2026-2027
CORPORATE PLAN

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

www.ngen.ca

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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, enhanced security, and supply chain resilience for Canadians and the world.

NGen leads Canada's Global Innovation Cluster for Advanced Manufacturing which is funded by Innovation, Science, and Economic Development Canada (ISED). 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. We 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.
- Helping NGen members and project partners develop Intellectual Property (IP) commercialization plans.
- Making connections, facilitating innovation partnerships, and improving access to ecosystem resources.
- 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 2026-2027			
- Manage Technology Leadership projects to meet completion deadlines and funding targets - Develop new project opportunities aligned to strategic priorities for Canada - 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 and other advanced manufacturing technology showcases - Expand and support NGen's advanced manufacturing cluster network	- Promote youth engagement in advanced manufacturing education & career development - 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	- 82% employee engagement rating - Net Promoter Scores of 75 for projects and 50 for ecosystem programs - Plan to raise $100 million in additional revenues to enhance financial sustainability - Clean financial audit - No compliance violations

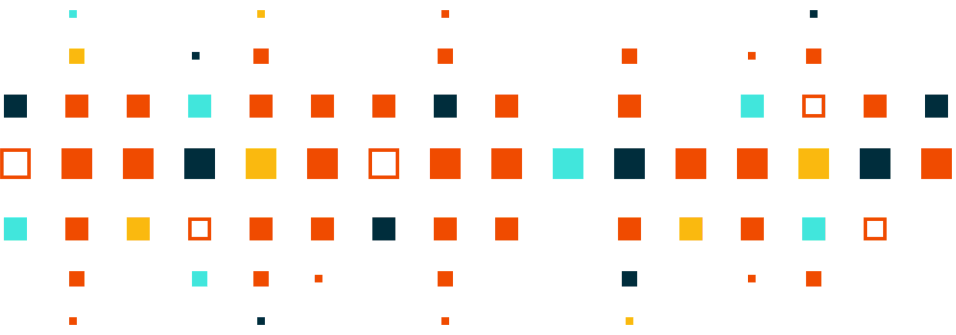
Strategic Objectives

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.

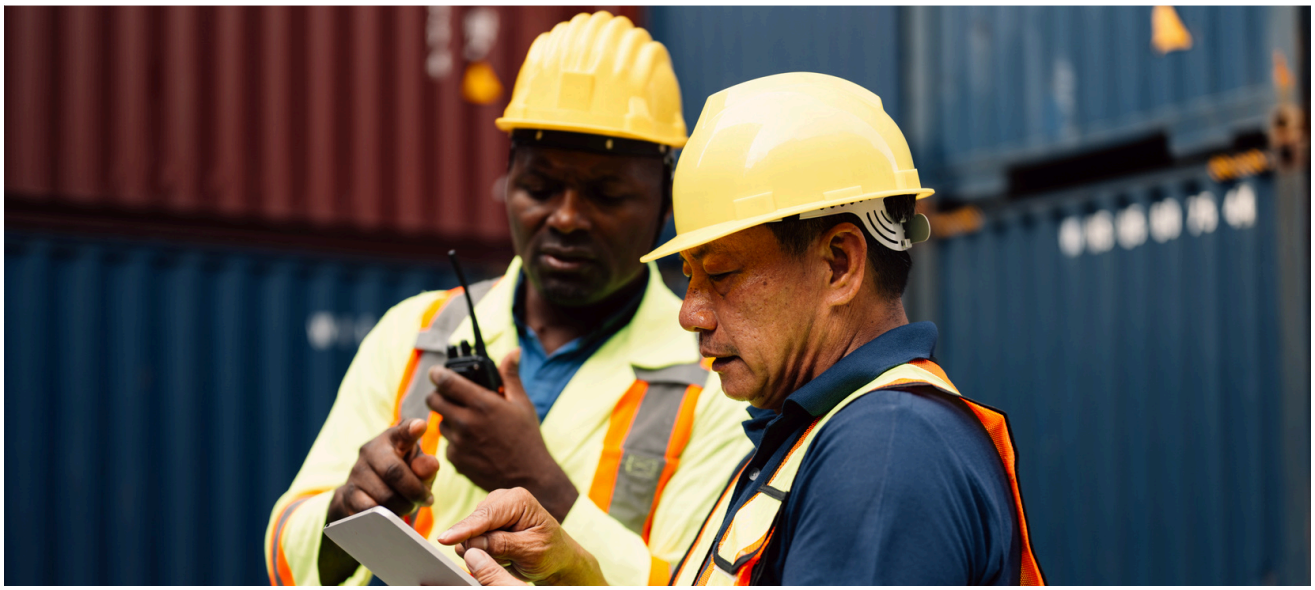
Economic Impact	Results Reported Dec 31, 2025	Cumulative Target March 31, 2028	Cumulative Target March 31, 2033
Industry Investment Match in Approved & Completed Projects*	1.9**	1.9	1.9
NGen Investments in Approved & Completed Projects	$443.8 million (of which $218.3 million in completed projects)	$480 million	$1 billion
Total Innovation Investments in Approved & Completed Projects	$1,165.5 million (of which $534.3 million in completed projects)	$1.3 billion	$3 billion
Revenue Generated (Total Direct & Indirect GDP)***	$8.2 billion	$15 billion	$25 billion
Jobs Created/Sustained***	4,187	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, 2025.*



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 2026-2027

NGen's priorities for 2026-2027 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 by pursuing new opportunities for project funding and non-project related revenue.
2. Expand funding opportunities for Technology Leadership projects to accelerate the adoption and commercialization of transformative technology solutions in manufacturing aligned with government policy priorities in Industrial AI, security and defence, innovative industrial homebuilding, and infrastructure procurement.
3. Take the lead in defining and promoting a forward-looking Advanced Manufacturing Strategy for Canada emphasizing NGen's impacts in leveraging industrial investment, scaling SMEs, and driving economic growth.
4. Leverage our connections and the technology solutions of our project partners and other members to accelerate productivity improvements in Canada's manufacturing sector, improve supply chain resiliency, support strategic procurement, and generate new revenue opportunities for NGen.
5. Develop initiatives to help Canada's advanced manufacturing companies realize new international business and investment opportunities, including continued participation at Hannover Messe and other signature events like NGen's own New, Now, Next (N^3) solutions showcase.

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 security and defence, climate change, environmental sustainability, health care, as well as food, water, and housing insecurity is becoming more pressing than ever.

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 18,000 corporate members and individual experts along with 34 advanced manufacturing clusters with the purpose of fostering innovation partnerships and creating 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 at more than 37x 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.

NGen has been awarded $554.4 million in funding through the Government of Canada's Global Innovation Clusters program. Since 2018, Global Innovation Clusters (GIC) funding from Innovation, Science, and Economic Development Canada (ISED) 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.

We have expanded our sources of public and private funding significantly over the past seven years. In addition to direct funding from the Global Innovation Clusters program and the industry investments we have been able to leverage for eligible project costs, NGen has also raised funding from ISED's Homebuilding Technology and Innovation Fund, the Pan Canadian AI Strategy (PCAIS), National Quantum Strategy (NQS), and Canadian Genomics Strategy (CGS) programs, the Canadian Space Agency (CSA), Employment and Social Development Canada (ESDC), the National Research Council's Industrial Research Assistance Program (IRAP), as well as other industry and non-industry contributions to our Ecosystem initiatives and operating budget.

Since 2018, NGen has raised $613,090,793 in direct funding from public and private sources and leveraged an estimated additional $710,356,562 in industry investments in Technology Leadership projects. Total funding committed to projects and Strategic Ecosystem initiatives has amounted to $1,249,125,908 to date. Another $105,341,494 has gone toward covering NGen's operating expenses.

As of the end of the 2025-2026 financial year, NGen is capable of covering all of the $81.4 million in operating expenditures we are forecasting for the five-year period ending March 2028. We are now working to strengthen our position as a financially sustainable business beyond that date.

In 2025-2026, we undertook to enhance support for our Technology Leadership projects and Strategic Ecosystem initiatives by raising an additional $25 million in funding, securing $3 million in non-project-related industry contributions, and managing 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.

In March 2025, NGen concluded an agreement with ISED for $15,000,000 in new PCAIS funding. In November, our contribution agreement was amended to provide for an additional $4,448,168 in PCAIS funding. We received $500,000 from NRC-IRAP in 2025-2026 as a renewal of our Additive Manufacturing Demonstration Program. We are on track to raise $3 million in industry sponsorships and fees, primarily for participation at Hannover Messe and N3 scheduled in March and April 2026. Project, Ecosystem program, and operating expenditures are being managed to budget.

