



# Empowering Canada's AI Leadership

**SCALE|AI**

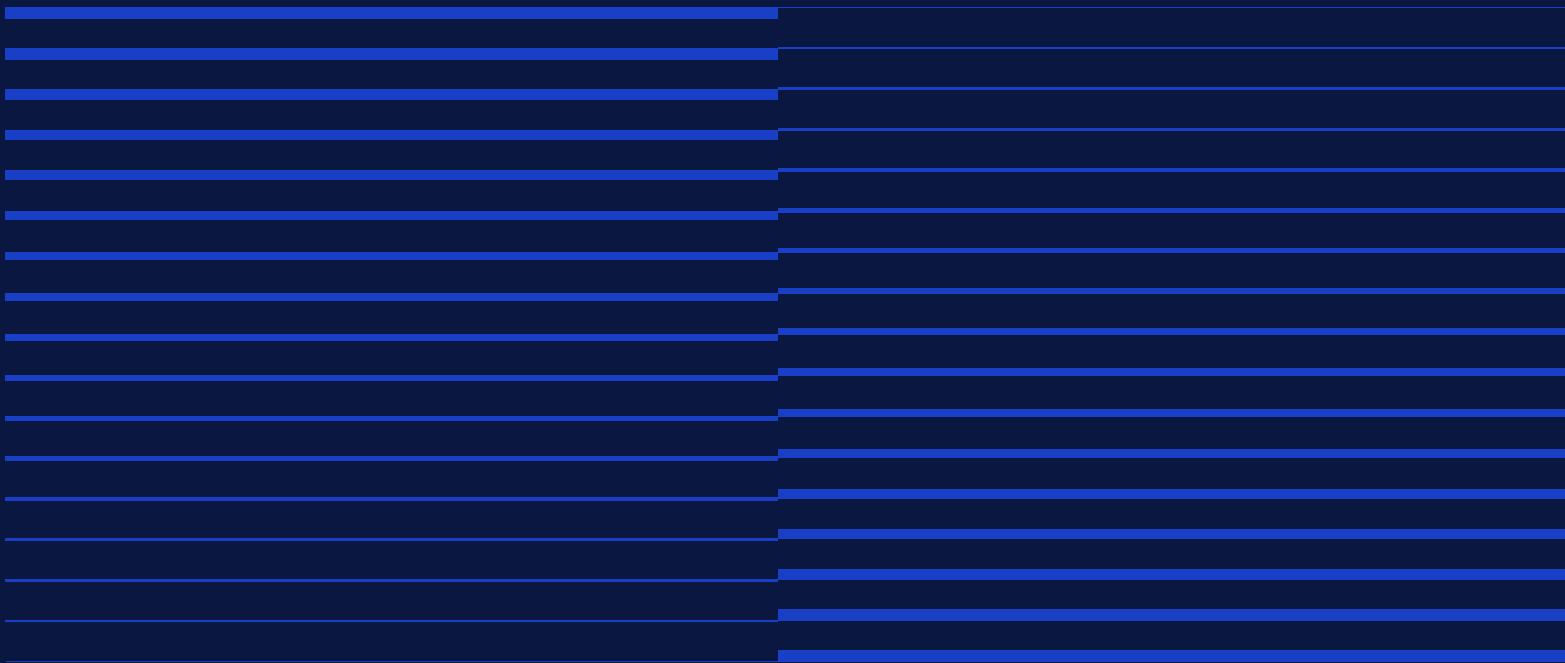
ANNUAL REPORT  
2024 → 2025

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# 01

## Scale AI at a Glance



# Scale AI at a Glance

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Scale AI is Canada's Global Innovation Cluster for artificial intelligence, dedicated to accelerating AI adoption, fostering commercialization, and building a resilient, innovation-driven economy. Headquartered in Montréal and operating nationally, we fund industry-led projects that integrate AI into core business operations, with a focus on value chain optimization, productivity, and sustainable growth.

We work at the intersection of business, academia, and government—building the connective tissue of Canada's AI ecosystem. By co-investing in high-impact projects and nurturing a dynamic network of startups, service providers, and researchers, Scale AI transforms potential into performance.

From its inception, Scale AI has pursued two mutually reinforcing objectives:

1. Accelerate the adoption of AI technologies in Canadian businesses—particularly in operationally intensive sectors like supply chains, transportation, healthcare, manufacturing, agriculture, and logistics.
2. Build a robust, competitive ecosystem of Canadian AI product and service providers—supporting the commercialization of IP, fostering domestic scale-ups, and ensuring Canadian leadership in global AI markets.



## Our mission

As a business-led consortium, Scale AI drives economic growth that will bolster Canada's leadership in the global innovation race, supports world-leading businesses, creates highly skilled jobs, and accelerates the commercialization of AI-powered technologies.

Scale AI contributes to developing an innovative, competitive, diverse, and inclusive Canadian economy focused on small and medium enterprises (SMEs).

From 2018 to 2028



## Our vision

By the end of our second 5-year term, we aim to establish Canada as an indisputable global hub for AI dedicated to business productivity and intelligent value chains with our technology and associated intellectual property setting the world standard and providing a source of competitive advantage for Canadian businesses. We will have reinforced the virtuous cycle of ecosystem synergies by creating new value-creation opportunities for industry players, increasing connections between partners, accelerating SME scale-up, facilitating the creation of new companies, increasing external investment in AI and growing a world-class talent pool.

## Our mandate

Scale AI is one of five Global Innovation Clusters launched in 2018 by the federal government. Scale AI's mandate is to foster connections, incentivize collaboration, and leverage Canada's outstanding research, technological, and business strengths to build a strong Canadian global AI ecosystem focused on value chains to develop world-leading capabilities for the benefit of Canadians.

## Our funding

Scale AI was awarded government funding coupled with contributions from the private sector. These funds are transformed into co-investment programs that allow us to identify collaborative intersectoral projects and provide them with ongoing support and funding to ensure their success.

# Our Five Strategic Pillars

01

## AI Adoption and Productivity

Modernizing Canadian industry by embedding AI into business operations, with a measurable focus on reducing costs, improving throughput, and enhancing value chain agility.

02

## Commercialization and IP Development

Support Canadian companies in transforming AI R&D into deployable products and services that generate economic returns and global competitiveness.

03

## Talent and Research Integration

Bridging academia and business to train the next generation of AI professionals and keep top-tier talent in Canada.

04

## Startup and Scale-Up Acceleration

Enabling high-potential AI companies to access capital, customers, and markets at home and abroad.

