parts). Will have the ability to have a Life Expectancy of at least 20 years.

Scope



Logistics Vehicle Modernization (LVM)



Scope



VEHICLES

HEAVY (up to 542)

Cargo/TCV
(13)

Load Handling System
(158)

Heavy Mobile Repair Team
(10)

Cargo With Crane
(95)

Load Handling System
(With Self Recovery Winch)
(65)

Dump Truck With Snow Plow
(8)

Cargo With Crane
(With Self Recovery Winch)
(32)

Load Handling System (Bridge
Adapter Pallet System)
(73)

Tank Transporter Tractor (72T)
(22)

Cargo With Crane - Engineer
(18)

Heavy Equipment Tractor (45T)
(48)

LIGHT (up to 1113)

Flat Deck
(With Self Recovery Winch)
(60)

Flat Deck
(1053)

Scope



MODULES AND CONTAINERS

LIGHT (up to 1113)

Mobile
Workshops

Weapons
(19)

Vehicle
(29)

Electronic -
Optronic
(18)

Communication
and Information
System
(45)

Cargo/TCV
(217)

Mobile
Repair Team
(MRT)
(60)

Command Post
(355)

Artillery
Command Post
(12)

Ambulance
(149)

Cargo With
Security
Screen
(98)

Server
(13)

Radio Node
Extension
(RRB)
(12)

Field Office
(74)

Welding
(12)

HEAVY (up to 750)

Fuel

Ground Vehicle
(199)

Aviation Fuel
(14)

Water
(34)

Armoured
Personnel
Transport
(4)

Firefighting
(7)

Flat Racks (PLS)
(492)

Scope



TRAILERS

LIGHT
(up to 375)

Cargo
(320)

Cargo with
Security Screen
(24)

Welding
(12)

Mobile Workshop
(Vehicle)
(19)

HEAVY
(up to 330)

Load Handling
System
(260)

Tank Transporter
Trailer (72T)
(22)

Heavy Equipment
Hauler (45T)
(48)

LVM Light Truck

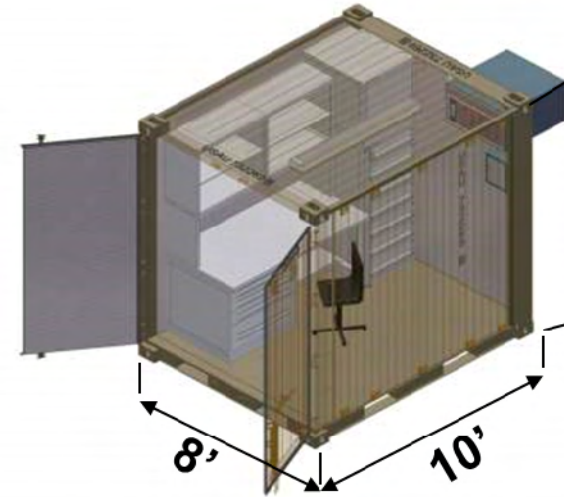


- ☐ Flat deck with ISO locks for 10' module
- ☐ Approximately 4-5 Tonne capacity (based on the heaviest amongst the fourteen LVM light modules)
- ☐ Single common design
- ☐ Crew of 2
- ☐ Prototype armour protection kits solution
- ☐ Run flats and fuel tank protection, with armour protection kits, are part of the armour protection system

LVM Light Module



- ❑ Based on a 10' ISO (BICON) container [except for 2 configurations - base only platform]
- ❑ All modules can go on any LVM Light vehicle (requires a forklift to remove or swap)



LVM Light Trailer



- ☐ Approximately 2 metric tons (2000kg) capacity
- ☐ Cargo will be able to carry a LVM light modules or a BICON container (as long as the gross weight is less than capacity of the trailer)
- ☐ Will be provided with sideboards, tailgate, tarp and bows (some with security screen)
- ☐ 4 configurations (Cargo, Welding, Mobile Workshop, Cargo with Security Screen)