Government funding will continue to play a pivotal role in NGen's ability to leverage industrial investment and support Canada's advanced manufacturing sector. We have demonstrated how NGen can act as an effective delivery partner for federal funding programs – and we intend to continue to do so, aligning our initiatives with the Government of Canada's policy priorities.

In 2026-2027, NGen will aim to improve our financial position by:

- Raising at least $50 million in additional public and private sector funding for Technology Leadership projects and Strategic Ecosystem initiatives.
- Maintaining our target of $3 million in non-project-related revenue.
- Continue to manage our projects and programs to minimize any lapses in project funding and ensure we can meet future project funding obligations.

Funding Raised by NGen April 2018 - December 2025					
Funding Source	**Time Period**	**Contribution from Funding Source**	**Industry Contributions to Eligible Project Costs**	**Total Investments in Projects, Ecosystem Initiatives, and NGen Operations**	**Contribution to NGen Operating Expenses**
GIC Phase I	2018-2024	$249,765,127	$288,449,254	$538,214,381	$31,732,409
GIC Phase II	2023-2028	$192,153,038	$236,658,653*	$428,811,691*	$21,617,217
GIC Phase II (Homebuilding Technology & Innovation Fund)	2024-2027	$50,000,000	$83,146,695*	$133,146,695*	$5,625,000
PCAIS	2022-2027	$49,448,168	$81,459,209*	$130,907,377*	$6,750,000
NQS	2023-2028	$7,000,000	$8,522,025*	$15,522,025*	$787,500
CGS	2025-2031	$5,897,000	$8,897,000*	$14,794,000*	$663,413
CSA	2023-2026	$1,303,740	$1,216,482*	$2,520,222*	$127,225
ESDC	2022-2024	$19,531,373	$327,287	$19,858,660	$1,564,457
NRC-IRAP	2018-2027	$1,866,619	$1,679,957*	$3,546,576*	$348,605
Direct Industry Contributions	2018-2025	$36,125,688*	-	$36,125,668*	$36,125,668*
Other Non-Industry Contributions (excluding interest)	2018-2025	-	-	$31,020,087	-
Total Revenue	**2018-2028**	**$613,090,753***	**$710,356,562***	**$1,354,382***	**$105,341,494**

* *Estimated*

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.

In 2025-2026, NGen made it a priority to fully commit all GIC and PCAIS funding available and complete contracting for all PCAIS, homebuilding, and GIC base-funded projects.

Over the past year, NGen launched two calls for project proposals related to:

- The adoption of AI in manufacturing, for funding under the PCAIS program. We received 56 initial applications with a funding ask of $103.4 million. Of those, 37 proposals with a funding request of $68.3 million were evaluated by independent industry experts. Nine project proposals were selected for funding, of which five were contracted by the end of 2025. They accounted for $19.9 million in NGen-administered PCAIS funding with total project investments of $49.0 million.
- New advanced manufacturing technology solutions, for funding under the GIC program. We received 114 initial applications with a funding ask of $212.8 million. Of those, 79 proposals with a funding request of $159.7 million and total potential project investments of $412.0 million were evaluated by independent industry experts. Twenty project proposals were selected for funding and are currently being contracted. They account for $42.7 million in NGen-administered GIC funding with total project investments amounting to $113.1 million.

All our available PCAIS and GIC funding, as well as our CGS funding target for 2025-2026, has now been fully committed. As of the end of 2025, there are four PCAIS projects that have yet to be contracted while all homebuilding and GIC based-funded projects have been contracted and are underway.

Funding commitments in 2025 bring the total amount of investment approved for NGen's Technology Leadership projects since 2018 to $443.8 million. Our overall funding portfolio consists of 281 projects involving 652 industry partners including 577 small and medium-sized enterprises with fewer than 500 employees (SMEs). Our investments are on track to leverage an additional $722.7 million in industry contributions to generate $1,166.5 million in total project spending.

NGen Technology Leadership Project Portfolio as of December 31, 2025

Funding Stream	Number of Approved Projects	Number of Contracted Projects	Number of Completed or Closed Projects	Industry Partners	SME Partners	NGen Funding	Total Estimated Investment
GIC Phase II	73	53	7	183	165	$175.1 M	$494.9 M
Advanced Manuacturing	17	17	5	48	41	$33.3M	$95.0M
EV Value Chain	5	5	0	10	8	$13.0M	$36.9 M
Sustainable Manufacturing	14	14	0	32	27	$39.4M	$115.2M
Advanced Manufacturing Homebuilding	15	15	2	43	43	$43.9M	$127.1M
AI for Manufacturing	2	2	0	4	4	$2.7M	$7.8M
Advanced Manufacturing Technology	20	0	0	46	42	$42.7 M	$113.1M
PCAIS	32	28	7	76	61	$45.8M	$127.2M
Quantum	4	4	0	9	9	$5.6M	$14.1M
CSA	7	7	7	14	14	$2.3M	$4.7M
Total Projects since 2023	**116**	**92**	**21**	**282**	**249**	**$228.7 M**	**$641.1 M**
GIC Phase I	165	165	165	368	328	$215.1M	$525.4M
TOTAL all Projects	**281**	**257**	**186**	**652**	**577**	**$443.8 M**	**$1,166.5 M**

Our portfolio of Technology Leadership projects funded since 2023 consists of 116 projects involving 282 industry partners, including 249 small and medium-sized enterprises. One hundred sixteen of those projects have been contracted; 21 have been completed and closed, and 95 are currently underway. We have committed $228.7 million in funding to those projects since the end of March 2023, generating an estimated $422.4 million in additional industry contributions, and bringing the total value of project investments up to $641.1 million.

It will be a priority for NGen to enhance funding opportunities for Technology Leadership projects in 2026-2027. To that end, we intend to focus on projects that align with Canada's strategic priorities in defence, innovative homebuilding, and the development and adoption of Artificial Intelligence to boost productivity performance and drive economic growth.

Specifically, NGen will aim to:

- Develop a program to support the application of advanced technologies to improve the productivity performance and sovereign supply chain resilience of Canada's defence sector, including the establishment of advanced manufacturing consortia for rapid production scale-up of critical products, advanced materials, and Arctic-hardened systems. We will look to leverage industrial investment from the Industrial Technology Benefits program as well as federal defence procurement funding for this initiative.
- Expand our support for innovative homebuilding projects to accelerate the rate of industrial homebuilding in Canada, lower construction costs, increase productivity, and reduce waste and emissions in the homebuilding sector.
- Launch a program to accelerate the adoption and productive use of industrial AI in manufacturing. Industrial AI differs from the large language models that characterize general digital AI applications. Industrial AI involves the integration of AI with physical equipment. Its use by industry involves a range of auxiliary technologies including sensors, vision systems, segregated networks, operating software, edge and cloud computing, as well as robotics, automation systems, and other types of smart equipment in which AI is embedded. The requirements for successful industrial AI deployment as well as the limitations and risks that need to be mitigated in integrating AI with equipment and personnel on the factory floor are more complex as well. The development of innovative AI-enhanced physical systems is also an opportunity for Canadian technology leadership, extending our expertise in foundational AI research and technology development to AI systems that can reflect human-like behaviour in applications like autonomous robots, vehicles, and automation controls.