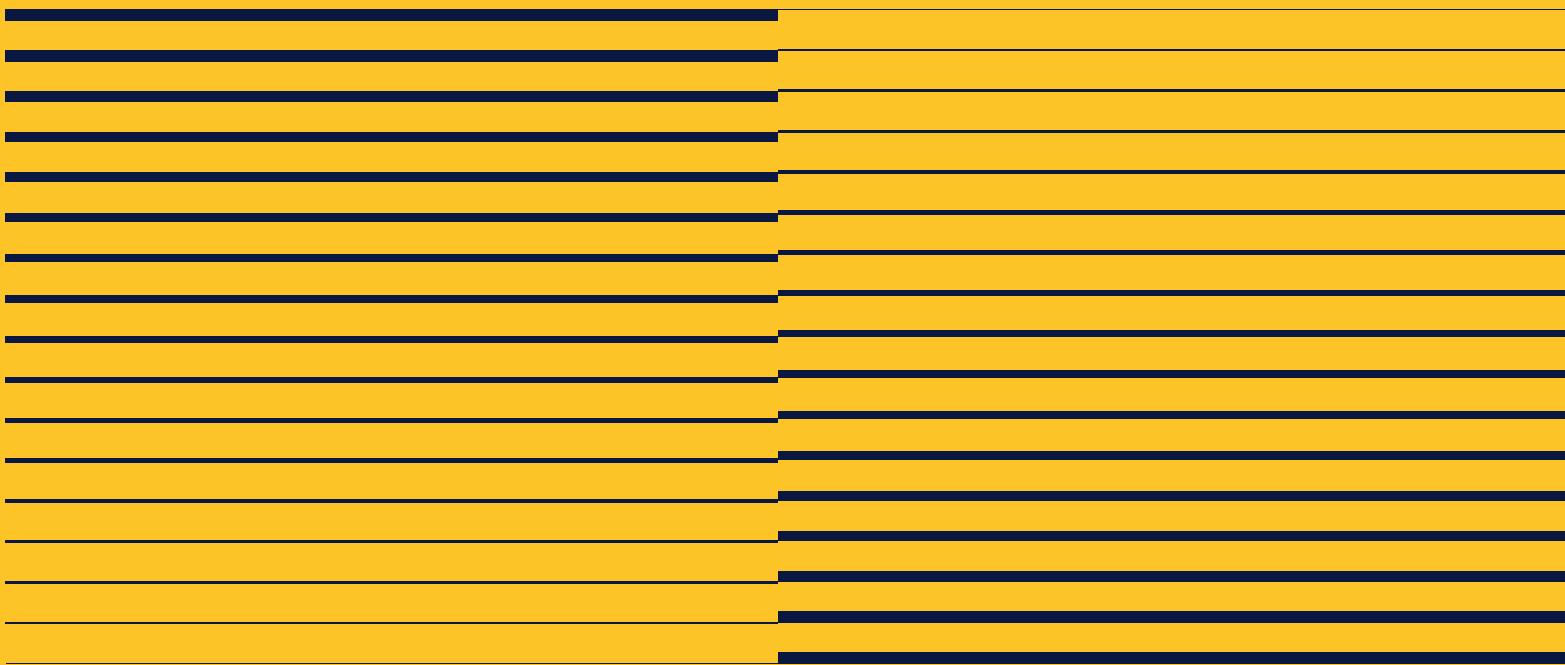
05

## Global Leadership and Outreach

Amplifying Canada's influence in the global AI landscape through international partnerships, trade missions, and showcase events, such as ALL IN and VivaTech.

# 02

## Messages



# Ministerial Foreword

**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.**



Mélanie Joly



Evan Solomon

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.

Scale AI is establishing Canada as a global hub for AI dedicated to business productivity and intelligent supply chains. Over the past year, it has boosted widespread demand for AI and has accelerated the integration of AI across all industries, with an emphasis on scaling small and medium-sized enterprises along the way. By reshaping business models and increasing productivity, Scale AI is unleashing new avenues to embolden Canadian businesses, the economy and the world.

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 the Co-Chairs of the Board of Directors

Hélène Desmarais and Louis Roy

The announcement on April 7, 2024, of a \$2.4 billion investment by the Government of Canada marks a transformative milestone for our nation's AI landscape. This substantial commitment underscores the government's unwavering confidence in AI's potential to drive economic growth and elevate Canadian businesses' competitiveness on a global scale. It represents an investment and a significant leap forward for our AI ecosystem and the myriad industries ready to harness AI for enhanced performance.



Our dedication to accelerating AI integration into business operations remains resolute. We are at the forefront of reshaping business models, refining decision-making processes, and empowering workforces to unlock organizations' full potential across all sectors. Our vision is clear: to create a future where AI is not merely an advantage but an essential pillar of every business strategy.

Our ecosystem has been a fertile ground for research innovation, and we are now translating these advancements into commercial opportunities that span all economic sectors. We take immense pride in our achievements this past year, particularly as we continue solidifying Canada's global position as a leader in artificial intelligence.

Scale AI has emerged as a unifying force within the Canadian AI community, bringing together more than 500 providers nationwide. Our focus centres on bolstering international presence and commercialization efforts—a strategic move promising substantial economic growth while positioning homegrown startups prominently on global stages.

As we look towards what lies ahead in 2025—and beyond—we remain energized by endless possibilities awaiting us! Scale AI will continue to be a catalyst driving innovation forward—fostering environments where artificial intelligence flourishes, propelling Canada towards new heights of technological leadership worldwide.

We extend our heartfelt gratitude to our partners, collaborators and the entire community for their unwavering support and shared vision. You are not just participants but the architects of a revolution, shaping a more innovative, more efficient and more prosperous world for generations to come.

# A Word From the CEO

Julien Billot

In light of Canada's recent productivity challenges, AI emerges as a pivotal solution to enhance efficiency and drive economic growth. By integrating AI into business operations, we can address stagnation in productivity and position Canada more competitively on the global stage. This strategic focus not only safeguards our economy against inflationary pressures but also ensures a stable and prosperous future for all Canadians.

As we step into 2025, it's truly inspiring to witness the remarkable strides we've made in leveraging artificial intelligence as a transformative force across industries. The journey from AI's nascent stages to its role as a fundamental innovation driver has been extraordinary. Scale AI has been at the forefront of this evolution, championing over 150 projects that span Canadian sectors such as agriculture, retail, manufacturing, transportation and logistics, mining, energy, and healthcare.

The past year has highlighted AI's unparalleled potential to redefine business models and operational strategies. Scale AI achieved unprecedented milestones with significant

investments that have propelled our total funding since inception beyond expectations. These strategic investments have accelerated AI commercialization and reinforced Canada's standing as a global leader in this rapidly evolving field.

Looking ahead into 2025 and beyond, our focus is increasingly on transforming Canadian AI solutions into scalable products—a process we call “productization.” By investing in SME productization today and supporting them through critical transitions, we are paving pathways for these enterprises to thrive within Canada's dynamic AI ecosystem while enhancing their global export capabilities.

