

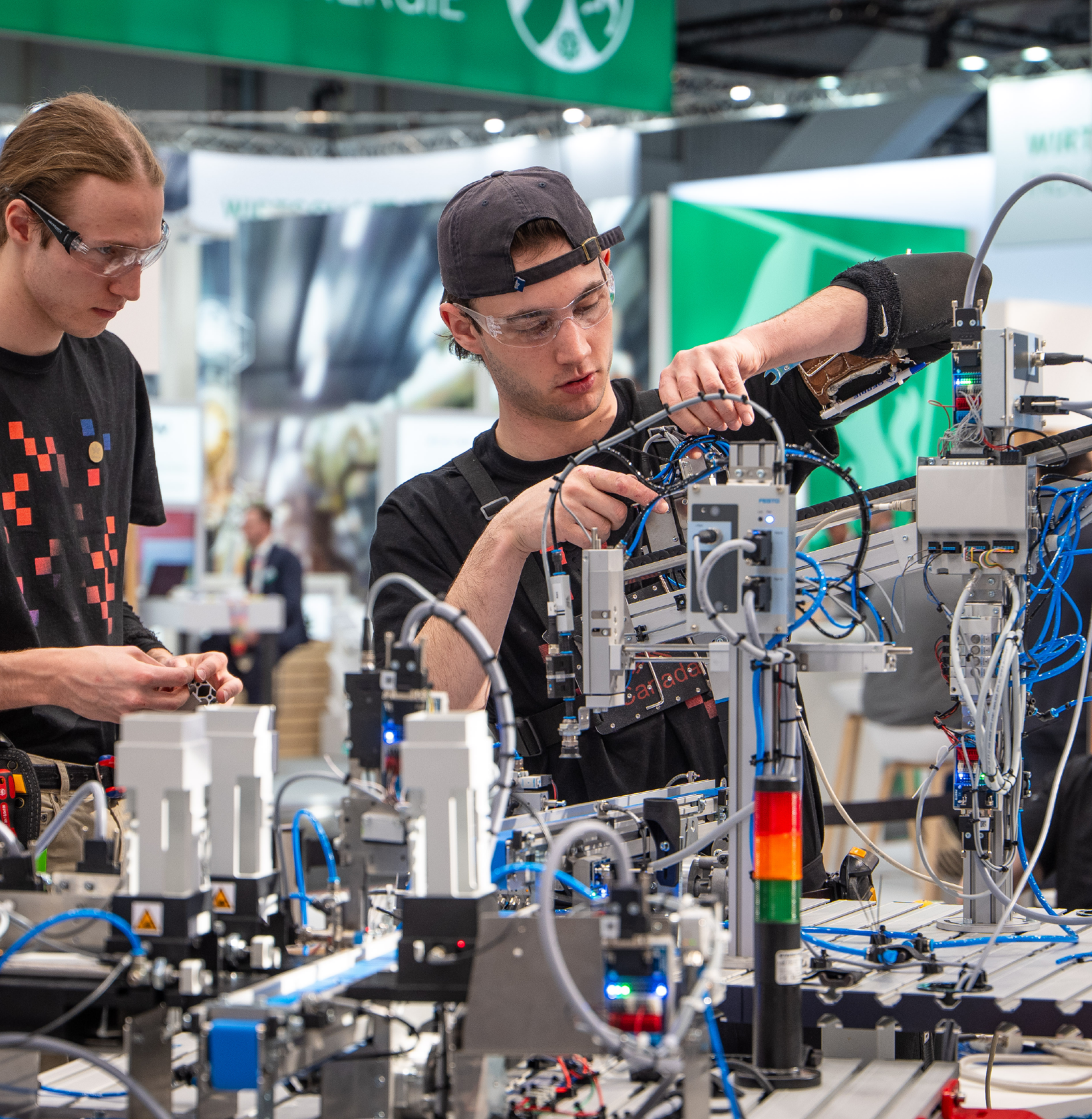
2024-2025
ANNUAL REPORT

Glossary of Terms

AI	Artificial Intelligence
AI4M	Artificial Intelligence for Manufacturing Cluster
AMC	NGen’s Advanced Manufacturing Challenge
AMHC	NGen’s Advanced Manufacturing Homebuilding Challenge
CGS	Canadian Genomics Strategy
CSA	Canadian Space Agency
GIC	Canada’s Global Innovation Clusters Program
HM24/HM25	NGen’s 2024 and 2025 initiatives at the Hannover Messe industrial technology show
ISED	Innovation, Science, and Economic Development Canada
M4M3	Moonshot for Mining, Materials, and Manufacturing. A NGen program funded by the Canadian Space Agency and Global Innovation Clusters program
MFI	Martin Family Initiative in support of Indigenous Education
N3	New. Now. Next. NGen’s project showcase.
NGen	Next Generation Manufacturing Canada
NGenCAN	NGen’s national network of advanced manufacturing clusters
NGenConnect	NGen’s AI-enabled advanced manufacturing capabilities search tool
NQS	Canada’s National Quantum Strategy
NRC-IRAP	The National Research Council’s Industrial Research Assistance Program
PCAIS	Canada’s Pan Canadian AI Strategy
SMC	NGen’s Sustainable Manufacturing Challenge
ZEV	NGen’s Zero-Emission Vehicle challenge
<i>Types of Funding:</i>	
Available	Amounts that have been allocated to NGen by public or private funding sources
Committed	Amounts that NGen has approved for investments in Technology Leadership projects, Strategic Ecosystem initiatives, or internal operations
Contracted	Amounts that have been allocated under contract to ultimate recipients for projects and ecosystem initiatives
Invested	Amounts that have been reimbursed to cover eligible project and ecosystem costs incurred by ultimate recipients
Eligible	Amounts reimbursed for eligible expenses as outlined in NGen’s Contribution Agreements and Master Project Agreements with recipients.

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Next Generation Manufacturing

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

NGen is dedicated to building world-leading advanced manufacturing capabilities in Canada for the benefit of Canadians.

We are founded on the principle that digital transformation in advanced manufacturing will enrich the lives of Canadians, delivering better products and good jobs, improving environmental sustainability, supply chain resiliency, health and security, while generating the economic growth essential to a better future.

NGen creates new opportunities by enhancing and leveraging the capabilities of our country's manufacturers, engineering and technology companies, business services, researchers, academic institutions, innovation centres, business networks, and workforce. By facilitating collaboration, NGen aims to improve Canada's industrial innovation performance, connect and strengthen our advanced manufacturing ecosystem, and increase the competitiveness and growth potential of Canada's advanced manufacturing sector.

We deliver results. Catch up with what's happening at Canada's Global Innovation Cluster for Advanced Manufacturing at www.ngen.ca.

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Ministerial Foreword :

The Honourable Mélanie Joly & Evan Solomon



Message from the Honourable Mélanie Joly, Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions, and the Honourable Evan Solomon, Minister of Artificial Intelligence and Digital Innovation and Minister responsible for the Federal Economic Development Agency for Southern Ontario.

In today's ever-evolving global economy, innovation isn't just a nice-to-have. It's a necessity.

To meet this imperative, the Government of Canada is focused on supporting breakthrough innovation, enhancing productivity and creating high-quality jobs. As we pursue these goals, we're helping home-grown enterprises innovate, build, scale and commercialize their ideas. These efforts are driving economic prosperity while solving complex global challenges.

The global innovation clusters are driving economic progress through a collaborative model—one that brings together business, academia and not-for-profits—to develop transformative solutions.

What began as a bold experiment has become a signature initiative. A recent economic analysis underscored the clusters' substantial impacts, assessing their total contribution to Canada's gross domestic product (GDP) at \$3.3 billion and crediting them with the creation of 35,000 jobs nationwide.

The clusters' activities have now reached an inflection point. Many projects supported through the clusters are maturing from early stages to market-driven growth, attracting investments and generating commercial revenues. We're witnessing the compounding effects of our initial funding, with economic forecasts projecting an extraordinary trajectory.

By 2029, the clusters are anticipated to contribute \$8.1 billion to Canada's GDP while supporting more than 83,000 jobs across the country. These powerhouse innovation ecosystems are bolstering Canada's competitive advantage in five key areas where we already excel: digital technologies, plant proteins, advanced manufacturing, AI-powered supply chains and ocean industries.

Our government has seen the value in this collaborative model since its inception, and our commitment hasn't wavered. There are now more than 10,300 members across all five clusters, including companies of all sizes, academic institutions and not-for-profits. As of March 2025,

the clusters have announced more than 615 projects worth over \$3.02 billion, involving 3,226 partners—of which 1,640 are small or medium-sized businesses. These results are proof of the clusters' success, with every dollar of government funding resulting in a further investment of \$1.60 from industry and other partners. This private sector buy-in exceeds our target, underscoring the real value of this collaborative approach.

Recognizing the clusters' effectiveness and overall impact, we've expanded their mandate to accelerate Canada's leadership in emerging technologies.

NGen continues to strengthen Canada's advanced manufacturing sector by promoting the integration of cutting-edge technologies in transformative manufacturing solutions that can be scaled up and commercialized in global value chains. Over the past year, NGen has supported projects to secure supply chains, accelerate homebuilding and boost technology adoption across our country. These projects are helping to address key challenges for Canadians and the world, ultimately improving Canada's industrial performance.

The government is investing in the global innovation clusters to drive the adoption of made-in-Canada artificial intelligence technologies across the Canadian economy. With \$275 million in targeted support provided through the Pan-Canadian Artificial Intelligence Strategy, we are empowering Canada's world-class talent and research capacity and making sure that Canadian AI innovations are commercialized at home.

As global competition intensifies in the AI space, we're not just developing cutting-edge technology—we're also helping to scale ambitious

Canadian companies, building the secure digital infrastructure and trusted data environments they need to grow, and ensuring this innovation reflects Canadian values. By pairing ambition with responsibility, we are driving AI-powered productivity while safeguarding the public's trust, ensuring our businesses and public institutions can compete and win on the world stage.

In the decade ahead, the clusters will stand as cornerstones of Canada's innovation strategy, bringing together diverse voices, including those of women and of Indigenous communities and other equity-seeking groups, to tackle our most pressing challenges.

Innovation is about more than technology. It's about how we build a more just, resilient and competitive Canada. The clusters represent our collective affirmation that Canadian ingenuity, when properly supported and connected, can compete on the world stage...and win.

By investing in ourselves, our ideas and our shared potential, we aren't just anticipating the future—we're actively creating it.

The Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions, The Honourable Mélanie Joly

The Minister of Artificial Intelligence and Digital Innovation and Minister responsible for the Federal Economic Development Agency for Southern Ontario, The Honourable Evan Solomon



Message from our Chair

Linda Hasenfratz



When German Chancellor Olaf Scholz announced at the opening ceremonies of Hannover Messe 2025 that Germany stands with Canada in support of open trade and building stronger international business ties

between our two countries, the sense of pride among the thousand Canadians in the audience that evening was fantastic! There, literally on a global stage, the Chancellor recognized Canada as a leader in many of the advanced technologies that are transforming manufacturing and industry around the world.

Canadians took the world's largest industrial technology fair by storm in March. All thanks to NGen which organized Canada's partner country presence at Hannover this year!

Hannover Messe provided an opportunity for us to show the world the best in advanced manufacturing research, innovation, technologies, and manufacturing capabilities that Canada has to offer. The fair couldn't have come at a better time for Canadian businesses looking to find new customers, suppliers, innovation partners, and investors. And, believe me, there was a lot of business being done! It was also a timely reminder of the important role that advanced manufacturing is playing in sustaining economic and business growth in the face of some very challenging market conditions today.

Hannover was only one example of how NGen is mobilizing Canada's advanced manufacturing sector to deliver outcomes that make a real difference for Canadians. Over the past year, NGen launched programs that are now providing financial, project and IP management, and business development support for collaborative projects aimed at accelerating industrial homebuilding, improving environmental

sustainability, strengthening supply chain resilience, and delivering better health and safety outcomes for Canadians. NGen's network of members, advanced manufacturing clusters, and project partners has expanded to every province and territory across Canada. Its education and training programs for youth and newcomers to Canada are preparing our next generation workforce for highly skilled and well-paying careers in advanced manufacturing. Meanwhile the work NGen is doing to provide strategic advice to business leaders and policy makers alike is helping shape the future of this very important sector of the Canadian economy.

NGen's results speak for themselves. At \$8.2 billion and counting, the economic value created by NGen-funded projects already exceeds 38x the amount that NGen has contributed to them. As a result, NGen is returning nearly 5.8x the federal funding it has invested back to the government in tax revenue. That's an enviable return on investment for all Canadians!

There have been other meaningful impacts as well: 4,187 new jobs directly created by NGen-funded projects; 1,795 IP assets and 55 new companies created by project partners; over 1.5 million students learning about advanced manufacturing with 5,006 Indigenous elementary and secondary students across northern Canada enrolled in manufacturing entrepreneurship and financial literacy courses. With 81% of projects contributing to environmental sustainability and 21% improving health care, all Canadians benefit from the investments NGen is making.

Last year, our Board of Directors re-affirmed the strategic direction in which NGen is heading, building on the many successes the organization has realized to date. We have prioritized NGen's long-term financial sustainability, its focus on people, skills, connections, and collaboration, and its support for Technology Leadership projects that can transform Canada's critical manufacturing sector as well as for Strategic Ecosystem initiatives that are leading to new business opportunities in Canada and around the world. The Corporate Plan we approved

for 2024-2025 set out a path to achieve those objectives. NGen more than surpassed the targets we set for it last year.

We have again set ambitious objectives and targets for NGen to meet in our Corporate Plan for 2025-2026. And we are fully confident in NGen's ability to do just that – and more!

I am delighted to serve as Chair of NGen along with colleagues on the Board who are all committed to NGen's success and to the goal of building a more competitive and dynamic advanced manufacturing sector in Canada. I would like to thank my fellow Board members – volunteers all – for their service.

The NGen team has created an incredibly valuable asset for Canada's advanced manufacturing sector and for Canada as a whole. That was what Germany's Chancellor recognized as he opened Hannover Messe at the end of March. It is an achievement in which I and my fellow Board members are extremely proud.

Linda Hasenfratz
Executive Chair & CEO
Linamar Corporation



Message from our CEO Jayson Myers



NGen has now wrapped up seven years in business. As an organization we've grown from a concept, an experiment, a start-up to a financially sustainable business with an enviable track record in how we leverage public funding and industry investments to build world-leading advanced manufacturing capabilities that deliver significant economic, environmental, and social benefits for Canadians.

We've learned a number of lessons along the way. First and foremost, the importance of collaboration and innovation partnerships. Whether through the development of integrated technology solutions for manufacturing, matching research and technology with manufacturing customers, or the power of simply connecting advanced manufacturing clusters and aligning ecosystem partners to enhance support for Canada's critical advanced manufacturing sector, it is clear that the power of many is exponentially greater than the capabilities of one.

We have learned about the importance of strategic leadership and how NGen can help companies and governments alike achieve their business or policy objectives, take advantage of emerging opportunities, and promote their strengths and capabilities on a global stage. Our privileged perspective on business and technology trends, the work we do with project partners to develop IP commercialization plans, our networks of industry experts and business and policy decision-makers across Canada, and our ability to engage with potential customers and investors in Canada and around the world are assets that NGen will continue to mobilize in support of Canada's advanced manufacturing sector.

We've learned that good business management is key to the development, adoption, profitable use, and commercialization of technology solutions. NGen doesn't fund and run. We work with project

and ecosystem partners to help them achieve their business objectives and commercialize solutions even after our funding has come to an end.

We've also learned that tools and technologies are not solutions themselves. Solutions require people and processes to run them well. Transformation is not just about technology. It's about business transformation. And that takes vision, resources, and an enterprise- or ecosystem-wide vision and management plan.

Finally, we have learned about the importance of operating at the speed of business. Our ability to flex to address emerging sectoral challenges and take advantage of strategic business opportunities positions NGen as a strategic partner for industry and government alike.

I am extremely proud of NGen's team of highly qualified professionals, what we have accomplished together over the past year, and the commitment and enthusiasm they bring to our plans for the future. They dedicate industry experience, expertise, and enthusiasm to their jobs every day. It's a pleasure working with them - and a lot of fun.

Our success is also a reflection of the leadership, guidance, and support of our Board of Directors, as well as close collaboration with our colleagues at Innovation, Science, and Economic Development Canada and our other funders. My thanks go to them all.

A handwritten signature in black ink, appearing to read 'Jayson'.

Jayson Myers
Chief Executive Officer
NGen Canada



Impacts that Count for Canadians: Technology Leadership Projects

Driving Innovation

- \$372 million approved for investments in 246 projects across Canada leveraging \$596 million in additional innovation investments by industry and other funding partners

Delivering Real Economic Benefits for Every Region and Industry in Canada

Tangible Results to Date

- \$8.2 billion in new industry revenue
- 4,187 new jobs created
- 55 new companies created
- 1,795 IP assets created
- 8,000+ students & employees being trained
- 5.7x estimated return on taxpayer investments from completed projects

Creating Collaborative Partnerships that Help Canadian Companies to Compete, Win and Grow

- 979 Project Partners
- 588 Industry Partners including 521 SMEs
- 391 Research Partners

Connecting Canada

- Project Partners in every Province and One Territory
- 41% of Project Partners outside Ontario
- 37% of Projects with Partners in more than one Province

Making a Difference

- 81% of projects are improving environmental sustainability
- 73% are reducing GHG emissions
- 21% are improving health care



Impacts that Count for Canadians: Ecosystem Initiatives

Connections and Collaborations

- 13,815 Members across Canada
- Ecosystem activities in every province and two territories
- Hub for a Cross-Canada Network of 32 Advanced Manufacturing Clusters

Helping SMEs Grow

- 219 IP Commercialization Plans
- 476 IP Licenses Granted to NGen Members
- 7 Strategic Opportunity roadmaps
- Webinars on Industry Trends, Market Diversification, IP Management, Cybersecurity, AI Implementation

Building a Future Ready Workplace

- 1,500,000+ Students Learning about Careers in Advanced Manufacturing
- 5,006 Indigenous Students Enrolled in Manufacturing Entrepreneurship and Financial Literacy Courses

- 418 Companies enrolled in NGen's Transformation Leadership Program
- 2,929 individuals enrolled in NGen-sponsored training programs
- 1,948 training credentials for workers from under-represented groups
- 2,558 new employees placed in full-time positions in manufacturing

Promoting Canadian Capabilities around the World

- \$72 billion in sales for 83 exhibitors at Hannover Messe 2024
- 72% of 244 exhibitors reporting promising sales leads at Hannover Messe 2025
- Member of World Manufacturing Forum Advisory Board
- Project Winner: International Award for Robotics Solutions
- Project Winner: World Top Ten AI Solutions for UN Sustainable Development Goals
- Winner of Canadian and North American Media Awards

Our Commitment to the Future

Next Generation Manufacturing Canada is dedicated to building world-leading advanced manufacturing capabilities in Canada for the benefit of Canadians.

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

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

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

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

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

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



A Plan for Success

2024-2025 marked the seventh year of NGen’s operations. Our Five-Year Strategic Plan describes our ambition to act 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.

Our Strategic Plan outlines how NGen intends to achieve our ambitions by:

- Responding knowledgeably and rapidly to industry needs, identifying strategic innovation opportunities, and working collaboratively to support the development, adoption, scale-up, & commercialization of leading-edge manufacturing solutions.
- Strengthening Canada’s advanced manufacturing ecosystem by providing strategic leadership, amplifying and 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.
- Exceling 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.
- Operating as a financially sustainable business outperforming expectations through compliant and responsible stewardship of investments in high-impact projects and ecosystem initiatives.