Strategic Ecosystem Initiatives

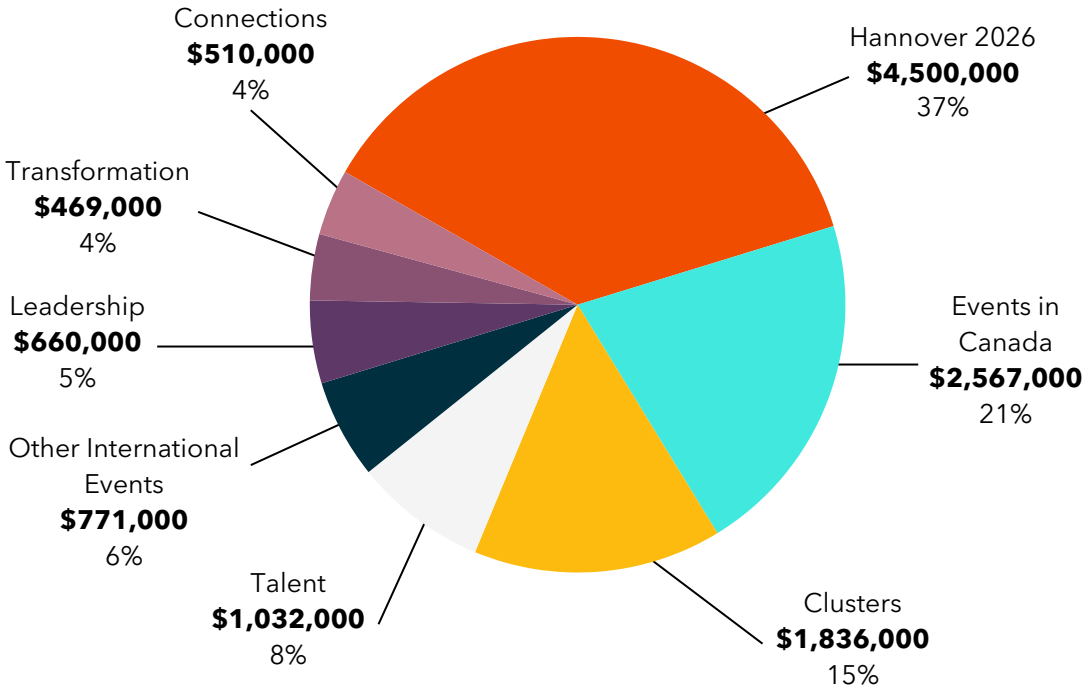
NGen has approved $41,125,845 in Strategic Advanced Manufacturing Ecosystem initiatives since 2023, funded from our Phase II GIC Contribution Agreement with ISED.

Utilizing that funding, we aim to enhance NGen's leadership role as a National Force, Driver of Growth, Creator of Networks, and Catalyst for Skills Development in Canada's advanced manufacturing sector by:

- Facilitating 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.
- Developing and widely communicating our analysis of technology and market trends in advanced manufacturing to inform our members as well as policy makers.
- Enhancing connections and deepening 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.
- Supporting 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.
- Building 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.
- Enhancing existing workforce education and training programs for manufacturing. 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.
- Promoting 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 managed 61 different Ecosystem initiatives with a funding commitment of $11,919,242. We saw 12 initiatives for which we had committed $641,615 through to completion. We continue to support 49 initiatives with funding commitments of $11,277,627 and expect these initiatives to complete in 2026.

NGen Funding Committed to Strategic Ecosystem Initiatives 2025-2026



NGen has now fully committed our current Ecosystem budget. Going forward, we intend to continue to support new Strategic Ecosystem initiatives by:

- Raising at least $5 million in new funding and industry contributions for specific initiatives, particularly for NGen events and participation in international technology shows like Hannover Messe.
- Developing fee-for-service programs to support our networking and collaboration, advanced manufacturing transformation, promotional, strategic leadership and industry intelligence initiatives.
- Working with partner organizations to raise funding for skills development and youth attraction.
- Allocating 5% to 10% of new project funding to Ecosystem support.

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 in Canada. 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 is becoming more important than ever given the geopolitical and economic risks facing Canada over the coming years.

In NGen's Corporate Plan for 2025-2026, we undertook to:

- Provide strategic insights on emerging trends in advanced technologies and their implications for Canada's advanced manufacturing sector. To that end, we published position papers on strategic opportunities for Canada in humanoid robotics, Industrial AI, Canada's quantum ecosystem, and scaling robotics technologies. We also commissioned studies on the current level of digital skills in Canada's manufacturing sector, correlating skills and manufacturing productivity performance, the productivity performance of Canadian and Quebec manufacturing sectors, and barriers to technology investment in manufacturing.
- Position NGen as an expert advisor on advanced manufacturing with the federal government. Over the course of the past year, we provided input into both the refresh of Canada's AI strategy and the development of Ontario's AI strategy, focusing specifically on challenges and opportunities related to the adoption of Industrial AI. NGen partnered with ESDC to convene a meeting of industry, labour and academic leaders, as well as representatives of skills development organizations, to discuss the potential role of a new advanced manufacturing skills alliance. We worked closely with Housing and Infrastructure Canada to advise on challenges in Canada's industrial homebuilding sector in preparation for the establishment of Build Canada Homes. NGen also provides direct input into the National Research Council's Electric Vehicle and Advanced Materials working groups as well as senior officials at the Federal Economic Development Agency for Southern Ontario, Ontario and Quebec Ministries of Economic Development, and ISED on a regular basis. NGen is also a founding member of the Toronto Business Council and Toronto Advanced Manufacturing Council.

- Educate public sector and business leaders about next generation manufacturing technologies and strategic opportunities for strengthening Canada's advanced manufacturing sector. NGen participated in 90 speaking events across Canada between April 1st and December 31st, 2025. We also organized and participated as keynote presenters and panelists at eight international events, including:
    - Hannover Messe 2025 where NGen organized 234 presentations and innovation workshops on five stages at the fair.
    - The Organization for Economic Cooperation and Development's (OECD's) Working Party for Technology Innovation Policy discussions on advanced manufacturing clusters and AI adoption. 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.
    - TCI Global Cluster Conference in Ireland.
    - Advanced manufacturing presentations at EMO (the world's largest technology show for machine tools and metalworking) and Automatica/Photonics/World of Quantum events in Germany.
    - Webinars with Canadian trade commissioners.

  NGen provided financial support for ten events from our Ecosystem budget, including Hannover Messe 2025 and our upcoming New Now Next (N3) summit, which allowed us to organize, make keynote presentations, and support the participation of other speakers at those events.

- Inform our members about critical issues in advanced manufacturing and emerging market opportunities. NGen hosted 22 webinars and podcasts between April and December 2025 on issues ranging from Industrial AI and emission reporting to how to make the most of business and innovation partnership opportunities arising in the EU and other important markets for advanced manufacturing technologies. In January 2026, we launched a series of webinars focusing on what companies need to do to enter into the defence market. The webinars focus on practical issues like market orientation, business model fit, role clarity, and how the defence ecosystem actually behaves, in addition to the qualifications that companies require in the sector.
- Increase our web traffic and media presence through the course of the year to promote Canadian advanced manufacturing capabilities, ecosystem, and NGen's economic impact. During the first three quarters of 2025-2026, NGen published 66 video assets on our website and social media channels including 22 livestreams, 23 videos, one podcast, and 21 webinars. They helped us record 870,472 engaged website visits, 360,667 social media impressions, and regular media coverage of more than 16 million viewers according to our external media tracker.

In 2026-2027, NGen will continue to provide strategic insights to our members, policy makers, and general audiences across Canada and internationally. More specifically we will aim to:

- Finalize and publicize the analysis we have commissioned on strategic trends in advanced manufacturing via our website, webinars, and social media.
- Continue to provide expert insights to policy makers, especially with respect to Canada's strategic priorities concerning security and defence, innovative industrial homebuilding, Industrial AI, quantum technologies, genomics and biomanufacturing, and advanced materials, as well as opportunities to strengthen Canada's industrial productivity performance and supply chain resiliency.
- Organize and participate as speakers in key events in Canada and internationally, including Hannover Messe 2026.
- Increase our media reach even further.

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 2025-2026 we made it a priority to showcase Canada's advanced manufacturing capabilities at key international trade shows like Hannover Messe where Canada was the partner country, as well as at NGen's N3 summit which will be held in Toronto at the end of March 2026.

NGen took the lead in organizing Canada's industrial presence at Hannover Messe 2025. Along with ISED, NGen co-chaired the governance committee that led the planning for Team Canada's presence at Hannover Messe 2025. We worked along with other government partners like Global Affairs Canada, Invest in Canada, Deutsche Messe (the company that manages the fair), and the Canada-German Chamber of Commerce to ensure the event was a success.

NGen was responsible for the recruitment of exhibitors and visiting delegates, the design and construction of exhibition space, the speaking program, communications and marketing, as well as Canada's cultural contributions at the fair. We also provided exhibitors with matching reimbursements for eligible logistics costs as an incentive for participation. Our efforts were supported by $3.5 million in funding from NGen's Strategic Ecosystem initiatives budget, an additional contribution of $15 million from ISED on behalf of the Government of Canada, and another $2.4 million in contributions from industry.