Reflecting on our accomplishments fills me with immense pride and gratitude towards every member who recognizes us as catalysts within this vibrant community. As we embark upon our second five-year mandate with renewed vigour and vision, it remains clear: Artificial Intelligence serves not just economic purposes but also acts as an essential social lever throughout Canada!

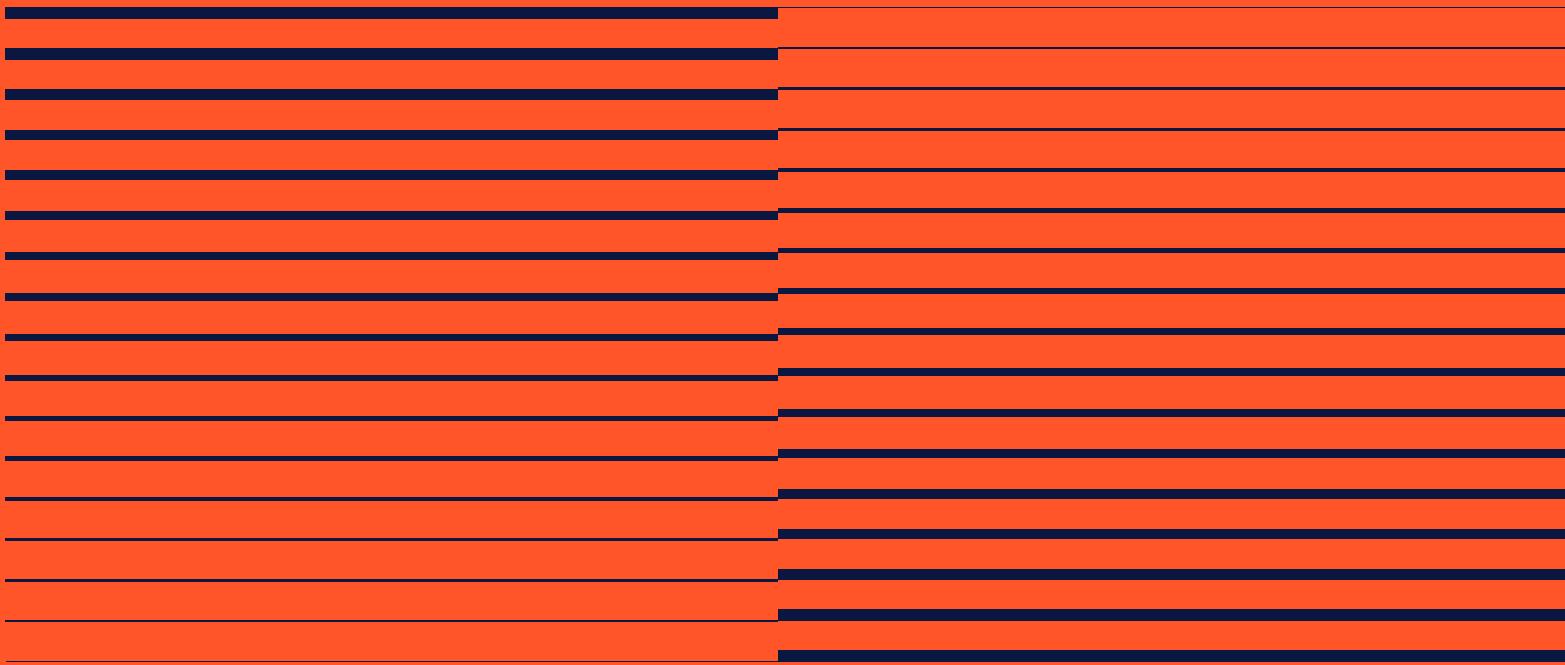
We remain steadfastly committed to empowering Canadian companies—especially SMEs—in navigating their digital transformation journeys successfully so they may shine brightly in Canada and across the international landscape!

Julien Billot



# 03

## Highlights



# Highlights

## From Research Powerhouse to Commercialization Engine

Since its creation in 2018, Scale AI has consistently delivered on its core mandate: to close the gap between Canada's world-class AI research and its industrial application, to strengthen productivity across all sectors of the economy, and to ensure that Canadian firms can retain and commercialize homegrown intellectual property.

In 2024–2025, Scale AI decisively reaffirmed its leadership role as Canada's national engine for the deployment, commercialization, and international promotion of artificial intelligence. In the second year of its renewed five-year mandate, the organization expanded its reach and deepened its impact, demonstrating not only strong continuity in its delivery model but also remarkable agility in identifying and supporting new high-potential growth areas.

Internationally, Scale AI raised the profile of Canadian AI through high-visibility delegations and partnerships, positioning Canada as a standard-setter in applied AI. Its proactivity in showcase events such as ALL IN and VivaTech not only gave Canadian companies access to global markets but also helped define the narrative of Canada as a serious global contender in the next era of AI innovation.

All of these achievements reflect a broader trend: Canadian companies are no longer experimenting with AI—they are scaling it, commercializing it, and exporting it to the world.

## 2024–2025: The Year of Acceleration

In 2024–2025, Scale AI achieved record performance across all core priorities:

**\$143M** in new industry-led projects value was deployed, including **\$49M** in Scale AI funding and **\$95M** from the private sector.

**33** industry-led projects were approved, **75%** of which involved first-time participants.

Scale AI launched and evaluated its first Generative AI Call for Projects, attracting over **100** proposals

Over **170** AI startups received support to fund services focused on building AI capabilities.

AI custom corporate skilling initiatives engaged nearly **1,200** participants and delivered more than **7,000** hours of targeted training.

Internationally, Scale AI raised the visibility and influence of Canadian AI through strategic delegations and high-profile participation at local and global showcase events:

ALL IN 2024, hosted by Scale AI in Montréal, welcomed **4,000+** attendees from over **40** countries.

Canada's largest-ever AI delegation to VivaTech included **60+** companies and **40** public-sector partners.

Canada was selected as **Country of the Year** for VivaTech 2025, a reflection of growing international recognition.

## Cumulative impact since inception (2019–2025)

Over the past six years, Scale AI has supported over 150 Industry-led AI projects, co-invested in 673 million dollars' worth of projects, and built a vibrant national ecosystem of adopters, startups, researchers, and global partners. Its impact can be felt across every major sector—from retail and logistics to aerospace and healthcare—and has helped position Canada as a credible and visible leader in applied AI.