It also describes how we intend to build on the strong track record of success that NGen has 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.

We are well on our way to meeting our objectives. NGen’s Technology Leadership projects have stimulated industry investments in innovation, improved manufacturing productivity, generated new business opportunities for small and medium-sized enterprises (SMEs) in global supply chains, created new jobs and new business ventures, and led to improvements in environmental sustainability, emission reductions, supply chain resilience, food security, and health and safety.

By the end of March 2025, NGen had approved investments of \$389.1 million in 252 Technology Leadership projects with total innovation investments expected to reach \$1,026.2 million. Those projects involve 588 industry partners – 521 or 88% of which are SMEs – and 391 academic and other research partners. Completed projects have already generated \$8.2 billion in revenue, about 37x the amount that NGen invested in them. They have led to the creation of 55 new companies and 1,795 new Intellectual Property rights, 207 of which are available for licensing to other NGen members – with 476 post-project licenses granted.

Our completed projects have so far returned 5.7x the amount of money we invested in them back to the federal government in the form of new tax revenue. They have stimulated industry investments in innovation, led to the creation of

new jobs, and delivered significant benefits in terms of productivity enhancement, environmental sustainability and greenhouse gas emission reductions, health care, supply chain resilience, and food security.

Economic Impact	Results Reported March 31st, 2025	Cumulative Target March 31st, 2028	Cumulative Target March 31st, 2033
Industry Investment Match in Approved & Completed Projects*	1.8**	1.7	1.7
NGen Investments in Approved & Completed Projects	\$371.5 million (of which \$218.3 million in completed projects)	\$480 million	\$1 billion
Total Innovation Investments in Approved & Completed Projects	\$967.5 million (of which \$525.4 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 where an industry match is required.
** Excluding COVID Rapid Response projects where no industry match was expected.
*** Based on reports from completed projects June 30th, 2025. GDP = Gross Domestic Product.

Since 2018 NGen has also invested in a variety of Strategic Ecosystem initiatives that have:

- Strengthened collaboration among 32 advanced manufacturing clusters across Canada.
- Offered transformation management and skills development support to 2,929 manufacturing workers across the country.
- Provided manufacturing entrepreneurship and financial literacy education to 5,006 Indigenous students in 43 elementary and secondary schools across northern Canada.
- Engaged over 1.4 million young Canadians investigating future careers in advanced manufacturing.
- Connected 6,541 advanced manufacturing companies in our online search tool.
- Attracted international attention to Canada’s advanced manufacturing capabilities and supported 358 companies showcasing their solutions at international trade events.

Our achievements reflect many of the strategic advantages that NGen has developed since our inception.

As an industry-led organization, NGen focuses on the innovation and business challenges facing Canada’s advanced manufacturing sector and the opportunities that industry identifies for investment and business development. As the prime engine of growth and productivity improvement for the Canadian economy and the ultimate integrator of technologies, advanced manufacturing is more important than ever in generating new business opportunities that address Canada’s economic, security, social, and environmental challenges.

NGen’s emphasis on collaboration offers individual companies and ecosystem partners innovation and business opportunities they would not be able to realize on their own, whether those involve participating in the development of integrated technology solutions for manufacturing, taking advantage of shared industry knowledge and best practices, or amplifying and taking advantage of the promotional and support services provided by NGen and other ecosystem partners.

Our extensive network of manufacturers, technology providers, and support organizations allows for rapid response, mobilization, and engagement of partners from across Canada’s advanced manufacturing ecosystem.

NGen’s focus on funding later-stage technology pilots, scale-up, and implementation in manufacturing also fills a critical funding gap in Canada’s innovation support system. NGen provides a unique non-dilutive funding service that complements financial support for innovation from other public funding agencies and private sector investors in Canada. Our funding model has

proven even more important to companies looking to innovate, adopt new technologies, and develop solutions for new markets in the face of Canada’s challenging trade situation with the United States.

The governance and operating processes NGen has developed allow us to administer public and private sector funding in a secure, impartial, efficient, and responsible way. They have been recognized by the OECD for their efficiency and effectiveness in supporting the development and commercialization of innovative and transformative solutions in advanced manufacturing.



Objectives for 2024-2025

NGen set six priority objectives in our Corporate Plan for 2024-2025:

1. Enhance NGen’s financial sustainability beyond 2028.

2. Approve \$40 million in funding under Innovation, Science, and Economic Development (ISED)’s Global Innovation Cluster (GIC) and Pan Canadian AI Strategy (PCAIS) programs.

3. Launch NGen’s \$50 million Advanced Manufacturing Homebuilding Challenge.

4. Play a leading role in facilitating Canada’s industrial presence at Hannover Messe 2024 and 2025.

5. Support the commercialization of completed projects.

6. Continue to support Strategic Ecosystem initiatives that promote Canada’s advanced manufacturing capabilities across Canada and internationally, build connections and collaboration across Canada’s advanced manufacturing sector, attract more young people into advanced manufacturing, develop a more highly skilled, equitable, diverse, and inclusive advanced manufacturing workforce, and help manufacturers manage business and technology transformation including their transformation to net-zero facilities.

These priorities were reflected in the targets that NGen’s Board of Directors set for the corporation to achieve over the course of the year. We surpassed most of these objectives by the end of March 2025.

Impact	Targets for March 31st, 2025	Status by March 31st, 2023
Leadership	<ul style="list-style-type: none">NPS of 70 among 75% of active project partners*NPS of 50 among 50% of ecosystem program participants	<ul style="list-style-type: none">NPS = 67 among 66% of project leadsNPS = 66 among 65% of Ecosystem participants
Financial Sustainability	<ul style="list-style-type: none">Develop and begin to implement a financial sustainability plan assuming no new government project funding\$25 million in additional funding (on top of \$50 million announced for homebuilding on 5/4/24)\$100,000 in cost savings based on original OPEX budget	<ul style="list-style-type: none">Business services unit developed - \$2.8 million in non-project related revenues raised in 2024/25\$67.3 million approved in additional funding- \$31.4 million in optional GIC funding approved- \$20.9 million in Genomics & PCAIS funding- \$15.0 million for delivery of Hannover 2025Operating costs are 54% higher than original budget but operating revenue is 124% higherSustainability to 2028 ensured. \$4.2 million estimated net assets at 31/03/28
Project Realization	<ul style="list-style-type: none">\$40 million in funding approved for Global Innovation Cluster, PCAIS projects\$25 million in funding approved for Advanced Manufacturing Homebuilding Challenge	<ul style="list-style-type: none">\$57.2 million approved\$45.3 million approved



Ecosystem Initiatives	<ul style="list-style-type: none">12,000 members – 7,000 corporate members5,000 organizations on NGen’s collaboration platform30 advanced manufacturing clusters in NGenCAN network12 new cluster initiatives supported by NGen fundingNGen supporting 50 companies commercialize solutionsPlan in place for N3 in fall 202575 exhibitors and 150 delegates at Hannover Messe 2024 & 200 exhibitors at Hannover 20251,000 individuals registered in NGen workforce and management development programs450,000 students engaged in advanced manufacturing career development in 2024-2025, including 1,200 Indigenous students	<ul style="list-style-type: none">13,815 members11,747 corporate accounts6,541 organizations on platform32 clusters in network.13 cluster initiatives funded for \$1.2M43 new IP commercialization plans developed193 IP licenses granted to NGen membersPlan developed for N3 in March 202683 exhibitors at HM24244 exhibitors at HM25NPS (HM24) = 58; NPS (HM25) = 661,686 registrants in NGen programs401,338 students engaged in NGen’s Careers of the Future initiative2,010 Indigenous students engaged in manufacturing entrepreneurship & financial literacy programs
Communications	<ul style="list-style-type: none">Develop and begin to implement a PR/GR strategy to sustain NGen up to and after 2028100,000 engaged site visits on NGen website & 1 million social media impressions	<ul style="list-style-type: none">NGen engaged with ISED, Housing, Finance, Defence, ESDC, FedDev – advising on G7 summitMeetings with MPs, premiers, senior officials recorded in lobby registry72 earned media spots934,388 engaged website visits1,056,956 social media impressions
Business Excellence	<ul style="list-style-type: none">90% employee engagement ratingFinancial statements signed off by external auditorNo compliance violations	<ul style="list-style-type: none">82.2% employee engagement rating2024/25 financial statements signed offClean auditNo violations

* A Net Promoter Score (NPS) is a method of gauging customer satisfaction. We surveyed NGen project partners and program participants to ask on a scale of 1 to 10 how likely they are to recommend our services to others. The NPS is calculated by subtracting the number of detractors (those scoring 6 or below) from the number of promoters (those scoring 9 and 10).

Building a Financially Sustainable 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 environmental sustainability, defence, health care, as well as food, water, and housing insecurity is likely to become more pressing than ever.

Since 2018, funding from Global Innovation Clusters program 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 long-term mission.

In 2024-2025, NGen undertook to raise additional revenue from public and private sources to increase support for Technology Leadership projects and Strategic Ecosystem initiatives and ensure that the operating expenses projected in our Five-Year Business Plan are fully funded. Over the past year, NGen raised:

- \$50 million in federal government funding for a new Homebuilding Innovation Fund to support Technology Leadership projects that will accelerate the rate of industrial homebuilding, reduce the cost of housing construction, and lower emissions in newly built homes as part of our Advanced Manufacturing Homebuilding Challenge.
- \$15 million from ISED for the organization of Canada’s Partner Country presence at Hannover Messe in 2025.

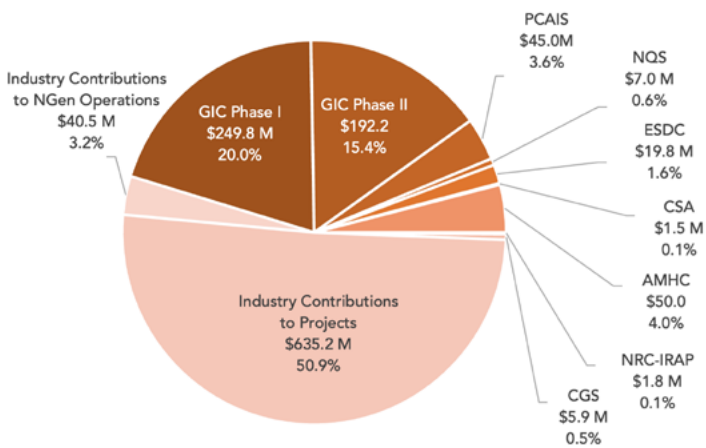
- \$15 million from the Pan Canadian AI Strategy (PCAIS) program to support AI applications in manufacturing.
- \$5.9 million from Canadian Genomics Strategy (CGS) program to support genomics applications in biomanufacturing.
- \$400,000 for a continuation of NGen’s Additive Manufacturing Demonstration Program.

We were also given approval by ISED to access the \$31 million of remaining conditional funds under our GIC Phase II contribution.

NGen also raised a significant amount of industry contributions over the past year, including \$8.4 million from project administration fees and \$2.8 million in non-project related revenue.

The funding and industry contributions that NGen has raised over the past year will now allow us to cover all the operating expenses we are forecasting to the end of 2028 and close that fiscal year with a positive net asset position of \$4.2 million. They bring the total amount of money raised and leveraged by NGen since our inception in 2018 to \$1,209.5 million.

Total Approved Funding & Industry Contributions March 31st, 2025



Over the past seven years, NGen has raised \$572.6 million in public funding, including:

- \$249.8 million under our first Contribution Agreement (Phase I) with the Global Innovation Cluster (GIC) program funded by Innovation, Science, and Economic Development Canada.
- \$192.2 million under our second Contribution Agreement (Phase II) with the Global Innovation Clusters program, which also includes \$15 million for the delivery of Canada’s partner country presence at Hannover Messe in 2025.
- \$50.0 million from the Canadian Government’s Homebuilding Innovation Fund to accelerate lower-cost and sustainable housing construction through the application of Artificial Intelligence (AI), automation and robotics, and sustainable materials in industrial homebuilding in our Advanced Manufacturing Homebuilding Challenge (AMHC).
- \$45.0 million from ISED’s Pan Canadian AI Strategy (PCAIS) to support applications of AI in manufacturing.
- \$19.8 million from Employment and Social Development Canada (ESDC) to support our

Future Ready workforce skills development initiative.

- \$7.0 million from ISED’s National Quantum Strategy (NQS) to support quantum applications for manufacturing and new manufacturing capabilities for quantum.
- \$5.9 million from ISED’s Canadian Genomics Strategy to support genomics applications in biomanufacturing.
- \$1.5 million from the Canadian Space Agency for our Moonshot for Mining, Materials, and Manufacturing (M4M3) projects.
- \$1.8 million from NRC-IRAP to support our Additive Manufacturing Demonstration program.

NGen has also leveraged \$636.5 million in industry contributions, including:

- \$635.2 million in the form of industry co-investments in our Technology Leadership projects.
- \$40.5 million in industry contributions to NGen’s operating budget.



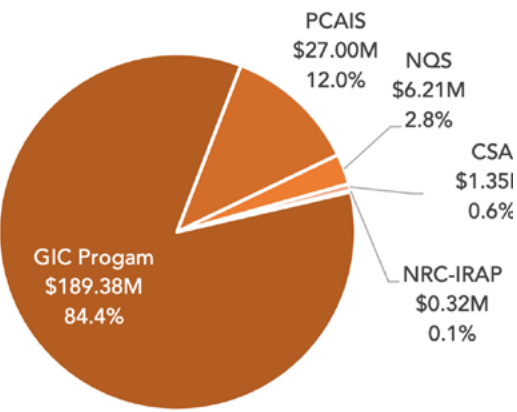
Driving Competitiveness and Growth: Technology Leadership Projects

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

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

We support Technology Leadership projects through co-investments with industry partners in the form of a 30 to 50 percent reimbursement of eligible project costs. Funding for NGen’s project investments in 2024-2025 was derived from the Global Innovation Clusters (GIC) Program, the Pan-Canadian AI Strategy (PCAIS), National Quantum

Sources of Project Funding in 2024-2025



Strategy (NQS), Canadian Space Agency (CSA), and the National Research Council’s Industrial Research Assistance Program (NRC-IRAP).

In 2024-2025, NGen made it a priority to approve \$40 million in project funding, including \$5 million in commitments from the PCAIS program and \$35 million from our Phase II GIC program, focusing on projects involving:

- Sustainable manufacturing solutions for decarbonization and circular manufacturing.
- Commercialization of Artificial Intelligence applications in manufacturing.

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

NGen exceeded our 2024-2025 target for GIC program investments and committed all funding available from the PCAIS and new Homebuilding Innovation programs. We approved a total of \$104.8 million in project funding over the course of the year, including:

- \$45.3 million for 16 Advanced Manufacturing Homebuilding Challenge projects with total project investments estimated at \$139.2 million.
- \$40.4 million for 14 Sustainable Manufacturing projects funded under the GIC program with total project investments estimated at \$118.0 million.
- \$9.2 million for ten new Artificial Intelligence for Manufacturing (AI4M) projects funded under the PCAIS program increasing total project investments by an estimated \$26.5 million.
- \$4.4 million in three additional projects funded under the NQS program increasing total project investments by \$7.7 million.
- \$2.7 million for two AI4M projects funded under the GIC program with total project investments estimated at \$7.8 million.

- \$2.5 million for seven Moonshot for Mining projects jointly funded by the Canadian Space Agency and GIC program with total project investments estimated at \$5.1 million.
- \$320,000 in 54 Additive Manufacturing Demonstration Program projects funded by NRC-IRAP with total project investments of \$640,000.

These investments are in addition to those committed to approved projects in 2023-2024 under our GIC Advanced Manufacturing and Electric Value Chain, PCAIS, NQS, and Additive Manufacturing funding streams. They are also in addition to the \$215.1 million we invested in the 165 projects that were completed by March 2024 under the terms of our Phase I GIC Contribution Agreement.

By the end of March 2025, NGen’s Technology Leadership project portfolio consisted of 252 projects involving 588 industry partners, including 521 small and medium-sized enterprises with fewer than 500 employees. NGen’s approved funding commitments totaled \$389.1 million with total project investments, including industry contributions, estimated at \$1,026.2 million. Of those projects, 173 were completed or closed,

73 were contracted and underway, and six were approved but not yet contracted.

NGen invested \$215.1 million in 165 projects under our GIC Phase I contribution from ISED. All these projects were completed or closed in 2023. Total project investments, including industry contributions, totaled \$525.4 million.

Between the end of March 2023 and March 31st, 2025, NGen approved an additional \$174.0 million in investments for 87 projects. Total expected investments in these projects amount to \$500.8 million.

NGen also invested \$320,000 in 53 Additive Manufacturing Demonstration projects in 2024-2025, thanks to financial support from NRC-IRAP. These projects provide small amounts of funding to SMEs working with larger companies and service providers to test and demonstrate new materials and use cases of additive manufacturing technologies. The projects involved 64 different industry partners, including nine large companies and 56 SMEs, and have generated \$640,000 in total project investments over the past year. A list of the SMEs and service providers supported by NGen’s Additive Manufacturing Demonstration Program can be found in Annex 3.

NGen Technology Leadership Project Portfolio March 31st, 2025

Funding Stream	# Approved Projects	# of Contracted Projects	# of Completed/Closed Projects	Industry Partners	SME Partners	NGen Funding	Total Estimated Investment
GIC Phase II	54	48	2	142	128	\$137.5 million	\$399.9 million
Advanced Manufacturing	17	17	2	48	41	\$36.1 million	\$98.0 million
EV Value Chain	5	5	0	10	8	\$13.0 million	\$36.9 million
Sustainable Manufacturing	14	13	0	34	29	\$40.4 million	\$118.0 million
Advanced Manufacturing Homebuilding	16	11	0	46	46	\$45.3 million	\$139.2 million
AI for Manufacturing	2	2	0	4	4	\$2.7 million	\$7.8 million
PCAIS	22	22	3	53	42	\$28.3 million	\$81.6 million
Quantum	4	4	0	9	9	\$5.6 million	\$14.1 million
CSA (with 50% Co-invested from GIC Phase II)	7	7	3	14	14	\$2.5 million	\$5.1 million
TOTAL Projects since 2023	87	81	8	218	193	\$174.0 million	\$500.8 million
GIC Phase I	165	165	165	370	328	\$215.1 million	\$525.4 million
TOTAL Projects funded by NGen	252	246	173	588	521	\$389.1 million	\$1,026.2 million



Project Partners

The 252 collaborative Technology Leadership projects in which NGen had invested to the end of March 2025, involve 979 industry and research partners – an average of 3.9 partners per project. (These numbers do not include the more than 1,750 members of the advanced manufacturing clusters funded by NGen or participants in NGen’s Additive Manufacturing Demonstration Program.)