Over 1,000 Canadians participated at Hannover Messe which took place from March 30th to April 4th, 2025. Highlights from the fair can be viewed at https://www.youtube.com/watch?v=F1pQxMzV4s0.

Canada was represented at the fair by 244 exhibitors and 285 individual delegates. There were 312 companies that took part, including 173 exhibitors, 139 delegates, and 14 start-ups. Team Canada's business delegation was led by NGen Chair Linda Hasenfratz. They were joined by:

- Germany's Chancellor, Economics Minister, and the Minister-President of Lower Saxony.
- The Prime Minister's Special Envoy Stéphane Dion.
- The premiers of Quebec and Saskatchewan.
- Three Canadian ambassadors
- Two provincial Ministers.
- 25 senior federal and provincial officials.
- Exhibits and delegations for all ten provinces.
- 20 universities.
- 10 colleges.
- 11 research organizations.
- 18 secondary and college students.
- 54 Canadian economic development and investment organizations.
- 38 Trade Commissioners.
- All of Canada's Global Innovation Clusters.

NGen provided 5,000 square metres of exhibition space, with six pavilions showcasing leading-edge research, automation and robotics, AI and other digital solutions, hydrogen technologies, sustainable manufacturing, and investment opportunities in Canada. We organized 18 special events at the fair, including business receptions, media conferences, the Canada-Germany Business Summit, and Woman in Manufacturing Summit. We provided 233 speaking opportunities for exhibitors and Canadian business leaders and conducted 73 official tours of our pavilions.

NGen was proud to host ten students from Sir Frederick Banting Memorial Secondary School's Robotics Club in Alliston, Ontario whose robotic hockey goalie highlighted the advanced manufacturing skills of Canada's next generation of innovators, challenged international and Canadian visitors alike to try a shot on net, and most important of all provided the students with a fabulous opportunity to witness and learn about leading advanced manufacturing technologies from around the world. We were also excited to host a mechatronics contest involving Festo Germany's best apprentice team along with teams representing Humber College, Conestoga College, and the Southern Alberta Institute of Technology in Canada.

Canada excelled at Hannover Messe 2025. Canadian companies won the international award for the best robotics solution at the fair – congratulations to Maple Advanced Robotics and their NGen-supported project! – as well as recognition for the best start-up, female entrepreneur of the year, and winner of the mechatronics contest that went to the team from Humber College.

Hannover Messe 2025 was also an ideal venue for international business ventures. Ten new investment deals were announced at the fair. Forty-eight investment pitches were made by Canadian economic development organizations, 28 by Canadian start-ups, and 12 by Canadian universities, colleges, and research organizations. There were 777 international business-to-business meetings facilitated by NGen and Canadian Trade Commissioners over the course of the week.

The international attention drawn to Canada's advanced manufacturing capabilities was unprecedented. Over 260 media outlets around the world covered Canada's presence at HM25. According to our media monitors, NGen's own website, LinkedIn, and Instagram accounts generated 52,000 impressions. Our paid media and marketing placements generated 2.2 million impressions. And earned media before and after the event generated over 12 million impressions.

Initial feedback from Canadian exhibitors and visiting delegates was also very positive:

- 98% of exhibitors generated promising leads at the fair, with 81% rating their leads as either good or high quality.
- 61% of exhibitors rated the quality of networking opportunities as excellent, 26% rated them as good, and 13% as fair.
- 90% reported that they had identified new partnership opportunities, 62% new sales opportunities, and 12% new investment opportunities.
- 86% of delegates reported that they had generated promising sales, investment, and partnership opportunities as well.
- Exhibitors gave their participation at HM25 a net promoter score of 66.
- Delegates scored HM25 with a net promoter score of 62.

In a follow-up survey conducted in January 2026, 135 corporate exhibitors (78% of the total) were interviewed. Of that number 85 companies reported positive outcomes because of their participation at the fair, with $224 million to $264 million in direct sales, indirect sales generated from new supplier or innovation partnerships, and investments estimated to date, while 31 said that they expect leads to generate more business in the future.

Over the past year, in addition to Hannover Messe and N3, NGen also facilitated the participation of NGen members and project partners at EMO in Hannover, Germany, the Canadian Manufacturing Technology Show in Toronto, Advanced Design and Manufacturing Show in Montreal, Western Canadian Manufacturing Technology Show in Calgary, Source Canada Investment event in Toronto, and the Quantum Days and Quantum Now conferences in Toronto and Calgary respectively.

In 2026-2027, NGen will make it a priority to continue to promote Canadian advanced manufacturing capabilities and NGen projects. We will aim to:

- Organize a showcase for Canada's advanced manufacturing capabilities at Hannover Messe 2026 that achieves an "exceptional" net promoter score and attracts international acclaim. We plan to lead a delegation of more than 100 exhibitors and 50 visitors to the fair, organizing exhibition space in three pavilions highlighting Canadian automation, robotics, industrial AI, and other digital technologies.
- Work with Global Affairs Canada and ISED to provide financial support that will allow us to showcase Canadian advanced manufacturing capabilities at other international technology shows.
- Promote NGen projects and the advanced manufacturing capabilities of our members to manufacturers, other industrial customers, and investors across Canada through a B2B portal on our website which will highlight technology use cases and provide discounted access for our members.
- Enhance our media campaign to promote Canadian advanced manufacturing capabilities across Canada and internationally.

Project Commercialization

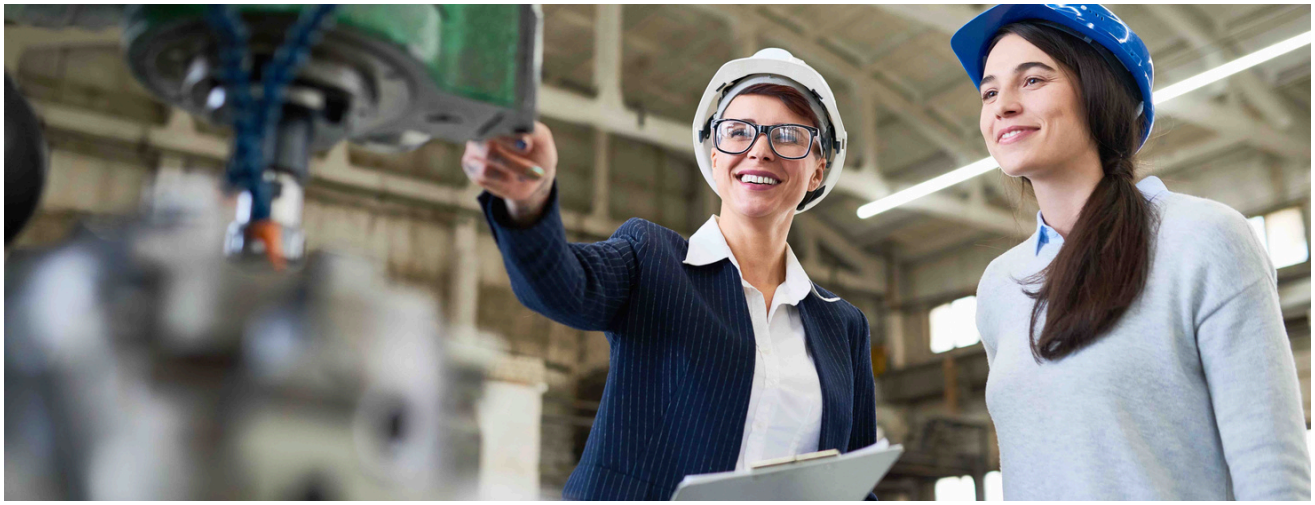
In our Corporate Plan for 2025-2026, NGen committed to working with project partners, and NGen members generally, to facilitate the successful commercialization of their advanced manufacturing solutions within Canada, as well as in international markets and supply chains.

In addition to what we have done to showcase Canadian companies at key technology shows, NGen has worked with all project partners to develop strategies for IP protection and commercialization. By December 2025, we had helped develop 228 IP commercialization plans, creating 1,258 new IP assets, 522 of which have been licensed to other NGen members.

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. Over the past year we supported our project alumni by highlighting them at Hannover Messe and N3, inviting them to participate in executive training sessions, providing them templates and running workshops to assist in securing scale-up investments, and for those that requested them developing video assets that they can use in the marketing and investment attraction efforts.