Total Amount invested by Scale AI:

**\$264M**

Total Amount invested by partners

**\$409M**

Total Cost of projects

**\$673M**

Industry-led projects have a higher-than-anticipated Investment ratio:  
**60%**

## A unique ecosystem:

**500+**

ventures

**425**

SME organizations actively participating in projects

**125**

visits on the Scale AI website annually

**14K**

followers on Scale AI's LinkedIn page

About **630+**

organizations are involved in Scale AI's projects, programs, and activities

**25K**

subscribers in Scale AI's mailing list

**ALL IN**

now the largest AI event in Canada

## Generating significant benefits

**\$7B+**

in projected economic impact by 2030

**9.8K**

planned jobs to be created

**50K**

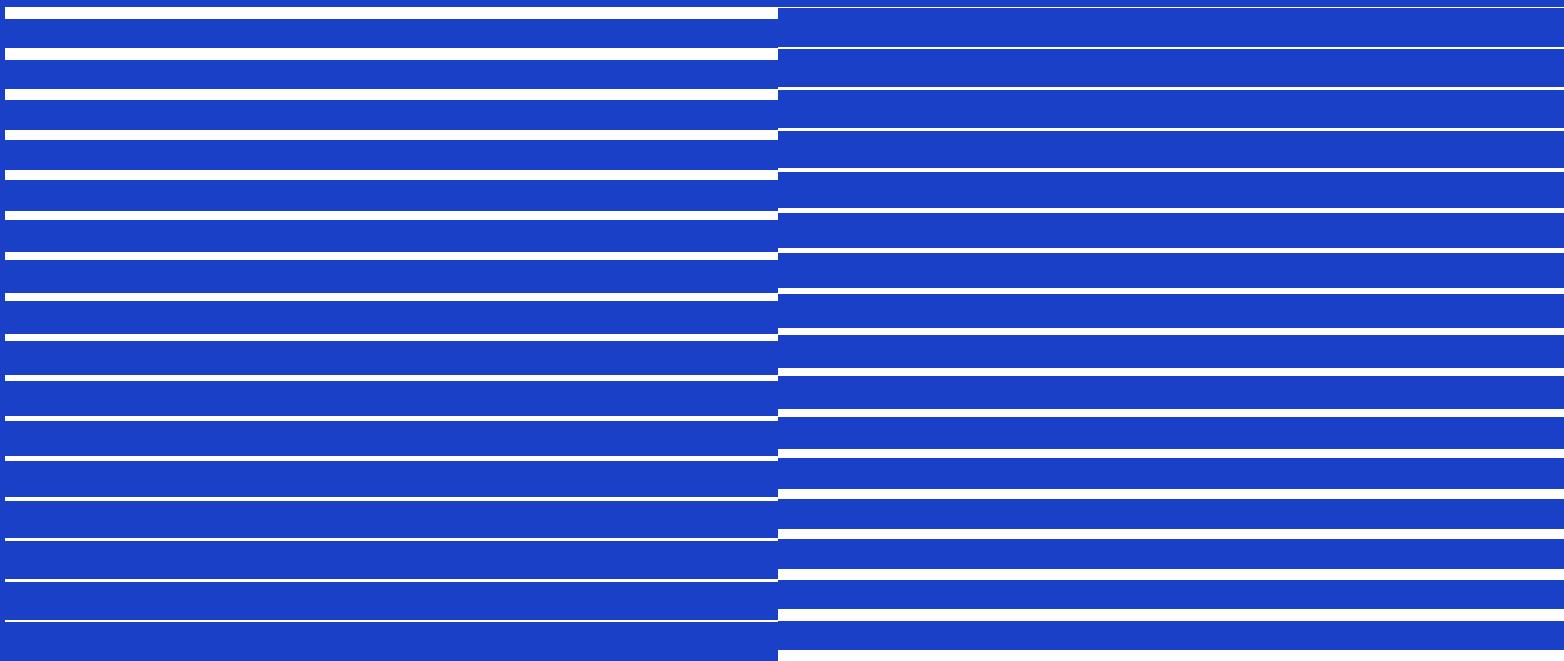
Over professionals, students and youths trained

The fiscal year 2024-2025 confirmed Scale AI's transition from mobilizer to anchor institution. With deepened partnerships, broadened sectoral reach, and growing global visibility, Scale AI is not only delivering results—it is laying the groundwork for systemic transformation.

The next section provides a deeper look at the strategic logic guiding this progress: how Canada is moving from isolated adoption to sovereign scale through a coordinated national approach.

# 04

## Strategic Impact



# Strategic Impact

## Shaping Canada's AI Sovereignty and Global Influence

Artificial intelligence is no longer a theoretical promise—it is a foundational force reshaping economies, industries, and societies. For Canada, the challenge is clear: transform world-leading research into scalable, secure, and commercializable applications.

At Scale AI, our impact lies not only in accelerating AI adoption but in anchoring that transformation within our national

economy, ensuring that innovation translates into ownership, employment, and influence.

Over the past year, Scale AI has acted as a central catalyst in strengthening Canada's technological sovereignty, expanding the innovation capacity of its firms, and positioning Canadian solutions in global markets.

## Canada's Innovation Paradox & the Scale AI Response

Canada ranks among the top global nations in AI research output, thanks to sustained investment in fundamental research through CIFAR and the National AI Institutes. Yet, for too long, this excellence in research was not matched by a similar strength in commercialization or industrial adoption.

This “innovation paradox” left Canada vulnerable to becoming a talent exporter and an IP importer, where breakthroughs generated in Canadian labs were turned into products and profits abroad.

Scale AI was created to reverse this trend. Today, nearly 150 IP-bearing projects have been co-funded by Scale AI. Every single one of them is required to retain IP ownership in Canada and define a clear path to commercialization. In doing so, we are shifting the centre of gravity of AI value creation—from ideas to implementation, from labs to value chains, from foreign platforms to domestic champions.



## The Virtuous Cycle: Adoption, IP, Commercialization, Scale

Scale AI's approach is grounded in a powerful flywheel logic:



In 2024–2025, this cycle matured into a sustainable model of national competitiveness.

### Supporting a Green and Sustainable Economy

AI is not only a driver of productivity—it is a key enabler of the green transition. Across our funded portfolio, multiple projects have demonstrated measurable environmental impact, helping businesses reduce emissions, minimize waste, and improve resource allocation.

Highlights include:

- **Agriculture:** AI-powered crop analytics helped reduce water and fertilizer consumption while improving crop yield.
- **Retail & Logistics:** Smart demand forecasting systems enabled major retailers to cut food waste and optimize energy-intensive refrigeration cycles.
- **Manufacturing:** Real-time process optimization reduced energy use in industrial production lines and minimized downtime.
- **Transportation:** Dynamic route optimization systems reduced average fuel consumption and cut down emissions.

These examples showcase AI's dual benefit—driving both economic efficiency and environmental responsibility.

### Resilient Supply Chains and Smart Public Services

Scale AI's investment strategy aligns with national priorities such as supply chain modernization and healthcare system efficiency.