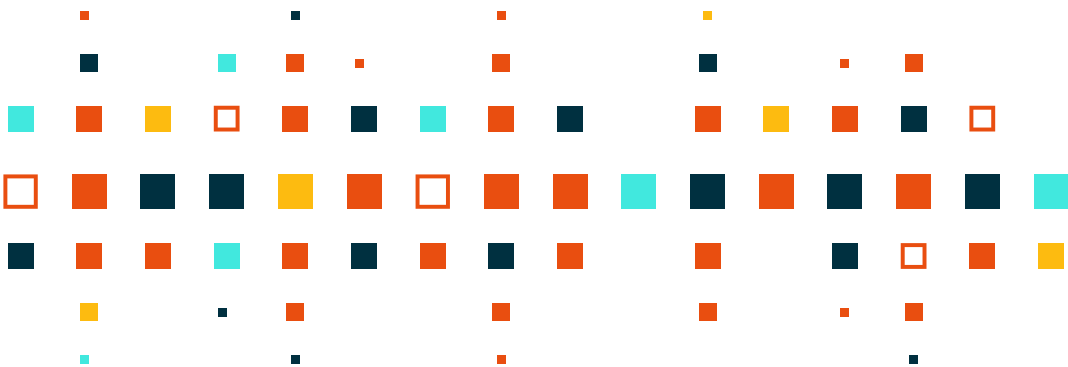
They involve 588 industry partners (2.3 per project), including 521 SME partners with fewer than 500 employees (2.1 per project). SMEs account for 89% of industry partners and 53% of all project partners. They are leaders in 237 or 93% of all projects while

203 projects (81% of the total) only involved the participation of SMEs.

NGen’s Technology Leadership projects also include 391 academic and research partners invited to participate by industry partners (1.6 per project). Among the research groups involved in NGen projects, 282 are from universities, 74 from colleges, and 35 from research institutes including ten from the National Research Council and seven from hospitals and health care centres.

The top ten rankings for academic research partners engaged in NGen projects are listed below.

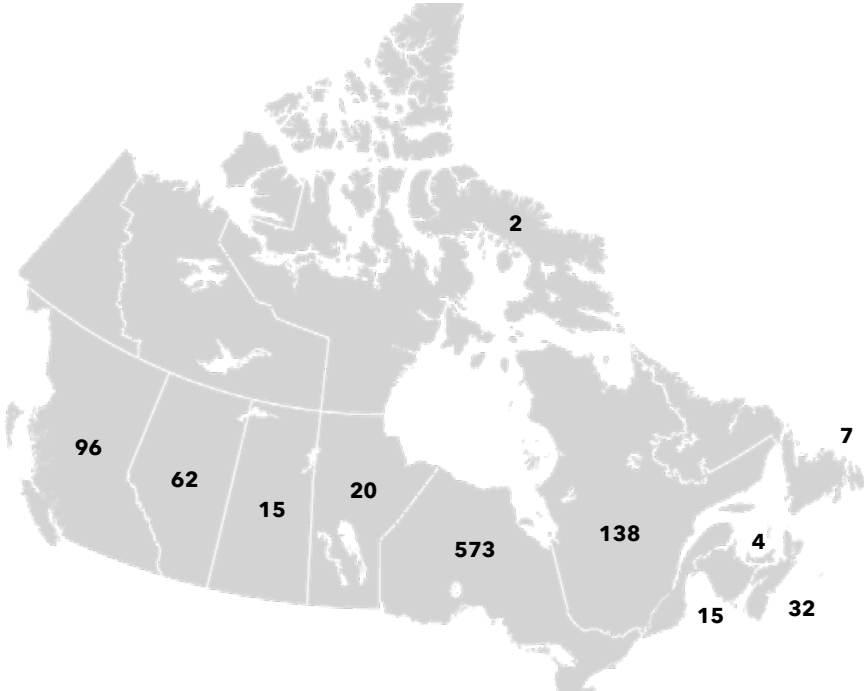
Rank	Institution	# of Projects	Rank	Institution	# of Projects
1	University of Waterloo	35	6	McGill University University of Guelph	11
2	University of Toronto	34	7	Université du Québec University of Alberta Dalhousie University	10
3	McMaster University	25	8	Queen’s University	8
4	UBC	18	9	Université Laval University of New Brunswick Polytechnique de Montréal Conestoga College Georgian College Humber College Lambton College	7
5	Western University	17	10	Toronto Metropolitan University University of Manitoba Université de Sherbrooke	6



Collaboration across Canada

The strategic role that NGen plays in knitting together Canada’s advanced manufacturing ecosystem by connecting and supporting collaboration among researchers, technology companies, and manufacturers across the country is evident in the geographic distribution of project partners.

Project partners are located in every province as well as one territory across Canada. The geographic distribution of industry partners and research groups is detailed below.



All regions of Canada are represented in NGen’s project portfolio. While 59% of project partners are based in Ontario, 14% are in Quebec, 10% in British Columbia, 10% in the prairie provinces, and 6% in Atlantic Canada, while two industry partners are based in Nunavut. Fifteen international research teams are also engaged, including seven based in Germany, four in the United States, and one apiece in the United Kingdom, Japan, France, and Italy.

A distinguishing feature of NGen and other Global Innovation Clusters is our role in building cross-country collaborations. There are 94 projects in our portfolio – just over 37% of the total – that involve partners from more than one province.

Location	Industry Partners		Research Teams		Total Project Partners	
British Columbia	70	11.9%	26	6.6%	96	9.8%
Alberta	40	6.8%	22	5.6%	62	6.3%
Saskatchewan	9	1.5%	6	1.5%	15	1.5%
Manitoba	12	2.0%	8	2.0%	20	2.0%
Ontario	338	57.5%	235	60.1%	573	58.5%
Quebec	84	14.3%	54	13.8%	138	14.1%
New Brunswick	8	1.4%	7	1.8%	15	1.5%
Nova Scotia	18	3.1%	14	3.6%	32	3.3%
Prince Edward Island	3	0.5%	1	0.3%	4	0.4%
Newfoundland & Labrador	4	0.7%	3	0.8%	7	0.7%
Nunavut	2	0.3%	-	-	2	0.2%
International	-	-	15	2.3%	15	0.9%
Total	588	100%	391	100%	979	100%

Phase I Projects and Impacts

The first phase of Global Innovation Cluster funding, which ran from 2018 to 2023, enabled NGen to invest \$215.1 million in:

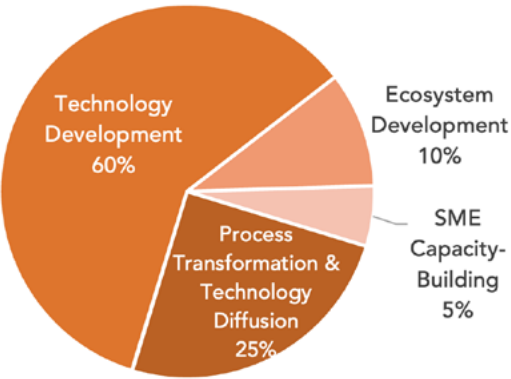
1. *High Potential Technology Development* projects that developed and scaled new manufacturing processes with the potential to give Canadian manufacturers a significant competitive advantage in world markets.

2. *Ground-Breaking Process Transformation and Technology Diffusion* projects that involved the adoption of advanced technologies to transform existing manufacturing processes in critical sectors of Canadian manufacturing.

3. *Industry-led Ecosystem Development* projects that enhanced education and training, research and testbed infrastructure, and scale-up supports for Canada’s advanced manufacturing ecosystem, particularly for SMEs.

4. *SME Capacity Building* projects that supported smaller-scale pilots, technology and commercialization feasibility studies, and cluster-building activities.

Total Phase I Project Funding Allocations
Total = \$215.1 Million



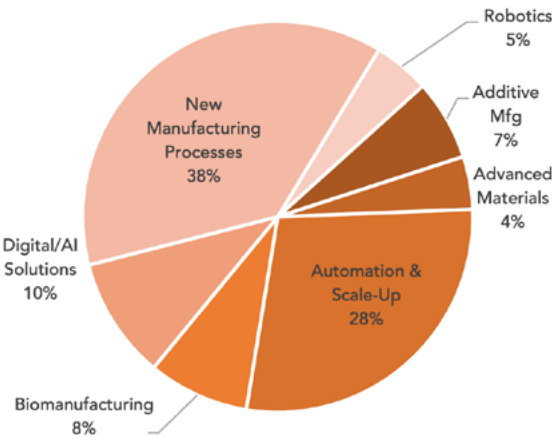
We focused on projects that:

- Filled critical supply chain gaps in equipping Canada’s health care system with test kits, medical devices, disinfection systems, and personal protective equipment to protect Canadians against the COVID pandemic

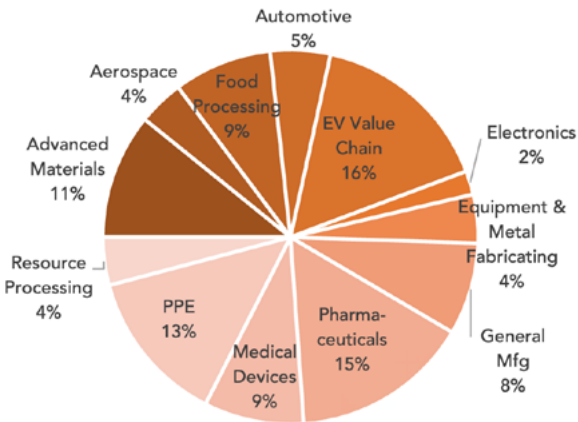
Strengthened the competitiveness of Canada’s Electric Vehicle value chain.

Developed and implemented new advanced manufacturing solutions in fields like advanced materials and additive manufacturing, automation and robotics, biomanufacturing, digitization and Artificial Intelligence, and other multi-technology manufacturing processes.
- Added to Canada’s scale-up infrastructure for environmental and life sciences biomanufacturing and electric battery production.

NGen Funding by Type of Solution



NGen Funding by Sector of Primary Application



By the end of March 2024, all projects funded by Phase I of the Global Innovation Clusters program had been completed with all eligible project expense claims closed out. The projects involved 681 project partners, including 370 industry partners, 328 (89%) of which were small and medium sized enterprises with fewer than 500 employees, 311 research partners (nine of them from outside Canada), as well as over 300 college and university students. There were 52 projects with project partners collaborating in more than one province.

A full list and descriptions of Phase I projects can be found in NGen’s 2023-2024 Annual Report at <https://www.ngen.ca/documents-reports>.

Between April and June of 2025, NGen undertook a survey among Phase I project partners to assess the impacts that projects have had on the economy, environment, health care, and supply chain resilience as of the end of March 2025. The results highlight the effectiveness of a collaborative approach to innovation, commercialization, and industrial transformation.

Phase I Completed Projects Impact Summary

Economic Impacts (End of March 2025)	
Innovation investment by industry	\$310.3 million
Industry contribution per dollar of NGen investment	1.8*
Revenue generated from sales and IP licensing fees	\$8.2 billion
Sales per dollar of NGen investment	37x
Federal tax return per dollar of NGen investment	5.7x
New companies created	55
Direct jobs created	4,187
Direct and indirect jobs expected to be created by 2028	32,749

* Excluding COVID-related projects for which no industry match was expected.

Economic Impacts	
Percent of projects with positive environmental impact	75%
Percent of projects resulting in GHG emission reductions	60%
Percent of projects contributing to supply chain resilience by building additional manufacturing capacity in Canada	52%
Percent of projects contributing to improved health care	28%



Calls for Proposals since 2023

NGen launched six calls for project proposals in 2023-2024, covering:

- Advanced manufacturing projects supported by our GIC Phase II funding.
- Zero-emission vehicle value-chain projects also supported by GIC II funding.
- AI applications in manufacturing supported by PCAIS funding.
- Quantum applications supported by NQS funding.
- Lunar in-situ resource applications (Moonshot for Mining, Materials, and Manufacturing) supported jointly by CSA and GIC Phase II funding.

We launched two more calls for project approvals in 2024-2025:

- Advanced manufacturing homebuilding projects supported by our Homebuilding Innovation Fund.
- Sustainable manufacturing solutions supported by our GIC Phase II funding.

Eighty-seven projects were approved for funding under these calls and 81 contracts with project consortia have been concluded to date. The projects involve 218 industry partners, 193 (88%) of which are SMEs, and 80 research partners. Industry partners come from British Columbia, Alberta, Manitoba, Ontario, Quebec, New Brunswick, PEI, Nova Scotia, Newfoundland and Labrador,

and Nunavut. Research partners are based at universities, colleges, and research institutions in BC, Alberta, Manitoba, Ontario, Quebec, and New Brunswick, as well as outside Canada, with four located in Germany and two in the United States. Forty-two projects (almost half) approved since 2023 involve the participation of partners from more than one province or territory.

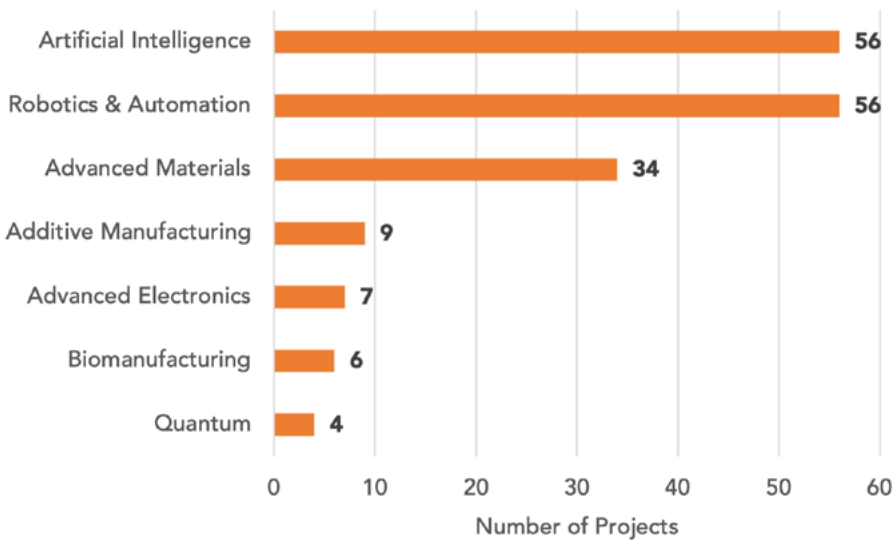
World-Leading Advanced Manufacturing Solutions

NGen’s projects integrate advanced digital, materials, and production technologies in the development, adoption, and scale-up of unique solutions for manufacturing. The types of solutions and primary sectors of application of our Technology Leadership projects supported by GIC Phase II, PCAIS, NQS, CSA, and Housing Innovation funding since 2023 reflect the more targeted calls for proposals in each of these post-Phase I funding streams.

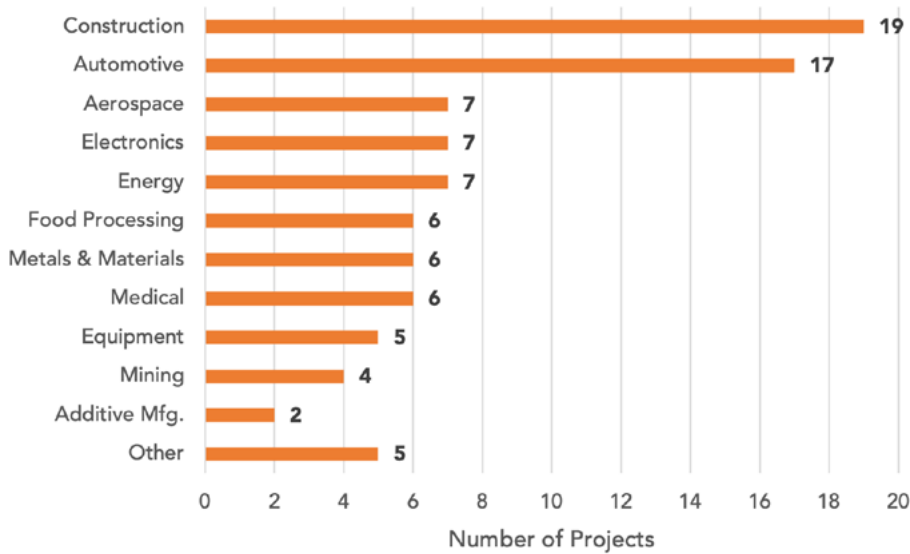
Most projects involve applications of Artificial Intelligence as well as robotics and automation solutions. Both technologies are used in 64% of the projects NGen has approved since 2023. They are used together in 43% of them. Advanced materials are the focus for 39% of projects. Other key technologies applied in our projects include applications of additive manufacturing (10% of projects), advanced electronics (8%), biomanufacturing (7%), and quantum science (5%).

NGen specializes in integrating technologies to develop unique solutions for manufacturers. Only 12 (14%) of these projects involve single technology applications. AI is used as a stand-alone technology in 10% of projects and 16% of the projects that are using AI applications.

Key Technologies



Industry Sectors



Solutions are being developed for and applied in a variety of industry sectors, including homebuilding and general construction (22% of projects), automotive (20%), aerospace (8%), electronics (8%), energy (8%), food processing (7%), materials processing (7%), medical products including therapeutics as well as medical devices (7%), equipment (6%), mining (6%), and additive manufacturing (2%). Twenty-six projects (29% of the total) have possible dual use purposes for defence.

Based on their proposals and monitoring to date, the projects that NGen has approved since 2023 are expected to deliver significant economic, environmental, and social benefits.

- 2,083 jobs are expected to be created during the course of the projects.
- 3,955 jobs are expected to be created upon

- completion of the projects.
- 10,705 jobs are projected over the next five years, directly attributable to the projects.
 - \$3.0 billion in sales and IP licensing revenues are expected to be generated within a year of project completion.
 - \$24.5 billion in sales and IP licensing revenues are projected over the next five years.

In addition to these economic impacts, 80 projects (92%) will lead to improvements in environmental sustainability and emission reductions and six projects (7%) will lead to improved health care outcomes.

A description of all projects contracted since 2023 can be found in Annex 2 of this report.



Strategic Ecosystem Initiatives

NGen builds ecosystems. All our initiatives, including the collaborative industry-led projects in which we co-invest, are intended to contribute to and strengthen Canada’s advanced manufacturing ecosystem.

NGen has a unique role to play in this regard by focusing the attention of ecosystem partners on advanced manufacturing, identifying and supporting industry-led innovation priorities, and building connections and collaboration across an extensive network of manufacturers, technology companies, academic and research institutions, advanced manufacturing clusters, other support organizations, and individual industry experts that are all part of NGen’s membership.

A systemic ecosystem approach is vital to solving the technical and manufacturing problems facing Canadian industry and tackling many of the bigger economic, security, social, and environmental challenges confronting Canadians, now and in the future. Advanced manufacturing is powering many of the solutions that we need. But it takes collaboration and a supportive and well-connected ecosystem to achieve success, and to ensure that the opportunities and value of innovation are captured in Canada.

Collaboration is at the heart of NGen’s strategy. World-leading capabilities in advanced manufacturing cannot be built one company or one organization at a time. The pace of technological change, business disruption, and emerging market opportunities is simply too fast for any one entity to take on all the risks or command all the resources needed to succeed on its own. NGen is also uniquely positioned to work on behalf of its members by building collaborative approaches to public sector programming, funding, and policy-making that supersede organizational and jurisdictional boundaries.

Unique manufacturing solutions depend on integrating knowledge, tools, and capabilities that employ a variety of advanced digital, materials, and production technologies and management techniques. Deployment, scale-up, and commercialization of those solutions depend in turn on maximizing the potential of shared intellectual property and rely on support from innovation networks, business services, public sector, and investment infrastructures for their

success. Business knowledge and best practices shared across organizations, sectors, and regions are instrumental in enhancing the leadership and management capabilities required to develop and execute new business strategies effectively. Everyone has a stake in developing and gaining access to a highly qualified workforce.