In 2026-2027, NGen will:

- Enhance our commercialization support for NGen project alumni.
- Provide strategic advice to project partners as well as to NGen members about IP protection and commercialization.
- Provide advisory services to our members related to AI governance and cybersecurity management.
- Develop new initiatives to help Canada's advanced manufacturing companies realize international business and investment opportunities.
- Build more collaborative partnerships with funding partners, international organizations and investors to access new business opportunities outside Canada, including with Global Affairs' Canadian International Innovation Program, Horizon Europe, Eureka.



Connections, Clusters and Collaboration

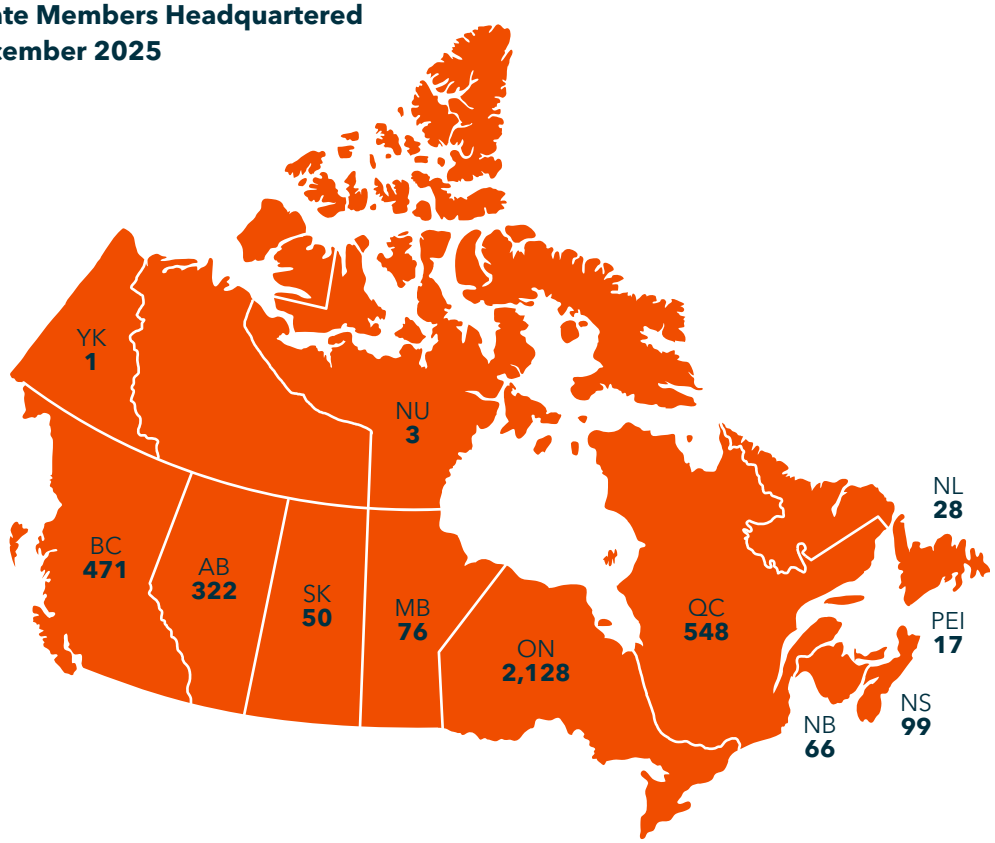
NGen creates opportunities for innovation partnerships, supply chain development, and business growth through connections that we build with and among our members and partner organizations across Canada's advanced manufacturing ecosystem. Our membership is composed of manufacturers, technology providers, 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 our ecosystem. However, we do ask members to register in our database, identifying the contributions they make to advanced manufacturing in Canada. 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. Growing NGen corporate membership is a constant priority objective for us because it expands the reach we have across our ecosystem, fills our project and services pipeline, increases the potential for business-to-business collaboration, and broadens the scope of companies and other organizations sharing industrial intelligence.

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 and collaboration among advanced manufacturing clusters across Canada. Clusters supported by the program are members of NGenCAN, a cross-Canada advanced manufacturing network focused on collaborative initiatives 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 2025 -2026, NGen undertook to:

- Grow our membership to more than 12,000, including 5,000 corporate members as well as individuals. At the end of December 2025, our membership stood at 13,230, including 4,891 corporate members and 8,339 individual experts and researchers. NGen now has domestically headquartered corporate members in every province and two territories across Canada, as well as 163 international companies.

NGen Corporate Members Headquartered in Canada December 2025



- Organize collaboration events involving over 500 members. Over the past nine months, we have organized four collaboration events following calls for project proposals related to our Industrial AI and Advanced Manufacturing Technology challenges. The events, held in English and French, attracted 795 participants.

- Expand the number of organizations on NGen Connect, our online capability matchmaking platform, to 8,000 and develop new collaboration services based on the site. At the end of last year, there were 7,239 companies and other organizations ready to be listed on the site in our next refresh scheduled in the first quarter of 2026. Our NGenConnect platform is publicly available through NGen's ResilienceHQ portal. It is being used to identify advanced manufacturing capabilities on the part of research organizations, technology providers, and manufacturers across Canada to identify potential customers, suppliers, and innovation partners. Between April and December 2025, there were 3,698 engaged site visits to NGenConnect. The platform is also being used to automate Health Canada's list of over 5,000 approved manufacturers and suppliers of pharmaceutical and health care products – an Ecosystem initiative that NGen is carrying out in partnership with the Supply Chain Advancement Network in Health, a community of practice dedicated to strengthening Canada's supply chain resiliency for health care products.

- Support the successful completion of advanced manufacturing cluster projects funded by NGen and expand our NGenCan network to 40 clusters. NGen is currently supporting Ecosystem initiatives involving 18 technology and regional manufacturing clusters across Canada. The initiatives vary from cluster start-up to industry analysis, research, and business planning, to the development of tools and programs to support cluster members adopt new technology, commercialize technologies, as well as initiatives to develop new international business opportunities, including participation at N3 and Hannover Messe and other cluster-hosted events in Canada and internationally. Thirty-four clusters have formally joined the NGenCan network to date.

In 2026-2027, we intend to:

- Continue to grow our corporate membership, with a target of 5,500 corporate members for the year.
- See our cluster projects through to completion and increase NGenCan memberships to over 40 clusters.
- Develop an affiliated network of economic development organizations, chambers of commerce, and academic and research organizations that can broaden our knowledge of manufacturers, advanced manufacturing technology providers, research initiatives, and skills development programs across Canada.
- Enhance the services NGen offers to support and facilitate collaboration among clusters, including shared event calendars and promotional opportunities, a central site to publish analysis and reports on industry trends, information about funding programs, incoming and outgoing trade missions, and policy consultations related to advanced manufacturing technology issues of common interest, and discussion fora to allow clusters to share intelligence and best practices.
- Expand participation in NGenConnect to increase the visibility of advanced manufacturing capabilities and provide companies as well as government policy-makers and procurement organizations with up-to-date detailed information that can assist them in identifying potential customers, suppliers, and innovation partners across Canada.

Education and Talent Attraction

Given Canada's strengths in research and technology, the rapid pace of technology change, the importance of technology adoption to improve the productivity and competitiveness of manufacturers, and the likelihood that over a quarter of Canada's advanced manufacturing workforce will retire over the next ten years, it is more important than ever to attract more young people, highly qualified personnel, equity-deserving groups, and recent immigrants into careers in the sector.

In 2025-2026, NGen undertook to:

- Continue our support for partner organizations that can help attract more young people into careers in advanced manufacturing. Our goal was to exceed 500,000 engaged social media visits over the course of the year to learn about advanced manufacturing, the benefits it provides to Canada, and educational paths to enter careers in the sector. To that end, we supported the Student Commission of Canada's Take our Kids to Work Campaign, providing educational materials and social media assets that helped engage 434,046 students through online programs and social media along with an additional 1,146 visits to advanced manufacturing sites. We also provided support to Youth Culture and ChatterHigh, both programs aimed at exciting students and involving them in interactive educational activities related to advanced manufacturing.
- Continue our support for the Martin Family Initiative (MFI) that provides manufacturing entrepreneurship and financial literacy courses to schools and Indigenous students across northern Canada. We renewed our Ecosystem funding support for MFI in 2025. We are on track to achieving our objective of enrolling 2,000 Indigenous students from across Canada in these courses by the end of March 2026.
- Engage students in international advanced technology showcases and exchanges. In 2025, NGen organized the participation of the Sir Frederick Banting High School robotics team and three mechatronics teams from Canadian polytechnics at Hannover Messe. We also organized a joint educational program for Canadian and German manufacturing engineering students in Germany, involving a visit to the EMO machine tool show, in September.
- Explore new opportunities to attract highly qualified advanced manufacturing talent to Canada. At the end of 2025, NGen awarded $300,000 in Ecosystem funding to two initiatives that aim to attract talent in the field of genomics and gene and stem cell therapies to Canada, taking advantage of the highly uncertain conditions currently facing health care research in the United States.