In 2024–2025, several projects focused on supply chain efficiency, visibility and adaptability:

- AI systems for predicting demand surges and mitigating disruption risks
- Optimization engines for multimodal logistics and cold-chain reliability
- Inventory intelligence tools that improved capacity planning and reduced backorders

In the public sector, Scale AI's funded Hospital Operations projects aim to:

- Enhance patient flow and resource scheduling
- Enable AI-assisted triage and diagnostics
- Improve supply chain management within hospitals
- Reduce wait times and administrative burden on healthcare staff

As these projects move into deployment in 2025–2026, they will serve as proof points for AI's contribution to more agile, patient-centred public services.

## A Scalable and Competitive Canadian AI Industry

A central pillar of Scale AI's mandate is the development of a globally competitive ecosystem of AI product and service providers. Through our projects, we've helped propel dozens of emerging firms into new markets and client relationships.

Notable examples include:

- OVA's AI-powered Augmented Reality Platform allows for efficient training of ArcelorMittal employees, leading to improved workplace safety.
- Following a \$13M investment supported by Scale AI, the Plusgrade AI-powered product for ancillary revenue optimization for airlines, cruise ships and hotels reached the Unicorn status,
- Following an impressive total investment of \$17M from Canadian Tire, supported by Scale AI funding, IVADO Labs built a Planogram solution that is currently being productized for other major Canadian Retailers.
- Umaneo is leveraging LLMs to create an RFP qualification & response solution to automate the labour-intensive process prevalent in sectors such as Construction and Engineering.

By embedding these players in real-world, co-funded projects, Scale AI gives them the references, revenue, and experience needed to scale up.

## Global Leadership, Made in Canada

Through events like [ALL IN](#) and our presence at [VivaTech](#), Scale AI is actively exporting Canada's AI excellence.

Our messaging is clear: *Canadian companies are not just using AI—they are building it.* We are not content to be passive adopters of technologies created elsewhere. We are creators of competitive advantage and agents of change.

In an increasingly fragmented and uncertain world, technological sovereignty is not a luxury. It is a necessity. Scale AI's unique role as both funder and ecosystem orchestrator ensures that Canada is not merely participating in the AI revolution—it is helping lead it.

## 2024–2025: From Momentum to Maturity

This year marked a turning point for Scale AI. With record levels of engagement and growing demand across sectors - from aerospace to agriculture - Scale AI has become a trusted national catalyst for AI deployment, commercialization, and ecosystem development.

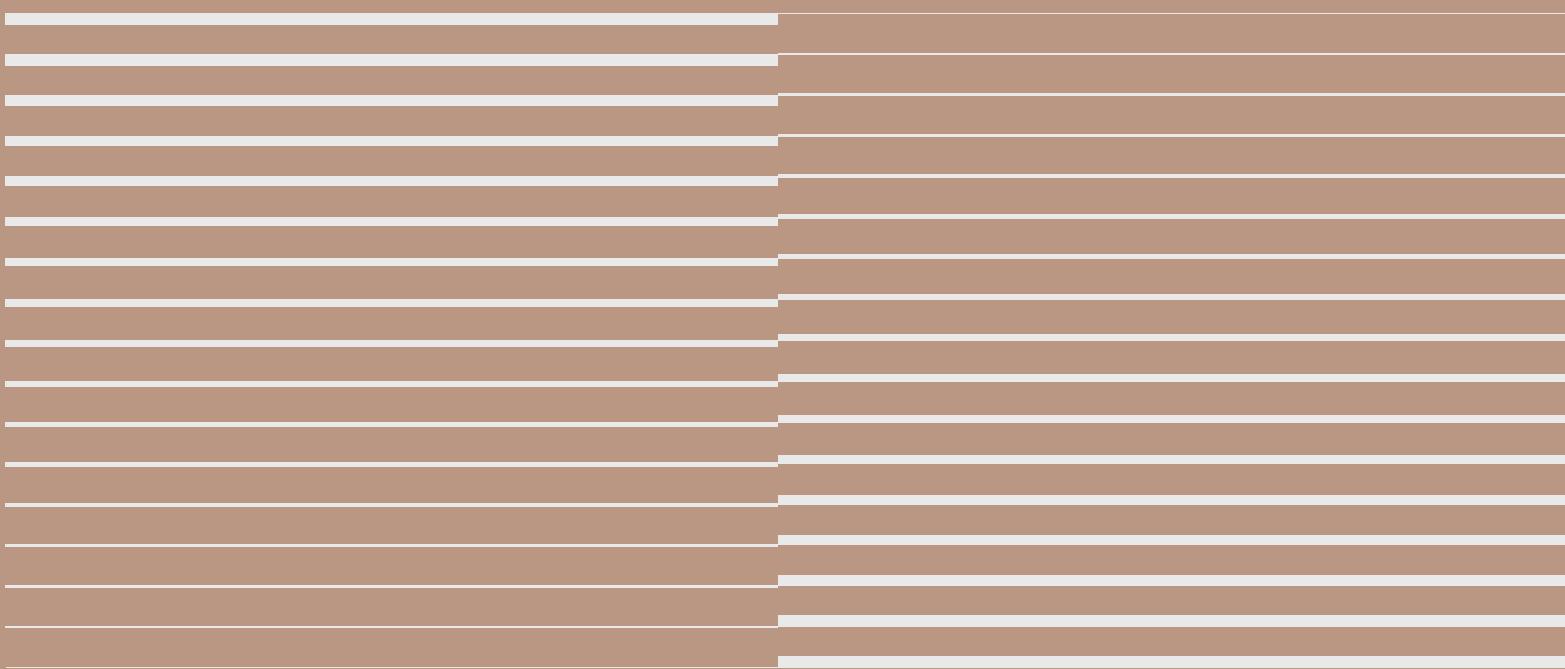
This momentum is not accidental. It is the result of a deliberate, targeted strategy—one built on collaboration, co-investment, and the conviction that Canada's leadership in AI must be earned through action.

The following section provides a detailed review of the year's activities, organized around our five pillars. It illustrates not only what we accomplished, but also how we delivered against our mission.



# 05

## 2024-2025 Year in Review



# 2024-2025 Year in Review

## Turning Vision into Velocity: Canada's Year of AI Execution

In 2024–2025, Scale AI made substantial progress across all five of its strategic priorities, cementing its role as a key driver of Canada's transition from AI potential to performance. With a record number of projects, new partners, and expanded impact in public and private sectors, this year marked a decisive shift from experimentation to industrialization.

This year, Scale AI not only met but exceeded its annual targets. We funded more projects, partnered with more first-time participants, and saw growing interest in emerging technologies such as generative AI. From global enterprises to local startups, the Canadian AI ecosystem showed a clear shift from exploration to execution.