NGen funding provides an important incentive for building and de-risking collaboration and for strengthening Canada’s advanced manufacturing ecosystem. All NGen Technology Leadership projects are expected to make a significant contribution in the form of intellectual property, education and workforce development opportunities, business knowledge, and/or tools and testbeds that can be shared with other NGen members. We have also allocated a total of \$54.8 million in funding between 2023 and 2028 to support Strategic Ecosystem initiatives intended to promote and support the commercialization of Canadian advanced manufacturing solutions, develop a future ready workforce, attract young people to careers in advanced manufacturing, connect advanced manufacturing clusters across the country, enhance innovation management, and provide strategic intelligence and tools for companies to optimize opportunities for business growth.

NGen approved \$49.8 million in funding for Strategic Ecosystem initiatives between April 1st, 2023, and the end of March 2025.

Direct Funding Approved for Strategic Ecosystem Initiatives 2023-2025

Initiative	2023-2024	2024-2025	Total to March 31, 2025
Hannover Messe Participation	\$3,150,000	\$18,500,000	\$21,650,000
Other Promotional & Commercialization Activities	\$2,103,000	\$667,000	\$2,770,000
Skills & Workforce Development	\$19,800,000	\$276,000	\$20,076,000
Youth Engagement	\$541,000	\$445,00	\$986,000
Advanced Manufacturing Cluster Development & Networks	\$877,000	\$1,728,000	\$2,605,000
Other Strategic Ecosystem Initiatives	\$860,000	\$815,000	\$1,675,000
TOTAL	\$27,331,000	\$22,431,000	\$49,762,000

Whereas NGen emphasized skills and workforce development initiatives in 2023-2024, our efforts in 2024-2025 were largely focused on promoting Canada’s industrial presence at Hannover Messe, the world’s largest showcase for industrial technology.



Canada

Partner Country
Pays Partenaire

2025



Canada at Hannover Messe

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

In 2024-2025 we made it a priority to showcase Canada's advanced manufacturing capabilities at Hannover Messe.

NGen has led delegations representing Canada's advanced manufacturing sector to Hannover Messe since 2019. It is an international trade fair that attracts between 150,000 and 200,000 visitors annually to massive exhibition grounds in Hannover, Germany. Hannover Messe is a venue where companies, research organizations, governments, and investment agencies from over 150 countries showcase leading advanced manufacturing capabilities. It is also a place to do business and a forum for business leaders to discuss the economic and technological trends that are reshaping the business of manufacturing around the world.

In 2023 German Chancellor Olaf Scholz invited Canada to be the partner country at Hannover Messe 2025 (HM25), offering unprecedented opportunities to showcase Canadian advanced manufacturing capabilities to an international audience. In preparation for HM25, NGen hosted a large contingent of Canadian exhibitors at the fair in April 2024.

NGen recruited 82 exhibitors and 39 visiting delegates from Canada for Hannover Messe which took place from April 21st to 26th, 2024. We organized four large pavilions to showcase Canadian technologies in the fields of automation and robotics, digital and AI solutions, electric mobility, and hydrogen technologies. Feedback from exhibitors and delegates alike was very positive. Based on a survey of participants two weeks after the event (with 42 out of 60 corporate exhibitors responding):

- All reported that they had generated leads at the fair.

- 92% said that their participation at HM24 was worthwhile.
- 60% reported that they had generated high-quality leads.
- 25% said that their leads were good.
- 19% reported that they had made sales during or immediately after the event.
- 29% rated their return on investment in participating at HM24 as excellent.
- 49% reported a good ROI.

NGen conducted a second survey of the 60 corporate exhibitors in January 2025, nine months after the fair. The survey was designed to reassess the return on participation, evaluate the contribution of HM24 in generating sales and investment for exhibitors, estimate the value of sales generated because of participation at the fair, and identify other benefits of participation.

In that survey, the overall assessment of the value that companies derived from participating in HM24 increased: 55% reported an excellent return on investment and 30% reported a good ROI. Thirty-eight companies (63%) said that they had generated sales as a direct result of their participation at the fair. Based on their input, the total estimated value of sales generated at HM24 was over \$72 million.

Exhibiting companies reported other benefits from participating in HM24 as well:

- 23% said they had developed new innovation partnerships.
- 22% said they had found new suppliers.
- 10% said they were able to secure new investments.
- 30% reported new leads for suppliers and technology partners but had yet to realize their benefits.
- 78% of companies reported more than one benefit from their participation at HM24.



Following HM24, 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 HM25. 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.

Throughout the summer of 2024, NGen partnered with ISED, Global Affairs, and the Canada-German Chamber of Commerce, and Deutsche Messe in organizing a cross-country roadshow to promote and recruit exhibitors and visitors for Hannover Messe 2025. We made presentations in St. John’s, Quebec City, Sherbrooke, Montreal, Ottawa, Oshawa, London, Windsor, Winnipeg, Saskatoon, Calgary, Edmonton, and Surrey. We also arranged a series of workshops for interested exhibitors and delegates to ensure they are well prepared to maximize the benefits of their participation at the fair.

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 below:



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 MARI 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.

HM25 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.

We will follow up again to assess the economic impact of participating in HM25 later in 2025.

Hannover Messe 2025 shone a limelight on Canada’s advanced manufacturing capabilities at a time when Canadian companies are looking to diversify their customers, suppliers, and innovation partners and when interest in what Canada has to offer is extremely high. NGen intends to amplify the success of HM25 over the coming year. We are aiming to strengthen the promotion of Canada’s advanced manufacturing sector and generate new commercial opportunities for made-in-Canada solutions around the world.



Supporting Commercialization in Canada and around the World

One of the differentiating features of NGen as a funding organization is that we stick with project partners after the completion of their project, and we work with members that have innovative advanced manufacturing solutions, to help them scale and commercialize their Intellectual Property in Canada and international markets. The commercialization of made-in-Canada advanced manufacturing solutions was a priority objective for NGen in 2024-2025.

International Engagement

NGen’s international objectives are to:

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

In 2024-2025 NGen worked to enhance Canada’s profile as home to world-leading advanced manufacturing capabilities. Hannover Messe 2024 and 2025 were the most important activities for NGen in this regard. But they were not the only international events where we were present. Over the past year we also participated and facilitated the participation of NGen members and project partners in the Global Electric Vehicle Symposium and Exhibition (Seoul, April 2024), the Nanotechnology and Clean Tech Show (Tokyo, April 2024), the JSAE Expo (Yokohama, July 2024), CENEX, the zero-emission and automated vehicle expo (Birmingham, September 2024), and the International Manufacturing Technology Show (Chicago, September 2024).

Closer to home but also with international

audiences, NGen also took part in the All In show (Montreal, September 2024), Western Manufacturing Technology Show (Red Deer, May 2024), Montreal Manufacturing Technology Show (Montreal, June 2024), Canadian Manufacturing Technology Show (Toronto, September 2024), the Saskatchewan Fashion and Textiles Show (Saskatoon, November, 2024), and the Advanced Design and Manufacturing Show (Montreal, November, 2024).

NGen’s participation on the advisory board of the World Manufacturing Forum and transformative technology panel at the OECD also helped highlight Canada’s advanced manufacturing ecosystem and the unique solutions arising from our projects to a global audience.

NGen developed media assets and provided 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. The largest of these investment attraction events was Hannover Messe 2025.

To attract international investment into Canada’s advanced manufacturing ecosystem and potential customers for advanced manufacturing solutions developed in Canada, NGen also worked with multinational manufacturing companies that have established investment funds, looking to identify suppliers, or source leading-edge technologies to address innovation challenges aligned with NGen’s priority areas of focus, including the EV value chain, industrial decarbonization and circular manufacturing, biomanufacturing, advanced automation and robotics.

Our AI matchmaking platform NGen Connect along with our international cluster connections have also assisted our members and Canada’s Trade Commissioners identify potential innovation partners, customers, suppliers, investment, and talent attraction opportunities globally.

Intellectual Property Strategy

NGen aims to maximize the commercial value, ecosystem impact, and the economic, environmental, and social benefits of intellectual property generated as a result of NGen investments, and to capture the benefits of IP commercialization 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, software, algorithms, data, machine learning models, 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 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.

There were no changes in NGen’s IP strategy last year. We now have three IP experts working as part of the NGen team. Our IP Guide provides

insights on IP management in general and how it factors into project applications, contracting, and execution. Our IP template helps project participants structure their project’s IP plan and address salient issues related to IP management and commercialization. NGen’s public IP Registry is also integrated with ISED’s ExploreIP platform.

NGen’s IP Strategy continues to support the objectives of our Five-Year Strategy and Corporate Plan. Our team of IP experts have by now helped consortia partners involved in 219 different projects develop strategies to protect and commercialize the IP arising from their projects. All partners in the 81 projects approved since 2023 – including 181 SMEs – have received advice from NGen’s IP team in the development of their IP strategies. NGen also conducts IP webinars in conjunction with each of our calls for project proposals. Four IP webinars were organized in 2024-2025 – two in English and two in French – for our sustainable manufacturing and advanced manufacturing homebuilding challenges. The webinars attracted the participation of 204 SMEs.

All contracted projects have agreed IP terms and conditions in their Master Project Agreements with NGen. There have been no instances where project partners have been denied access to Foreground IP arising in their projects. Three projects closed in 2024-2025 of which two projects saw all partners decline to enter Foreground IP in NGen’s public IP Registry due to competitive concerns. There were no disputes arising among project partners related to IP issues and therefore no disputes referred to dispute resolution.

The following table summarizes the results of NGen’s IP strategy to the end of March 2025 across our entire project portfolio. With few of the projects approved after 2023 complete, changes in the number of IP assets available for licensing, post-project licenses granted, and new companies created over the past year have been minimal.



NGen IP Results

	Results as of March 31st, 2025	Change from March 2024
IP Strategies developed for project partners	219	+ 44
Background IP assets contributed to projects	1,215	+ 294
Background IP assets shared with project partners	852	+ 180
Foreground IP assets expected to be created by projects	1,198	+ 275
IP assets created by projects	1,795	+ 48
IP assets available in our IP Registry for sharing or licensing with other NGen members	207	+ 2
Post-project licenses granted to NGen members	476	+ 4
New companies created to commercialize IP and solutions arising in projects	55	0

Resilience HQ

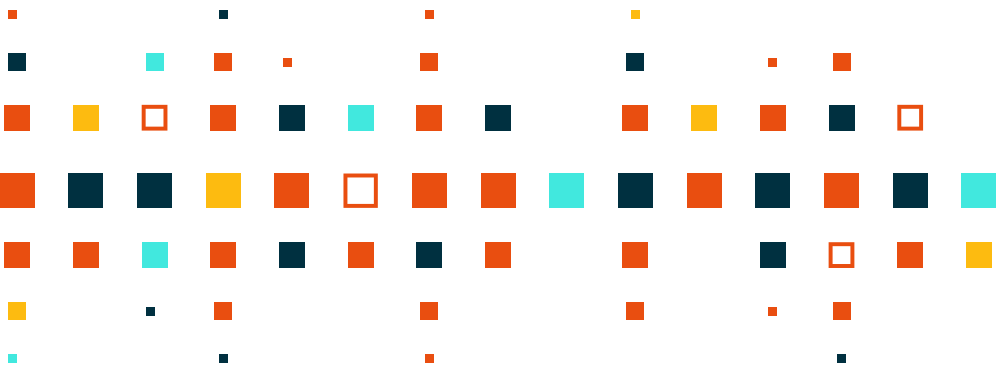
The imposition of US tariffs on imports from Canada has, like nothing else, created an impetus for Canadian manufacturers and technology providers to find new customers, suppliers, innovation partners, and investors in markets outside the United States, including within Canada itself. Many are looking 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.

Early in 2025, NGen moved rapidly to set up our ResilienceHQ hub which can be accessed at 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 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 across 6,541 manufacturers, technology providers, research organizations, and other services providers that are all part of Canada's advanced manufacturing ecosystem.

By the end of March 2025, ResilienceHQ had attracted 1,219 engaged site visits.



Developing Future Ready Companies and Employees

Technologies do not deliver results on their own. Their successful adoption and commercialization depend on strategic leadership, management capabilities, workforce skills, and the ability to attract new entrants into advanced manufacturing careers. Being a catalyst for skills development is fundamental to NGen’s other roles as a national force and a driver of growth for the sector.

Transformation Leadership

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

NGen has also partnered with Eagles Flight to provide specialized strategic training sessions for our project alumni. The first session which focused on operational strategies to enhance productivity was held at MyantX in October 2024 and involved 15 project alumni as well as NGen staff. Focused training sessions will continue into 2025.

Workforce Skills and Talent Attraction

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

In 2024-2025, NGen undertook to:

- Increase the engagement of young people in our Careers of the Future initiative. Our goal was to exceed 450,000 engaged social media visits over the course of the year. To that end, we supported the Student Commission of Canada’s Take our Kids to Work Campaign,

providing educational materials and social media assets about robotics, the impact of advanced manufacturing, and careers in the sector that helped engage 401,338 students across Canada and another 109,568 follow-up website visits. We also worked with Youth Culture to provide richer content to NGen’s Careers of the Future website. Our support enabled Youth Culture to engage over 500 elementary and secondary students in a Lunar Mining Innovation Challenge complementing our Moonshot for Mining, Manufacturing, and Materials Technology Leadership project challenge, in addition to 35 schools and 300 students in the Manufacturing Safety Alliance of BC’s Make it Safe event in October.

NGen partnered with Chatter High to gamify our Careers of the Future site, introducing quizzes and modules about advanced manufacturing that educators can use in their classrooms. We also partnered with Actua to develop a program of Science, Technology, Engineering, and Mathematics (STEM) activities specific to advanced manufacturing. Activities, including in-school workshops, camps, and clubs, will focus on automation, AI, and machine learning. The initiative aims to engage over 2,500 primary and secondary students from across the country by the end of 2025.

- Continue our support for Martin Family Initiative (MFI) in providing manufacturing entrepreneurship and financial literacy courses to more schools and Indigenous students across northern Canada, targeting 1,200 students over the course of the 2024-2025 school year. At the end of March 2025, 2,010 Indigenous students were enrolled in NGen-supported courses – 1,022 at the elementary level as well as 988 secondary students – in BC, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia, Yukon,

and Nunavut. Altogether, 5,006 Indigenous students have participated in NGen-supported financial literacy and manufacturing entrepreneurship courses offered through MFI since 2021.

- Engage students at Hannover Messe 2025. NGen arranged for the student Robotics Team and their coaches from Sir Frederick Banting Secondary School in Alliston, Ontario to attend the fair where they exhibited their robo-goalie. Visitors to Canada’s Robotics and Automation pavilion – including Chancellor Scholz – were invited to take a shot on net. It was a major attraction drawing people into the exhibits at the pavilion. The students also had the opportunity to tour the fair and see some of the leading robotics technologies in the world.

NGen also hosted a mechatronics contest at the fair. (Mechatronics is the integration of mechanical systems with electronics and software to create more functional and efficient products and processes). Three Canadian college teams, representing the Southern Alberta Institute of Technology, Conestoga College, and Humber College, as well as Festo Germany’s apprenticeship team, took part in the five-day competition. Their challenge, focused on an automotive theme, was to design and build an assembly line using Festo Didactic’s Modular Production System to sort vehicles by colour and deliver them to specific locations, mimicking real-world scenarios in “just-in-time” manufacturing.

Humber Polytechnic has been home to Canada’s leading mechatronics team for several years, having won over 47 medals in various provincial, national, and international mechatronics competitions. They took away the prize at Hannover as well. NGen donated the four mechatronics stations from the Hannover Competition to Humber Polytechnic where they will be housed at their Barrett Centre for Technology Innovation. These stations will form the basis for establishing a national mechatronics training centre to share best practices, offer training to other institutions, and provide training to the manufacturing workforce. This will position Canada to be a leader in mechatronics by elevating the capabilities of institutions across Canada to better prepare students for skills competitions, improve the talent pipeline of career-ready graduates, and ensure that the manufacturing workforce has the skills to execute the latest mechatronics techniques to optimize production processes.

- Learn more about the skills required for a future ready advanced manufacturing sector. In 2024-2025, we commissioned a report from the Trillium Network for Advanced Manufacturing to assess the current level of digital skills in Canadian manufacturing. NGen also commissioned a study by Data Angel that will correlate skills with manufacturing performance.



Building Networks and Connecting the Ecosystem

NGen’s ability to make connections and strengthen collaboration across Canada’s advanced manufacturing ecosystem is what powers our role as a creator of networks, national force, driver of growth, and catalyst for skills development.

Membership Growth

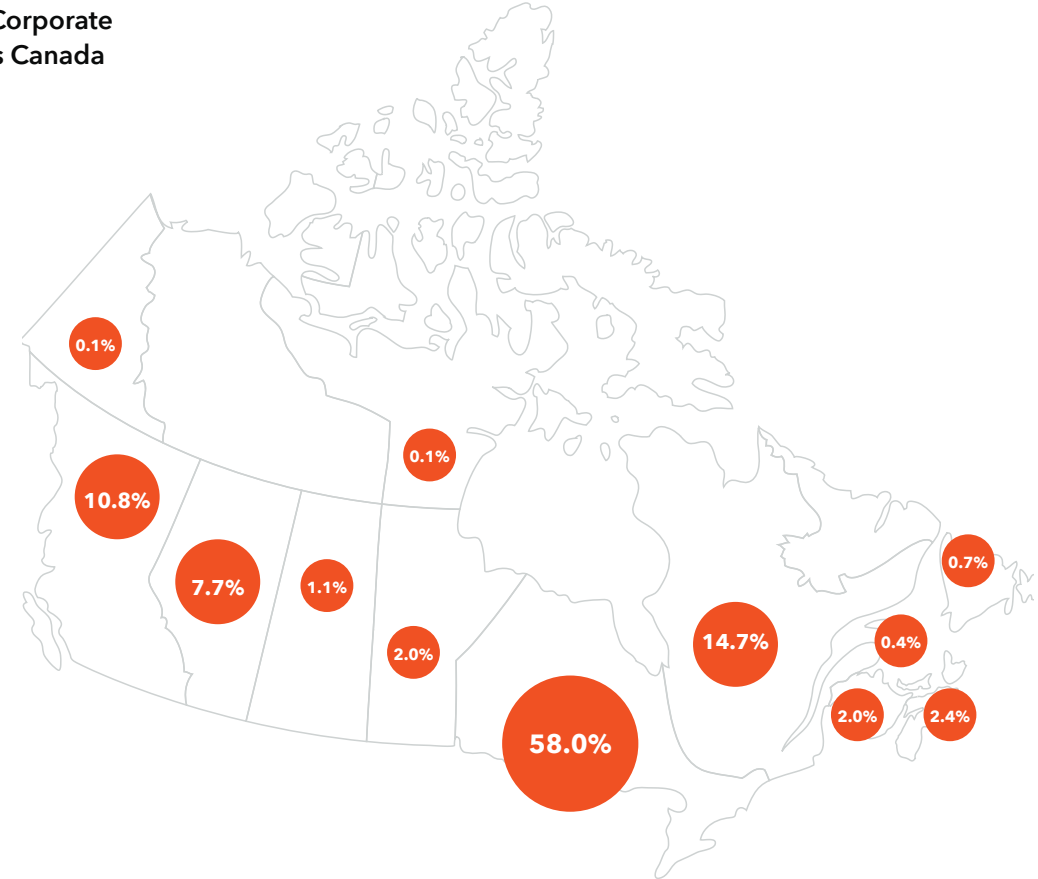
Effective industry leadership and innovation NGen creates opportunities for innovation partnerships, supply chain development, and business growth through connections that we build with and among our members. Our membership is composed of manufacturers, technology providers, supporting ecosystem organizations, as well as individual experts and researchers that contribute to Canada’s advanced manufacturing sector. NGen does not charge a fee for membership because we want to engage as many participants as possible across Canada’s advanced manufacturing ecosystem. However, we do ask members to register in our database identifying the contributions they make to the ecosystem. They are then eligible to apply for

and participate in NGen’s Technology Leadership projects and Strategic Ecosystem initiatives, receive news updates from NGen, and list information about their solutions and advanced manufacturing capabilities on our digital collaboration platforms.