In 2026-2027, NGen will continue to support advanced manufacturing education and skills attraction initiatives. Our Ecosystem programs running during the year include MFI, ChatterHigh, Youth Culture, and Genomics initiatives. We will also work with our partners to raise additional funding to support student engagement in international events and Take our Kids to Work 2026.

Transformation Leadership

Effective industry leadership and innovation management are vital in securing and growing a globally competitive advanced manufacturing sector in Canada. Transformation leadership has become even more important for Canada in light of US tariffs to enable Canadian manufacturers and technology companies to take advantage of new business opportunities opening in international markets and in the fields of defence and infrastructure procurement.

The imposition of US tariffs on imports from Canada has, like nothing else, created an impetus for Canadian manufacturers and technology providers to find new customers, suppliers, innovation partners, and investors in markets outside the United States, including within Canada itself. Many are looking to pivot into new product lines to take advantage of commercial opportunities by displacing imports from the United States. And, while companies are trying to conserve cash, many are also looking to adopt advanced digital and automation technologies to improve processes, reduce costs, and maintain competitiveness. We have seen record applications for project funding over the past year and have built a significant pipeline of high-quality projects for future funding.

In terms of other Ecosystem support, NGen moved rapidly to set up our ResilienceHQ hub which can be accessed at https://www.ngen.ca/resilience-hq. The hub provides very practical information like a comprehensive list of all goods imported from the United States, the latest intelligence about US tariffs and Canada's response, links to ISED's Trade Data online, as well as to information about how companies can apply for tariff relief and what they need to do to comply with the Canada-US-Mexico Agreement rules of origin. ResilienceHQ also provides access to NGenConnect, our AI-enabled tool that allows users to search for advanced manufacturing capabilities.

Over the past year NGen has also surveyed participants at Hannover Messe as well as our cluster partners and project alumni to identify the needs of companies looking to expand their business in new domestic and international markets. In addition to identifying potential customers, suppliers, innovation partners, and investors, as well as the IP commercialization plans that NGen helps our project partners develop, we heard that SME manufacturers are looking for hands-on support in identifying appropriate business and investment opportunities in line with their business strategies and capabilities, developing technology adoption and business development implementation plans, understanding the standards, certifications, and regulations required to enter into new markets or product lines, and accessing services and funding to support their business transformation objectives.

In response, we have partnered with support organizations and individual experts within our membership to provide consulting services to our project partners and members. We are developing an online services portal that gives members access to NGen qualified technology solutions, use cases, and consulting services. NGen has also provided funding to advanced manufacturing clusters like AI4M and the Canadian Robotics Council to develop repositories of use cases that we will amplify through our website and social media.

In 2026-2027, NGen will aim to:

- Leverage our connections and the technology solutions of our project and cluster partners as well as other members to support business transformation and growth opportunities for SME manufacturers and advanced technology providers.
- Highlight technology use cases on our member portal to show not only how advanced technologies can benefit manufacturers but also the practical requirements for successful implementation and integration in production and business processes.
- Develop new initiatives and partnerships to help Canada's advanced manufacturing companies realize potential international business and investment opportunities.

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 in the European Union, United Kingdom, Japan, Singapore, South Korea, India, and Taiwan.

NGen is working to enhance Canada's profile internationally as home to innovative advanced manufacturing solutions. 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 Organization for Economic Cooperation and Development'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 develops media assets and provides 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. We also help to host incoming business delegations sponsored by international investment agencies, embassies, and consulates across 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, Industrial AI, 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 in identifying potential innovation partners, customers, suppliers, investment, and talent attraction opportunities.

In 2026-2027 NGen will continue to enhance our role on the international stage, focusing on developing business opportunities for our project partners and members in markets outside the United States. We will:

- Leverage opportunities arising from Canadian participation at Hannover Messe and other international trade shows.
- Assist our project partners in developing international commercialization plans.
- Connect NGen members and project partners with organizations that can help them secure new customers, suppliers, innovation partners, and investors in international markets.
- Leverage NGenCan and our international cluster connections to connect our members with potential innovation partners.
- Leverage Horizon Europe, Eureka, Economic Development Canada, Trade Commissioners, and other supports from Global Affairs Canada.
- Promote our strategy and activities internationally as an effective model for technology innovation policy.

Buy Canadian Strategy

NGen encourages our project partners to source materials, equipment, and services from Canadian suppliers.

NGen reviews any request from a project to ensure that costs incurred outside Canada are justified as essential for project success and cannot reasonably be completed by Canadian vendors.

NGen also requires a detailed description of foreign activities and why they are essential for project completion, together with a justification outlining why the activity cannot be carried out within Canada. Price alone is not an acceptable justification for foreign cost approvals. All justifications are fully documented.

In 2026-2027, we will align new project funding guidelines with the Canadian Government's Buy Canadian Policy. Project evaluations will favour those with higher levels of content, including IP, sourced from Canadian suppliers. Projects valued at or higher than $25 million will be required to source materials from Canadian manufacturers for procurements of $250,000 or more. We will also work closely with ISED and other Global Innovation Clusters to develop a way to enhance Canadian content in our projects.

Intellectual Property Strategy

NGen aims to maximize the commercial value, ecosystem impact, and the economic, environmental, and social benefits of intellectual property generated by 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 posted on our IP Registry hosted on ISED's ExploreIP platform.

We also focus on educating members about the importance of IP, how to protect it, and its role in business development and commercialization strategies. NGen convened two in-person workshops and four webinars for that purpose between April and December 2025. These events attracted 492 participants.

There have been no changes in NGen's IP strategy over the past year.

In 2026-2027 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 will also continue to organize IP workshops and webinars for our members focusing on how IP can be mobilized as a value-adding asset for our members.

We do not foresee any modifications to NGen's IP strategy in 2026-2027.

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 2025	Change from March 2025
IP Strategies developed for project partners	228	+9
Background IP assets contributed to projects	1,287	+72
Background IP assets being shared with project partners	895	+43
Foreground IP assets expected to be created by projects underway	1,258	+60
Foreground IP assets created by projects to date	2,039	+244
IP assets available for sharing or licensing with other NGen members	265	+58
Post-project licenses granted to NGen members	522	+46
New companies created to commercialize IP and solutions arising in projects	57	+2

Data Strategy

Data is a key resource for all enterprises, and technology plays a significant role. Data Governance is essential for identifying and mitigating data-related risks, and for safeguarding organizational assets and reputation. NGen maintains a Data Governance Framework (DGF) that aims 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 increasingly complex laws, regulations, contractual agreements and policies.

The Data Strategy is an integral part of NGen's Data Governance Framework. It 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. The 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, including our Privacy Policy, Terms of Use are posted on our website. 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 employees on a bi-weekly basis. NGen also runs regular workshops for NGen members and other industry participants on cybersecurity. We partner with government and industry experts in cybersecurity to support internal and ecosystem knowledge of cybersecurity in Advanced Manufacturing.

In 2025-2026, NGen enhanced our Data Strategy by formalizing a Data Governance Framework and establishing artificial intelligence governance practices.

In pursuit of our strategy last year, we:

- Completed implementation of a newly formalized *Date Governance Framework*.
- Established artificial intelligence governance practices, including Responsible GenAI Use in the Workplace Guidelines, an AI Enabled Systems Policy and an AI Governance function. To further strengthen AI oversight, NGen created a draft AI Governance Framework (AIGF) that incorporates industry standards (i.e., NIST AI RMF, ISO/IEC 42001), aligns to principles of accountability, transparency and fairness, and integrates governance controls to ensure alignment with organizational values and regulatory requirements.
- Engaged with third parties to strengthen data protection practices, enhance security, governance and compliance controls, and upskill our Data, Information Technology, and Cybersecurity teams prior to deploying internal AI-enabled systems. These initiatives supported the implementation of AI-specific security controls.
- Established AI use case governance and risk tiering to ensure responsible development, deployment and use of AI-enabled systems at NGen.
- Improved NGen's Third-Party Vendor Assessment activities to incorporate AI-related considerations.
- Monitored activities of Canada's newly established Ministry of Artificial Intelligence and Digital Innovation, including the launch of the AI Strategy Task Force. NGen shared feedback relevant to internal operations (accelerating AI adoption, building safe AI systems and upskilling) during the October 2025 public consultation.
- Increased focus on Cybersecurity Awareness, Responsible AI and generative AI (GenAI) training to mitigate security risks, empower AI literacy and support AI adoption.
- Developed NGen Connect, an AI-enabled collaboration platform and solutions centre that facilitates rapid identification of advanced manufacturing capabilities among NGen members and partners.