LVM Heavy Vehicle



- ☐ 9 variants of vehicle
- ☐ 15 metric tons cargo load capacity
- ☐ 2 variants of Tractors with respective trailer (45 metric tons and 72 metric tons)
- ☐ 96 armour protection kits required and held for deployment (add-on armour or complete armour cab)
- ☐ Run flats and fuel tank protection, with armour protection kits, are part of the armour protection system

LVM Heavy – Modules and Containers



- ☐ Modules based on 20' ISO containers
- ☐ 5 modules/container variants
- ☐ Maximum overall weight of LVM Heavy Modules and Containers is 15 metric tons
- ☐ 8,500-10,000 litre volume for the fuel and water containers
- ☐ Load Handling System Flat Racks

LVM Heavy Trailers



☐ Load Handling System

- Will have a 15 metric ton cargo load capacity and carry 20' ISO or any of the heavy modules

☐ 45 metric tonne flat deck trailer

- Carry vehicle or heavy equipment

☐ Tank Transporter (Permanently Up Armoured)

- Will have a 72 metric tonne capacity and be able to carry any of the Leopard 2 family of Main Battle Tanks

Sustainment Solution



- ☐ Provision of support services via the In-service support contract
- ☐ Maintenance concept
 - CAF Technicians will perform from Level 1 to limited Level 4 maintenance
 - Provision to reinforce with Contractor Technical Resources when required
- ☐ Parts and Special Tools & Test Equipment owned and managed by Canada
- ☐ Contractor will be responsible for Repair & Overhaul activities, obsolescence management, condition-based maintenance and identification of continuous improvement opportunities

Sustainment Solution



❑ Annual Operating Plan

- Used jointly by DND and Contractor to forecast and adjust priorities/level of effort for 1 to 3 years into the future

❑ Integrated Equipment Management Team (EMT)

- Contractor positions co-located with DND EMT in NCR with backend support provided by Contractor
- Adjusted annually, if required, through Annual Operating Plan

Procurement Strategy



- ❑ A competitive process resulting in one acquisition contract and one In-Service Support contract with one Prime Contractor for both capabilities (Heavy and Light)
- ❑ The ISS contract is for an initial 8-years following Full Operational Capability with performance base extensions to be granted on annual basis rolling wave concept up to the life of the fleet (est. 20 years).

ISS Contract Framework



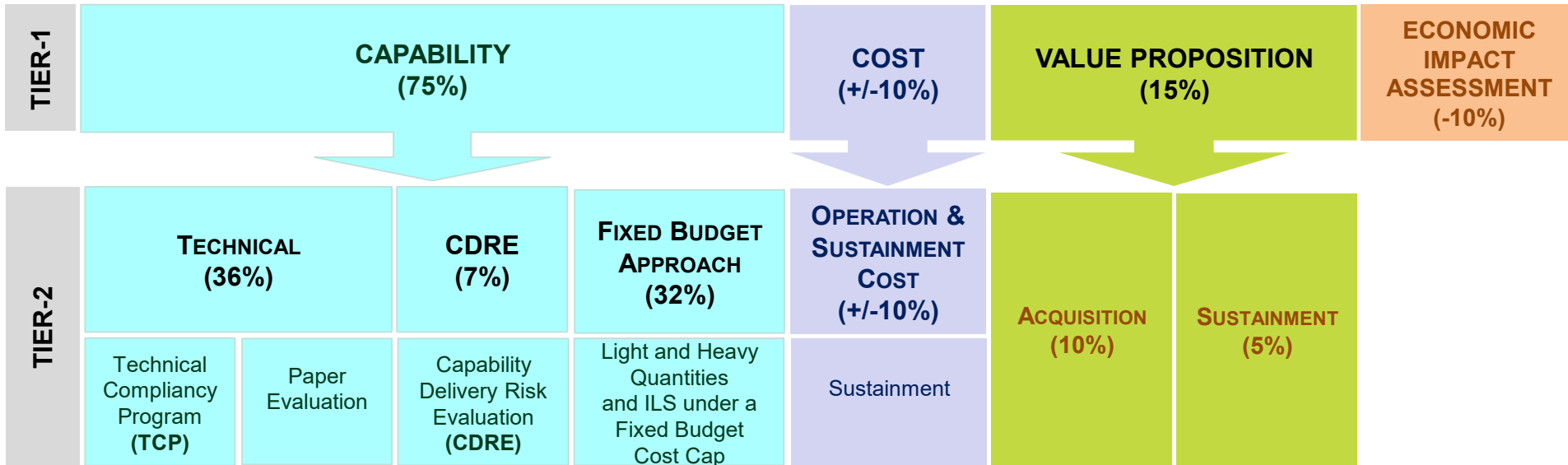
- ☐ **Performance Based (with ability to improve performance)**
- ☐ **Cost exploration Phase**
- ☐ **Ability to adjust level of service based on operational environment**
- ☐ **Option to extend beyond to 20 years service life (up to 5 one-year option)**