In 2024-2025, NGen undertook to grow our membership to more than 9,000 organizations and individuals. At the end of March 2025, our membership had grown to 13,815, including 4,138 corporate members and 9,474 individual experts and researchers, 7,406 of whom are associated with corporate entities. This represents a 4,196 increase since March 2024. NGen now has corporate members in every province and two territories across Canada.

Distribution of Corporate Members across Canada

March 2025



Collaboration Events

Over the past year, NGen organized four collaboration events following calls for project proposals related to our Sustainable Manufacturing and Advanced Manufacturing Homebuilding Challenges. The events, held in English and French, attracted 575 participants.

NGenConnect

NGenConnect is NGen’s automated online advanced manufacturing capabilities finder available on our ResilienceHQ hub. At the end of March 2025, there were 6,024 companies and other organizations listed on the site. NGen also used the platform to automate Health Canada’s registry of approved suppliers of pharmaceutical products and medical devices for the Supply Chain Advancement Network in Health, a nation-wide community of practice based at the University of Windsor that is dedicated to strengthening Canada’s supply chain resiliency for health care products.

Supporting and Connecting Clusters

The NGenCAN Cluster Network and the financial and advisory support that NGen provides to the advanced manufacturing clusters that are members of the cross-Canada network are key initiatives for NGen in strengthening the competitiveness and growth potential of Canada’s advanced manufacturing sector and achieving our objectives as a national force, driver of growth, creator of networks, and catalyst for skills development.

NGen launched our Cluster Accelerator Program in 2024 with funding allocated to support the activities of, and strengthen collaboration among, advanced manufacturing clusters across Canada. We offered financial assistance to advanced manufacturing clusters across Canada to promote the development and adoption of advanced manufacturing technologies among their members, assist their members in entering new markets, improve environmental sustainability, strengthen workforce development, and support cross-cluster collaboration.

NGen approved 13 initiatives on the recommendation of independent industry experts with an investment of \$2.5 million. With one exception, the clusters received \$100,000 in funding from NGen which will be matched by an equal contribution from their members. Recipients include:

- Optonique – to develop a 10-year strategic vision for Quebec’s photonics industry

(Photonics 2025) to strengthen the photonics ecosystem and facilitate growth in AI, cleantech, quantum technology, and defence sectors.

- Le Centre de valorisation des données manufacturières – to create a scalable AI-driven matchmaking platform to promote real-time data sharing, adaptive production, and enhanced supply chain visibility. (\$300,000 was approved in funding for this initiative).
- AI4Manufacturing Canada – to develop and deploy an AI toolkit, workshop, and certification program to support the adoption of AI technologies by SME manufacturers.
- Canada Makes – to develop and deploy a digital portal designed to accelerate the adoption of additive manufacturing across Canada, fostering collaboration, improving knowledge sharing, and promoting sustainable manufacturing.
- The Wood Manufacturing Cluster of Ontario – to enhance competitiveness, sustainability, and productivity of Ontario’s wood manufacturing sector by creating a digital knowledge hub, industry training programs, and fostering collaborative R&D projects.
- CAMiNA – to support the development and growth of Canada’s nuclear manufacturing supply chain through collaboration, innovation, workforce development, and supplier capacity-building initiatives.
- Canadian Manufacturers & Exporters Atlantic – to enhance the competitiveness and growth of the advanced manufacturing sector in Atlantic Canada through the development of a regional cluster that drives industry collaboration, technology adoption, and workforce development.
- The Vehicle Technology Centre in Manitoba – to drive innovation, technology advance, and competitiveness in Canada’s heavy vehicle technology sector by supporting R&D, fostering collaboration, and strengthening the vehicle supply chain.
- Downsview Aerospace Innovation and Research cluster – to strengthen Canada’s aerospace and aviation sector through collaborative R&D, technology innovation, and workforce development.
- Canadian Robotics Council – to establish a national robotics cluster to promote the development, adoption, and commercialization



of robotics technologies in Canadian industry.

- Verschuren Centre - to support the growth and competitiveness of Canada's precision fermentation sector by creating a digitally based cluster to facilitate collaborative R&D, accelerate commercialization, and strengthen Canada's biomanufacturing sector.
- Canadian Kitchen Cabinet Association - to modernize and future proof the kitchen cabinet manufacturing industry in Canada through innovation, automation, and skills development.
- The Hub for Cost Reduction of Timber and Bio-Based Products - to reduce production costs and improve the competitiveness of mass timber and bio-based products in Canada by establishing a hub to support R&D, process optimization, and new technology adoption.

Eight new clusters joined the NGenCan Network in 2024-2025, bringing its total membership to 32.

NGenCAN is a cross-Canada network of technology and manufacturing clusters that aims to supercharge the advanced manufacturing ecosystem by:

- Connecting clusters and their members across Canada and internationally.
- Amplifying the voice, expanding the reach, and enhancing the value that individual advanced manufacturing clusters provide their members.

- Promoting and showcasing cluster activities.
- Leveraging cluster capabilities through a collaborative network of shared best practices, industry insights, tools, and services.
- Promoting Canada's advanced manufacturing ecosystem as a magnet for international talent and investment attraction.
- Offering clusters an opportunity to share best practices, cross-promote events and trade missions, and build collaborative ventures,

Over the past year NGenCan also generated a variety of cross-cluster collaborations. The Saskatchewan Industrial and Mining Suppliers Association (SIMSA) worked with the Canadian Advanced Manufacturers in Nuclear Alliance (CAMiNA) and the Materials and Reliability in Oil Sands (MARIOS) cluster to develop equipment for the nuclear and oil sands industries. NGen, Deep Tech, Canada Makes, AI4M, Photons Canada, Canadian Robotics Council, and CME-NL organized joint participation in international trade shows, including Hannover Messe. The Saskatchewan Indian Institute of Technologies partnered with the Indigenous Manufacturing and Contracting Network (IMCN) and Fashion Takes Action to develop a program focusing on sustainable and circular manufacturing of textiles and apparel. And the Verschuren Centre provided lab facilities for new materials development from Net Zero Approaches.



Strategic Leadership

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

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

By the end of March 2025, NGen had published reports on:

- Hydrogen technology and life sciences roadmaps.
- Critical minerals and Canada's Electric Vehicle value chain.
- Procurement opportunities related to small modular reactors - in partnership with the Saskatchewan Industrial and Mining Suppliers Association (SIMSA)
- Generative AI's Impact on Productivity in Canada - in partnership with the Conference

Board's Canadian Centre for the Innovation Economy.

- Canada's 2024 Innovation Report Card - also in partnership with the Conference Board of Canada.
- Productivity in Canada's Advanced Manufacturing Sector - in partnership with the Trillium Network for Advanced Manufacturing.
- Industry emission reporting requirements being implemented by the financial services sector.
- Lunar In-Situ Resource Utilization.

We also commissioned reports on:

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

NGen participated as speakers at 114 events in Canada and internationally between April 2024 and March 2025, including:

- The Ontario Chamber of Commerce's Ontario Economic Summit.
- The Canadian Robotics Council's annual symposium.
- Quantum Days organized by DeepTech Canada.
- The Toronto Board of Trade's Advanced Manufacturing Symposium as part of our support for Toronto's new Advanced Manufacturing Council.
- The Canadian Microsystems Symposium leading to the formation of FABRiC (Canada's cluster for semiconductor innovation and manufacturing).
- The Homebuilding Innovation Conference organized in partnership with the University of New Brunswick's Off-Site Construction Research Centre.

- Electric Autonomy’s annual Electric Vehicle conference.
- The “Exploring Opportunities in the EV Supply Chain” workshop organized by Invest Windsor-Essex.
- Waterloo Region’s Advanced Manufacturing Summit.
- The Saskatchewan Ministry of Agriculture’s Agri-Tech conference.
- The Smart Manufacturing Technology Exhibition organized by the Alberta Manufacturing and Exporting (MEE) cluster.
- The Indigenous Fashion Design and Textile Manufacturing conference organized by the Saskatchewan Indian Institute of Technology.
- The Canadian Manufacturing Technology Show.
- The Montreal Manufacturing Technology Show.
- ALL IN.
- Advanced Design and Manufacturing shows in Toronto and Montreal.
- Hannover Messe 2025 Canadian roadshow, workshops, and international press conferences in St. John’s, Halifax, Quebec City, Montreal, Sherbrooke, Toronto, London, Windsor, Guelph, Oshawa, Ottawa, Waterloo, Winnipeg, Saskatoon, Calgary, Edmonton, Surrey, Seoul, Tokyo, London, Milan, Berlin, and Hannover.

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

- OECD’s Working Party for Technology Innovation Policy discussions on sustainable manufacturing, electric vehicles, and advanced manufacturing clusters. NGen is a case study for the OECD on the effectiveness of Canada’s Global Innovation Clusters program.
- The World Manufacturing Forum annual conference on advanced manufacturing.
- Innovation workshops and panel sessions at Hannover Messe 2024 and 2025.
- The Eureka Global Innovation Conference at Hannover Messe 2025.
- TCI Global Cluster Conferences in Iceland and Mexico.
- The Japanese Society of Automotive Engineers (JSAE) annual conference on automotive

- technology trends.
- Nano-technology workshops in South Korea and Japan.
- The CENEX Expo, the UK’s premier technology show and conference on electric mobility.
- Panel discussions about Canada’s advanced manufacturing capabilities in South Korea, Japan, the UK, Italy, and Germany in preparation for Hannover Messe 2025.

NGen’s social media covered 22 of our own technology and project podcasts as well as our participation in workshops and conferences in Canada and internationally, including the entire program at Hannover Messe 2024 and 2025. By March 2025, we had registered 77 earned media spots, as well as 934,388 engaged website visits and 1,056,956 social media impressions. The media attention that NGen attracted at Hannover 2025 during the first week of April more than doubled that amount of traffic within the space of a week.

Ecosystem Guidance

NGen makes a further contribution to Canada’s advanced manufacturing ecosystem by advising a variety of stakeholder organizations. In 2024-2025 we participated as board or planning committee members for:

- Trillium Advanced Manufacturing Network.
- Toronto Business Council’s Advanced Manufacturing Council.
- Conference Board of Canada’s Innovation Leadership Council.
- Association for Manufacturing Excellence.
- NRC’s Canadian Research into Machining Technology program.
- NRC’s Automotive and Surface Transportation program.
- Conestoga College’s SMART Centre.
- Fraunhofer Innovation Platform at Western University.
- Vineland Research Centre.
- AI4Manufacturing cluster.
- Canada Makes.
- Canadian Robotics Council.

- Nova Scotia’s Digital Twin for an Organization program.
 - Quantum Safe Canada.
- We provided governance and operational advice in the formation of two strategic ecosystem projects funded by the federal government:
- FABriC, whose mandate is to galvanize existing strengths in Canadian photonics, MEMS, compound semiconductors and quantum technology, accelerate commercialization and maximize the economic impact of the

- semiconductor sector domestically and internationally.
 - Sustainable Aviation Technology Canada, which supports the green transformation of Canada’s aerospace sector.
- NGen also provided ISED and the Regional Development Agencies reports on the types and expected benefits of AI applications in manufacturing, the challenges facing SMEs in AI adoption, best practices for AI procurement, and NGen’s own AI Governance Framework.



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.

Governance

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

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

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

NGen's Board is assisted by four committees which report to the Board in carrying out its governance responsibilities: (i) The Executive Committee, composed of the Board Chair as well as the Chairs of our three other Board committees, (ii) Governance and Compliance Committee, (iii)

Finance and Audit Committee, and (iv) Human Resources and Nominating Committee. Their roles and responsibilities are outlined in our Five-Year Strategic Plan.

Board and Committee meetings are scheduled quarterly according to a workplan approved by the Board at the beginning of each calendar year. Meeting dates for the coming year are agreed at the Board's fall meeting. The Corporate Plan for the coming fiscal year is approved during the first Board meeting of the year. NGen's performance is reviewed in the spring. Our Annual Report, Financial 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 2025-2026.

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

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

Succession planning for NGen's Board takes industry, academic, and regional representation into account, as well as requirements to maintain at least 50% female Board and Executive Committee membership and at least one-third independent directors. Board members may hold appointments for three-year terms. Recommendations for Board Chair, Committee Chair, and director and observer succession are made by the Human Resources and Nominating Committee of NGen's Board. Board members and observers are elected during NGen's annual Members' meeting which is held in the

fall of the year. This process was followed in 2024-2025 when five directors left the Board and four new members joined. It will be followed again in 2025-2026.

Operational Excellence

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

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

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

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 aims 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.

In 2024, NGen adopted a new People and Culture plan aligned with the objectives of our Strategic Plan and focusing on:

- 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 are championing resilience and adaptability while promoting holistic well-being initiatives that support mental, physical, and emotional health.
- Investing in Lifelong Learning and Leadership Development: By embedding active learning strategies and leadership development into our core programs, we are aiming 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 are working to create an environment where employees feel respected, trusted, and supported. We are prioritizing 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 are aiming to strengthen emotional intelligence, cultural agility, and systems thinking, ensuring alignment with our collaborative and accountable culture.
- Embedding a Strong Organizational Culture: A thriving organizational culture is the foundation for our success. We want to actively shape a culture that reflects our values, fosters inclusivity, and inspires innovation and collaboration across all levels of the organization.
- Leading Change Through Strategic Change Management: As the pace of change accelerates, we are implementing robust change management practices to ensure seamless transitions, align our workforce with evolving goals, and drive long-term sustainability and success.

NGen's People and Culture strategy aims to engage our employees in our organizational success and the pursuit of personal career objectives. In 2024, our employees gave NGen a 82.2% rating with respect to 12 criteria defining a fully engaged organization.

Risk Assessment & Mitigation Strategies

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

Cybersecurity Protections

As new & increasingly complex cyber threats continue to be a commonplace in today's world, NGen proactively strives to improve on all aspects of cyber maturity & readiness. This entails ongoing investments in, & implementation of, the most current best-practices relating to areas such as vulnerability management, infrastructure security, cyber awareness training, technology & processes, and incident response to mitigate and reduce the risk of exposure, particularly in high-risk areas such as web applications and sensitive data.

As part of NGen's Security Management Strategy, internal & external assessments into existing controls, processes, and policies are undertaken throughout the year to bolster our security maturity. In 2024-2025, NGen undertook to implement cybersecurity best practices developed by the Center for Internet Security (CIS). Based on previous years' Maturity Threat Assessments (MTAs), NGen has achieved high maturity via implementation of CIS controls. In lieu of an annual MTA, NGen opted in 2024-2025 to pursue the following to improve its review & improve our security posture:

- Third-party assessments of internal infrastructure security & threat identification and reduction tools
- Pursuit of the Standards Council of Canada (SCC) CAN/CIOSC 104:2021 Certification (National CyberSecure standard Baseline cyber security controls for small and medium organizations); currently in final Stage 2 - Full Audit.
- Expansion of Incident Response Management via integration of a full end-to-end Business Continuity Management Program.
- Improvements to employee cybersecurity

awareness training to include Data & AI governance and acceptable use.

NGen also engaged with 48 companies as part of a cybersecurity collective enabling them to share intelligence about cyber-threats and best practices in cyber-risk mitigation related to advanced manufacturing. Through the cybersecurity collaborative we have delivered cybersecurity training to our members through a focused training program providing direct value to the members through its focus on advanced manufacturing applications.

Data Strategy

NGen's Data Strategy has operated as intended, effectively supporting the objectives outlined in our long-term strategy and Corporate Plan for 2024-2025.

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

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

Our Data Strategy is an integral part of NGen's Data Governance Framework. The strategy aims to maximize the value of the data collected by NGen for the benefit of Canada's advanced manufacturing ecosystem and to support the financial sustainability of NGen. Our strategy determines how we acquire, store, govern, manage, use, and share data to accomplish our mission, achieve our strategic objectives, create value for our members and clients, carry out our operations, and ensure our long-term business success. Data privacy is a priority, and our policies are posted on

our website *Privacy Policy, Terms of Use*. Services that are created for our members also include policies defining the use of the data they provide.

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

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

NGen continuously works to harden cybersecurity protection for the data we manage. We undertake regular third-party audits of our cybersecurity systems. Cybersecurity awareness training is

provided to NGen staff on a bi-weekly basis. NGen also runs regular workshops for NGen members and other industry participants on cybersecurity. NGen partners with many government and industry experts in cybersecurity to support internal and ecosystem knowledge of cybersecurity in Advanced Manufacturing.

In 2024-2025, NGen:

- Formalized our Data Governance Framework, establishing eight pillars of data governance with corresponding controls based on internationally recognized management standards and best practices. This Framework provides transparency into the authority and management of data governance activities at NGen.
- Instituted Guidelines for the Responsible Generative AI Use in the Workplace, which all NGen employees and contractors are required to follow.
- Enhanced the reliability and security of critical data by implementing a data warehouse optimized for analytics and reporting purposes.



Priorities for 2025-2026

- NGen’s Board of Directors has set five priority objectives in our Corporate Plan for 2025-2026:
1. Strengthen NGen’s position as a financially sustainable organization up to and beyond 2028 by pursuing new opportunities for project funding and additional non-project related revenue.
 2. Expand funding opportunities for Technology Leadership projects to accelerate the adoption and commercialization of advanced manufacturing solutions aligned with policy priorities in homebuilding, defence, infrastructure, Arctic & remote communities, and procurement.
 3. Take the lead in defining and promoting a forward-looking Advanced Manufacturing Strategy for Canada and provide practical supports for companies looking to diversify markets, expand product lines, and strengthen Canadian supply chains.
 4. Amplify the promotion of Canadian advanced manufacturing capabilities and NGen projects based on our successful Canada’s Partner Country role at Hannover Messe 2025, including organization of N3 and participation in other technology showcase events.
 5. Focus our Ecosystem support initiatives on opportunities that promote Canada’s advanced manufacturing leadership, enhance workforce skills, strengthen our networks, and generate revenue opportunities for NGen.



Measuring Impacts

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

The ICEIF is a unique, made-in-Canada framework that combines performance measures based on common program objectives as well as measures specific to each cluster’s ecosystem. It is supported by a co-design process involving ISED and each of the clusters and will evolve in

scale and sophistication over time. The framework is internationally recognized as best practice for reporting the impacts of innovation and cluster development programs.

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

The performance indicators that NGen employs are listed in the following table with results to the end of March 2025.