In 2026-2027, NGen will:

- Integrate the AI Governance Framework as a formal component of the overall Data Strategy.
- Develop new value-added services using the information available in NGen Connect.
- Continue to upgrade cybersecurity defences and secure, govern, and identify risks in the use of AI applications.
- Expand Third-Party Management of data to identify any additional risks related to data management, AI systems and Agentic AI.
- Explore opportunities to simplify and improve efficiency of our internal data architecture and management.
- Assess emerging data privacy requirements for international data and support greater understanding of international cybersecurity compliance requirements for supplying goods to global 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) 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. No changes to these policies were made in 2025.

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 to 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 Statements, 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 2026-2027.

NGen's Board currently consists of 16 directors who are representative of and experienced in a broad range of sectors, including defence, automotive, aerospace, IT and digital technologies, electronics, automation and robotics, solar and wind energy, advanced materials, and health care industries. Two academic observers also participate in our Board meetings representing Canadian universities and colleges.

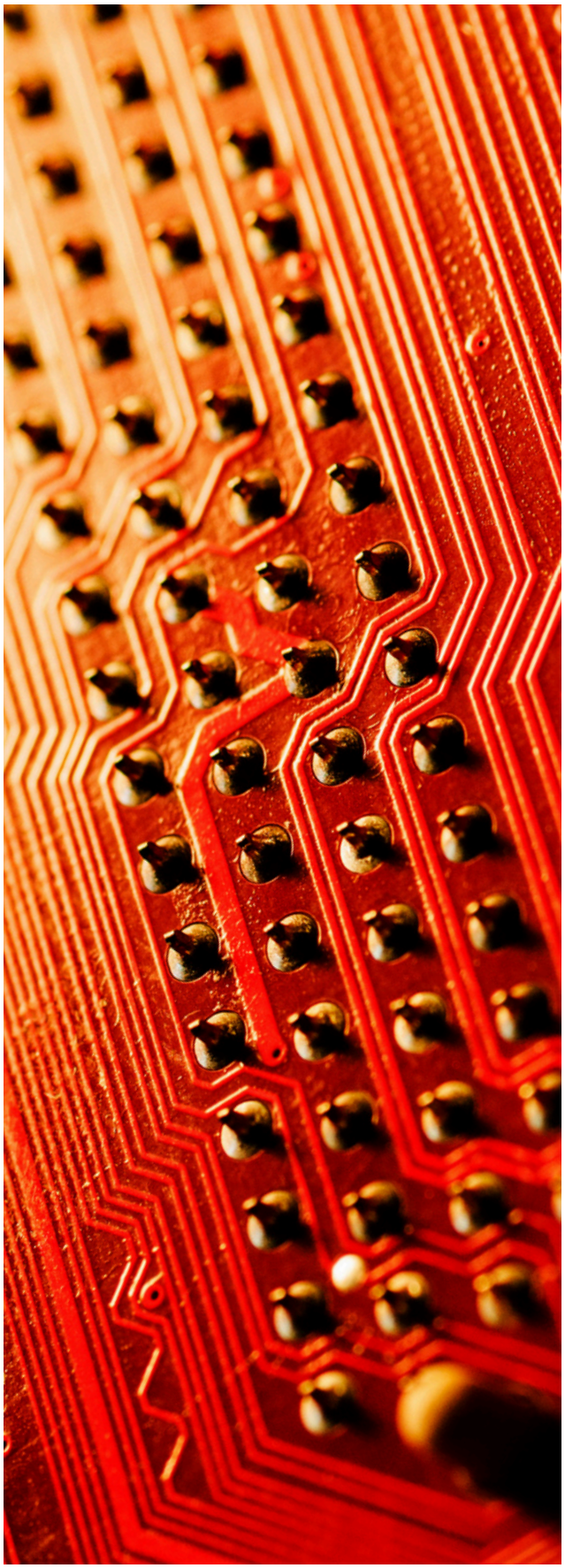
Currently, eight out of NGen's 16 Board members are female, including our Chair. Ten are independent directors. All four members of NGen's Executive Committee, comprised of the Board Chair as well as the chairs of our three Board committees, are female. Four directors are from SMEs, six from larger companies, three from advanced manufacturing associations, and three 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 2025 when one director left the Board and two new members joined. It will be followed again in 2026.

b) Operational Excellence

In 2025-2026, NGen enhanced our policies and procedures related to project funding and financial management:

- We incorporated additional requirements into our processes for evaluating project proposals and monitoring the progress of projects. Specifically, we deepened our financial due diligence procedures and integrated AI risk identification and mitigation requirements into our evaluation and monitoring processes for projects involving applications of Artificial Intelligence.
- We implemented an enhanced review process for funding claims.
- We also commissioned a third-party audit of our entire project management process to verify the integrity and robustness of our procedures and identify potential areas for improvement which we will undertake as required in 2026.



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.

Our goal for the year ahead 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 60 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).

c) 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 includes:

- **Empowering Analytical Thinking and Creativity:** We are prioritizing 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 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 programs into our operations, 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 aim to create an environment where all employees feel respected, trusted, and supported. We 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 aim to strengthen emotional intelligence, cultural accommodation, 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 are working to maintain 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:** With the pace of change accelerating, we have implemented robust change management practices to ensure seamless transitions, align our workforce with evolving goals, and drive long-term sustainability and success.

We aim to position NGen as a future-ready leader, ensuring our people are actively and enthusiastically engaged in supporting our members and shaping the trends of tomorrow.

In 2025, NGen's employees gave our organization an 82.2% score for employee engagement. We are looking to exceed that score in 2026.

Risk Assessment & Mitigation

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:

- A lack of clarity about future funding opportunities. We have built a high-quality project pipeline for future funding and are pursuing a range of funding options from public and private sources. NGen has the financial resources to continue operations up to 2028. Positioning NGen as a critical delivery partner for government will be a priority over the coming year.
- The uncertainty prevalent in Canada's advanced manufacturing sector as a result of US trade actions and the impact that geo-political events are having on international commodity markets, coupled with rising costs for materials, energy, and other inputs, are all slowing project activity and may place some project partners and projects at risk. We are carefully monitoring project progress and helping project partners adjust as required within the scope of their project agreements with NGen. The significant economic and security challenges facing Canada 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.
- 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 have built this assumption into our current project funding portfolio
- Potential liabilities resulting from problems arising from NGen's use of AI or in our project portfolio. NGen has introduced AI governance procedures to notify the Board of any risks arising from AI implementations in which NGen is involved and ensure fiduciary responsibilities of directors are being exercised with due diligence. We have introduced AI risk assessments and mitigation measures into our own AI management processes as well as our project evaluation and monitoring procedures. NGen's Master Project Agreements with project partners indemnify NGen for any losses arising in projects due to AI implementations.
- Cybersecurity threats to NGen and project partners. NGen undertakes regular cybersecurity audits and is continually upgrading cybersecurity protections and staff training. We aim to maintain our cybersecurity certification in 2026. 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.