Intellectual Property



- ☐ **Modified Terms and Conditions tailored to LVM's long-term IP requirement**
- ☐ **Canada's use of Background and Foreground information is limited to Canada's need to use, modify, operate, maintain, repair and overhaul, demilitarize the LVM capability throughout its lifecycle.**
 - **As Maintained EBS vice As Designed EBS**
- ☐ **Ensures Canada can use Foreground Information delivered under the Contract(s)**
- ☐ **Requirements flowed down to subcontractors with an ability for Contractor to work with Canada if this is not possible**
- ☐ **Escrow implemented under the Acquisition Contract and updated throughout ISS Contract**

Evaluation Framework



Evaluation Framework



Pillars of Evaluation

Capability:

Technical Compliance Program (TCP) + Paper Evaluation (PE)

- TCP+PE is composed of approximately 60 subordinate tests (some physical and some paper-based) to directly evaluate (or provide a proxy for) the performance, durability, reliability and desirability of a vehicle from Canada's perspective.

Evaluation Framework



Pillars of Evaluation

Capability:

Capability Delivery Risk Evaluation (CDRE)

- CDRE is composed of 6 subordinate evaluation criteria to characterize the potential degree of risk associated with aspects of the acquisition and delivery of LVM solution.
- Risks to be evaluated include: potential schedule delays, quality deficiencies and capability deficiencies due to issues associated with production, design (changes), logistics support, planning and management.

Evaluation Framework



Pillars of Evaluation

Capability:

Fixed Budget Approach (FBA)

- FBA sets a threshold for acquiring the LVM Acquisition solution.
- FBA also sets 19 discrete acquisition scenarios. For each scenario a specific number of light and heavy vehicles is prescribed.
- Bidders must choose one of these scenarios and deliver it for no more than the Fixed Budget Cost Cap.
- Of the 19 scenarios, those labelled with higher vehicle quantities are to be allotted higher scores.

Evaluation Framework



Pillars of Evaluation

Cost:

Operation and Sustainment (O&S):

- The completed O&S Cost Data submitted by the Bidder will be validated by Canada for completeness and against associated substantiating material provided by the Bidder.
- Canada will calculate the O&S cost of the Bidder's proposed vehicles and equipment over a 20-year period. The calculation will be based on the analysis of the O&S Cost data submitted for the purpose of the evaluation.

Evaluation Framework



Pillars of Evaluation

Value Proposition (VP):

Acquisition & Sustainment

- **The VP Pillar has two sub-pillars: VP for Acquisition and VP for ISS.**
- **Within each VP sub-pillar bidders can make VP commitments up to a total value equalling 100% of the contract price. Bidders may propose values greater than 100% but evaluation points are not awarded for going over 100%.**

Other Government Objectives



- ☐ Greening Government
- ☐ Indigenous Participation
- ☐ Gender Based Analysis +

Greening Defence



- ❑ Not a one-for-one capability replacement with modularity allowing for less vehicles in service
- ❑ Lowered emissions
 - Evaluation framework incentivizes bidders to propose lower emissions solutions
 - Acceptance of operational deployment kits to run on NATO common fuel
 - More efficient power and HVAC solutions for modules
- ❑ Modern approach to sustainment including use of conditions based maintenance
- ❑ Investments in LVM infrastructure (new and retrofit buildings) will support Defence Energy and Environment Strategy objectives