## Leveraging Canadian intellectual property (IP) and data strategies

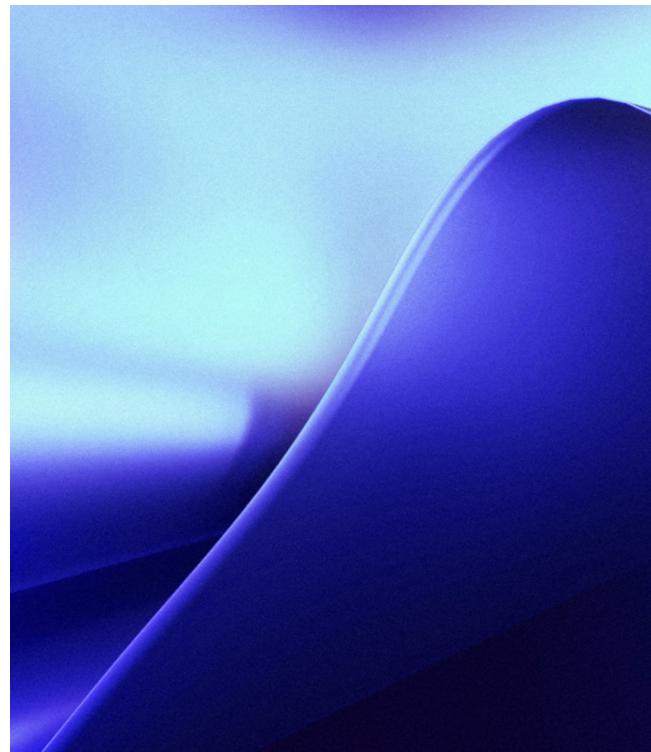
Scale AI is focused on business value creation for Canadian companies, and especially SMEs, through commercializing IP, including co-investing in AI projects where:

- There will be Canadian ownership of 100% of generated IP ;
- IP will be commercialized in business environments after project completion (95% IP commercialization success rate to date) ;
- IP strategies involve deploying generated IP outside the project scope, to maximize follow-on benefits for other Canadian businesses (100% success rate to date);
- AI SMEs receive one-on-one coaching to develop effective IP strategies, customized to their business goals and market niche.

Regarding data protection and security, Scale AI has implemented robust measures to protect the data and confidential information it possesses. Data security is achieved through cybersecurity measures that protect against intrusion into and hacking of our computers and information systems, including two-factor authentication to improve security and reduce the risk of unauthorized access; VPN and firewall to manage systems access, email encryption, scanning, filtering, and anti-phishing; operating systems and security patch update managers that automatically push updates to all Scale AI computers to ensure they are continuously up to date; remote-control software that can deactivate lost or stolen Scale AI computers; employee training tailored to recognizing threats and using best practices for data protection.

Scale AI's IP and data strategies continue to operate as intended, supporting the objectives in the Corporate Plan and with full executive support. No updates have been made to these strategies this year. No member disputes regarding IP have been referred to the dispute resolution mechanism

referenced in Subsection 15.2(e) of the Contribution Agreement. Eleven SME members have requested independent IP expertise or advice through the Contribution Agreement's mechanism referenced in Subsection 15.2(f) of the Contribution Agreement. All industry-led projects are described on Scale AI's IP registry, which is available to all our members to encourage possible future synergies between them.





## Supporting Industry-Led Investment in AI Solutions

### OBJECTIVES 2024 – 2025

- Resilience and the green economy
- Commit \$40M in co-investment funding for 30–35 industry-led AI projects, unlocking at least \$110M in total investment value.
- Launch a dedicated Call for Projects to accelerate generative AI use cases, allocating up to \$5M.
- Support national priorities such as supply chain resilience and the green economy

### 2024 – 2025 Highlights

In 2024-2025, Scale AI effectively delivered on its ambitious goals, solidifying its position as a [national catalyst for AI deployment and commercialization](#). The [27 projects](#) engaged represented a total investment of [\\$133M](#), including [\\$44M in Scale AI co-funding](#) and [\\$88M contributed by industry partners](#)—a clear signal of private sector confidence in AI-led transformation.

A significant portion of these initiatives - [75%](#) - involved new partners, underscoring Scale AI's success in [expanding its reach and enabling first-time adopters](#) to engage with AI. Meanwhile, seven projects were led by returning participants, reflecting the growing maturity of companies evolving along the AI adoption curve.

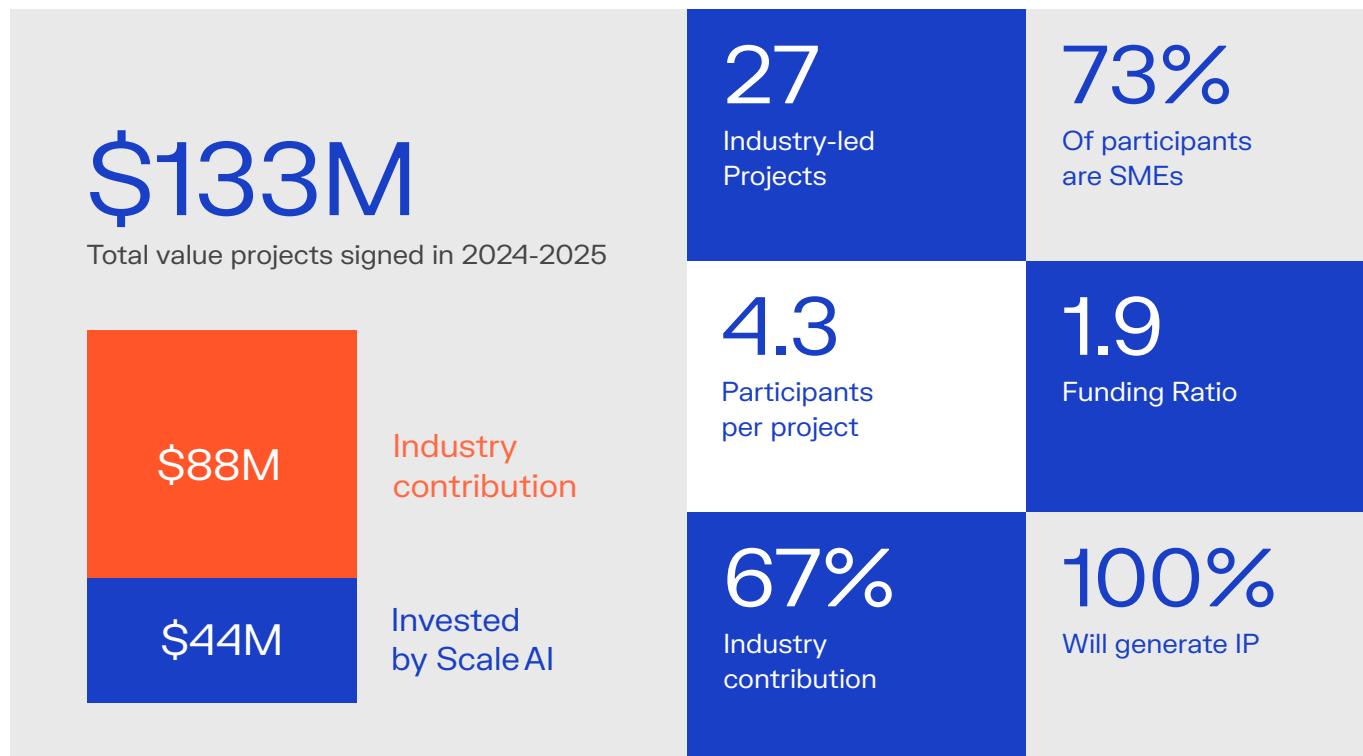
True to its mission of [ecosystem diversification](#), Scale AI advanced into underrepresented verticals such as [generative AI, finance and insurance, agriculture, mining, construction, and waste management](#). This expansion not only broadened the organization's sectoral footprint but also addressed critical industry-specific challenges through targeted AI applications.

