



2025-2026 **CORPORATE PLAN**

Next Generation Manufacturing Canada (NGen) is the industry-led, not-for-profit organization leading Canada's Global Innovation Cluster for Advanced Manufacturing.

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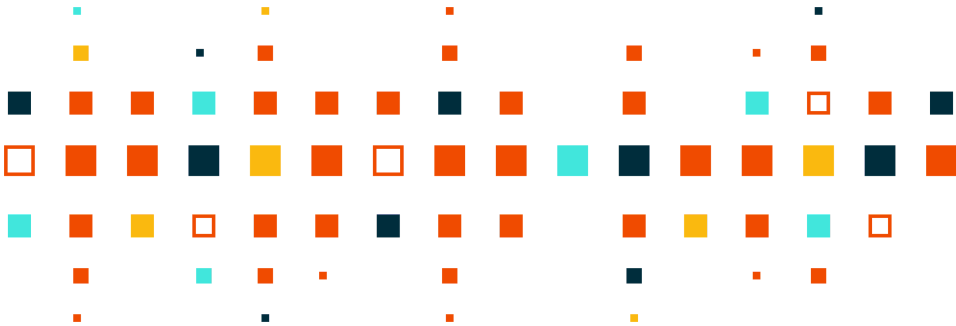
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Next Generation Manufacturing Canada

Next Generation Manufacturing Canada (NGen) builds world-leading advanced manufacturing capabilities in Canada for the benefit of Canadians.

We aim to strengthen the competitiveness and growth potential of Canada's critical advanced manufacturing sector and deliver transformational solutions that improve environmental sustainability, health and safety, food and water security, and supply chain resilience for Canadians and the world.

NGen leads Canada's Global Innovation Cluster for Advanced Manufacturing. We help bridge the gap between research and the development of advanced manufacturing technologies on one hand and their industrial application, production scale-up, and commercialization on the other.

NGen aims to enhance, connect, and leverage research, technology, and manufacturing assets, workforce skills, and innovation support systems across Canada. In short, we build ecosystems. Our goal is to increase industry investment in innovation, accelerate the development, scale-up, and productive deployment of advanced technologies in Canadian manufacturing, grow innovative businesses in Canada, and help them commercialize their capabilities and Intellectual Property in global markets.

To that end, NGen works with industry and research partners across Canada to support the development and successful commercialization of collaborative Technology Leadership projects. Our aim is to help integrate technologies in transformative manufacturing solutions that can be adopted at scale by manufacturers and commercialized in global value chains.

We also undertake Strategic Ecosystem initiatives that strengthen Canada's advanced manufacturing sector by:

- Promoting our advanced manufacturing capabilities across the country and around the world.
- Identifying strategic opportunities for growing Canada's advanced manufacturing sector.
- Making connections, facilitating innovation partnerships, and improving access to ecosystem resources, including advanced manufacturing education and training programs and centres that enable technology scale-up and adoption.
- Amplifying initiatives and deepening collaboration across a national network of advanced manufacturing clusters.
- Supporting the development and attraction of a highly skilled, diverse, and inclusive advanced manufacturing workforce in Canada, with special emphasis on attracting youth and under-represented groups into advanced manufacturing careers.
- Helping companies improve their management of advanced manufacturing processes, enhance supply chain resilience, and accelerate the implementation of net-zero emission facilities.

NGen's Strategic Plan

NGen builds world leading advanced manufacturing capabilities in Canada for the benefit of Canadians.

A National Force as an Enabler of Transformation and Growth in Advanced Manufacturing			
Build ecosystems through collaborative Technology Leadership projects and Strategic Ecosystem initiatives that bridge the gap between the development of advanced technologies and their adoption, production scale-up, and commercialization in industry			
Unique Value Proposition			
Focus on Transformative Solutions for Manufacturing - Industry-Led - Strategic Foresight - Connections - Collaboration - Results Driven			
Values & Leadership Behaviours			
Respect - Trust - Commitment - Innovation - Collaboration - Accountability			
Stakeholders			
Manufacturers, Researchers, & Technology Providers	Ecosystem Partners	Workforce	NGen Funders & Employees
Organizational Goals			
A Driver of Growth	A Creator of Networks	A Catalyst for Skills Development	A Financially Sustainable Business Outperforming Expectations



Strategic Initiatives & Targets to 2028

- Support and funding for collaborative and transformative Technology Leadership projects leading to solutions that drive business growth, strengthen Canada's advanced manufacturing sector, and contribute to environmental sustainability, supply chain resilience, and other social benefits - Commercialization support: IP and commercialization plans; promotion activities; connections with partners, customers, suppliers; transformation management roadmaps; access to funding	- Initiatives that define strategic opportunities for Canada, connect and strengthen collaboration among stakeholders, strengthen ecosystem capacity, and improve access to ecosystem assets and resources - Network of advanced manufacturing clusters across Canada and internationally enabling innovation partnerships, business connections, shared expertise, joint programs and initiatives - International promotion of ecosystem capabilities to position Canada as a magnet for talent and investment	- Initiatives that attract young people and under-represented groups into careers in advanced manufacturing - Roadmaps and tools that help businesses identify skills requirements and workers to transition into and between skilled jobs - Collaborative initiatives that enhance access to training and skills development in advanced manufacturing	- An engaged team of experts focused on customer value and operational excellence and pursuing career objectives in a respectful, equitable, diverse, and inclusive work environment - Compliant and responsible stewardship of investments in high-impact projects and ecosystem initiatives - Revenue growth through collaborative funding and service partnerships - Best-in-class governance and Lean management practices
- \$1.3 billion in total innovation investments - Industry investments at least 1.5X NGen funding - \$15 billion in new sales and IP licensing revenues - 15,000 direct new jobs - 5,000 companies participating in NGen-led initiatives	- Recognition as Canada's leader for advanced manufacturing - 45 advanced manufacturing clusters working together and supported by NGen - 50 public and private sector partners working with NGen to support Technology Leadership projects and Ecosystem Development Initiatives	- 3,000 individuals registered in NGen-led skills training and placement programs, including 2,000 from equity-seeking groups - 1 million students engaged in career development initiatives - 8,000 students from equity-seeking groups enrolled in advanced manufacturing education programs - 1,000 participants registered in Transformation Leadership program	- 90% employee engagement rating - Net Promoter Scores: World Class (>80) for projects and Exceptional (>50) for ecosystem initiatives - Revenue growth and operational efficiency improvements sufficient to cover more than \$15 million in annual operating expenses - Clean financial audits - No compliance issues

Strategic Priorities for 2025-2026

- Commit all funding for Global Innovation Cluster Phase II projects - Grow additional project funding opportunities - Continue to support the commercialization of NGen-funded projects and leading-edge solutions developed by our members	- Assume a leading role in defining Canada's Advanced Manufacturing Strategy - Promote Canadian capabilities in successful Hannover Messe, N3, and other international technology showcases - Expand and support the NGenCAN cluster network	- Expand Careers of the Future and advanced manufacturing education initiatives - Strengthen engagement with universities and colleges - Increase participation in NGen's Transformation Leadership and skills development initiatives - Increase participation of equity-seeking groups in workforce development initiatives	- 90% employee engagement rating - Net Promoter Scores of 75 for projects and 50 for ecosystem programs - Raise \$25 million in additional revenues to enhance financial sustainability - Clean financial audit - No compliance violations
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Strategic Objectives

NGen's Strategic Plan describes how NGen will build on the strong track record of success we have achieved since 2018 to meet even more ambitious investment, economic growth, and job creation targets by 2028 and beyond.

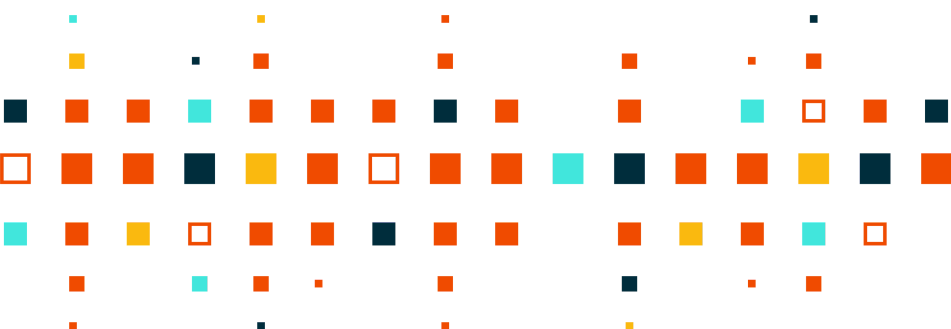
Our goal is to invest at least \$480 million in Technology Leadership projects, leveraging 1.7X that amount in industry contributions, to generate a cumulative total of \$1.3 billion in innovation investments between 2018 and 2028. We aim to create or sustain 15,000 jobs and generate \$15 billion in GDP over that ten-year period.

Economic Impact	Results Reported Dec 31, 2024	Cumulative Target March 31, 2018	Cumulative Target March 31, 2033
Industry Investment Match in Approved & Completed Projects*	1.67**	1.7	1.7
NGen Investments in Approved & Completed Projects	\$398.8 million (of which \$218.3 million in completed projects)	\$480 million	\$1 billion
Total Innovation Investments in Approved & Completed Projects	\$1,065.6 million (of which \$534.3 million in completed projects)	\$1.3 billion	\$3 billion
Revenue Generated (Total Direct & Indirect GDP)***	\$7.2 billion	\$15 billion	\$25 billion
Jobs Created/Sustained***	3,901	15,000	25,000

* For Technology Leadership projects and Ecosystem initiatives where an industry match is required.

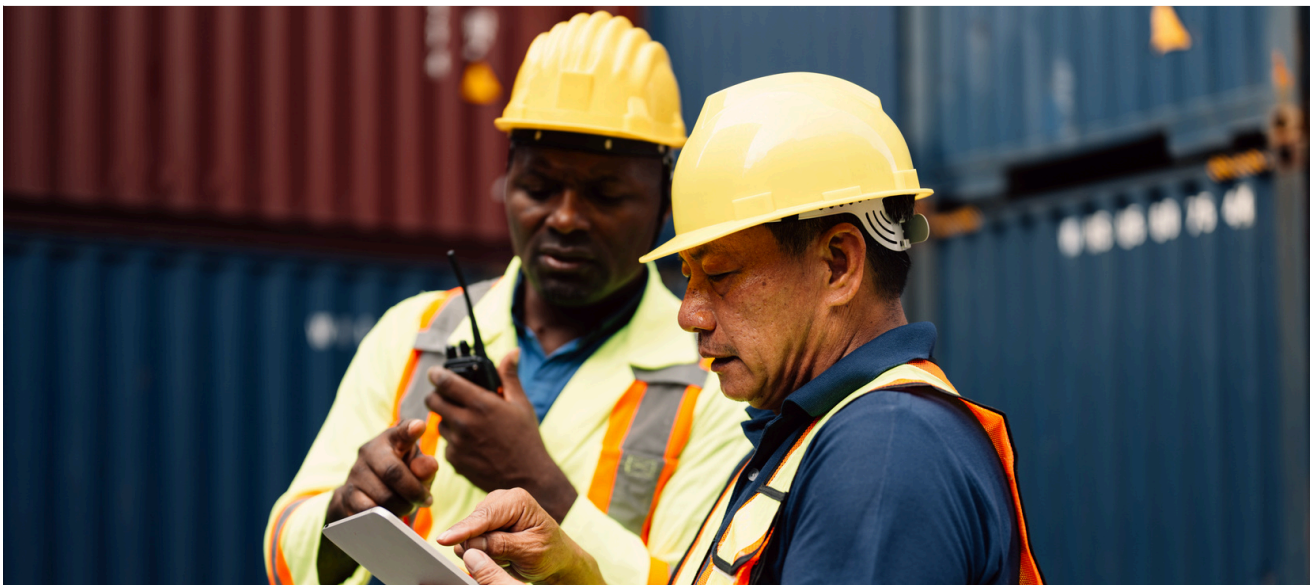
** Including COVID Rapid Response projects where no industry match was expected.