- ☐ **Indigenous Participation Plan requirement**
 - Details how the contractor will contribute to development of long-term capacity, and sustainable and meaningful socio-economic benefits for Indigenous persons
- ☐ **Contractor must detail how it will incorporate Gender Based Analysis + requirements in equipment design and training development**
- ☐ **Contractor must also regularly report on corporate progress in the areas of Indigenous benefits, gender and diversity, and clean technology**



INDUSTRIAL AND TECHNOLOGICAL BENEFITS POLICY

Logistics Vehicle Modernization
ITB-Value Proposition

Requires companies awarded defence procurement contracts to undertake business activity in Canada equal to the value of the contract

General Aspects of the Policy

- **Market driven**
- **Targets work in industrial areas** identified through analysis and industry engagement
- Includes plans for regional distribution of **work across Canada**
- Investments in **small and medium-sized businesses** from across Canada
- Recognizes **incremental** business activity

When Does it Apply?

- The ITB Policy applies on all eligible defence and Canadian Coast Guard procurements over \$100 million or to procurements to which the National Security Exception is invoked
- Eligible defence procurements valued between \$20-100 million are reviewed for the possible application of the ITB Policy



The Value Proposition (VP) is a bidder's economic proposal to Canada



Rated & Weighted

The VP proposal is an evaluated, scored, and weighted element of contractor selection along with technical and cost elements.



Tailored

VP framework are designed on a procurement-by-procurement basis, through market analysis, industry engagement and third party consultation.



Flexible

The VP is inherently flexible allowing for varying weights, evaluation criteria, mandatory requirements and rating grids.



Binding

Commitments from the VP proposal will be included in the final contract of the winning bidder. Achievements are subject to annual reporting and monitoring.

VALUE PROPOSITION OBJECTIVES



DIRECT DEFENCE SECTOR WORK

Support the **long-term sustainability** and growth of Canada's aerospace and defence sectors



CANADIAN SUPPLIER DEVELOPMENT

Support the **growth of prime contractors and suppliers in Canada**, including small and medium business (SMBs) in all regions of the country



RESEARCH AND DEVELOPMENT

Enhance **innovation** through R&D in Canada



EXPORTS

Increase the **export potential and international competitiveness** of Canadian-based firms



SKILLS DEVELOPMENT AND TRAINING

Fill **skills and training gaps** within the Canadian economy to support a more innovative Canada

THE ITB POLICY

TRANSACTIONS

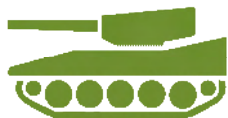


The successful contractor undertakes **business activities (called transactions)** to fulfill an ITB Obligation; Measured in **Canadian Content Value (CCV)**

TRANSACTION TYPES

DIRECT

A business activity directly related to the equipment or services being procured, e.g. platform components, and sustainment activities



Transaction:

Production of tank drive sprockets for Canada's new fleet



Transaction:

Engine maintenance for Canada's military transport aircraft fleet

INDIRECT

Strategic investments or business activities in other areas, e.g. Research & development, capacity and skills improvement, commercial sector work, exports



Transaction:

Research investment in small satellite technology



Transaction:

Supply chain work on commercial aero platforms

KEY INDUSTRIAL CAPABILITIES

WHAT ARE KICs?