Scale AI also continued to strengthen its emphasis on [IP commercialization](#). Eight projects successfully productized their intellectual property within the project lifecycle, benefiting from funding terms designed to ensure clear, enforceable IP ownership and licensing pathways—conditions necessary to scale innovations across markets.

Flagship collaborations with [major Canadian enterprises](#)—including Rio Tinto, Transcontinental, ArcelorMittal, Air Transat, Coveo, and Pratt & Whitney Canada—demonstrated the program's ability to [mobilize both legacy industry leaders and next-generation innovators](#) around impactful AI solutions.

By facilitating strategic connections between adopters and solution providers, Scale AI continues to drive the expansion of Canada's AI economy, especially among [small and](#)

[medium-sized enterprises](#). These efforts are not only helping firms [harness AI for operational gains](#) but also positioning Canadian businesses to [lead competitively on the global stage](#). In doing so, Scale AI is reaffirming its role as a lever in building Canada's long-term AI advantage.



## AI Industry-led projects powered by Scale AI

Scale AI's investments are financed by the Government of Canada and, for projects in Québec, partially by the Government of Québec. Investments are driven by industries with high productivity needs.

Click on the project's name to learn more.

### [Precision Immunology Phase 1](#)

Partners: CellCarta, GenAlz, Epitopea, York University, Aramis Biotechnologies

Status: [In Flight](#)

Scale AI's investment  
**\$3.4M**

Total investment  
**\$10.6M**

### [Precision Immunology Phase 2](#)

Partners: CellCarta, GenAlz, Epitopea, York University, Aramis Biotechnologies

Status: [In Flight](#)

Scale AI's investment  
**\$0.2M**

Total investment  
**\$0.9M**

### [Revenue Management Optimization With AI](#)

Partners: Transat A.T. Inc, IVADO Labs, Larochelle

Status: [In Flight](#)

Scale AI's investment  
**\$3.2M**

Total investment  
**\$8.2M**

### [Optimizing the Steel Supply Chain With AI](#)

Partners: Groupe Adf Inc, DPHV, Nova Steel, Vooban

Status: [In Flight](#)

Scale AI's investment  
**\$3.2M**

Total investment  
**\$12M**

### [NIC™ - Mining Operations Management Platform](#)

Partners: ArcelorMittal Exploitation minière Canada s.e.n.c., HalfSerious, AÇAÏ, Université Laval - Institut Intelligence et Données

Status: [In Flight](#)

Scale AI's investment  
**\$2.7M**

Total investment  
**\$7.8M**

<p><b><u>Strategic Aftermarket Modeling (SAM) - Phase A</u></b></p> <p><b>Partners:</b> Pratt &amp; Whitney Canada International Inc., McKinsey &amp; Company Inc., Vooban, Moov AI, Alberta Machine Intelligence Institute (AMII)</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$0.9M</b></p> <p>Total investment <b>\$6.1M</b></p>
<p><b><u>Strategic Aftermarket Modeling (SAM) - Phase B</u></b></p> <p><b>Partners:</b> Pratt &amp; Whitney Canada International Inc., McKinsey &amp; Company Inc., Vooban, Moov AI, Alberta Machine Intelligence Institute (AMII)</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$2.1M</b></p> <p>Total investment <b>\$7.8M</b></p>
<p><b><u>Development of Automated Material Characterization Systems at Sorting Centers</u></b></p> <p><b>Partners:</b> Industries Machinex Inc., Updata, Centre en imagerie numérique et médias interactifs (CIMMI), Seika Logiciel</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$2M</b></p> <p>Total investment <b>\$5.6M</b></p>
<p><b><u>AI Innovations in Agricultural Insurance: Pathways to Supply Chain Stability</u></b></p> <p><b>Partners:</b> Agi3 Software, AIRM Consulting, Agi3 Risk Services, Definity Financial, Enns Brothers, Rutherford Farms</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$1.9M</b></p> <p>Total investment <b>\$4.7M</b></p>
<p><b><u>RailVu – Optimization of the Rail Network Iron Ore Throughput With AI</u></b></p> <p><b>Partners:</b> Rio Tinto Iron Ore Company of Canada, QNS&amp;L – Quebec North Shore and Labrador Railway, SimWell, Institute Intelligence and data - Université Laval, MFQ - Minerai de fer Québec, Port de Sept-Îles, Tacora, Tata Steel Minerals Canada</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$1.7M</b></p> <p>Total investment <b>\$4.4M</b></p>
<p><b><u>AI-Driven Demand Forecasting</u></b></p> <p><b>Partners:</b> Rio Tinto Aluminium, Multitech Valorisation Inc., IVADO Labs</p> <p><b>Status:</b> <a href="#">In Flight</a></p>	<p>Scale AI's investment <b>\$1.6M</b></p> <p>Total investment <b>\$4M</b></p>

<p><b><u>Usage Cycle Prediction and Anomaly Detection for Electric Vehicle Fleets</u></b></p> <p>Partners: Cléo, Location Brossard, IVADO Labs</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1.3M</b></p> <p>Total investment <b>\$3.4M</b></p>
<p><b><u>TC Publishing</u></b></p> <p>Partners: Transcontinental Inc., IVADO Labs, Pige Communication</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1.3M</b></p> <p>Total investment <b>\$3.3M</b></p>
<p><b><u>Detecting and Treating Invasive Threats With AI Enabled Remote technologies</u></b></p> <p>Partners: EarthDaily Analytics, Precision AI, Olds College, Bayer CropScience</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1.2M</b></p> <p>Total investment <b>\$6.9 M</b></p>
<p><b><u>Aircraft Repair Planning and Scheduling</u></b></p> <p>Partners: Air Canada, Avianor Inc., Vooban, PAMC</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1.2M</b></p> <p>Total investment <b>\$2.9M</b></p>
<p><b><u>Flyer Production Automation</u></b></p> <p>Partners: Transcontinental Inc., Canadian Tire Corporation, IVADO Labs, KPI Digital</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1M</b></p> <p>Total investment <b>\$2.5M</b></p>
<p><b><u>Genius AI for Manufacturers</u></b></p> <p>Partners: Genius Solutions, OSEDEA, Catalytik Innovation</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$1M</b></p> <p>Total investment <b>\$2.6M</b></p>
<p><b><u>Advanced Logistics and Inventory for Gildan's Network (ALIGN)</u></b></p> <p>Partners: Gildan activewear Inc., Groupe Ingéno Inc., IVADO Labs</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.9M</b></p> <p>Total investment <b>\$2.4M</b></p>