*** Based on reports from completed projects June 30th, 2024.



NGen's aims to achieve our long-term strategic objectives by acting as a:

- **National Force** – Strengthening Canada's advanced manufacturing ecosystem in a way that creates a global advantage for Canada by leveraging and attracting industry investment, developing a global profile, and collaborating on projects at a national scale.
- **Driver of Growth** – Accelerating the scale-up of small and medium-sized enterprises (SMEs) by fostering collaboration and integration in emerging value chains, to drive international opportunities, expand market share, and grow revenues.
- **Creator of Networks** – Strengthening connections and collaborations among private, public, and academic organizations to drive impactful commercialization outcomes and develop domestic capacity.
- **Catalyst for Skills Development** – Addressing skills gaps, acting as a magnet for global talent, collaboration, and skills and talent development, and fostering opportunities for equity-seeking groups to benefit from connections, to drive innovation and contribute to inclusive economic growth.



NGen strives to be Canada's leading enabler of transformation and business success in advanced manufacturing. Our success depends on our ability to continue to:

- Respond knowledgeably and rapidly to industry needs, identify strategic innovation opportunities, and work collaboratively to support the development, adoption, scale-up, & commercialization of leading-edge manufacturing solutions.
- Strengthen Canada's advanced manufacturing ecosystem by providing strategic leadership, promoting ecosystem capabilities, deepening connections and collaboration across value chains, helping build a highly skilled, diverse, and inclusive workforce, and leading strategic initiatives that enable transformation in advanced manufacturing.
- Excel as an organization in creating positive change by engaging expert, entrepreneurial, and motivated professionals pursuing their career objectives in a respectful, equitable, diverse, and inclusive work environment.
- Operate as a financially sustainable business outperforming expectations through compliant and responsible stewardship of investments in high-impact projects and ecosystem initiatives.

Strategic Priorities for 2025-2026

NGen's priorities for 2025-2026 reflect these strategic objectives and build on our progress to date. Over the year ahead, we will work to:

1. Strengthen NGen's position as a financially sustainable organization up to and beyond 2028.
2. Expand funding opportunities for Technology Leadership projects to accelerate the adoption and commercialization of transformative technology solutions in manufacturing.
3. Take the lead in defining and promoting a forward-looking Advanced Manufacturing Strategy for Canada.
4. Amplify the promotion of Canadian advanced manufacturing capabilities and NGen projects based on our successful organization of Canada's Partner Country role at Hannover Messe 2025, the world's largest industrial technology show.
5. Continue to support impactful Strategic Ecosystem initiatives that strengthen Canada's advanced manufacturing sector and generate revenue opportunities for NGen.



Building a Financially Stable Business

NGen's long-term business plan is based on our vision of playing a critical role in enabling innovation, industrial transformation, and economic growth in Canada well into the future. The strategic challenges and opportunities facing Canada's advanced manufacturing sector will not end in 2028 which is the date that our current funding from the Global Innovation Clusters program terminates. In fact, the need to facilitate the transformation of manufacturing in Canada into a sector that is globally competitive, highly responsive to changing customer requirements, resilient in the face of geopolitical and supply chain risks, digitally enabled, and capable of addressing major challenges like climate change, environmental sustainability, health care, as well as food, water, and housing insecurity is likely to become more pressing than ever.

Since 2018, Global Innovation Clusters funding has provided the seed capital that has allowed NGen to grow from an experimental start-up, through our scale-up phase as we invested in Technology Leadership projects and Strategic Ecosystem initiatives, and now to a fully fledged business concern that can leverage our achievements and capabilities to generate revenue from a variety of public and private sources to sustain our mission over the long-term.

NGen has demonstrated that an industry-led model focusing on strengthening collaboration across Canada's advanced manufacturing ecosystem works. So far, we have built a network of more than 9,000 members and 32 advanced manufacturing clusters that fosters innovation partnerships and creates new business opportunities through shared risks and rewards. We have a proven track record of being able to deploy funding rapidly into high quality impactful projects. Our focus on integrating technologies in innovative solutions that can be readily adopted and managed by industry is key to their commercial success.



With sales revenue from our projects currently running 32x the amount we have invested in them, NGen has been able to achieve returns that are highly attractive for private investors and public funders alike.

Our well-proven and audited governance and operational processes for project development, collaboration, independent project selection and approval, claims management, project monitoring, and IP and commercialization strategy support not only provide assurance of NGen's operational excellence but create opportunities to deliver value through new revenue-generating services as well.

In 2024-2025, NGen undertook to raise additional revenue from public and private sources to increase support for Technology Leadership projects and Strategic Ecosystem initiatives and ensure that the operating expenses projected in our Five-Year Business Plan are fully funded. Over the past year, we secured an additional \$50 million in federal government funding for a new Homebuilding Innovation Fund to support Technology Leadership projects that will accelerate the rate of industrial homebuilding, reduce the cost of housing construction, and lower emissions in newly built homes. We also benefited from a \$15 million federal contribution towards the organization of Canada's Partner Country presence at Hannover Messe in 2025. This funding, together with the \$127.4 million in industry contributions it will generate, will add an estimated \$11.4 million to NGen's operating revenue, now allowing us to cover all the operating expenses we are forecasting to the end of 2028.

NGen also raised a significant amount of non-project related funding over the past year. Revenue from our Ecosystem initiatives, sponsorships, and service fees are expected to exceed \$2.0 million in 2024-2025, thanks in large part to contributions for participation at Hannover Messe 2025.

NGen applied for \$20 million in funding from the Canadian Genomics Strategy and an additional \$75 million in funding from the Pan Canadian AI Strategy in January 2025. If successful, these programs will provide additional funding in 2025-2026 that will support our operating requirements beyond 2028.

In 2025-2026, NGen will build on our achievements to strengthen our position as a financially sustainable business beyond 2028.

To that end, we will aim to:

- Raise at least \$25 million in additional funding for Technology Leadership projects and Strategic Ecosystem initiatives, which will contribute a further \$5 million to NGen's operating revenue.
- Raise \$2 million in non-project-related industry contributions.
- Manage our public funding spend profile to maximize operating cost savings, minimize any lapses in project funding, and ensure we can meet future project funding obligations.

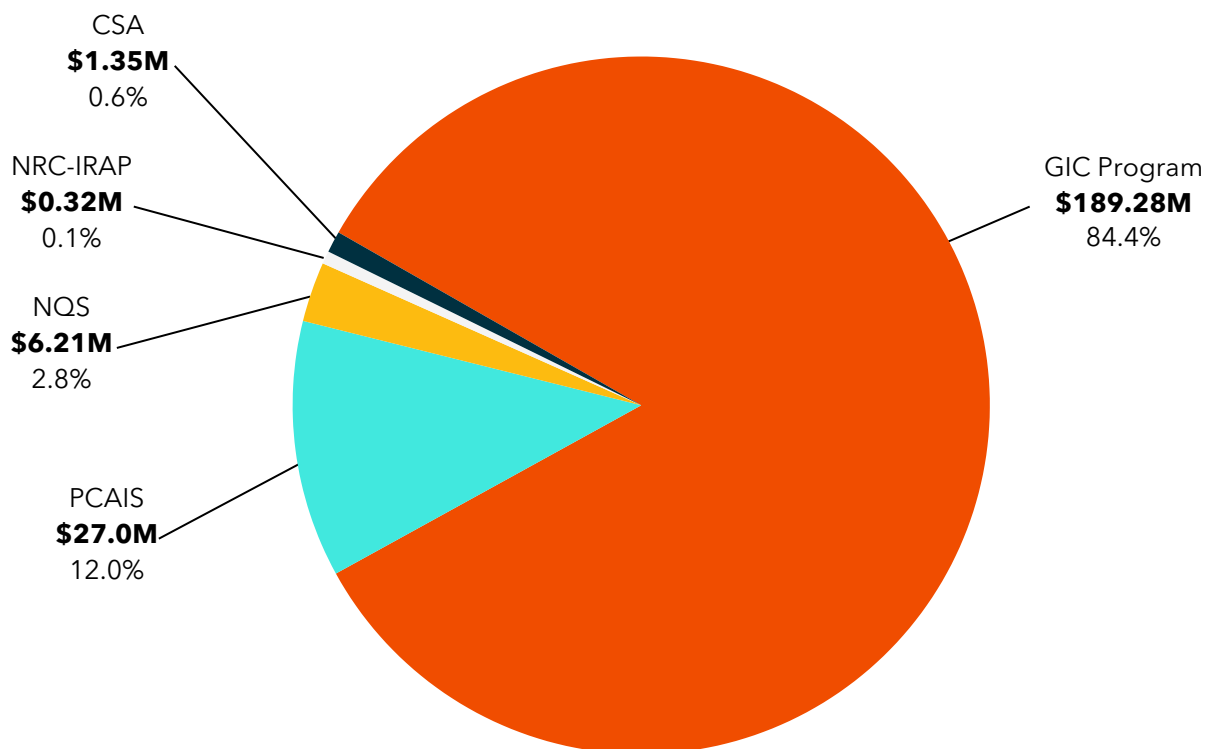


Driving Growth: Technology Leadership Projects

NGen supports the development, successful completion, and subsequent commercialization of industry-led Technology Leadership projects that integrate Canadian research, technology, and manufacturing capabilities to develop innovative advanced manufacturing solutions that can be implemented at scale by industry and commercialized more widely in global supply chains. All Technology Leadership projects are required to meet strategic eligibility criteria established by NGen's Board of Directors. They must be:

- **Transformative** - building world-leading advanced manufacturing capabilities in Canada that enhance the competitiveness of Canada's advanced manufacturing ecosystem.
- **Collaborative** - enabling capabilities that no individual company can achieve on its own.
- **Applied** - supporting the development, scale-up, and adoption of advanced manufacturing solutions with significant near-term commercial potential.
- **Enduring** - contributing know-how and resources that strengthen Canada's advanced manufacturing ecosystem.

We support Technology Leadership projects through co-investments with industry partners in the form of a 30 to 50 percent reimbursement of eligible project costs. Funding for NGen's project investments is currently derived from Contribution Agreements with the Global Innovation Clusters (GIC) Program, the Pan-Canadian AI Strategy (PCAIS), National Quantum Strategy (NQS), Canadian Space Agency (CSA), and the National Research Council's Industrial Research Assistance Program (NRC-IRAP).



In 2024-2025, NGen made it a priority to fully allocate project funding available from the Pan Canadian AI Strategy program and at least \$84 million from the Global Innovation Clusters (GIC) program by the end of March 2025. We undertook to approve \$40 million in project investments, including \$5 million in commitments from the PCAIS program and \$35 million from our Phase II GIC program funding, focusing our support on projects involving:

- Sustainable manufacturing solutions for decarbonization and circular manufacturing.
- Opportunities to accelerate homebuilding through applications of advanced manufacturing processes with sustainable materials.
- Commercialization of Artificial Intelligence applications in manufacturing.