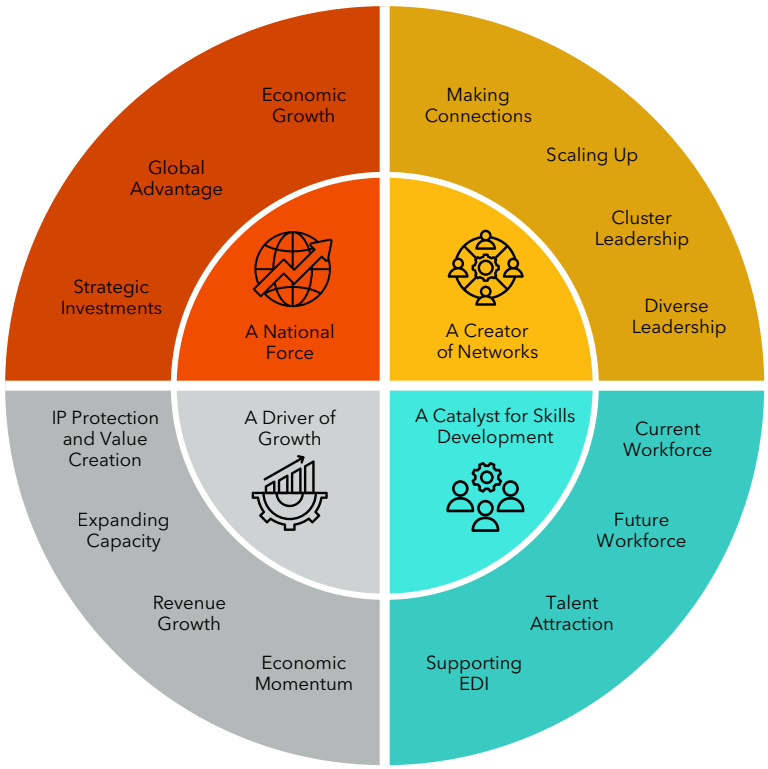
- Managing conflicts of interest. NGen reviewed and strengthened our conflict-of-interest policies and management procedures in 2024. All Board members, employees, and project assessors are required to complete declarations itemizing their involvement with other organizations where actual, potential, 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 different ecosystems in which we operate. The Innovation Cluster Ecosystem Impact Framework (ICEIF) and impacts of the Cluster program are described in more detail at Global Innovation Clusters.

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 performance indicators that NGen employs are listed in the following table with the latest results reported for 2025.

NGen Impact Indicators

Expected Impacts	Performance Indicators	Reported to December 2025
National Force		
- Economic growth - Global advantage - Strategic investments	- Total impact of projects on GDP - Percentage of SMEs project partners - Ratio of industry contributions to NGen funding - Industry investment in and following NGen projects - Number of project partners by province and territory - Percentage of projects with interprovincial collaboration	$8.8 billion* 89% of industry partners; 53% of total 1.8 $4.6 billion BC = 104 AB = 62 SK = 15 MB = 20 ON = 619 QU = 150 NB = 15 PEI = 5 NS = 32 NL = 8 NU = 2 37%
Driver of Growth		
- Expanding Capacity - Revenue Growth - Economic Momentum (Commercialization and job growth)	- Revenue generated by post-project sales and IP licenses - Number of jobs created - Number of new companies created - Federal taxes generated per dollar of NGen investment - Number of IP licenses granted - Number of SMEs participating directly in international commercialization activities led by NGen	$8.2 billion 4,187 57 $5.70 522 543
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	120 (72% of completed projects) 581 347

*GDP impact calculated as the sum of project sales revenue plus total project investment to date.

IP Protection & Value Creation		
	- Number of expanded 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	2,578 186 (100% of completed projects) 522 117 (67% of completed projects) 1,758 30
Creator of Network		
- Making and strengthening connections - Scaling up and supporting SMEs - Cluster Leadership - Diverse Leadership	- Total and average number of partner organizations in projects - Number of NGen members and corporate members - Number of cluster 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	1,048 (3.7 per project) 13,230 members 4,891 corporate members 7,239 40 across Canada 4 (Germany 2; S.Korea 1; Brazil 1) 32
Catalyst for Skills Development		
- Building Canada's future workforce - Talent attraction - Supporting Equity, Diversity, and Inclusion	- 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	2,000,000 + students 2,558 placements 2,929 5,232

Financial Reporting for 2026-2027

a) Planned Expenditures

Expenditures from Government Funding Streams						
	GIC	**PCAIS**	**NQS**	**CGS**	**IRAP**	**Total**
Operating & Administrative	$1,816,520	$1,933,335	$245,045	$100,000	$45,000	$4,139,900
Projects	$65,461,791	$8,393,781	$2,249,677	$1,085,505	-	$77,290,754
Ecosystem Initatives	$6,136,811	-	-	-	$305,000	$6,441,811
Total	**$73,415,122**	**$10,327,116**	**$2,494,722**	**$1,285,505**	**$350,000**	**$87,872,465**

Expenditures from Combined Funding Streams and Industry Contributions						
	GIC	**PCAIS**	**NQS**	**CGS**	**IRAP**	**Total**
Operating & Administrative	$13,375,933	$1,933,335	$245,045	$100,000	$45,000	$13,538,931
Projects	$170,388,808	$54,907,203	$6,438,455	$1,778,258	-	$178,650,549
Ecosystem Initatives	$3,509,035	-	-	-	$305,000	$3,814,035
Total	**$244,114,313**	**$63,524,037**	**$6,683,500**	**$1,878,258**	**$350,000**	**$253,026,070**

b) Anticipated Revenues from Industry and Other Sources

Anticipated Revenue from Other Sources						
Source	**GIC**	**PCAIS**	**NQS**	**CGS**	**Other**	**Total**
Industry Matching Funds						
Contribution to Eligible Project Costs	$104,927,017	$46,513,422	$4,188,778	$592,753	-	$156,221,968
Project Management Fees	$7,474,517	$1,260,898	-	$654,198	-	$9,389,614
Industry Sponsorships	$150,000	-	-	-	-	$150,000
Conference & Service Fees	$750,000	-	-	-	-	$750,000
Total Industry Matching Funds	**$113,301,534**	**$47,774,320**	**$4,188,778**	**$1,246,951**	**$0**	**$166,511,582**
Other Non-Industry Sources						
Other Government Contributions	$6,000,000	$540,000	$80,000	$100,000	-	$6,720 ,000
Interest Income	$150,000	$50,000	$25,000	$25,000	$150,000	$400,000
Total Non-Industry Sources	$6,150,000	$590,000	$105,000	$125,000	$150,000	$7,120,000
Total Anticipated Revenue from all other Sources	**$119,451,534**	**$48,364,320**	**$4,293,778**	**$1,371,951**	**$150,000**	**$173,631,582**

c) Cash Flow Requirements for 2026-2027

Incoming Cash	Amount
Global Innovation Clusters Contribution	$73,415,122
(Previously advanced GIC funds not yet spent)	($5,000,000)
Pan-Canadian AI Strategy Contribution	$10,327,116
(Previously advanced PCAIS funds not yet spent)	($2,000,000)
National Quantum Strategy Contribution	$2,494,722
(Previously advanced NQS funds not yet spent)	($500,000)
Canadian Genomics Strategy	$1,285,505
(Previously advanced CGS funds not yet spent)	$0
NRC-IRAP Contribution	$350,000
Project Management Fees	$9,389,614
Conference & Service Fees	$750,000
Sponsorship	$150,000
Other Revenue (Interest)	$400,000
Total items involving Cash	**$91,062,079**
Items Not Involving Cash	
Amortization of Property, Plant, Equipment	$50,000
Amortization of Intangibles	$200,000
Accrued Interest	$400,000
Total Non-Cash Items	**$650,000**

d) Forecast Travel and Hospitality Expenditures for 2026-2027

Ecosystem Initiatives	Amount
Airfare	$100,000
Accommodation	$150,000
Meals - Hospitality	$0
Meals – Per Diems	$25,000
Mileage	$9,000
Parking	$1,000
Ground Transportation	$15,000
Conferences & Training	$0
Other	$0
Hannover Messe & N3 Hospitality*	$1,000,000
Total Ecosystem Travel and Hospitality	**$1,300,000**

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

Operating Expenditures	
Airfare	$300,000
Accommodation	$65,000
Meals - Hospitality	$50,000
Meals – Per Diems	$20,000
Mileage	$15,000
Parking	$5,000
Ground Transportation	$15,000
Conferences & Training	$30,000
Total Travel and Hospitality from Operating Budget	**$500,000**
Total Travel and Hospitality Expenditures	**$1,800,000**

e) Amount Owing 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 I – Funding stream under NGen's first GIC Contribution Agreement (2018-2024)

Phase II – Funding stream under NGen's second and current GIC Contribution Agreement (2023-2028)

Base Funding - First tranche of funding allocated to NGen under Phase II

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

EDC - Economic Development Canada

OECD - Organization for Economic Cooperation and Development

AI – Artificial Intelligence

IP – Intellectual Property

Background IP – IP contributed to projects

Foreground IP – IP arising from projects