Innovation Cluster Economic Impact Framework (ICEIF)



NGen Impact Indicators

Expected Impacts	Performance Indicators	Results to March 2025
National Force		
<ul style="list-style-type: none">Economic growthGlobal advantageStrategic investments	<ul style="list-style-type: none">Total impact of projects on GDP	\$8.8 billion*
	<ul style="list-style-type: none">Percentage of SME project partners	89% of industry partners; 53% of total
	<ul style="list-style-type: none">Ratio of industry contributions to NGen funding	1.8
	<ul style="list-style-type: none">Industry investment in and following NGen projects	\$3.5 billion
	<ul style="list-style-type: none">Number of project partners by province and territory	See page 22
	<ul style="list-style-type: none">Percentage of projects with interprovincial collaboration	37%
	Driver of Growth	
<ul style="list-style-type: none">Expanding CapacityRevenue GrowthEconomic Momentum (Commercialization and job growth)	<ul style="list-style-type: none">Revenue generated by post-project sales and IP licenses	\$8.2 billion
	<ul style="list-style-type: none">Number of jobs created	4,187
	<ul style="list-style-type: none">Number of new companies created	55
	<ul style="list-style-type: none">Federal taxes generated per dollar of NGen investment	\$5.70
	<ul style="list-style-type: none">Number of IP licenses granted	476
IP Protection & Value Creation		
<ul style="list-style-type: none">Commercializing funded IPProtecting Canadian IPSupporting SMEs with IP	<ul style="list-style-type: none">Number and percentage of projects with foreground IP commercialized during and after the project	120 (72% of completed projects)
	<ul style="list-style-type: none">Number of SMEs with an IP strategy developed through Cluster support	514
	<ul style="list-style-type: none">Number of formal IP rights created	347
	<ul style="list-style-type: none">Number of expanded IP rights created	2,578
	<ul style="list-style-type: none">Number and percentage of projects with foreground IP owned by companies incorporated and operating in Canada	171 (100% of completed projects)
	<ul style="list-style-type: none">Number of licenses to foreground IP granted to third parties	476
	<ul style="list-style-type: none">Number and percentage of projects with IP to be used outside of project	117 (67% of completed projects)
	<ul style="list-style-type: none">Number of individuals attending IP educational workshops	1,758
	<ul style="list-style-type: none">Number of IP educational activities held	30

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



Expected Impacts	Performance Indicators	Results to March 2025
Creators of Networks		
<ul style="list-style-type: none">Making and strengthening connectionsScaling up and supporting SMEsCluster LeadershipDiverse Leadership	<ul style="list-style-type: none">Total and average number of partner organizations in projects	979 (3.9/project)
	<ul style="list-style-type: none">Number of NGen members and corporate members	13,815 members 4,138 corporate members
	<ul style="list-style-type: none">Number of organizations registered on the NGen Connect collaboration platform	6,024
	<ul style="list-style-type: none">Number and geographic scope of advanced manufacturing clusters in the NGenCan network	32 across Canada
	<ul style="list-style-type: none">Number and location of international cluster partners	4 (Germany 2; S.Korea 1; Brazil 1)
	<ul style="list-style-type: none">Number of advanced manufacturing partnerships backed by formal agreements	15
	Catalyst for Skills Development	
<ul style="list-style-type: none">Building Canada's future workforceTalent attractionSupporting Equity, Diversity, and Inclusion	<ul style="list-style-type: none">Number of participants in NGen talent attraction and job placement activities	1,500,000 + students 2,558 placements
	<ul style="list-style-type: none">Number of individuals receiving skills training	2,929
	<ul style="list-style-type: none">Number of new hires and training participants from equity-seeking groups	5,232

Statements and Affirmations for the Year ending March 31st, 2025

Ecosystem Investments

NGen invested \$19,653,000 million directly in support of Strategic Ecosystem development initiatives in 2024-2025.

Investment Policy

There have been no updates to NGen’s investment policies, standards, and procedures.

Executive Compensation

Total compensation comprising salary and benefits for four employees was more than \$300,000 in 2024-2025.

Financial Controls

NGen management maintains a system of financial and internal controls to provide reasonable assurance that transactions are accurately recorded on a timely basis, are properly approved, and result in reliable financial information. NGen’s financial and internal controls have operated as intended.

IP Strategy

NGen’s Intellectual Property Strategy has operated as intended and has supported the objectives as outlined in NGen’s long-term strategy and Corporate Plan. There were no updates to the IP Strategy in 2024-2025.

Ninety-seven SME members accessed NGen’s independent expertise and advice with respect to IP in 2024-2025, in addition to those involved in ongoing projects.

All contracted projects have agreed-upon IP licensing obligations in their Master Project Agreement with NGen.

Three projects closed in 2024-2025, of which two projects saw all partners decline to enter Foreground IP in NGen’s public IP Registry due to competitive concerns.

There have been no instances where a project partner has been denied access to Foreground IP arising in their project.

No IP-related dispute among project partners has

been reported.

There have been no IP disputes arising among project partners that have been referred to dispute resolution.

Cybersecurity Protections

As part of our Security Management Strategy, NGen undertakes internal & external assessments into existing controls, processes, and policies throughout the year to bolster our security maturity. Based on previous years’ Maturity Threat Assessments (MTAs), NGen has achieved a high maturity level of cyber protections. In 2024-2025, NGen undertook to implement all relevant CIS controls. We implemented:

- Third-party assessments of internal infrastructure security & threat identification and reduction tools.
- Pursuit of the Standards Council of Canada (SCC) CAN/CIOSC 104:2021 Certification.
- Expansion of Incident Response Management via integration of a full end-to-end Business Continuity Management Program.
- Improvements to employee cybersecurity awareness training to include Data & AI governance and acceptable use.

Data Strategy Update

NGen’s Data Strategy has operated as intended, effectively supporting the objectives outlined in NGen’s long-term strategy and Corporate Plan.

Evaluations and Audits

NGen conducts regular reviews of its financial controls and project performance. NGen’s financial statements for 2024-2025 were subject to independent financial audit. NGen’s audited financial statements and auditors’ report for 2024-2025 are appended in Annex 4.

Funding Sources	GIC Phase II	PCAIS	NQS	CSA	ESDC	NRC-IRAP	Total
Direct Funding Contribution to Eligible Project Costs	\$31,906,798	\$7,678,717	\$1,683,395	\$1,151,481	\$336,124	\$317,936	\$43,074,451
Industry Contribution to Eligible Project Costs	\$26,414,783	\$13,900,410	\$2,466,477	\$891,947	\$219,154	-	\$43,892,771
Project Management Fees	\$6,737,318	\$1,105,225	\$319,461	\$246,882	-	\$64,658	\$8,473,544
Sponsorship & Other Fees	\$2,856,672	-	-	-	-	-	\$2,856,672
Other Government Contributions							-
Interest Income	\$1,007,348	\$136,196	\$29,806		\$11,562		\$1,184,912
Other	\$160,368				-		\$160,368
Total	\$69,083,287	\$22,820,548	\$4,499,139	\$2,290,310	\$566,840	\$382,594	\$99,642,718

Funding Sources for 2024-2025

Contributions to Operating & Administrative Expenses

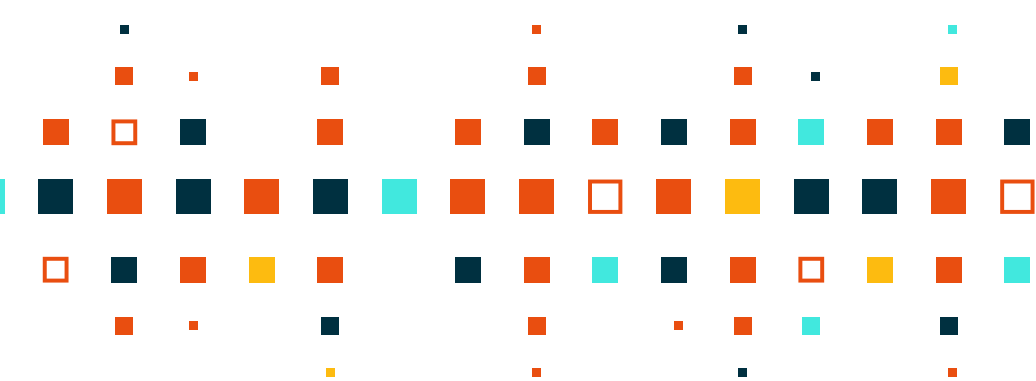
Funding Source	Contributions in 2024-2025	Contributions to Date
Industry	\$8,594,312	\$25,016,174
ISED	\$9,109,857	\$48,742,936
Other Sources	\$1,498,571	\$9,258,382
Total	\$19,202,740	\$83,017,492

Financial Report for 2024-2025

Type of Cost	Operating & Administrative Costs	Technology Leadership Project Costs	Ecosystem Development Program Costs	ESDC/IRAP	Total Cost
Funded Eligible Costs	\$9,147,689	\$71,805,647	\$16,359,345	\$336,124	\$97,648,805
Unfunded Eligible Costs	-	\$1,635,135	\$1,087,020	\$160,368	\$2,882,523
Project Management Fees	-	\$8,408,886		\$64,658	\$8,473,544
Total	\$9,147,689	\$81,849,668	\$17,446,365	\$561,150	\$109,004,872

Industry Contributions for 2024-2025

Funding Sources	GIC Phase II	PCAIS	NQS	CSA	ESDC	NRC-IRAP	Total
Industry Contribution to Eligible Project Costs	\$26,414,783	\$13,900,410	\$2,466,477	\$891,947	\$219,154	-	\$43,892,771
Project Management Fees	\$6,737,318	\$1,105,225	\$319,461	\$246,882	-	\$64,658	\$8,473,544
Sponsorship & Other Fees	\$2,856,672	-	-		-		\$2,856,672
Total	\$36,008,773	\$15,005,635	\$2,785,938	\$1,138,829	\$219,154	\$64,658	\$55,222,987



Annex 1: The People who Powered NGen in 2024-2025

Board of Directors

Jennifer Maki Chair, Finance & Audit Committee (to Oct. 2024) Corporate Director	Linda Hasenfratz Board Chair Executive Chair & CEO Linamar Corporation	Tom Ferns Chair, Governance & Compliance Committee (to July 2024) General Counsel & Privacy Officer Halton Heathcare
Lisa Headrick Chair, Finance & Audit Committee (from Oct. 2024) Executive VP, Finance, Strategy & Operations Woodbine Group	Joris Myny Chair, Human Resources & Nominating Committee (to Oct. 2024) Senior VP, Digital Industries Siemens Canada	Angela Mondou Chair, Governance & Compliance Committee (from July 2024) President & CEO Technation
Mike Andrade Director CEO, Morgan Solar	Carol McGlogan Chair, Human Resources & Nominating Committee (from Oct. 2024) President & CEO Electro-Federation Canada	Rhonda Barnet Director President & COO AVIT Manufacturing
Chris Brown Director (to Oct. 2024) Vice President GDLS Canada	Mike Baker Director CEO, Wood Manufacturing Cluster of Ontario	Dave Crocker Director (from Oct. 2024) Former Chief Technology Officer, GDLS
Lyne Dubois Director (to Oct. 2024) Corporate Director	Tony Chahine Director CEO, Myant X	Sandra Ketchen Director President & CEO Spectrum Health
Joe Loparco Director (from Oct. 2024) President AGS Automotive Systems	Brad Jackson Director (from Oct. 2024) Principal, Highlands Strategic Advisory	Angela Pappin Director Chief Transformation Officer ArcelorMittal North America
Michel Toutant Director Senior Partner Novacap	Tony Thoma College Observer Executive Dean, Engineering & Technology Conestoga College	Michael Worswick University Observer (to Oct. 2024) Professor, Faculty of Engineering University of Waterloo
	Mary Wells University Observer (from Oct. 2024) Dean of Engineering University of Waterloo	

Annex 1: The NGen Team

	Jayson Myers Chief Executive Officer		
Bilal Haffejee Chief Financial Officer	John Laughlin Chief Technology Officer	Stewart Cramer Chief Manufacturing Officer	
Wendy Young Vice President Data Systems & Security	Jonathan Cutler Vice President, Intellectual Property & Contracts	Robert Mastrotto Vice President Projects	Valerie Thompson Director People & Culture
Carol Cutrone EA to the CEO Office Manager	Robbie MacLeod Corporate Secretary Director Strategic Communications	Bridget Bohan Director Cluster Accelerator	Frank Defalco Director Member Engagement
Christy Michalak Director, Manufacturing Development Programs	John Cigana Director Project Development	Arthur Kong Director Project Development	Roshan Mohan Director Project Development
Stephanie Holko Director Project Development	Jeff Montag Director Project Finance	Jérôme Lafrenière Director Director, Intellectual Property	Sharon Ho Director Intellectual Property
Gillian Sheldon Director Investment Partnerships	Peter Wawrow Director, Workforce Development Programs	George Mallin Director Program	Ken Morris Director Digital Development Programs
Deb Brintnell Controller Finance	Frank Haas Senior Manager Program	Ron Pope Manager Program	Steve Pilkington Manager Program
Blake Helka Manager Project Development	Aakash Rao Manager Project Development	William Dubois Manager Project Development	Ashley Leung Manager, Business Process & Financial Claims
Nelson Netzereab Manager Digital Marketing	Nicole Mullings Manager Data	Mary Toth Manager Contracts & Paralegal	Marie-Christine Stevens Manager Contracts & Paralegal
Michelle Larmer Manager Contracts & Paralegal	Daria Bulatnikova Manager Accounting	Kim D'Souza Manager Client Engagement	Hamid Osman Manager Project
Paul Roberts Manager Project Finance	Arun Lavishetty Manager Information Technology	Tammy Smith Executive Assistant and Program Administrator	Joanne MacKinnon Senior Coordinator Project
Kim Quines Coordinator Marketing	Alyssa Kertesz Coordinator Program	Renae Sultani Coordinator Program	Adam Balogh Analyst Cybersecurity Governance
Nick Pett Analyst Business Systems	Liana Biktimirova Analyst Financial Claims	Beatrice Respall Analyst Financial Claims	Parneet Kaur Analyst Service Desk
Haris Khan Technician IT	Suzanne Marshall Technician IT	Loriel Medynski Contractor Claims Processing	

Thanks to our interns:
Sanskriti Akhoury, Business Analyst; **Fahad Hafeez**, Business Analyst; **Ruqayah Haffejee**, Marketing Assistant; **Jeremy Ippolito**, Industry Analyst; **Ryan Jack**, Economic Analyst; **Malik Mohib**, Marketing Coordinator; and **Alex Posmyk**, Contracts Coordinator



Annex 2: Technology Leadership

Projects Contracted since 2023 (as of March 31st, 2025)

GIC Phase II - Advanced Manufacturing Challenge

Project Lead	Octane Orthobiologics Inc
Purpose	Automation of cell therapy process for living cartilage implants
Industry Partners	C3i Center Inc; Orthopaedic Innovation Centre Inc.
NGen Investment	\$2,884,263.21
Total Project Investment	\$7,917,311.83

Project Lead	Canadian Innovative Materials Ltd.
Purpose	Development of a Plasma Transferred-Arc Additive Manufacturing system for mining and oil sands industries
Industry Partners	Manluk Mining; Suncor Energy Inc. (HO)
Research Partners	NSERC University of Alberta
NGen Investment	\$2,960,000.00
Total Project Investment	\$8,000,000.00

Project Lead	Precision Resource Canada Ltd.
Purpose	Development of Advanced Tooling solutions
Industry Partners	Miltera Machining Research Corp.
Research Partners	McMaster University MMRI National Research Council Canada (NRCC) Stuttgart University - IFU University of British Columbia CERC University of Quebec UQTR University of Waterloo ERC Fraunhofer IPT - Institute for Production Technology Fraunhofer ILT - Institute for Laser Technology
NGen Investment	\$2,960,000.00
Total Project Investment	\$8,000,000.00

Project Lead	Nfinite Nanotechnology Inc.
Purpose	Scale-up manufacturing of a nano-coating for sustainable packaging
Industry Partners	Eti Converting Equipment
NGen Investment	\$2,954,912.60
Total Project Investment	\$7,996,250.00

Project Lead	3D BioFibR Inc.
Purpose	Scale-up of production of human collagen fibres for tissue engineering
Industry Partners	PlantForm Corporation
NGen Investment	\$1,263,657.80
Total Project Investment	\$3,596,263.00



Project Lead	AEM Power Systems Inc.
Purpose	Accelerate adoption of Gas Oscillation Superforming technology
Industry Partners	Macrodyne Technologies Inc.
Research Partners	University of Waterloo University of Windsor
NGen Investment	\$2,904,426.37
Total Project Investment	\$7,849,801.00

Project Lead	ZS2 Technologies LTD.
Purpose	Manufacture feedstocks for Magnesium-based concrete panels
Industry Partners	Falkbuilt Ltd.; LithiumBank Resources Corp.; Occam's Technologies Inc.; Progressive Planet Solutions INC
Research Partners	University of Calgary Columbia University Southern Alberta Institute of Technology
NGen Investment	\$307,914.13
Total Project Investment	\$1,035,790.95

Project Lead	Geomega Resources Inc.
Purpose	Establish a localized Rare Earth Element Magnets supply chain with a lower environmental footprint
Industry Partners	NeoCtech Corp.
Research Partners	Polytechnique Montréal
NGen Investment	\$2,959,999.98
Total Project Investment	\$8,000,016.00

Project Lead	Carbicare
Purpose	Scale-up of negative carbon concrete production
Industry Partners	Macron Industries Corp
NGen Investment	\$2,960,000.00
Total Project Investment	\$8,061,001.00



Project Lead	FPS Food Process Solutions Corp.
Purpose	Development of advanced food processing solutions
Industry Partners	669743 BC Ltd; Saint Germain Bakery (Toronto) Ltd.
NGen Investment	\$1,085,540.66
Total Project Investment	\$2,933,894.00

Project Lead	Orthopaedic Innovation Centre Inc.
Purpose	Advancement of Lattice Structure manufacturing methods
Industry Partners	OrthoPediatrics Canada; Numalogics
Research Partners	University of Manitoba
NGen Investment	\$995,094.45
Total Project Investment	\$2,689,444.80

Project Lead	Price Industries Ltd.
Purpose	Full factory automation
Industry Partners	Innovair Automation; mode40
NGen Investment	\$2,959,968.59
Total Project Investment	\$7,999,637.00

Project Lead	Petra Hygienic Systems International Limited
Purpose	Build and deployment of an end-to-end fully automated production system
Industry Partners	Mastrin Digital Solutions, Ltd.; SIDAC Automated Systems Inc
NGen Investment	\$1,142,659.79
Total Project Investment	\$3,088,286.00

Project Lead	Panevo Services Limited
Purpose	Development of innovative dairy processing solutions
Industry Partners	Saputo Dairy Products Canada G.P.
NGen Investment	\$1,095,333.99
Total Project Investment	\$2,960,403.00

Project Lead	OSCPS Motion Sensing Inc.
Purpose	Scale-up and commercialization of photonic integrated circuit gyroscope sensors for navigation of autonomous vehicles
Industry Partners	Pasqal SAS
NGen Investment	\$716,798.02
Total Project Investment	\$1,937,291.50

Project Lead	CCRM (Centre for Commercialization of Regenerative Medicine)
Purpose	Development of advanced manufacturing immunotherapy platforms
Industry Partners	BioVectra Inc.; Global Life Sciences Solutions Canada ULC; Northern RNA Inc. (2282220 ALBERTA INC); OmniaBio Inc.; Precision NanoSystems ULC Inc.
NGen Investment	\$2,960,000.00
Total Project Investment	\$8,000,003.00

Project Lead	Mosaic Manufacturing Ltd.
Purpose	Development of a new manufacturing process for decentralized digital micro-factories
Industry Partners	Microart Services Inc.; Wrmth Corp.
Research Partners	McMaster University Queen’s University Toronto Metropolitan University (TMU)
NGen Investment	\$2,951,323.99
Total Project Investment	\$7,976,518.00