Following the announcement in the 2024 federal budget that NGen would be asked to manage a new \$50 million Homebuilding Innovation Fund, we updated our Corporate Plan for the year to include the launch of our Advanced Manufacturing Homebuilding Challenge with an additional project funding commitment of at least \$44.4 million.

During the first three quarters of the financial year, up to December 2024, NGen approved and committed \$109.8 million in funding for 44 Technology Leadership projects and 50 Additive Manufacturing Demonstration projects, leveraging an additional \$229.4 million in industry co-investments, and increasing the total value of NGen-supported project investments by \$339.5 million.

During that period, we committed an additional:

- \$40.7 million of GIC program funding to 14 Sustainable Manufacturing projects which are expected to generate a total investment value of \$123.4 million.
- \$52.3 million of GIC program funding derived in large part from the Homebuilding Innovation Fund to 18 Advanced Manufacturing Homebuilding projects that are expected to generate \$168.0 million in total innovative homebuilding investments.
- \$13.8 million of PCAIS funding to 10 projects involving innovative applications of Artificial Intelligence in manufacturing, which are expected to generate \$39.7 million in total project investments.
- \$2.7 million of GIC program funding to two other AI-related projects that are expected to generate total project investments of \$7.8 million.
- \$320,000 of NRC-IRAP funding to 50 projects demonstrating new applications in metal and plastics-based additive manufacturing, with total project investments amounting to an estimated \$400,000.

We exceeded our target for GIC program investments and committed all funding available from the PCAIS and new Homebuilding Innovation programs.

These investments are in addition to those committed to approved projects in 2024-2024 under our GIC Advanced Manufacturing and Electric Value Chain, PCAIS, NQS, and CSA (Moonshot for Mining, Manufacturing, and Materials) funding streams. They are also in addition to the \$215.1 million we invested in the 165 projects that were completed by March 2024 under the terms of our Phase I GIC Contribution Agreement.

By the end of December 2024, NGen's active Technology Leadership project portfolio consisted of 89 projects involving 222 industry partners, including 196 small and medium-sized enterprises (SMEs). Forty-nine of those projects have been contracted and are now underway. We have committed \$183.6 million in funding to those projects since the end of March 2023, generating an estimated \$356.6 million in additional industry contributions, and bringing the total value of project investments up to \$540.2 million.

According to initial reports, projects that have been contracted to date are expected to create:

- 1,079 new jobs over the course of the project.
- 14,085 new jobs over the next five years.
- \$8.5 billion in sales revenue over the next five years.

NGen also invested \$320,000 in 50 Additive Manufacturing Demonstration projects in 2024-2025, thanks to financial support from NRC-IRAP. These projects provide small amounts of funding to SMEs working with larger companies and service providers to test and demonstrate new materials and use cases of additive manufacturing technologies. The projects involved 60 industry partners, including 10 large companies and 50 SMEs, and have generated an estimated \$400,000 in total project investments over the past year.

Since we began business in 2018, NGen has invested \$398.7 million in 254 Technology Leadership projects involving 592 industry partners including 524 SMEs. Our investments have leveraged an additional \$667.0 million in industry contributions to generate \$1,065.6 million in total project investments.



NGen Technology Leadership Project Portfolio

Funding Stream	Number of Approved Projects	Number of Contracted Projects	Industry Partners	SME Partners	NGen Funding	Total Estimated Investment
GIC Phase II	56	24	147	132	\$145.2M	\$433.5M
Advanced Manufacturing	17	17	48	41	\$36.4M	\$98.9M
EV Value Chain	5	5	10	8	\$13.0M	\$35.4M
Sustainable Manufacturing	14	0	35	30	\$40.7M	\$123.4M
Advanced Manufacturing Homebuilding	18	0	50	49	\$52.3M	\$168.0M
AI for Manufacturing	2	2	4	4	\$2.7M	\$7.8M
PCAIS	22	14	52	41	\$30.3M	\$87.5M
Quantum	4	4	9	9	\$5.6M	\$14.1M
CSA (with 50% co-invested from GIC Phase II)	7	7	14	14	\$2.5M	\$5.1M
Total Active Projects	89	49	222	196	\$183.6M	\$540.2M
GIC Phase I	165	165 Completed	370	328	\$215.1M	\$525.4M
TOTAL Projects Funded by NGen	254	214	592	524	\$398.7M	\$1,056.6M

It will be a priority for NGen to enhance funding opportunities for Technology Leadership projects in 2025-2026. To that end, we will:

- Launch a new call for advanced manufacturing projects which will commit all NGen's funding under our current GIC Phase II Contribution Agreement.
- Finalize contracting of all projects under GIC Phase II base funding.
- Continue to develop partnerships with public and private funders in Canada and internationally to support leading-edge Technology Leadership projects focusing particularly on applications of leading-edge technologies in the fields of Artificial Intelligence, Quantum, Robotics, and Advanced Materials.
- Explore new funding opportunities in the fields of defence, health care, and supply chain resilience.
- Aim to renew funding from NRC-IRAP for our Additive Manufacturing Demonstration program.

Strategic Leadership

NGen is in a unique position to provide an informed and objective perspective on global trends in advanced manufacturing, as well as on the challenges and opportunities facing Canada's advanced manufacturing sector. We want to contribute our knowledge, expertise, and connections to enhance strategic decision-making by Canadian policy makers and business leaders, particularly when it comes to the importance of and requirements for growing a competitive advanced manufacturing sector. NGen's leadership in this field is critical to fulfil our strategic roles as a national force, driver of growth, creator of networks, and catalyst for skills development. It will be more important than ever given the geopolitical and economic risks facing Canada over the coming years.

In NGen's Corporate Plan for 2024-2025, we undertook to commission and publish a series of advanced manufacturing strategic opportunity assessments for our members. We wanted to use this intelligence together with insights provided by our members to host a program of technology-focused webinars and project podcasts about emerging trends in advanced manufacturing. We committed to participating as speakers in industry events across Canada and internationally, highlighting trends in advanced manufacturing and promoting NGen activities, projects, and services. We also said we would post social media reports and podcasts for the major trade events we attended over the course of the year, beginning with Hannover Messe 2024. Our goal was to achieve 1 million social media impressions in 2024-2025.



By the end of December 2024, NGen had published reports on:

- Hydrogen technology and life sciences roadmaps.
- Critical minerals and Canada's Electric Vehicle value chain.
- Procurement opportunities related to small modular reactors - in partnership with the Saskatchewan Industrial and Mining Suppliers Association (SIMSA).
- Generative AI's Impact on Productivity in Canada - in partnership with the Conference Board's Canadian Centre for the Innovation Economy.
- Canada's 2024 Innovation Report Card - also in partnership with the Conference Board of Canada.
- Productivity in Canada's Advanced Manufacturing Sector - in partnership with the Trillium Network for Advanced Manufacturing.
- Industry emission reporting requirements being implemented by the financial services sector.
- Lunar In-Situ Resource Utilization.

We have also commissioned reports on:

- Building Canada's Future in Humanoid Robotics.
- Barriers to Technology Adoption in Manufacturing.
- Advanced Design Manufacturing.
- Digital Twins for Organizations.

NGen partnered as speakers at 68 events in Canada and internationally between April and December 2024, including:

- The Ontario Chamber of Commerce's Ontario Economic Summit.
- The Canadian Robotics Council's annual symposium.
- Quantum Days organized by DeepTech Canada.
- The Toronto Board of Trade's Advanced Manufacturing Symposium as part of our support for Toronto's new Advanced Manufacturing Council.
- The Canadian Microsystems Symposium leading to the formation of FABRiC (Canada's cluster for semiconductor innovation and manufacturing).
- The Homebuilding Innovation Conference organized in partnership with the University of New Brunswick's Off-Site Construction Research Centre.
- Electric Autonomy's annual Electric Vehicle conference.
- The "Exploring Opportunities in the EV Supply Chain" workshop organized by Invest Windsor-Essex.
- Waterloo Region's Advanced Manufacturing Summit.
- The Saskatchewan Ministry of Agriculture's Agri-Tech conference.
- The Smart Manufacturing Technology Exhibition organized by the Alberta Manufacturing and Exporting (MEE) cluster.
- The Indigenous Fashion Design and Textile Manufacturing conference organized by the Saskatchewan Indian Institute of Technology.
- The Canadian Manufacturing Technology Show.
- The Montreal Manufacturing Technology Show.
- ALL IN.
- Advanced Design and Manufacturing shows in Toronto and Montreal.



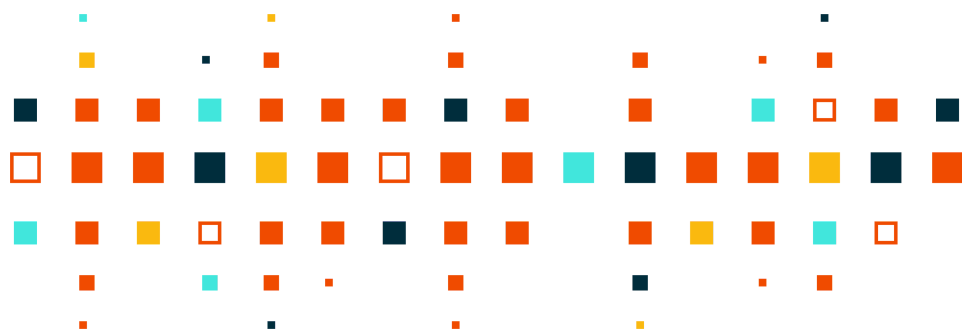
We also participated in several international panels, workshops, and conferences, including:

- OECD's Working Party for Technology Innovation Policy discussions on sustainable manufacturing, electric vehicles, and advanced manufacturing clusters. NGen is a case study for the OECD on the effectiveness of Canada's Global Innovation Clusters program.
- The World Manufacturing Forum annual conference on advanced manufacturing.
- Innovation workshops at Hannover Messe 2024.
- TCI Global Cluster Conferences in Iceland and Mexico.
- The Japanese Society of Automotive Engineers (JSAE) annual conference on automotive technology trends.
- Nano-technology workshops in South Korea and Japan.
- The CENEX Expo, the UK's premier technology show and conference on electric mobility.
- Panel discussions about Canada's advanced manufacturing capabilities in South Korea, Japan, the UK, Italy, and Germany in preparation for Hannover Messe 2025.

NGen's social media covered 22 of our own technology and project podcasts as well as our participation in workshops and conferences in Canada and internationally. By December 2024, we had registered over 620,000 impressions on our social media channels related to these activities.

In 2025-2026, NGen will make it a priority to strengthen our leadership role in defining and promoting a forward-looking Advanced Manufacturing Strategy for Canada. We will aim to:

- Provide strategic insights on emerging trends in advanced technologies like AI, humanoid robotics, nanotechnologies, quantum, genomics, and advanced materials, and their implications for Canada's advanced manufacturing sector.
- Position NGen as an expert advisor on advanced manufacturing with the next federal government.
- Educate public sector and business leaders about next generation manufacturing technologies and strategic opportunities for strengthening Canada's advanced manufacturing sector.
- Participate as speakers in at least 100 conferences and workshops in Canada and internationally.
- Expand strategic partnerships with public sector decision-makers and innovation support agencies across Canada as well as with international organizations to create new funding and innovation partnership opportunities for Canada's advanced manufacturing sector.