April 2018, Government of Canada announced 16 Key Industrial Capabilities












Developed through consultation with over 300 industry and academic stakeholders

KICs allow VPs to incentivize Commitments in defence, commercial, or dual-use sectors in emerging technologies or established industrial strengths

EMERGING TECHNOLOGIES

-  Advanced Materials
-  Cyber Resilience
-  Remotely-piloted Systems and Autonomous Technologies
-  Artificial Intelligence
-  Space Systems

LEADING COMPETENCIES & CRITICAL INDUSTRIAL SERVICES

-  Aerospace Systems & Components
-  Defence Systems Integration
-  Ground Vehicle Solutions
-  Marine Ship-Borne Mission and Platform Systems
-  Shipbuilding, Design and Engineering Services
-  Training & Simulation
-  Armour
-  Electro Optical / Infrared Systems
-  In-Service Support
-  Munitions
-  Sonar & Acoustic Systems



Bidders are required to submit a separate Value Proposition detailing their economic Commitments to Canada for both Acquisition and ISS.

The Strategic Objectives of the LVM ITB-VP:

- **Long-term investments and partnerships** in the Canadian **defence and automotive** industries, including with **Small and Medium Businesses (SMBs)** and other stakeholders.
- Prioritize investments in the **Key Industrial Capabilities (KICs)**:
 - Armour
 - Defence Systems Integration
 - Ground Vehicle Solutions
 - In-service Support
 - Remotely-piloted Systems and Autonomous Technologies

ALL BIDDERS MUST AGREE TO THE FOLLOWING KEY MANDATORY REQUIREMENTS

- Accept all ITB Terms and Conditions.
- **100% contract value** commitment to be achieved during length of contracts.
- **Minimum 15% contract value** commitment to be invested into **SMBs**.
- **Direct Work minimum** (20% of contract value for Acquisition, 50% for ISS).
- Providing **Transactions** at bid submission valued at **30% of contract value (Acquisition) & \$60 million (ISS)** and continue to submit transactions during the contracts until 100% of contract value has been identified.
- Submission of plans outlining the Bidder's long term vision for economic benefits in Canada.
- Submission of annual reports to Canada outlining progress to achieving commitments (subject to verification).

VALUE PROPOSITION

SCORING MODEL



Canada has developed a VP scoring model for LVM that:

- **Maximizes value for Canada** by awarding points for each % of VP Commitments, up to 100% of contract value.
- **Incentivizes bidders to commit to investments across VP pillars:**
 - Direct Work
 - Exports
 - Supplier Development
 - Skills Development & Training
 - R&D
 - SMBs
- **Allows bidders the flexibility to play to their strengths.** Maximum points can be attained through various combinations of Commitments that align with bidders' corporate objectives.
- **Targets high-value investments.** Extra points can be earned within VP pillars by allocating Commitments to the identified KICs, or with certain groups and organizations, such as post-secondary institutions, SMBs, or under-represented groups.

VALUE PROPOSITION

DIRECT WORK



OBJECTIVE

Maximize work in the production and sustainment of the LVM solution in Canada over the entire life of the fleets.

VP SCORING

- **Acquisition VP** – Points for each % of Direct Work committed above the mandatory minimum of 20% of contract value.
- **ISS VP** – Points for each % of Direct Work committed above the mandatory minimum of 50% of contract value.

OPPORTUNITIES

The Direct Work pillar will enhance and leverage existing Canadian capabilities related to integration, sustainment, and key components of the procurement, such as armour, automotive parts, modular units and trailers.



NEED TO KNOW

Direct Work means all activities required under the LVM Statement of Work for Acquisition and Steady State ISS.

VALUE PROPOSITION

SUPPLIER DEVELOPMENT



OBJECTIVE

Maximize opportunities for Canadian companies to provide goods and services in the applicable KICs or for other defence, commercial, or dual-use activities.

VP SCORING (Acquisition & ISS)

- Points allocated for each % of contract value committed in Supplier Development.
- Bidders can maximize points by allocating a portion or all of their Supplier Development commitment in the **KICs**.

KEY INDUSTRIAL CAPABILITIES

- Armour
- Defence Systems Integration
- Ground Vehicle Solutions
- In-Service Support
- Remotely-piloted Systems and Autonomous Technologies



NEED TO KNOW

Know which KICs your company's work falls under. See [our website](#) for KIC definitions.



OBJECTIVE

Bolster innovation and Canadian capacity to engage in R&D in defence and emerging technology sectors.