GIC Phase II - Zero-Emission Electric Vehicle Challenge

Project Lead	Dana Canada Corporation
Purpose	Development of a cost effective and reliable process for nickel plating on EV heat exchangers
Industry Partners	KA Imaging
Research Partners	National Research Council University of Waterloo University of Alberta
NGen Investment	\$2,957,965.00
Total Project Investment	\$7,994,549.00

Project Lead	Flex-Ion Battery Innovation Center, a division of Ventra Group Co.
Purpose	Commercialization of advanced lithium-ion battery systems
Industry Partners	SPM Automation
Research Partners	NRCan St. Clair College
NGen Investment	\$2,959,785.40
Total Project Investment	\$7,999,420.00

Project Lead	Green Graphite Technologies Inc.
Purpose	Production of high purity graphite for EV lithium-ion batteries
Industry Partners	Calumix Technologies Inc.;
Research Partners	University of Western Ontario
NGen Investment	\$1,256,529.25
Total Project Investment	\$3,396,025.00

Project Lead	nano One
Purpose	Optimization of the manufacturing process for cathode active materials used in lithium-ion batteries
Industry Partners	Chemetics Inc.
Research Partners	McMaster University Queen's University Toronto Metropolitan University (TMU)
NGen Investment	\$2,959,999.99
Total Project Investment	\$9,513,461.00

Project Lead	Plasmagear
Purpose	Development of new composite materials for hydrogen fuel cells
Industry Partners	Ionomr Innovations Inc.
Research Partners	CTT Group Lawrence Berkeley Lab McGill University University of Toronto
NGen Investment	\$2,912,269.99
Total Project Investment	\$8,000,000.00

GIC Phase II - Sustainable Manufacturing Challenge

Project Lead	Mosaic Manufacturing Ltd.
Purpose	Development of scalable sustainable additive manufacturing techniques for the automotive sector
Industry Partners	Tiercon
Research Partners	McMaster University Toronto Metropolitan University (TMU)
NGen Investment	\$3,464,087.20
Total Project Investment	\$9,897,392.00



Project Lead	Dyze Design
Purpose	Develop a new additive manufacturing process using wood pellets
Industry Partners	Muclitech
NGen Investment	\$900,000.00
Total Project Investment	\$2,572,292.00

Project Lead	Ocean Legacy Foundation
Purpose	Expansion of processing and laboratory testing for marine plastic recycling
Industry Partners	SeaPlast; Scotia Recycling (SR)
NGen Investment	\$1,029,091.37
Total Project Investment	\$3,037,762.00

Project Lead	Panevo Services Limited
Purpose	Development of innovative sustainable manufacturing solutions for the bread industry
Industry Partners	Canada Bread Company, Limited
Research Partners	University of British Columbia
NGen Investment	\$714,945.01
Total Project Investment	\$2,042,700.00

Project Lead	Mantel Canada
Purpose	Development and deployment of innovative carbon capture solutions
Industry Partners	Kruger
NGen Investment	\$3,497,653.20
Total Project Investment	\$9,993,295.00

Project Lead	Carbonova Corp.
Purpose	Development of advanced sucker rods for the oil industry
Industry Partners	Oilify New-Tech Solutions Inc.
Research Partners	University of Toronto University of Calgary
NGen Investment	\$1,115,000.00
Total Project Investment	\$3,185,714.00

Project Lead	Cobric Chemicals Inc.
Purpose	Capacity expansion of a demonstration scale plant for processing electric arc furnace dust
Industry Partners	GFL Environmental Services Inc.
NGen Investment	\$5,250,000.00
Total Project Investment	\$15,000,000.00

Project Lead	Polystyvert Inc.
Purpose	Establishment of circular loops for polystyrene manufacturing
Industry Partners	Eco Entreprise Québec; Eco Captation
Research Partners	Université de Montréal
NGen Investment	\$5,250,000.00
Total Project Investment	\$15,000,000.00

Project Lead	Universal Matter Inc.
Purpose	Scale-up of a graphene manufacturing process using carbon waste products
Industry Partners	Cobionix Corp.; Macrotek Inc.
Research Partners	University of British Columbia
NGen Investment	\$3,397,301.01
Total Project Investment	\$12,167,125.00



Project Lead	Carbon Upcycling Technologies
Purpose	Validation of a cement replacement solution at a commercially relevant scale
Industry Partners	CRH Canada Inc.
NGen Investment	\$4,235,796.60
Total Project Investment	\$12,102,276.00

Project Lead	CERT Systems Inc
Purpose	Demonstration of an air-to-specialty chemical manufacturing process
Industry Partners	Pulsenics; Phycus Biotechnologies
Research Partners	University of Toronto
NGen Investment	\$1,654,680.51
Total Project Investment	\$4,727,660.00

Project Lead	Alter Biota Inc.
Purpose	Establishment of a Circular Supply Chain for concrete and wood product manufacturing
Industry Partners	Giatec Scientific
Research Partners	University of Ottawa University of New Brunswick
NGen Investment	\$3,475,840.20
Total Project Investment	\$9,930,972.00

Project Lead	Rain Carbon Inc.
Purpose	Advance sustainable manufacturing of battery-grade graphite
Industry Partners	Green Graphite Technologies Inc.
Research Partners	McMaster University Western University Natural Resource Canada, Canmet Materials
NGen Investment	\$3,113,271.00
Total Project Investment	\$8,895,060.00

GIC Phase II – Advanced Manufacturing Homebuilding Challenge (Homebuilding Innovation and Technology Fund)

Project Lead	IGV-Nexus
Purpose	Scale up manufacturing of prefabricated Smart Zone home technology
Industry Partners	Offsite Focus
NGen Investment	\$5,367,775.37
Total Project Investment	\$14,910,485.00

Project Lead	Habitations Mont-Carleton Inc
Purpose	Creation of a smart factory for modular home construction
Industry Partners	Provencher_Roy; Société de Développement Angus; L2C Experts-Conseils
NGen Investment	\$2,095,196.39
Total Project Investment	\$6,349,080.00

Project Lead	BECC Modular
Purpose	Develop applied software for labour-free homebuilding production systems
Industry Partners	Skye Automation Inc.
NGen Investment	\$1,575,588.24
Total Project Investment	\$4,376,634.00

Project Lead	CABN CO Ltd.
Purpose	Revolutionize net-zero, zero-carbon rapid housing manufacturing
Industry Partners	Triweco North American LTD; CABN Install
Research Partners	Queen’s University Carleton University St Lawrence College
NGen Investment	\$2,461,795.24
Total Project Investment	\$6,838,320.00



Project Lead	Arctic Acres
Purpose	Scale up manufacturing of geodesic homes
Industry Partners	Ashgroup
Research Partners	York University - IREA
NGen Investment	\$1,196,278.78
Total Project Investment	\$3,148,432.00

Project Lead	Roberts Developments Inc.
Purpose	Development of homebuilding solutions using advanced timber panelization and volumetric steel structure
Industry Partners	Livingston Steel
Research Partners	Offsite Construction Research Center University of New Brunswick
NGen Investment	\$2,217,114.34
Total Project Investment	\$7,133,528.00

Project Lead	SOKİO Industrie
Purpose	Development of a smart system for prefabricated modular housing manufacturing
Industry Partners	Groupe Conseil Genius Inc.; Preverco
Research Partners	Lab-usine CIRCERB
NGen Investment	\$1,089,041.40
Total Project Investment	\$3,025,115.00

Project Lead	Newton Group Ltd
Purpose	Accelerated production of precast and structural steel building elements
Industry Partners	Home Opportunities Non-profit Corporation; Linamar Innovation Hub
Research Partners	McMaster University University of Guelph
NGen Investment	\$4,947,647.00
Total Project Investment	\$14,992,870.00

Project Lead	Intelligent City
Purpose	Scale up manufacturing of sustainable housing
Industry Partners	ABB Robotics Canada; RDH Building Science; 722 The Queensway Development GP Inc.
Research Partners	George Brown College
NGen Investment	\$4,014,549.00
Total Project Investment	\$12,165,300.00

Project Lead	Sakku Properties Ltd.
Purpose	Establish a modular homebuilding factory in Nunavut
Industry Partners	RG Solution; Sakku Innovative Building Solutions
NGen Investment	\$3,428,844.00
Total Project Investment	\$9,023,275.00

Project Lead	Giatec Scientific Inc
Purpose	Optimize 3-D printing in housing construction
Industry Partners	Printerra Inc
Research Partners	University of Windsor University of Ottawa Carleton University
NGen Investment	\$2,638,815.63
Total Project Investment	\$7,996,409.00

GIC Phase II – Moonshot for Mining, Manufacturing, and Materials Challenge (Co-funded by the Canadian Space Agency)	
Project Lead	Guidebolt Inc.
Purpose	Development of a software technology to teach autonomous robots new tasks
Industry Partners	Lauer
NGen Investment	\$250,000.00
Total Project Investment	\$500,000.00

Project Lead	Sayona
Purpose	Development of a system for characterizing geological data on critical minerals
Industry Partners	MayaHTT
Research Partners	Concordia University Ecole Polytechnique de Montreal McGill University
NGen Investment	\$137,250.00
Total Project Investment	\$274,623.00

Project Lead	Canadian Space Mining Corporation
Purpose	Integration of additive manufacturing with collaborative mobile robots
Industry Partners	Mission Control Space Services Inc.
Research Partners	Concordia University Ecole Polytechnique de Montreal McGill University
NGen Investment	\$249,812.00
Total Project Investment	\$499,624.00

Project Lead	AEM Technologies Inc.
Purpose	Manufacture of advanced nano-alumina doped with rare earth elements
Industry Partners	Neotech
NGen Investment	\$250,000.00
Total Project Investment	\$500,064.00

Project Lead	ApoSys Technologies
Purpose	Development of a cost-effective solution for autonomous space mining vehicles
Industry Partners	Cheetah Networks
Research Partners	Cambrian College NRC
NGen Investment	\$250,000.00
Total Project Investment	\$499,999.00

Project Lead	Avalon Space Inc
Purpose	Development of solutions for robotic mining and lunar site management
Industry Partners	Rockmass Technologies
NGen Investment	\$249,087.00
Total Project Investment	\$498,175.00

Project Lead	Destiny Copper
Purpose	Production of high-purity copper powders for space exploration
Industry Partners	Canadian Space Mining Corporation
Research Partners	Concordia University
NGen Investment	\$1,157,569.01
Total Project Investment	\$2,315,139.00



GIC Phase II - AI4Manufacturing Challenge

Project Lead	ntwist inc
Purpose	Implementation of an AI-driven scheduling system for high-variety low-volume manufacturing
Industry Partners	TAQA Drilling Solutions
NGen Investment	\$2,099,999.99
Total Project Investment	\$6,000,372.00

Project Lead	Worximity Technologies inc.
Purpose	Optimization of production parameters in continuous manufacturing
Industry Partners	Solution Inox Inc.
NGen Investment	\$617,487.15
Total Project Investment	\$1,764,249.00

Pan Canadian AI Strategy - AI4Manufacturing Challenge

Project Lead	Kinova Inc.
Purpose	Development of a smart, connected, and collaborative robotic framework
Industry Partners	Labforge Inc.; Inertia Manufacturing; Linamar Corporation
NGen Investment	\$572,211.34
Total Project Investment	\$1,634,889.52

Project Lead	Cosm Medical Corp.
Purpose	Development and commercialization of a digital gynecology platform
Industry Partners	Hamilton Health Sciences Corporation Emerson Media Inc. Objex Unlimited Inc.
NGen Investment	\$1,201,811.99
Total Project Investment	\$3,550,855.00

Project Lead	Keirton Inc.
Purpose	Automation of visual quality control
Industry Partners	Organigram Inc.
NGen Investment	\$1,234,473.10
Total Project Investment	\$3,527,066.00

Project Lead	Apera AI Inc.
Purpose	Development and deployment of an AI-powered inspection system for manufacturing
Industry Partners	Stronach Centre of Innovation – a Division of Magna International
NGen Investment	\$1,570,007.95
Total Project Investment	\$4,885,737.00

Project Lead	Ayrton Energy Inc.
Purpose	Development of hydrogen storage technology for distributed energy generation
Industry Partners	Pulsenics Inc.
NGen Investment	\$1,650,224.10
Total Project Investment	\$4,714,926.00

Project Lead	Ballard Power Systems Inc.
Purpose	Development of machine learning tools for factory acceptance testing of hydrogen fuel cell stacks
Industry Partners	Acerta Analytics Solutions Inc.
NGen Investment	\$1,118,895.05
Total Project Investment	\$3,196,843.00



Project Lead	Basetwo Artificial Intelligence Inc.
Purpose	Development and deployment of smart factory solutions
Industry Partners	Resilience Biotechnologies Inc. Genecis Bioindustries Inc. Aspect Biosystems Ltd.
NGen Investment	\$1,516,623.15
Total Project Investment	\$4,333,209.00

Project Lead	CEMWorks
Purpose	Advance GaN-based microwave-frequency integrated circuit manufacturing
Industry Partners	TransEON
Research Partners	University of Alberta University of Manitoba University of Waterloo
NGen Investment	\$562,874.01
Total Project Investment	\$1,608,212.00

Project Lead	Eagle Hydraulique
Purpose	Development and deployment of smart factory solutions
Industry Partners	MAYA HTT
NGen Investment	\$803,254.55
Total Project Investment	\$2,295,013.00

Project Lead	Lantern Machinery Analytics Inc.
Purpose	Development of an AI-powered image and time-series data analysis system for manufacturing
Industry Partners	e-Zinc Inc.
NGen Investment	\$1,219,239.70
Total Project Investment	\$3,483,542.00

Project Lead	Linamar Corporation
Purpose	Integration of autonomous self-driving technology into conventional manual machines
Industry Partners	Cyberworks Robotics
NGen Investment	\$1,579,830.00
Total Project Investment	\$4,513,800.00

Project Lead	Linamar Corporation
Purpose	Optimization of web-based traceability
Industry Partners	Acerta Analytics Solutions Inc
NGen Investment	\$1,026,515.70
Total Project Investment	\$2,932,902.00

Project Lead	Martinrea Automotive Inc.
Purpose	Revolutionize powerpack manufacturing through AI-powered vision systems and robotics
Industry Partners	Xaba
NGen Investment	\$1,929,708.76
Total Project Investment	\$5,512,875.00

Project Lead	Miru Smart Technologies Corp
Purpose	Development of a closed-loop advanced spray coating system
Industry Partners	Mazlite Inc.; Innovative Finishing Solutions Inc.
Research Partners	University of British Columbia University of Toronto
NGen Investment	\$1,002,235.05
Total Project Investment	\$2,863,523.00



Project Lead	Mosaic Manufacturing Ltd.
Purpose	Development of AI solution for high speed and production scale additive manufacturing
Industry Partners	Innovation AI; Matter and Form
NGen Investment	\$2,152,500.00
Total Project Investment	\$6,150,000.00

Project Lead	Promise Robotics
Purpose	Development of a smart factory for homebuilding components
Industry Partners	Landmark Group of Companies Inc.
NGen Investment	\$2,207,520.00
Total Project Investment	\$6,545,392.00

Project Lead	Acerta Analytics Solutions Inc.
Purpose	Development and deployment of smart factory solutions
Industry Partners	Woodbridge Foam Corporation
NGen Investment	\$1,130,648.75
Total Project Investment	\$3,230,425.00

Project Lead	Foreseeson Technology Inc.
Purpose	Development and deployment of smart factory solutions
Industry Partners	mode40
Research Partners	University of Manitoba
NGen Investment	\$686,770.00
Total Project Investment	\$1,962,200.00

Project Lead	InDro Robotics
Purpose	Development of a fully autonomous cycle counting solution for warehouse operations
Industry Partners	Owen and Company Holdings Inc.; LFL Group
NGen Investment	\$1,369,500.00
Total Project Investment	\$3,912,406.00

Project Lead	Magna International Inc.
Purpose	Development of AI controlled human-capability robotics for electric vehicle subsystem manufacturing
Industry Partners	Sanctuary Cognitive Systems
Research Partners	University of Toronto
NGen Investment	\$2,029,460.00
Total Project Investment	\$5,798,456.00

Project Lead	Maple Advanced Robotics Inc.
Purpose	Deployment of an autonomous robotic solution for polishing and heat treatment processes
Industry Partners	Stronach Centre of Innovation – a Division of Magna International
Research Partners	University of Toronto University of Waterloo Toronto Metropolitan University
NGen Investment	\$868,000.00
Total Project Investment	\$2,481,064.00

Project Lead	Martinrea Automotive Inc.
Purpose	Integration of advanced machine learning algorithms into stamping machines
Industry Partners	Polyalgorithm Machine learning (PolyML)
NGen Investment	\$878,000.00
Total Project Investment	\$2,515,507.00

National Quantum Strategy

Project Lead	OTI Lumionics Inc.
Purpose	Development of a quantum computing platform for simulating material properties
Industry Partners	Nord Quantique
Research Partners	Université de Sherbrooke University of British Columbia
NGen Investment	\$1,953,200.00
Total Project Investment	\$4,997,775.00

Project Lead	ICSPI Corp.
Purpose	Advance the manufacturing of large arrays of MEMS-based AFMs
Industry Partners	Applied Nanotools Inc.
NGen Investment	\$400,000.00
Total Project Investment	\$1,000,000.00

Project Lead	Femtum inc.
Purpose	Industrialize a laser process for correcting quantum photonic chips
Industry Partners	WhalePiX Inc. Solution Novika
NGen Investment	\$2,000,000.00
Total Project Investment	\$5,002,362.00

Project Lead	Anyon Systems Inc.
Purpose	Development of advanced nanofabrication and 3D packaging processes for superconducting quantum processors
Industry Partners	Centre de Collaboration MiQro Innovation (C2MI)
NGen Investment	\$1,250,000.00
Total Project Investment	\$3,125,088.00

Annex 3: Additive Manufacturing Demonstration Projects 2024-2025

Lead Company	Service Provider	Lead Company	Service Provider
ABI	Additive Metal Manufacturing	MSLR	Precision ADM
Action Aero	Polycontrols	Multimatic	Additive Metal Manufacturing
Alstom	Axis	Nanogrande	R&D
AMM	Additive Metal Manufacturing	Next Level	R&D
Appollo	Appollo	Nordspace Corp	R&D
Aro Robotic Systems	Sarcomere	North Star Downhole	Precision ADM
Babcock	Appolo	OIC	Precision ADM
CAE	Libemonde	Onstream	Precision ADM
Canadian Aditive Waveguide	Burloak	Open Waters Solar	Dancam
Carbon Upcycle	Red Deer Polytechnic	Precision Contracting	Red Deer Polytechnic
Casa Duro Inc.	Axis	Premier Orthotics lab	Mosaic
Cascade	Polycontrols	Press Lock	Additive Metal Manufacturing
CDM Jevons Inc.	AMM	PWC	Precision ADM
Dominis	R&D	Raytheon	Additive Metal Manufacturing
Dunedin Energy	Precision ADM	RF Wireless	Additive Metal Manufacturing
Elementium	R&D	Sankoya Technologies	Tronosjet
FuelBoss	Tronosjet	SolarSteam 3D	Exergy
General Conveyor Inc.	Additive Metal Manufacturing	Soneil	Upsurge
Illuminix AI	Innotech Alberta	Spinologics	Precision ADM
Innova Hydrogen	Innotech Alberta	Suncor	Precision ADM

Lead Company	Service Provider	Lead Company	Service Provider
Karma/FepSim	Reprap	Suncor	Polycontrols
Ladder Spike	AtlanticXL	TECKING Automatisaion	Productique Quebec
Lortie Aviation	Precision ADM	Timberoot Environmental Inc	Red Deer Polytechnic
Maya HTT	R&D	Tri-Star Industries	Axis
MMC Anti-Aging	University of Waterloo	Tuft and Paw	Forge Lab
Modulate Technologies	Axis	Voyageur	Tronosjet
Mosiac	Mosaic R&D		





Financial Statements of

NEXT GENERATION MANUFACTURING CANADA

And Independent Auditor's Report thereon

Year ended March 31, 2025

KPMG LLP
Commerce Place
21 King Street West, Suite 700
Hamilton, ON L8P 4W7
Canada
Telephone 905 523 8200
Fax 905 523 2222

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Next Generation Manufacturing Canada

Opinion

We have audited the financial statements of Next Generation Manufacturing Canada (the Entity), which comprise:

- the statement of financial position as at March 31, 2025
- the statements of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025 and its results of operations, its changes in net assets, and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditor's Responsibilities for the Audit of the Financial Statements"** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.





Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

July 17, 2025

NEXT GENERATION MANUFACTURING

Statement of Financial Position

March 31, 2025 with comparative information for 2024

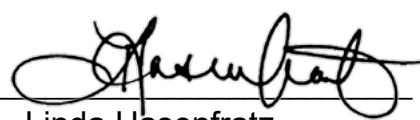
(In thousands of dollars)	2025	2024
Assets		
Current assets:		
Cash	\$ 33,988	\$ 12,201
Accounts receivable	695	6,695
HST receivable	—	712
Project/program advances	6,050	1,613
Prepaid expenses	289	1,753
	41,022	22,974
Capital assets (note 3)	33	34
Intangible assets (note 4)	771	1,028
	\$ 41,826	\$ 24,036


Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 6)	\$ 3,583	\$ 4,041
HST payable	42	—
Project/program holdbacks	721	—
Unearned revenue	177	470
Deferred contributions (note 7)	20,631	8,006
	25,154	12,517
Deferred capital contributions (note 8)	688	328
	25,842	12,845
Net assets	15,984	11,191
Commitments (note 11)		
	\$ 41,826	\$ 24,036

See accompanying notes to financial statements.

On behalf of the Board:

 Director
Linda Hasenfratz

 Director
Lisa Headrick

NEXT GENERATION MANUFACTURING

Statement of Operations and Changes in Net Assets

Year ended March 31, 2025 with comparative information for 2024

(In thousands of dollars)	2025	2024
Revenues:		
Federal contributions	\$ 51,904	\$ 61,818
Administration fees	8,409	5,299
Industry fees and sponsorships	2,783	382
Interest income	1,185	1,303
Industry in-kind contributions	160	628
Training and other income	138	2,820
	64,579	72,250
Expenses:		
Project and program expenditures	26,734	38,632
Advanced manufacturing ecosystem initiatives (note 9)	19,653	3,993
Salaries and benefits	9,128	8,407
Administration and governance	1,964	1,331
Outsourced services (note 10)	1,623	11,463
Communications and events	382	469
Amortization of capital and intangible assets	302	159
	59,786	64,454
Excess of revenues over expenses	4,793	7,796
Net assets beginning of year	11,191	3,395
Net assets end of year	\$ 15,984	\$ 11,191

See accompanying notes to financial statements.

NEXT GENERATION MANUFACTURING

Statement of Cash Flows

Year ended March 31, 2025 with comparative information for 2024

(In thousands of dollars)	2025	2024
Cash provided by (used in):		
Operations:		
Excess of revenues over expenses	\$ 4,793	\$ 7,796
Items not involving cash:		
Amortization of capital and intangible assets	302	159
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	6,000	(6,640)
Increase (decrease) in HST (receivable) payable	754	(462)
Increase in project/program advances	(4,437)	(1,311)
Decrease (increase) in prepaid expenses	1,464	(1,224)
(Decrease) increase in accounts payable and accrued liabilities	(458)	2,738
Increase (decrease) in project/program holdbacks	721	(4,383)
(Decrease) increase in unearned revenue	(293)	286
Increase (decrease) in deferred contributions	12,625	(7,760)
	21,471	(10,801)
Investing:		
Purchase of capital assets	(44)	(50)
Purchase of intangible assets	—	(1,142)
Deferred capital contributions	360	328
	316	(864)
Increase (decrease) in cash	21,787	(11,665)
Cash, beginning of year	12,201	23,866
Cash, end of year	\$ 33,988	\$ 12,201

See accompanying notes to financial statements.

NEXT GENERATION MANUFACTURING

Notes to Financial Statements

Year ended March 31, 2025
(in thousands of dollars)

1. Corporate information:

Next Generation Manufacturing Canada ("NGen") was incorporated under the laws of Canada as a not-for-profit corporation without share capital on November 23, 2017. NGen is an industry-led, organization dedicated to building next generation manufacturing capabilities nationally. Our mission is to help Canadian companies become global leaders in the application of leading technologies to manufacturing products and/or processes.

NGen projects and programs are aimed at driving greater technology development and technology adoption in Canadian manufacturing. To further support cluster growth, we also use data and systems to increase connections and collaboration across the Canadian advanced manufacturing network.

Contribution Agreements with the Federal Government by Department:

- (a) Innovation, Science and Economic Development ("ISED"), represented by the Minister of Innovation, Science and Industry ("Minister"):
 - I. To support building up next-generation manufacturing capabilities, and promoting collaboration in areas such as advanced robotics research and innovation by strengthening linkages between researchers in industry, academia, and research institutes in Canada and abroad, and providing financial support for the scaling and adoption of 4.0 technologies, effective November 9, 2018, ISED will provide a non-repayable contribution to NGen for 75% of eligible operating expenses that do not exceed 15% of the total contribution, and 100% of eligible project costs. The total is not to exceed the lesser of \$229,765 or 100% of total Industry Matching Funds obtained by the organization over the five-year period, ending March 31, 2024. NGen was approved for an additional \$20,000 on July 29, 2021 via an amendment to the Contribution Agreement to support projects in NGen's pipeline related to Automotive Zero-Emissions.
 - II. With effect March 23, 2023, ISED, has agreed to amend the original contribution agreement (in I.) to, among other things, increase the amount of the non-repayable contribution by a further \$145,708 of which \$19,930 is to be used towards eligible operating expenses and \$125,778 is to be used towards 100% of eligible project costs. The total is not to exceed the lesser of \$145,708 or 100% of total Industry Matching Funds obtained by the organization over the five-year period, ending March 31, 2028 (and referred to as "Phase 2").

The Minister may provide a further additional contribution of \$31,445 towards eligible project costs provided that NGen has met certain conditions to the Minister's satisfaction.



NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

1. Corporate information (continued):

(a) Innovation, Science and Economic Development (“ISED”), represented by the Minister of Innovation, Science and Industry (“Minister”) (continued):

- III. To support the commercialization of artificial intelligence as part of the broader investment in the Pan-Canadian Artificial Intelligence Strategy (PCAIS), effective September 13, 2023, ISED will provide a non-repayable contribution to NGen for 75% of eligible operating expenses that do not exceed 10% of the total contribution, and 100% of eligible project costs. The total is not to exceed the lesser of \$30,000 or 100% of total Industry Matching Funds obtained by the organization over the four-year period, ending March 31, 2026.
- IV. To support building the groundwork for a National Quantum Strategy (NQS), effective June 23, 2023, ISED will provide a non-repayable contribution of \$7,000, of which \$788 is to be used towards eligible operating expenses with \$6,212 to be used towards 100% of eligible project costs. The total is not to exceed the lesser of \$7,000 or 100% of total Industry Matching Funds obtained by the organization over the five-year period, ending March 31, 2028.
- V. With effect September 6, 2024, ISED, has agreed to amend the Phase 2 contribution (outlined in II.) to, among other things, increase the amount of the non-repayable contribution by a further \$65,000 of which \$50,000 will support the Homebuilding Technology and Innovation Fund to promote the development, commercialization, and adoption of productivity enhancing technologies, automation, and sustainable materials for Canada’s Homebuilding industry. \$5,625 is to be used towards eligible operating expenses with \$59,375 to be used towards 100% of eligible project costs.
- VI. With effect February 5, 2025, ISED has agreed to provide additional funding for the Pan-Canadian Artificial Intelligence Strategy (PCAIS) (outlined in III.) to provide an additional contribution of \$15,000 of which \$1,688 is to be used towards eligible operating expenses with \$13,313 to be used towards 100% of eligible project costs.
- VII. With effect March 11, 2025, ISED has agreed to amend the Phase 2 contribution (outlined in II.) to provide the further additional contribution of \$31,445 towards eligible project costs.
- VIII. To support building the groundwork for the Canadian Genomics Strategy (CGS), effective March 11, 2025, ISED has agreed to amend the Phase 2 contribution (outlined in II.) to provide a non-repayable contribution to NGen of \$5,897, of which \$663 is to be used towards eligible operating expenses with \$5,234 to be used towards 100% of eligible project costs. The total is not to exceed the lesser of \$5,897 or 100% of total Industry Matching Funds obtained by the organization over the five-year period, ending March 31, 2021.

The amount of ISED contributions under these agreements varies from year to year based on forecasted operating and project spend and amounts may be reallocated to other fiscal years within the program term with the written approval from the Minister of ISED.

NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

1. Corporate information (continued):

(b) Employment and Social Development Canada (“ESDC”), represented by the Minister of Employment, Workforce Development and Disability Inclusion (“Minister”):

To support companies in onboarding new and diverse workers to Canadian manufacturing and in upskilling the existing workforce by developing and validating tools for skills assessment and development and providing hiring and training supports, effective November 21, 2023, ESDC will provide a non-repayable contribution in the amount of \$15,854 towards eligible expenditures over the two-year period, ended March 31, 2024. The non-repayable contribution was increased to \$19,763 via an amendment dated October 10, 2023.

(c) Canada Space Agency (“CSA”), represented by the Director General, Space Exploration of The Canada Space Agency (“Director”):

To support the development of novel In-Situ Resource Utilization (“ISRU”) solutions for mining and processing critical minerals in the lunar environment, effective November 3, 2023, CSA will provide a non-repayable contribution up to \$1,500 towards eligible expenditures over the two-year period, ending March 31, 2025.

Payment by the Federal Government of the contributions in a), b) and c) is conditional on there being a legislated appropriation for the fiscal year in which the contributions are due. The Minister’s and Director shall have the right to terminate or reduce the contribution in the event that the amount of the appropriation is reduced or denied by Parliament.

2. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. NGen’s significant accounting policies are as follows:

(a) Revenue recognition:

NGen receives grant revenue from ISED under the Innovation Superclusters Initiative (“ISI”), grant revenue from ESDC, grant revenue from CSA and administration fees, sponsorships and other revenue from industry.

NGen follows the deferral method of accounting for contributions. Unrestricted contributions and sponsorships are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

Deferred capital contributions related to capital and intangible assets represent amounts received specifically for the purpose of purchasing capital and intangible assets. Externally restricted contributions related to the purchase of capital and intangible assets are deferred and amortized to revenue on the same basis as the related capital or intangible asset.



NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

2. Significant accounting policies (continued):

(a) Revenue recognition (continued):

An administration fee of 3% - 5% of total eligible project costs is charged to recipients during contracting. Revenue related to this non-refundable fee is recognized after contracting is complete.

(b) Cash:

Cash consists of amounts held in bank accounts which earn interest on a monthly basis.

(c) Project/program advances:

Project/program advances consist of funding provided to projects in advance of project costs being incurred. Advances are drawn down and recognized as revenue when a claim for project costs incurred is submitted and approved by NGen.

(d) Capital assets:

Purchased capital assets are recorded at cost.

Capital assets are amortized on a straight-line basis using the following annual rates:

Asset	Rate
Computers	55%

(e) Intangible assets:

Intangible assets are measured at cost less accumulated amortization. Amortization is provided for, upon the commencement of the utilization of the asset, on a straight-line basis over the remaining term of the respective contribution agreement.

Development activities are recognized as an asset provided they meet the capitalization criteria, which include NGen's ability to demonstrate: technical feasibility of completing the intangible asset so that it will be available for use; NGen's intention to complete the asset for use; NGen's ability to use the asset; the adequacy of NGen's resources to complete the development and to use the asset; NGen's ability to measure reliably the expenditures during the development; and NGen's ability to demonstrate that the asset will generate future economic benefits.

NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

2. Significant accounting policies (continued):

(f) Project/program holdbacks:

Project/program holdbacks represent unpaid amounts for reconciled project costs which become payable to projects upon project closeout. NGen will hold back up to 15% of total available project funding until the closure of a project to ensure the receipt and acceptance of all project deliverables from the project. Holdbacks are recorded when a claim for project costs incurred is submitted and approved by NGen and reconciled funding exceeds 85% of total available funding.

(g) Contributed services:

The value of in-kind services for professional fees, materials and administrative services is recognized in the financial statements at the fair value of such services at their date of contribution.

(h) Income taxes:

NGen is a not-for-profit organization under the Income Tax Act (Canada) and accordingly is exempt from income taxes.

(i) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. NGen has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, NGen determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount NGen expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.



NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

2. Significant accounting policies (continued):

(j) Use of estimates:

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

3. Capital assets:

			2025	2024
	Cost	Accumulated amortization	Net book value	Net book value
Computers	\$ 231	\$ 198	\$ 33	\$ 34

Cost and accumulated amortization at March 31, 2024 amounted to \$210 and \$176, respectively.

4. Intangible assets:

			2025	2024
	Cost	Accumulated amortization	Net book value	Net book value
Financial Claims Portal	\$ 200	\$ 80	\$ 120	\$ 160
NGen Connects Platform	574	144	430	574
Salesforce Grant Management	368	147	221	294
	\$ 1,142	\$ 371	\$ 771	\$ 1,028

Cost and accumulated amortization at March 31, 2024 amounted to \$ 1,142 and \$114 respectively.

NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

4. Intangible assets (continued):

i. Financial Claims Portal:

Pursuant to an Asset Purchase Agreement with Hockeystick.co Inc. dated April 1, 2023, NGen purchased the intellectual property assets related to the financial claims portal at a cost of \$200, which will be amortized over a period of 5-years. Project participants use this portal to submit claims and supporting documentation for processing and reimbursement.

ii. NGen Connects Platform:

The NGen Connects Platform allows Members to search and identify basic capabilities across Canada's advanced manufacturing ecosystem – potential innovation partners, suppliers, customers and members. The Platform was available for use on April 1, 2024 and will be amortized over a period of 4 years.

iii. Salesforce Grant Management:

The asset reflects the implementation and customization of the Salesforce module to allow project application intake and is utilized to manage the internal workflow from the application stage through to the contracting stage. The module was available for use on April 1, 2023 and will be amortized over a period of 5 years.

5. Credit facilities:

During the year, NGen cancelled its \$1,000 operating line of credit. NGen has credit facilities in the form of corporate credit cards which total \$250 (2024 - \$250) of which \$39 (2024 - \$111) was utilized and included in accounts payable and accrued liabilities.

6. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are trade amounts due, project and program reimbursements payable and performance-based incentive accruals.



NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

7. Deferred contributions:

Deferred contributions represent unspent externally restricted government funds from the ISED, ESDC and CSA programs, for the purpose of providing funding for eligible costs and for the payment of NGen's subsequent years' operations. The change in the deferred contributions balance is as follows:

	2025	2024
Balance, beginning of year	\$ 8,006	\$ 15,766
Funding received	64,703	55,485
Amounts recognized as revenue	(52,457)	(63,245)
Reclassified to accounts receivable	379	–
Balance, end of year	\$ 20,631	\$ 8,006

Total revenues include amortization of deferred capital contributions of \$229 (2024 - \$82) referenced in Note 8.

8. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of restricted government funds from the ISED program received for the purchase of intangible assets and in-kind contributions from the platform service provider. Details of the change in the unamortized deferred capital contribution balance is as follows:

	2025	2024
Balance, beginning of year	\$ 328	\$ –
Addition of the Financial Claims Portal	–	150
Addition of Salesforce Grant Management	16	260
Addition of NGen Connects Platform	573	–
Amount recognized as revenue	(229)	(82)
Balance, end of year	\$ 688	\$ 328

NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

9. Advanced manufacturing ecosystem initiatives:

Advanced manufacturing ecosystem initiatives represent payments to external parties who will carry out activities with and on behalf of NGen to help build out and strengthen Canada's advanced manufacturing ecosystem. These activities will:

- Promote Canada's advanced manufacturing ecosystem and company capabilities on a global stage, including expanded participation in key trade events like Hannover Messe.
- Develop strategic opportunity roadmaps for advanced manufacturing in Canada based on industry and technology trend analysis and innovation needs assessments of larger companies leading Canadian supply chains.
- Expand and deepen connections among advanced manufacturing clusters that are part of NGen's cross-Canada cluster network, providing education and tools that will help them and their members.
- Support transformation management on the part of SMEs looking to develop, protect, and commercialize IP, adopt advanced manufacturing technologies, or develop their technology solutions for business growth.
- Help build a more equitable, diverse, inclusive, and highly-skilled advanced manufacturing workforce by further developing NGen's CareersoftheFuture.ca initiative aimed at attracting young people from diverse backgrounds into careers in advanced manufacturing.
- Enhance NGen's existing workforce development programs by expanding our open-source online education program
- Expand our Indigenous advanced manufacturing education and skills development programs.

10. Outsourced services:

Outsourced services include payments for information technology services, independent expert assessors for project reviews, contractor payments for the monitoring of projects and service provider costs related to the onboarding and upskilling of the Canadian workforce under the ESDC program.



NEXT GENERATION MANUFACTURING

Notes to Financial Statements (continued)

Year ended March 31, 2025
(in thousands of dollars)

11. Committed funding:

NGen invests in projects and programs which drive greater technology development and technology adoption in Canadian manufacturing. Projects are selected through a competitive process and successful proponents enter into Master Project Agreements outlining the terms of the investment. As of March 31, 2025, commitments for funding by stream are as follows:

	Total committed funding	Estimated remaining commitment	Total estimated funding
Phase 2 Projects & Programs	\$ 161,005	\$ 59,139	\$ 220,144
PCAIS projects	28,310	12,752	41,062
NQS	5,603	609	6,212
CSA	1,272	–	1,272
	\$ 196,190	\$ 72,500	\$ 268,690

12. Financial risks and concentration of risk:

NGen has a risk management framework to monitor, evaluate and manage the principal risks assumed with its financial instruments. The following analysis provides a summary of NGen's exposure to and concentrations of risk at March 31, 2025:

(a) Liquidity risk:

Liquidity risk is the risk that NGen will be unable to fulfill its obligations on a timely basis or at a reasonable cost. NGen manages its liquidity risk by monitoring its operating requirements and prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2024.

(b) Interest rate risk:

Interest rate risk arises from fluctuations in interest rates depending on prevailing rates. NGen has no exposure to interest rate risk given it cancelled its operating line of credit during the year.

(c) Projects and Programs risk:

Projects and Programs risk is the risk where companies that have contracted with NGen may not be able to continue to fund their portion of the costs. If requested by companies, NGen will provide advances to cover eligible project and program expenditures to assist companies with cash flow.