Promoting Canada's Advanced Manufacturing Capabilities



Getting the word out across Canada and internationally about the importance of advanced manufacturing in Canada, the outstanding and diverse capabilities of Canada's advanced manufacturing sector and workforce, and the work that NGen is doing to develop a world-class ecosystem is fundamental to achieving our strategic objectives as a national force, driver of growth, creator of networks, and catalyst for skills development.

In 2024-2025 we made it a priority to showcase Canada's advanced manufacturing capabilities at key international trade shows, and particularly at Hannover Messe in 2024 and 2025.

During the year we participated – and also facilitated the participation of NGen members and project partners – in the Global Electric Vehicle Symposium and Exhibition (Seoul, April), Nanotechnology and Clean Tech Show (Tokyo, April), the JSAE Expo (Yokohama, July), CENEX (Birmingham, September), and the International Manufacturing Technology Show (Chicago, September).

Most of our attention over the past year has been focused on organizing Canada's industrial presence at Hannover Messe, the world's largest industrial technology show, which was held in April 2024 and is being planned for March 30th to April 4th, 2025.

NGen recruited 82 exhibitors and 39 visitors from Canada for Hannover Messe in April 2024. We organized four large pavilions to showcase Canadian technologies in the fields of automation and robotics, digital and AI solutions, electric mobility, and hydrogen technologies.

Following the successful completion of Hannover Messe 2024, NGen assumed responsibility for organizing Canada's industry presence at Hannover Messe in 2025, when Canada will be featured as Partner Country at the fair.

NGen co-chairs the Team Canada organizing committee for Hannover Messe 2025 along with ISED. We received a \$15 million contribution from ISED to support the organization of Canada's industry showcase at the fair.

Over the past year, NGen partnered with ISED, Global Affairs, and the Canada-German Chamber of Commerce, and Deutsche Messe in organizing a cross-country roadshow to promote and recruit exhibitors and visitors for Hannover Messe 2025. We made presentations in St. John's, Quebec City, Sherbrooke, Montreal, Ottawa, Oshawa, London, Windsor, Winnipeg, Saskatoon, Calgary, Edmonton, and Surrey. We also arranged a series of workshops for interested exhibitors and delegates to ensure they are well prepared to maximize the benefits of their participation at the fair.

By the end of December, 219 exhibitors and 86 visitors/delegates had registered with NGen for Hannover Messe 2025. Canada's industrial research and technologies will be showcased in a National Innovation Ecosystem pavilion as well as in four industry pavilions highlighting automation and robotics, digital solutions, alternative energy and electric mobility, and hydrogen technologies. A sixth pavilion will showcase trade and investment opportunities in Canada. NGen will be responsible for the design, build, and exhibitor placement in each of these pavilions, entertainment at the opening ceremonies and Canadian receptions, as well as programs for delegates and speakers at the fair. The promotional assets that we are developing will be used to highlight Canadian capabilities in advanced manufacturing to domestic and international audiences at Hannover Messe 2025 but also following upon the event and leading up to Hannover Messe 2026.

In 2025-2026, NGen will make it a priority to amplify the promotion of Canadian advanced manufacturing capabilities and NGen projects based on our successful organization of Canada's Partner Country role at Hannover Messe 2025. We will aim to:

- Organize a showcase for Canada's advanced manufacturing capabilities at Hannover Messe 2025 that achieves an "exceptional" net promoter score and attracts international acclaim.
- Organize a second New, Now, Next (N3) showcase for NGen projects that achieves an "exceptional" net promoter score and attracts business and media attention from across Canada.
- Continue to facilitate the participation of NGen members and project partners in key international technology shows and conferences, including EMO (the world's largest metal working and machine tool show), Automatica/Quantum World, and Formnext.
- Develop a media campaign to promote Canadian advanced manufacturing capabilities across Canada and internationally.

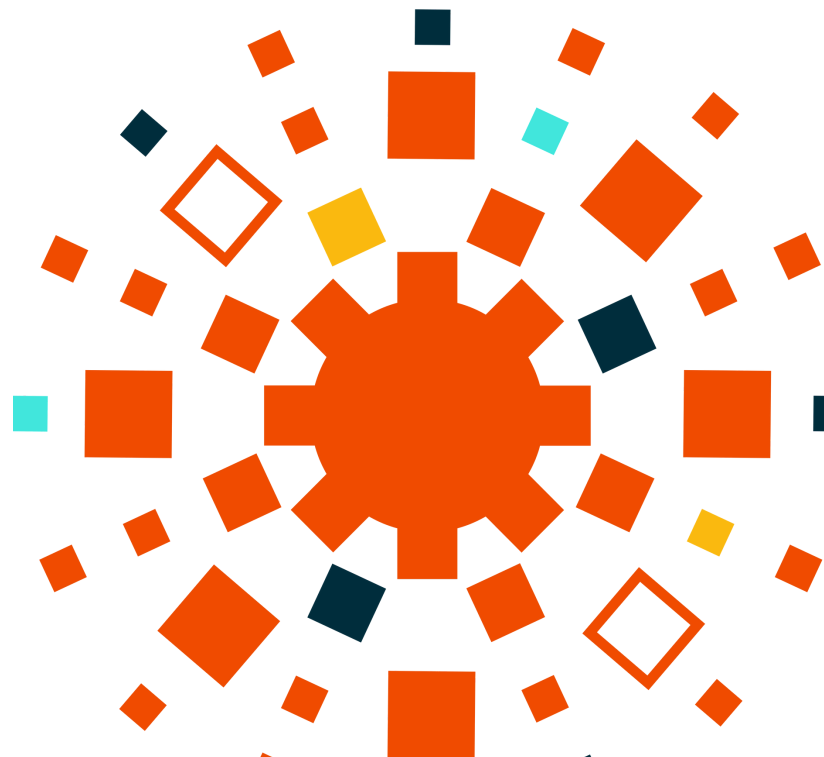


Strategic Ecosystem Initiatives

In addition to the \$15 million for organizing Hannover Messe 2025, NGen has allocated \$22 million from the GIC program to support Strategic Ecosystem initiatives between 2023 and 2028.

Using that funding, we are aiming to:

- Facilitate the successful commercialization of advanced manufacturing solutions developed by NGen members, and especially those arising from our Technology Leadership projects. Our goal is to help our project partners generate at least \$15 billion in new advanced manufacturing sales and IP licensing revenues by 2028.
- Develop strategic opportunity roadmaps and support the analysis of technology and market trends that will contribute to our strategic foresight objectives.
- Enhance connections and deepen collaboration among companies, organizations, and clusters across Canada's advanced manufacturing ecosystem. We want to speed up collaborative innovation by building a network of 45 advanced manufacturing clusters and simplifying the search for advanced manufacturing capabilities and potential business leads across more than 10,000 Canadian businesses and supporting organizations by 2028.
- Support transformation management on the part of SMEs looking to develop, protect, and commercialize IP, adopt advanced manufacturing technologies, or develop their technology solutions for business growth. Our goal is to assist over 1,000 companies transform their business by 2028.
- Help build a more equitable, diverse, inclusive, and highly-skilled advanced manufacturing workforce by attracting more young people, Indigenous youth, and workers from under-represented groups into careers in advanced manufacturing. Our goal is to engage over one million young people in NGen-led career development initiatives and enrol at least 8,000 Indigenous students in manufacturing entrepreneurship and financial literacy courses in over 100 schools across Canada by 2028.
- Enhance NGen's existing workforce education and training programs. Our goal is to engage 3,000 individuals in NGen-led training and placement programs, including 2,000 from equity-seeking groups and newly arrived immigrants, by 2028.
- Promote NGen's role in strengthening Canada's advanced manufacturing ecosystem across Canada and on a global stage. Our goal is to solidify Canada's reputation as an advanced manufacturing economy by 2028.



In 2025-2026, NGen will continue to support impactful Strategic Ecosystem initiatives that strengthen Canada's advanced manufacturing sector and generate revenue opportunities for NGen.

We will aim to:

- Develop programs and services that support IP commercialization, project development, and innovation and transition management for NGen members and project partners.
- Develop more international commercialization and innovation partnership opportunities for NGen members.
- Increase support for and expand our NGenCAN network of advanced manufacturing clusters across Canada.
- Continue our support for advanced manufacturing workforce development, with a special emphasis on attracting young people, Indigenous youth, and other under-represented groups into careers in advanced manufacturing.
- Improve access to advanced manufacturing leadership and management education.

a) Commercialization

**National Force
Driver of Growth
Creator of Networks**

In our Corporate Plan for 2024-2025, NGen committed to working with project partners, and NGen members generally, to facilitate the successful commercialization of their advanced manufacturing solutions within Canada, as well as in international markets and supply chains.

The work we have done to showcase Canadian companies at key international technology shows, including Hannover Messe 2024 and 2025 has paid dividends for them in the form of new sales and innovation partnership opportunities. According to a post-event survey of 60 industry exhibitors, all were successful in generating leads for potential business opportunities - with 85% reporting good and high-quality leads. Over 92% said that their participation was worthwhile, with 19% reporting they made sales at or immediately after the event and 55% saying they established new collaborative opportunities with other businesses because of their participation. A second impact assessment will be conducted in February (nine months after the event).

NGen has worked with all project partners to develop strategies for IP protection and commercialization. By December 2024, we had helped develop 192 IP commercialization plans, creating 1,684 new IP assets, 471 of which have been licensed to other NGen members.

Over the past year we have also created a group of NGen project alumni from completed projects. We are working with this group to provide executive coaching, project and commercialization management advice, and connections to international procurement, innovation partnership, and funding opportunities.

In 2025-2026, NGen will aim to:

- Facilitate the participation of Canadian companies in key technology exhibitions, including the Advanced Design and Manufacturing and the Canadian, Montreal, and Western Manufacturing Technology shows in Canada, as well as Hannover Messe 2026, Automate, Formnext (Additive Manufacturing), and EMO (Machine Tool) shows outside the country.
- Provide strategic advice to project partners as well as NGen members about IP protection and commercialization.
- Provide advisory services to our members related to AI governance and cybersecurity management.
- Enhance our commercialization support for NGen project alumni.
- Build more collaborative partnerships with international organizations and funders to access new commercial and financial opportunities outside Canada.