VP SCORING (Acquisition & ISS)

- Points allocated for each % of contract value committed in R&D.
- Bidders can maximize points by allocating a portion or all of their R&D commitment in the **KICs or Clean Technology**.

KEY INDUSTRIAL CAPABILITIES

- Armour
- Defence Systems Integration
- Ground Vehicle Solutions
- In-Service Support
- Remotely-piloted Systems and Autonomous Technologies



NEED TO KNOW

Certain types of R&D investments, like cash contributions to post-secondary institutions, are subject to CCV 'credit multiplier' in order to entice contractors to seek partnerships.



OBJECTIVE

Leverage opportunities in skills development and training to advance employment opportunities for Canadians.

VP SCORING (Acquisition & ISS)

- Points allocated for each % of contract value Committed in Skills Development & Training.
- Bidders can maximize points by allocating a portion or all of their Skills Development & Training Commitment with select organizations and groups.

ORGANIZATIONS & GROUPS

- Post-Secondary Institutions
- Public Research Institutions
- Small and Medium Businesses
- Registered charities
- Not-for-profit organizations
- Under-Represented Groups



NEED TO KNOW

Eligible Skills Development and Training for Indigenous Peoples or majority Indigenous-controlled educational or training facilities can receive a 5 X CCV credit multiplier.



VALUE PROPOSITION

EXPORTS



OBJECTIVE

Create new opportunities for Canadian companies to export goods and services in the applicable KICs and related defence, commercial, or automotive sectors.

VP SCORING (Acquisition only)

- Points allocated for each % of contract price Committed in Exports.
- Bidders can maximize points by allocating a portion or all of their Exports Commitment in the **KICs**.

KEY INDUSTRIAL CAPABILITIES

- Armour
- Defence Systems Integration
- Ground Vehicle Solutions
- Remotely-piloted Systems and Autonomous Technologies



NEED TO KNOW

Contractors can attain 100% CCV for export transactions valued above 70% CCV to which a **World Product Mandate** applies.

VALUE PROPOSITION

SMALL & MEDIUM BUSINESS

OBJECTIVE

Maximize opportunities for SMBs to participate in LVM and indirect defence and commercial business.

VP SCORING (Acquisition & ISS)

- Points allocated for each % committed above the mandatory minimum of 15% of contract value.
- The SMB Commitment can overlap with other VP commitments to enhance participation in both LVM and indirect defence and commercial work.

INVOLVING SMBs

Transactions with SMBs and a CCV of at least 70% can attain an ITB credit valuation of 100% for the first \$1 million to encourage their participation.



NEED TO KNOW

The ITB Policy defines a Small and Medium Business as a Canadian Company with **fewer than 250 employees**.

GET INVOLVED



Know the VP and where you fit

This is the road-map for potential opportunities for Canadian industry and stakeholders. **Go to the ITB Website to understand the policy and process.**

www.Canada.ca/itb



Talk to your Regional Development Agency (RDA) representative and engage with **Global Affairs Canada's Trade Commissioner Service.**



Connect with potential suppliers & research organizations

Gather intelligence and make contacts through trade associations, industry days, conferences and trade shows, including through CADSI.

<https://www.defenceandsecurity.ca/>



CANADA CONTACT INFORMATION



For general questions related to the ITB Policy and Value Proposition,
please contact: ic.itb-ised.info.rit-ised.ic@canada.ca

For questions related to LVM procurement,
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For more information on the Regional Development Agencies, visit or contact:

Atlantic Canada Opportunities Agency (ACOA) - <http://www.acoa-apeca.gc.ca>
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Canada Economic Development for the Quebec Region (CED-Q) - <http://www.dec-ced.gc.ca>
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LVM Qualified Suppliers' POC



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LVM Qualified Suppliers' POC



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LVM Qualified Suppliers' POC



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LVM Qualified Suppliers' POC



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LVM Qualified Suppliers' POC



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Break Session



We will be back soon...



LVM

QUESTIONS

Closing / Message from the LVM Team



Thank you for attending!

Wishing you all a great end of day😊