b) Connections and Collaboration

**National Force
Creator of Networks
Driver of Growth
Catalyst for Skills Development**

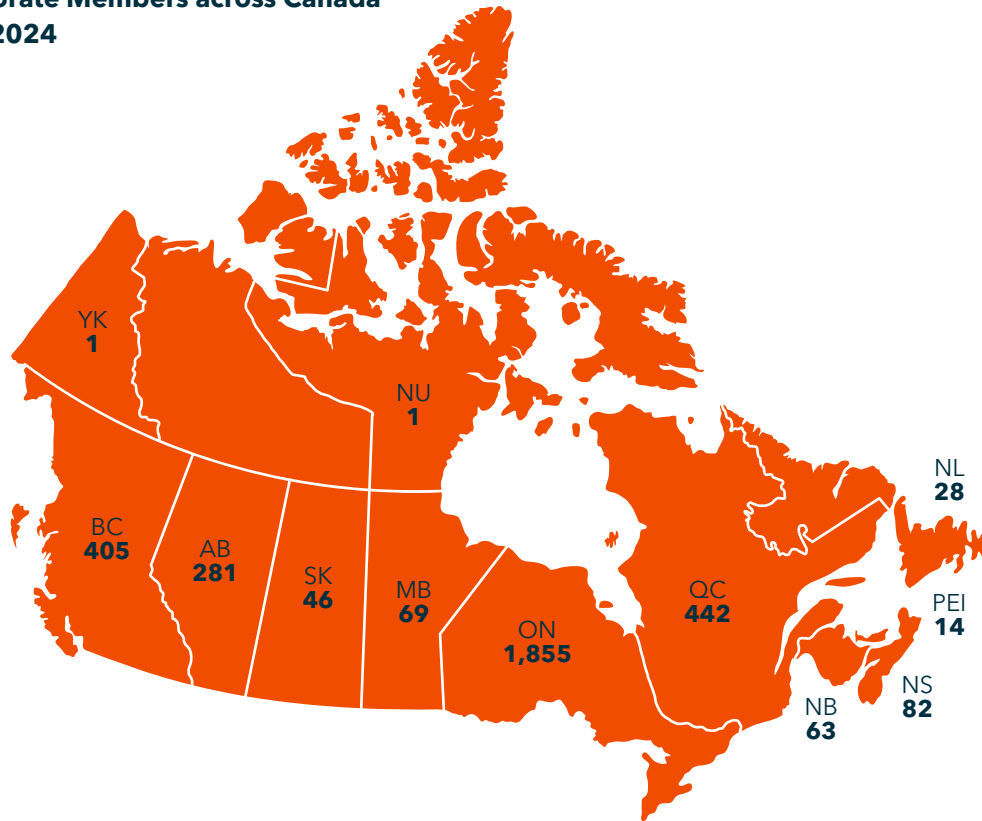
NGen creates opportunities for innovation partnerships, supply chain development, and business growth through connections that we build with and among our members. Our membership is composed of manufacturers, technology providers, supporting ecosystem organizations, as well as individual experts and researchers that contribute to Canada's advanced manufacturing sector. NGen does not charge a fee for membership because we want to engage as many participants in our activities as possible across Canada's advanced manufacturing ecosystem. However, we do ask members to register in our database identifying the contributions they make to Canada's advanced manufacturing ecosystem. They are then eligible to apply for and participate in NGen's Technology Leadership projects and Strategic Ecosystem initiatives, receive news updates from NGen, and list information about their solutions and advanced manufacturing capabilities on our digital collaboration platforms.

Another important element of NGen's strategy to strengthen and connect Canada's advanced manufacturing ecosystem is our Cluster Accelerator program which aims to support the development of advanced manufacturing clusters across Canada. Clusters supported by the program are members of NGenCAN, a cross-Canada advanced manufacturing network that aims to accelerate the development, adoption, and commercialization of advanced technologies in manufacturing, along with the development of the workforce skills and management capabilities required for successful innovation and business growth.

In our Corporate Plan for 2024-2025, NGen undertook to:

- Grow our membership to more than 9,000 organizations and individuals. At the end of December 2024, our membership had grown to 11,485, including 4,077 corporate members and 7,408 individual experts and researchers. This represents a 1,799 increase since March of last year. NGen has now corporate members in every province and 2 territories across Canada.

NGen Corporate Members across Canada December 2024



- Organize collaboration events involving over 500 members. Over the past year, we organized four collaboration events following calls for project proposals related to our Sustainable Manufacturing and Advanced Manufacturing Homebuilding Challenges. The events, held in English and French, attracted 575 participants.
- Expand the number of organizations on NGen Connect, our online capability matchmaking platform, to over 5,000 and develop new collaboration services based on the site. At the end of 2024, there were 6,024 companies and other organizations listed on the site. We also developed customized applications for the platform, developing a supplier-identification system for the Saskatchewan Industry and Mining Suppliers Association and automating Health Canada's registry of approved suppliers of pharmaceutical products and medical devices for the Supply Chain Advancement Network in Health, a community of practice dedicated to strengthening Canada's supply chain resiliency for health care products,
- Launch 12 cluster initiatives as part of our Cluster Accelerator funding program, grow the NGenCan network to 30 clusters, and facilitate the participation of NGenCAN members in Hannover Messe 2025. A second call for proposals from our Cluster Accelerator program was launched in the summer of 2024 in support of cluster initiatives looking to promote the development of adoption of advanced manufacturing technologies among their members, assist their members in entering new markets, improve environmental sustainability, strengthen workforce development, or support cross-cluster collaboration. We approved 13 initiatives on the recommendation of independent industry experts, in which \$2.5 million in NGen funding will be matched by an equal contribution from cluster members. As a result, eight advanced manufacturing clusters have joined our NGenCAN network bringing the total number of clusters working together to share opportunities and best practices to 32. We expect eight NGenCAN cluster members to participate at Hannover Messe 2025.

In 2025-2026, we plan to:

- Focus on growing our corporate membership to more than 5,000 companies and organizations across Canada.
- Issue a third call for cluster-building initiatives and expand our NGenCan network to 40 advanced manufacturing clusters.
- Enhance and develop new revenue generating opportunities based on our NGen Connect advanced manufacturing capabilities search platform.

c) Education and Talent Attraction

National Force Catalyst for Skills Development

With over a quarter of Canada's advanced manufacturing workforce likely to retire over the next ten years, it is more important than ever to attract more young people, equity-deserving groups, and recent immigrants into careers in the sector.

In 2024-2025, NGen undertook to:

- Partner with more organizations to increase the engagement of young people in our Careers of the Future initiative. Our goal was to exceed 450,000 engaged social media visits over the course of the year. To that end, we supported the Student Commission of Canada's Take our Kids to Work Campaign, providing educational materials and social media assets about robotics, the impact of advanced manufacturing, and careers in the sector that helped engage 401,338 students across Canada and another 109,568 follow-up website visits. We also worked with Youth Culture to provide richer content to NGen's Careers of the Future website. Our support enabled Youth Culture to engage over 500 elementary and secondary students in a Lunar Mining Innovation Challenge complementing our Moonshot for Mining, Manufacturing, and Materials Technology Leadership project challenge, in addition to 35 schools and 300 students in the Manufacturing Safety Alliance of BC's Make it Safe event in October. In addition, NGen partnered with Chatter High to gamify our Careers of the Future site, introducing quizzes and modules about advanced manufacturing that educators can use in their classrooms.
- Continue our support for Martin Family Initiative (MFI) in providing manufacturing entrepreneurship and financial literacy courses to more schools and Indigenous students across northern Canada, targeting 1,200 students over the course of the 2024-2025 school year. According to MFI's interim report in August, the program is on track to enrol 1,600 Indigenous students in elementary, secondary, and adult education manufacturing entrepreneurship and financial literacy courses being offered at more than 50 schools in BC, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia, Yukon, and Nunavut.
- Engage students in Hannover Messe 2025. We will host three Canadian college and one German university team in a mechatronics contest at the fair. We will be inviting participants at the show to try their luck against a robo-goalie developed by Sir Frederick Banting High School in Alliston, Ontario. We will be highlighting the remote fire detection robot developed by a team of female grade eight students from Mississauga, which won top place at the World's robotic championships last year. We have also partnered with MITACS to help exhibitors hire post-secondary student interns to assist them at the fair.

- Look for additional funding to support our job placement and trades certification programs in advanced manufacturing for equity-seeking groups and recent immigrants to Canada. NGen is applying for new funding for skills development programming from Employment and Social Development Canada.

In 2025-2026, NGen is planning to:

- Continue our support for MFI and other partners in our Careers of the Future initiative, targeting the enrolment of more than 2,000 Indigenous students in manufacturing and financial literacy courses and over 500,000 engaged site visits by students over the course of the year.
- Look for additional opportunities to engage students in technology showcases like NGen's N3 exhibition as well as international advanced manufacturing shows.
- Focus on skills training initiatives aimed at responsible and effective use of AI as well as at placing recent immigrants into jobs in advanced manufacturing.

d) Transformational Leadership

National Force Driver of Growth Catalyst for Skills Development

Effective industry leadership and innovation management are vital in securing and growing a globally competitive advanced manufacturing sector in Canada. Thanks to funding from ESDC, NGen has continued to develop our Transformation Leadership Program (TLP) which aims to enhance the strategic leadership and management skills of manufacturing executives, providing them with a methodology and tools to develop a balanced roadmap for business transformation. In 2024-2025, NGen undertook to increase participation in TLP and look to deploying the other skills assessment tools we have developed to date. Over 400 companies were enrolled in TLP executive training over the past year.

In 2025-2025, NGen will aim to:

- Increase enrolment in TLP and other NGen programming targeting business and value chain transformation.
- Update TLP and other NGen programming to reflect current market risks and opportunities.
- Engage delivery partners for TLP and other NGen programming.
- Explore opportunities to incorporate TLP into university and college business management and engineering curricula.
- Facilitate access to other online solutions that address strategic management issues.
- Facilitate access to online resources, workshops, data and case studies to accelerate the adoption of advanced manufacturing technologies.

International Strategy

NGen's international engagement objectives are to:

1. Promote Canada's advanced manufacturing capabilities and Canada as a leader in sustainable, digital, and resilient manufacturing solutions.
2. Attract advanced manufacturing talent and investment to Canada.
3. Assist our project partners commercialize their solutions in global value chains.
4. Help our members connect with innovation partners, suppliers, and potential customers in markets at the forefront of advanced manufacturing, particularly the USA, European Union, United Kingdom, Japan, Singapore, South Korea, and Taiwan

NGen is working to enhance Canada's profile internationally as home to innovative advanced manufacturing solutions and supplier of choice to the world. Our efforts in leading business delegations to key international trade shows for advanced manufacturing, especially Hannover Messe, are important in this respect. Our participation on the advisory board of the World Manufacturing Forum, the OECD's Working Party for Technology Innovation Policy, and at other international meetings helps highlight Canada's advanced manufacturing ecosystem and the unique solutions arising from our projects to a global audience. NGen also develops media assets and provide speakers for investment attraction events in important markets for advanced manufacturing in partnership with Industry, Science, and Economic Development Canada, Global Affairs Canada, Destination Canada, and Invest in Canada.

NGen aims to attract international investment into Canada's advanced manufacturing ecosystem and potential customers for advanced manufacturing solutions developed in Canada. We are working with multinational manufacturing companies that are looking to identify suppliers or source leading-edge technologies particularly related to the EV value chain, industrial decarbonization and circular manufacturing, biomanufacturing, advanced automation and robotics.

We also aim to help attract international talent to Canada's advanced manufacturing ecosystem. To that end, NGen has partnered with colleges, universities, and interested members to develop an international recruitment campaign to attract international students to advanced manufacturing programs and job opportunities in Canada.

Our AI matchmaking platform and international cluster connections also assist our members and companies outside Canada in identifying potential innovation partners, customers, suppliers, investment, and talent attraction opportunities within Canada's advanced manufacturing ecosystem.



In 2025-2026 NGen will continue to enhance our role on the international stage by:

- Leveraging opportunities arising from Canadian participation at Hannover Messe and other international trade shows.
- Assisting project partners in developing international commercialization plans.
- Connecting NGen members and project partners with organizations that can help them grow their business and export sales in international markets.
- Launching new initiatives to attract students to advanced manufacturing jobs in Canada.
- Matching Canadian capabilities with international industrial investment and supplier development opportunities.
- Promoting our strategy and activities as an effective model for technology innovation policy.



Intellectual Property Strategy

NGen aims to maximize the commercial value, ecosystem impact, and the economic, environmental, and social benefits of intellectual property generated as a result of NGen investments, in Canada.

IP refers to intangible intellectual assets contributed to ("Background IP") or arising from ("Foreground IP") the projects and ecosystem development initiatives in which NGen invests. IP thus includes, but is not limited to, patents, trademarks, copyrights, industrial designs, trade secrets, confidential information, and know-how.

NGen investments are determined according to the transformative and commercial potential of the foreground IP expected to be generated by individual projects, as well as the extent to which resulting commercial, ecosystem, economic, environmental, and other social benefits are expected to accrue within Canada. The objective of NGen investment is not the creation of IP itself, but the application of that IP to create value for Canadian businesses and for Canadians.

NGen maintains clear, transparent, and predictable IP ownership policies and licensing structures for the management of background IP applied in projects, treatment of foreground IP arising from projects, and processes by which NGen members can request and negotiate licenses to use foreground IP. Our policies, guidelines for treating IP contributed to and arising from projects, and collaboration agreement templates to assist project partners manage their IP relationships are posted on NGen's website along with calls for project proposals.

Our objective is to capture, retain, and maximize the value of project IP in Canada. To that end, project funding is contingent on demonstrating that the benefits of IP commercialization will accrue in Canada. NGen works with project partners to help them assess their freedom to operate, develop strategies to recognize and protect IP assets arising in projects, and put together plans to commercialize IP, or commercially leverage, IP assets. We encourage project partners to make IP arising from projects available for licensing by other NGen members. IP assets available for licensing are featured in our IP Registry posted on our IP Registry hosted on ISED's [ExploreIP platform](#).

There have been no changes in NGen's IP strategy over the past year. However, we did refine our guidance document designed to help project participants structure their approach to managing their project's IP and address salient issues related to its management and commercialization. Namely, we updated our IP Guide and IP Plan template in 2024, providing further insights on IP management in general and how it factors into the life cycle of a NGen project.

NGen also hosted four webinars on IP management over the past year, three for NGen members looking to develop sustainable manufacturing, AI commercialization, and lunar in-situ resource utilization projects, and one on the topic IP considerations in collaborative project development which was open to the general public.

In 2025-2026 NGen will continue to work with project partners to develop IP and commercialization strategies and increase the number of IP assets featured in our IP Registry available for sharing and licensing by NGen members.

We do not foresee any modifications to NGen's IP strategy in 2025-2026.

The following table summarizes the results of NGen’s IP strategy across our entire project profile to date.

NGen Intellectual Property Results

	Results as of December 2024	Change from March 2024
IP Strategies developed for project partners	192	+21
Background IP assets contributed to projects	1,039	+163
Background IP assets being shared with project partners	739	+107
Foreground IP assets created	1,684	+367
Foreground IP assets expected to be created	1,029	+129
IP assets available for sharing or licensing with other NGen members	205	+2
Post-project licenses granted to NGen members	471	+38
New companies created to commercialize IP and solutions arising in projects	58	+3



Data Strategy

Data is a key resource for all enterprises, and technology plays a significant role. Data Management is increasingly advanced and has become pervasive in enterprises and in social, public and business environments. NGen maintains a Data Governance Framework that strives to:

- Maintain high-quality data to support business decisions;
- Generate business value from data-enabled investments, i.e. achieve strategic goals and realize business benefits through effective and innovative use of data;
- Achieve operations excellence through the reliable and efficient application of technology;
- Maintain data-related risk at an acceptable level;
- Optimize the cost of data services and technology; and
- Comply with ever-increasing relevant laws, regulations, contractual agreements and policies.

Our [Data Strategy](#) is an integral part of NGen's Data Governance Framework. The strategy aims to maximize the value of the data collected by NGen for the benefit of Canada's advanced manufacturing ecosystem and to support the financial sustainability of NGen. Our strategy determines how we acquire, store, govern, manage, use, and share data to accomplish our mission, achieve our strategic objectives, create value for our members and clients, carry out our operations, and ensure our long-term business success. Data privacy is a priority, and our policies are posted on our website [Privacy Policy](#), [Terms of Use](#). Services that are created for our members also include policies defining the use of the data they provide.

Our strategy is based on leveraging data as a strategic asset - focusing on business results, using data as a competitive advantage for NGen and its members, and supporting NGen's strategic objectives. NGen has implemented robust operational, governance, and compliance processes to ensure data integrity, privacy, and security.

NGen's Data, Information Technology, and Cybersecurity teams are responsible for developing, implementing, and overseeing the policies and procedures related to the governance and management of data contained in and transferred into, out of, and between third party platforms and NGen's corporate services IT stack. With respect to NGen's internal management systems, all project application processes and NGen programs are administered online.

NGen continuously works to harden cybersecurity protection for the data we manage. We undertake regular third-party audits of our cybersecurity systems. Cybersecurity awareness training is provided to NGen staff on a bi-weekly basis. NGen also runs regular workshops for NGen members and other industry participants on cybersecurity. NGen partners with many government and industry experts in cybersecurity to support internal and ecosystem knowledge of cybersecurity in Advanced Manufacturing.

In 2024-2025, NGen enhanced our data strategy by adding a Data Governance Framework and an AI Governance model.

In pursuit of our strategy last year, we:

- Formalized the Data Governance Framework where NGen has recognized the importance of Leadership and management collaboration within the governance and management approach. Legislation is increasingly being passed and regulations implemented to address the need for governance, and NGen is committed to demonstrating regulatory compliance across all jurisdictions in which it operates.
- Developed the early stages of AI Governance that identifies accountability, risk management, workplace guidelines, training & thought leadership. NGen aligns with government and industry guidance on responsible AI use, privacy, and ethics.
- Improved on the online process for managing project information, including application intake, assessments, IP strategies, contracting, monitoring, and reporting that will help us consolidate data, improve project management efficiencies, and integrate project information into an enhanced CRM system.
- Developed an AI-enabled collaboration platform and solutions centre that will allow rapid identification of advanced manufacturing capabilities among NGen members and ecosystem partners.
- Hardened our cybersecurity defences. NGen has expanded our cybersecurity preparedness to include certification with the Cyber Secure Canada's CAN_CIOSC104 certification. We further developed and trained our Business Continuity Plan in the case of a ransomware attack.
- Engaged with 48 companies as part of a cybersecurity collective enabling them to share intelligence about cyber-threats and best practices in cyber-risk mitigation related to advanced manufacturing. Through the cybersecurity collaborative we have delivered cybersecurity training to our members through a focused training program providing direct value to the members.

We do not foresee any changes to our overall data strategy in 2025-2026.

Over the year ahead, NGen will work to:

- Develop new value-adding services from the information available in NGen Connect.
- Simplify and drive efficiency improvements in our internal data governance and management.
- Continue to upgrade our cybersecurity defences and enhance the cybersecurity services we offer NGen members.
- Implement NGen's Governance and Operational Frameworks for managing AI.
- Expand our framework covering Third-Party Management of Data, identifying any additional risks with data management.
- Investigate new privacy requirements for international data and support the knowledge of international cybersecurity compliance requirements for supplying goods to international customers.

Business Excellence

NGen is committed to building a high-impact organization that is financially sustainable beyond 2028. To that end we aim to maintain:

- An engaged team of experts focused on customer value and operational excellence, pursuing career objectives in a respectful, equitable, diverse, and inclusive work environment.
- Compliant and responsible stewardship of investments in technology projects and ecosystem initiatives.
- Revenue growth through collaborative funding partnerships, sponsorships, and service fees.
- Best-in-class governance, operating, and financial management practices.
- Continuous improvement based on Lean management principles.

a) Revenue Growth

In 2023 NGen developed a Business Growth Plan, with input from our Board of Directors, that sets out our strategy to increase revenue growth through new partnerships with public funders and private sector investors and the commercialization of new client services. We set a short-term goal to raise \$100 million in additional revenues, with \$15 million to cover operating expenses, by 2028. To achieve that target, we undertook to:

- Leverage our current funding for Technology Leadership projects to raise co-investments in NGen projects.
- Raise additional funding for new innovation and workforce development initiatives.
- Leverage our current ecosystem funding to develop value-adding services that NGen members would be willing to pay for.

NGen set a goal to raise \$25 million in additional revenue from public and private sources in 2024-2025. We exceeded that target with the \$50 million contribution from the Government of Canada's Homebuilding Innovation Fund and \$15 million for the organization of Hannover Messe 2025. We were also able to raise an additional \$10.5 million in industry contributions for our operating expenses from project administration fees, sponsorships, and event participation fees over the course of the year, which have helped to secure our financial sustainability to the end of 2028.

NGen aims to raise \$25 million in additional revenue from public and private sources in 2025-2026, including \$2 million in non-project related revenue. We will explore opportunities for new funding programs as well as co-investments from funding partners. We will also increase revenue from sponsorships and fees for NGen services.

b) Governance

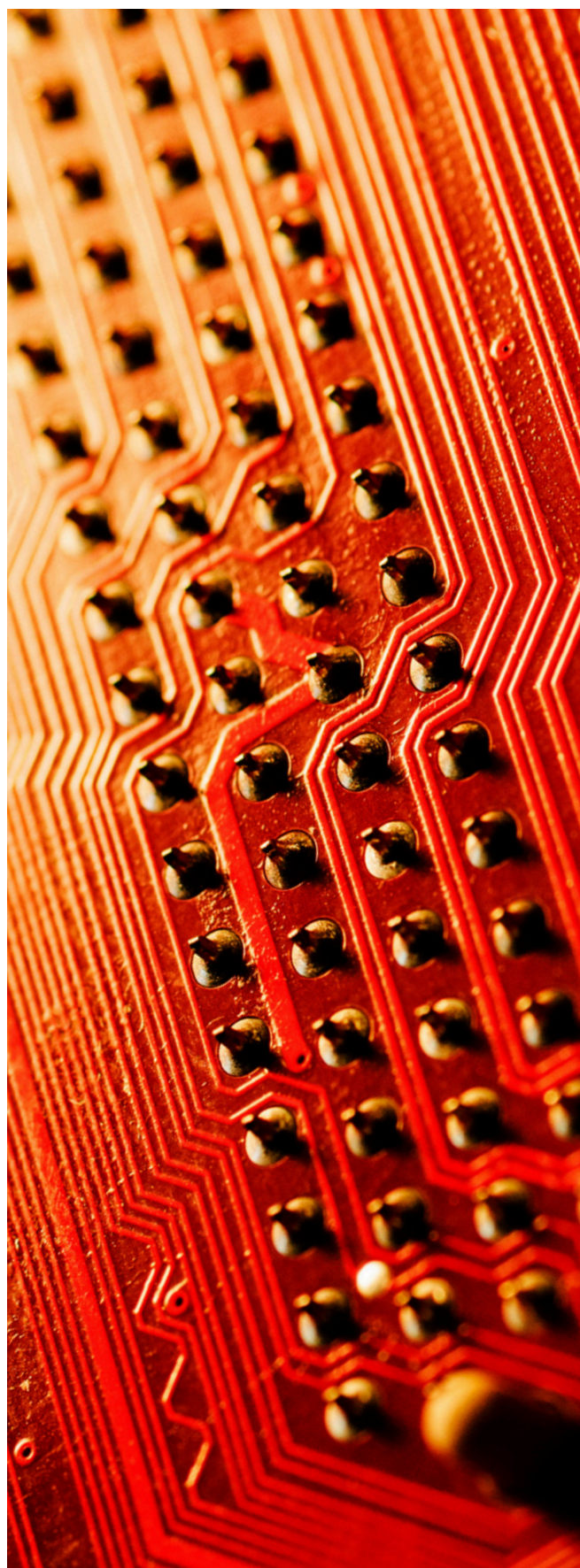
NGen is a not-for-profit corporation governed by an industry-led Board of Directors. NGen's Board operates according to the requirements of Canada's Not for Profit Corporations Act, the Competition Commissioner's Guidelines for Global Innovation Clusters, the provisions of NGen's Contribution Agreement with the Global Innovation Clusters program, and a set of governance policies approved by the Board itself. NGen's Code of Conduct and governance policies are publicly available at <https://www.ngen.ca/about/codes-of-conduct>.

Our governance policies were updated in 2024 to strengthen NGen's Conflict of Interest procedures for Board members, employees, and project assessors.

NGen's governance policies are reviewed annually by the Board. Statements of compliance are received from our CEO at each Board meeting, and by the Director General of the GIC program and NGen's legal counsel at the first Board meeting of our financial year in the spring.

NGen's Board is assisted by four committees which report to the Board in carrying out its governance responsibilities: (i) The Executive Committee, composed of the Board Chair as well as the Chairs of our three other Board committees, (ii) Governance and Compliance Committee, (iii) Finance and Audit Committee, and (iv) Human Resources and Nominating Committee. Their roles and responsibilities are outlined in our Five-Year Strategic Plan.

Board and Committee meetings are scheduled quarterly according to a workplan approved by the Board at the beginning of each calendar year. Meeting dates for the coming year are agreed at the Board's fall meeting. The Corporate Plan for the coming fiscal year is approved during the first Board meeting of the year. NGen's performance is reviewed in the spring. Our Annual Report, Financial Reporting for 2025-2026, and any revisions of the Corporate Plan are approved in July. The Board reviews and, if necessary, updates NGen's Five-Year Strategy at its fall meeting. This workplan will be followed in 2025-2026.



NGen's Board currently consists of 14 directors who are representative of and experienced in a broad range of sectors, including automotive, aerospace, IT and digital technologies, electronics, defence, automation and robotics, solar and wind energy, advanced materials, and health care industries. Board members are also involved and expert in building capabilities in the EV value chain, industrial decarbonization and alternative energy, and supply chain management. Two academic observers also participate in our Board meetings representing Canadian universities and colleges.

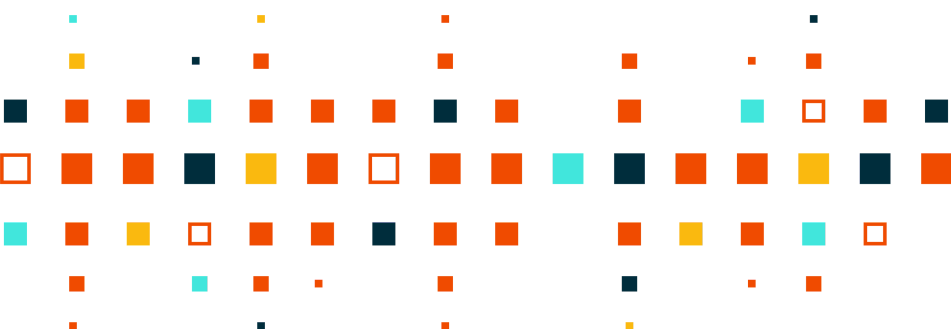
Currently, seven out of 14 NGen Board members are female, including our Chair. Eight are independent directors. All four members of NGen's Executive Committee, comprised of the Board Chair as well as the chairs of our three Board committees, are female. Four directors are from SMEs, three from larger companies, three from advanced manufacturing associations, and four from independent stakeholder organizations.

Succession planning for NGen's Board takes industry, academic, and regional representation into account, as well as requirements to maintain at least 50% female Board and Executive Committee membership and at least one-third independent directors. Board members may hold appointments for three-year terms. Recommendations for Board Chair, Committee Chair, and director and observer succession are made by the Human Resources and Nominating Committee of NGen's Board. Board members and observers are elected during NGen's annual Members' meeting which is held in the fall of the year. This process was followed in 2024-2025 when five directors left the Board and four new members joined. It will be followed again in 2025-2026.

c) Operational Excellence

In 2024-2025, NGen maintained our policies and procedures related to project funding and financial management. We did, however, make some other important changes in the way we operate in line with our Corporate Plan for the year:

- We strengthened our leadership role in identifying strategic opportunities for advanced manufacturing and industry transformation in Canada by engaging industry and ecosystem leaders in our Strategic Ecosystem initiatives and consultations with NGen members.
- We updated our guidelines for the selection of Strategic Ecosystem initiatives, including those related to the organization of Hannover Messe, to assign responsibility for contract approvals to NGen's Hannover 2025 organizational group as well as our Leadership team.
- We developed separate guidelines for the independent adjudication and selection of cluster initiatives under our Cluster Accelerator Program.
- We added full-time personnel to strengthen our capabilities in IP, contract, and project financial management.



Organizational alignment with our strategic objectives and continuous improvement in our operating processes remain essential as we focus on member value and cost efficiencies in our journey toward growing NGen beyond 2028.

In 2025-2026, we intend to add a senior executive to the team with responsibility for commercializing NGen services and growing our non-project revenue base.

Our goal for the year is to once again achieve Net Promoter Scores above 75 among active project partners for the work we do in supporting our Technology Leadership projects and above 50 among participants in programs that are part of our Ecosystem initiatives. (A Net Promoter Score – NPS – is an indicator of customer satisfaction based on a survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to others on a scale of 1 to 10. It is calculated by subtracting the percentage of detractors scoring between 1 and 6 from the percentage of promoters scoring 9 or 10. According to Bain & Company, a score above 50 is exceptional. A score above 80 is world-class).

d) Employee Engagement

NGen's success reflects the expertise, commitment, and incredibly hard work of an amazing team of professionals dedicated to strengthening Canada's advanced manufacturing sector, contributing to Canadian innovation and economic growth, and addressing some of Canada's and the world's most pressing challenges.

Committed to building and sustaining a future-ready organization, NGen's HR strategy is to cultivate a workforce that is not only prepared to meet the demands of today but is also equipped to thrive in the future. Rooted in our core values of Respect, Trust, Commitment, Innovation, Collaboration, and Accountability, we commit to fostering a culture of continuous learning, adaptability, innovation, and holistic employee well-being.

Ensuring complete alignment with corporate objectives, our approach will include:

- **Empowering Analytical Thinking and Creativity:** We will prioritize the development of analytical, critical, and creative thinking skills across all levels of the organization, enabling employees to solve complex problems and drive innovation.
- **Enhancing Technological and Digital Proficiency:** As technology continues to reshape industries, we are dedicated to equipping our workforce with cutting-edge skills in AI, data analytics, cybersecurity, and emerging digital technologies.
- **Fostering Resilience, Adaptability, and Well-Being:** To navigate an unpredictable and rapidly changing world, we will champion resilience and adaptability while promoting holistic well-being initiatives that support mental, physical, and emotional health.
- **Investing in Lifelong Learning and Leadership Development:** By embedding active learning strategies and leadership development into our core programs, we aim to nurture socially influential leaders who drive collaboration and growth while fostering a positive employee experience.
- **Enhancing Employee Experience through Respect and Trust:** Guided by our values, we will create an environment where employees feel respected, trusted, and supported. We will prioritize meaningful engagement and a sense of purpose, ensuring our teams feel valued and empowered to contribute fully.

- **Prioritizing Human-Centric Skills and Collaboration:** Recognizing the enduring importance of interpersonal skills, we will strengthen emotional intelligence, cultural agility, and systems thinking, ensuring alignment with our collaborative and accountable culture.
- **Embedding a Strong Organizational Culture:** A thriving organizational culture is the foundation for our success. We will actively shape a culture that reflects our values, fosters inclusivity, and inspires innovation and collaboration across all levels of the organization.
- **Leading Change Through Strategic Change Management:** As the pace of change accelerates, we will implement robust change management practices to ensure seamless transitions, align our workforce with evolving goals, and drive long-term sustainability and success.

Through this strategy, we will position our organization as a future-ready leader, ensuring our people are not only aligned with current global demands but are also shaping the trends of tomorrow.



Risk Assessment & Mitigation Strategies

Current and potential organizational and operational risks are identified and reviewed quarterly by NGen's senior management team and Board of Directors. Mitigating actions are undertaken by management to reduce the potential impact of, or eliminate, risks. Their implementation is likewise reported to and monitored by the Board.

The risks we see facing NGen over the year ahead and the mitigating actions we are taking relate to:

- Our ability to meet NGen's expenditure profile which determines the amount of funding NGen will receive and is expected to spend in 2025-2026 without letting funds lapse which would jeopardize our ability to meet future funding obligations with project partners. NGen will monitor and manage our funding and spending carefully to avoid any funding lapses that would affect our spending capacity in future years.
- Project underspending which might leave some NGen funding unspent at the end of funding programs. We closely monitor project spending throughout their duration. Our experience with the projects that were completed under our Phase I Contribution Agreement was that project partners tended to underspend by about 6% on average. We will build this assumption into our current project funding portfolio.
- Economic, labour market, and supply chain challenges that will affect Canada and which may slow down project applications and delay project progress and spending. The significant economic challenges that Canada will face in 2025-2026 make the adoption of advanced technologies more important than ever for Canadian industry. They also underline the importance of NGen's role in strengthening the competitiveness and growth potential of Canada's advanced manufacturing sector and our ambition to take the lead in defining an effective strategy for advanced manufacturing going forward. On an operational level, NGen will provide cash advances to project teams in order to encourage progress. We monitor project performance and cash requirements on a regular basis.



- Cybersecurity threats to NGen and project partners. NGen undertakes regular cybersecurity audits and is continually upgrading cybersecurity protections and staff training. We aim to achieve cybersecurity certification in 2025. We also lead cybersecurity workshops for members and partner with other organizations to provide education and tools that will help our members assess and address cybersecurity threats.
- Managing conflicts of interest. NGen reviewed and strengthened our conflict-of-interest policies and management procedures in 2024-2025. All Board members, employees, and project assessors are required to complete declarations itemizing their involvement with other organizations where actual, potential, or perceived conflicts may exist. Declarations are kept in a registry that enables NGen to identify when conflicts are likely to occur. Individuals with a conflict must recuse themselves from discussions or decisions related to the matter in which a conflict exists. All policies, procedures, declarations of conflicts are fully documented in NGen's governance policies, registry, and meeting minutes.
- Compliance with Canadian sanctions provisions. NGen completes compliance checks of our employees. We also ask our Board members, prospective project partners, and suppliers to sign attestations of sanctions compliance. NGen conducts online compliance checks of project partners before contracting. Compliance requirements are written into Master Project Agreements with project partners and contracts with suppliers as legally binding terms of agreement. In cases of uncertainty, NGen will ask ISED for advice in identifying unforeseen compliance risks. Processes will be fully documented.

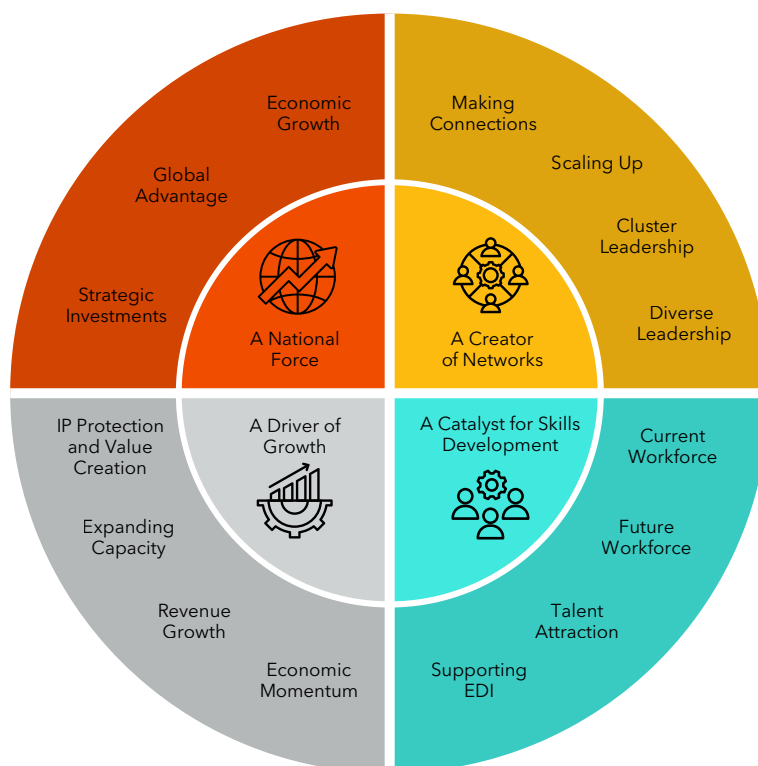


Measuring Impacts

Canada's Global Innovation Clusters have collaborated with Innovation, Science, and Economic Development Canada (ISED) to develop a measurement approach that fully captures the impact of the Global Innovation Clusters program and at the same time captures the achievements of each individual cluster reflecting the difference ecosystems in which we operate. The Innovation Cluster Ecosystem Impact Framework (ICEIF) is described in more detail on the [Global Innovation Clusters](#) website.

The ICEIF is a unique, made-in-Canada framework that combines performance measures based on common program objectives as well as measures specific to each cluster's ecosystem. It is supported by a co-design process involving ISED and each of the clusters and will evolve in scale and sophistication over time. The framework is internationally recognized as best practice for reporting the impacts of innovation and cluster development programs.

Innovation Cluster Economic Impact Framework (ICEIF)



The ICEIF was launched in the spring of 2024. Results on program-wide indicators were compiled from project reports, Statistics Canada data, and analysis conducted for the program by Ernst & Young. During the summer, a set of eight new indicators related to Intellectual Property protection and value creation across the program were added, co-designed by cluster IP managers supported by ISED's IP Centre of Expertise, and based on data compiled from project IP reports from each cluster.

The performance indicators that NGen uses are summarized below. Impacts will be reported annually in line with these measures beginning with NGen's Annual Report for 2024-2025.

NGen ICEIF Impact Reporting Measures for Common Program Objectives

Expected Impacts	Program-Wide Indicators	NGen-Specific Indicators
National Force		
- Economic growth - Global advantage - Strategic investments	- Total impact on GDP - Percentage of SMEs that export - Ratio of leveraged funding	- Industry investment in and following NGen projects - International investment attracted to Canada because of NGen activities - Number of project partners by province and territory - Percentage of projects with interprovincial collaboration
Driver of Growth		
- Expanding Capacity - Revenue Growth - Economic Momentum (Commercialization and job growth) - IP Protection and Value Creation (see below)	- Increase in technology readiness - SME project partners' average revenue growth - Number of direct, indirect, and induced jobs created and maintained over ten years	- Revenue generated because of post-project sales and IP licenses - Federal taxes generated per dollar of NGen investment - Number and value of IP licenses granted - Number of SMEs participating directly in international commercialization activities led by NGen
IP Protection & Value Creation		
- Commercializing funded IP - Protecting Canadian IP - Supporting SMEs with IP	- Number and percentage of projects with foreground IP commercialized during and after the project - Number of SMEs with an IP strategy developed through Cluster support - Number of formal IP rights created - Number and percentage of projects with foreground IP owned by companies incorporated and operating in Canada - Number of licenses to foreground IP granted to third parties - Number and percentage of projects with IP to be used outside of project - Number of individuals attending IP educational workshops - Number of IP educational activities held	
Creator of Networks		
- Making and strengthening connections - Scaling up and supporting SMEs - Cluster Leadership - Diverse Leadership	- Average number of partner organizations in projects - Percentage of SME project partners that are high-growth firms - Gender parity on cluster boards	- Number of organizations registered on the NGen Connect collaboration platform - Number and geographic scope of advanced manufacturing clusters in the NGenCan network - Number and location of international cluster partners - Number of advanced manufacturing partnerships backed by formal agreements

Catalyst for Skills Development

- Building Canada's future workforce - Talent attraction - Supporting Equity, Diversity, and Inclusion	- Percentage of project partners employing equity-seeking groups - Percentage of project partners that are majority- or co-owned by equity-seeking groups	- Number of participants in NGen talent attraction and job placement activities - Number of individuals receiving skills training - Number of new hires and training participants from equity-seeking groups
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Corporate Performance Targets 2025-2026

Priority	Target for March 31, 2026
Leadership	- NPS of 70 among 75% of active project partners - NPS of 50 among 50% of ecosystem program registrants
Project Realization	- \$31 million in remaining funding committed under GIC Phase II funding - Contracting complete with IP strategies for all projects under GIC Phase II base funding
Ecosystem Initiatives	- 5,000 corporate members listed on NGen Connect - 12 new cluster initiatives supported by NGen's Cluster Accelerator program - 40 advanced manufacturing clusters in NGenCAN network - NGen supporting 50 project alumni commercializing advanced manufacturing solutions - Successful Hannover Messe and N3 events with NPS among participants above 50 - 2,000 Indigenous students enrolled in manufacturing entrepreneurship and financial literacy courses - 500,000 students engaged in advanced manufacturing career development programs
Impact	- Speaking engagements at 100 events across Canada and internationally - 120,000 engaged site visits on NGen website - 1.2 million social media impressions
Financial Sustainability & Business Excellence	- \$25 million in additional revenue raised - \$100,000 further administrative cost reductions from 2023-2028 budget in strategic plan - 90% employee engagement rating - Financial statements signed off by external auditor - No compliance violations





Financial Reporting for 2025-2026

a) Planned Expenditures

Expenditures from Government Funding Streams*						
	GIC	PCAIS	NQS	CGS	IRAP	Total
Operating & Administrative	\$8,091,988	\$791,184	\$180,860	\$100,000	\$42,000	\$9,206,031
Projects	\$66,185,541	\$10,790,099	\$3,192,633	-	-	\$80,168,273
Ecosystem Initiatives	\$12,105,812	-	-	-	\$343,000	\$12,448,812
Total	\$86,383,340	\$11,581,283	\$3,373,493	\$100,000	\$385,000	\$101,823,116

Expenditures from Combined Funding Streams and Industry Contributions*						
	GIC	PCAIS	NQS	CGS	IRAP	Total
Operating & Administrative	\$14,271,927	\$791,184	\$180,860	\$100,000	\$42,000	\$15,385,971
Projects	\$123,999,058	\$32,093,381	\$3,592,576	-	-	\$159,685,015
Ecosystem Initiatives	\$15,105,812	-	-	-	\$343,000	\$15,448,812
Total	\$153,376,797	\$32,884,565	\$3,773,436	\$100,000	\$385,000	\$190,519,797

* Does not include the target of \$25 million in additional funding from public and private sources NGen aims to raise in 2025-2026.

b) Anticipated Revenues from Industry and Other Sources

Anticipated Revenue from Other Sources*				
Source	GIC	PCAIS	Other	Total
Industry Matching Funds				
Contribution to Eligible Project Costs	\$57,813,517	\$21,303,282	\$399,943	\$79,516,742
Project Management Fees	\$6,684,898	\$1,315,041	\$435,768	\$8,435,708
Industry Sponsorships	\$150,000	-	-	\$150,000
Conference & Service Fees	\$3,000,000	-	-	\$3,000,000
Total Industry Matching Funds	\$67,648,416	\$22,618,323	\$835,711	\$91,102,450
Other Non-Industry Sources				
Other Government Contributions	\$3,600,000	-	\$400,000	\$4,000,000
Interest Income	\$500,000	\$100,000	-	\$600,000
Total Non-Industry Sources	\$4,100,000	\$100,000	\$400,000	\$4,600,000
Total Anticipated Revenue from all other Sources	\$71,748,416	\$22,718,323	\$1,235,711	\$95,702,450

* Does not include the target of \$25 million in additional funding from public and private sources NGen aims to raise in 2025-2026.

c) Cash Flow Requirements for 2024-2025

Incoming Cash	Amount
Global Innovation Clusters Contribution	\$86,383,340
(Previously advanced GIC funds not yet spent)	(\$11,753,000)
Pan-Canadian AI Strategy Contribution	\$11,581,283
(Previously advanced PCAIS funds not yet spent)	(\$5,019,000)
National Quantum Strategy Contribution	\$3,373,493
(Previously advanced NQS funds not yet spent)	(\$601,000)
Canadian Genomics Strategy	\$100,000
NRC-IRAP Contribution	\$385,000
Project Management Fees	\$8,435,708
Conference & Service Fees	\$3,000,000
Sponsorship	\$150,000
Other Revenue (Interest)	\$600,000
Total items involving Cash	\$96,635,824
Items Not Involving Cash	
Amortization of Property, Plant, Equipment	\$50,000
Amortization of Intangibles	\$250,000
Accrued Interest	\$600,000
Total Non-Cash Items	\$900,000

d) Forecast Travel and Hospitality Expenditures for 2025-2026

Ecosystem Initiatives	Amount
Airfare	\$200,000
Accommodation	\$150,000
Meals - Hospitality	\$30,000
Meals - Per Diems	\$65,000
Mileage	\$10,000
Parking	\$3,000
Ground Transportation	\$30,000
Conferences & Training	\$20,000
Other	\$50,000
Hannover Messe/N3 Hospitality*	\$1,500,000
Total Ecosystem Travel and Hospitality	\$2,058,000

* To be funded from industry contributions, exhibitor and delegate fees, and sponsorships.

Operating Expenditures	
Airfare	\$50,000
Accommodation	\$65,000
Meals - Hospitality	\$40,000
Meals - Per Diems	\$10,000
Mileage	\$20,000
Parking	\$3,000
Ground Transportation	\$14,000
Conferences & Training	\$40,000
Total Travel and Hospitality from Operating Budget	\$242,000
Total Ecosystem Travel and Hospitality	\$2,300,000

e) Amount Owning to the Crown

NGen does not owe any amounts to the Crown pursuant to any legislation or agreement.

Glossary of Terms

NGen - Next Generation Manufacturing Canada

N3 (New, Now, Next) - NGen's project showcase

NGen Connect - NGen's AI-enabled advanced manufacturing capabilities search platform

NGenCan - NGen's advanced manufacturing cluster network

TLP - NGen's Transformation Leadership Program

Hannover Messe - World's largest industrial technology show

ISED - Innovation Science & Economic Development Canada

GIC - ISED's Global Innovation Clusters program

Phase II - Funding stream under NGen's current Contribution Agreement with GIC

PCAIS - ISED's Pan Canadian AI Strategy

NQS - ISED's National Quantum Strategy

CGS - ISED's Canadian Genomics Strategy

NRC-IRAP - The National Research Council's Industrial Research Assistance Program

ESDC - Employment and Social Development Canada

CSA - Canadian Space Agency

AI - Artificial Intelligence

IP - Intellectual Property

Background IP - IP contributed to projects

Foreground IP - IP arising from projects