<p><b><u>Nordfab - SaCad Project</u></b></p> <p>Partners: Nordfab, Prestolam Inc., Christian Marcoux cuisine et mobilier design, Vooban, SIMR</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.9M</b></p> <p>Total investment <b>\$2.1M</b></p>
<p><b><u>Improving Last Mile Delivery With AI-Generated Indoor Maps</u></b></p> <p>Partners: Mappedin, Shippie, Rogers, Communitech, UniUni</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.7M</b></p> <p>Total investment <b>\$2.5M</b></p>
<p><b><u>CollectorOPT</u></b></p> <p>Partners: RPM Environnement Ltée d.b.a, RPM ECO (MC), Oscal, Vooban, Inovestor, Sanza Inc.</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.7M</b></p> <p>Total investment <b>\$1.8M</b></p>
<p><b><u>Generative AI Customer Experience Platform for Low-Resourced Languages</u></b></p> <p>Partners: Proto Global Ltd., Mappedin, Manila Express, Voices.com</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.7M</b></p> <p>Total investment <b>\$3M</b></p>
<p><b><u>Enhancing E-commerce Search - Phase 1</u></b></p> <p>Partners: Coveo Solutions Inc., IVADO Labs, Lee Valley Tools, Canac-Marquis Grenier Ltée</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.5M</b></p> <p>Total investment <b>\$1.8M</b></p>
<p><b><u>AI for Insurance Fraud Detection</u></b></p> <p>Partners: Daisy Intelligence Corporation, Greenshield Canada</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.5M</b></p> <p>Total investment <b>\$1.2M</b></p>
<p><b><u>Qualification and Intelligent Drafting of Invitations to Bid</u></b></p> <p>Partners: Umaneo Technologies Inc., Tessier Recréo-Parc, Groupe Geyser, Groupe Baillargeon - MSA.</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.4M</b></p> <p>Total investment <b>\$1.1M</b></p>

## Generative AI

To further stimulate innovation in generative AI, Scale AI launched a dedicated Call for Projects that received an overwhelming 100+ applications, demonstrating robust market appetite. These submissions reflected a diverse range of applications—from marketing and legal to finance and logistics. Scale AI committed \$4.2M to top-ranking proposals, all introducing new service providers and/or product companies into the ecosystem.

The strong presence of commercialization-focused proposals aligns with Scale AI's broader mandate to generate scalable, market-ready technologies that can be adopted across industries. Many of these projects propose concrete applications to streamline industrial workflows, automate complex tasks, and enhance productivity, validating the potential of generative AI to deliver transformative impact at scale.

**6** projects selected

**\$10.6M** Total of \$10.6M

**\$4.2M** Incl. \$4.2M from Scale AI

### AI-Powered Mortgage Processing for Canadian Lenders & Brokers

Partners: Blanc Labs, The Mortgage Trail (TMT)

Status: **In Flight**

Scale AI's investment  
**\$0.9M**

Total investment  
**\$2.2M**

### Application of Generative & Agentive AI to Retalon Predictive Analytic Platform

Partners: Retalon Inc., Hart Stores, Advantage2Retail (A2R)

Status: **In Flight**

Scale AI's investment  
**\$0.9M**

Total investment  
**\$3M**

### Claims Root Cause of Loss

Partners: Co-operators General Insurance Company (CGIC), Mitigateaway, The Institute for Catastrophic Loss Reduction (ICLR)

Status: **In Flight**

Scale AI's investment  
**\$0.9M**

Total investment  
**\$2.3M**

### AI-Powered Knowledge Leadership

Partners: Cossette, Inc., Hivelighter

Status: **In Flight**

Scale AI's investment  
**\$0.7M**

Total investment  
**\$1.7M**

<p><b>Powering Government Insights with GenAI</b></p> <p>Partners: Visual Defence, The City of Ottawa</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.7M</b></p> <p>Total investment <b>\$1.5M</b></p>
<p><b>Accelerating ZetaForge GenAI Powered Digital Transformations Platform</b></p> <p>Partners: Zetane Systems, IVACO Rolling Mills, Trinary, Maison Social</p> <p>Status: <b>In Flight</b></p>	<p>Scale AI's investment <b>\$0.6M</b></p> <p>Total investment <b>\$1.6M</b></p>

## Optimizing Hospital Operations through Applied AI

In response to growing pressure on Canada's healthcare infrastructure, Scale AI launched a [dedicated Hospital Operations stream](#), focused on [operational optimization](#), [patient flow](#), and [AI-powered decision support](#). With significant interest from public and private sector consortia, this initiative gained national attention.

Sample initiatives included:

- Reducing ER wait times and optimizing triage systems
- Automating hospital inventory and procurement functions
- Enhancing surgical planning and bed management

To maximize scalability, Scale AI ensured that [intellectual property](#) from these projects remains with the [AI service providers](#). This strategy empowers providers to expand their solutions across Canadian hospitals, driving nationwide growth and innovation.

The execution of these projects is equally remarkable. Every initiative has successfully developed a [minimum viable product \(MVP\)](#) with [validated clinical tests](#) and is now in the [deployment phase](#), and one project (Humber River) is already completed.

### Hospital Operations Optimization projects powered by Scale AI

Projects aimed at [improving hospital logistics, resource allocation, inventory management, and diagnostic processes](#).

## Accelerating Canadian AI startups

### OBJECTIVES (2024–2025)

- Accelerate the scale-up of 50–70 early-stage startups through \$2M in direct Scale AI funding.
- Launch the First-Client program to support 5–10 startup-led projects, with a \$5M commitment over four years.
- Facilitate curated introductions between startups and investors through a dedicated national event.



### Key Highlights

In 2024–2025, Scale AI successfully launched its redesigned Acceleration Program, shifting focus from supply chain-specific startups to supporting companies across all value chain segments and maturity stages. The revised framework now supports ventures through four key phases of the AI journey: Discovery, Validation, Proof of Concept, and Machine Learning Talent Acquisition.

A total of [171 startups](#) received Scale AI funding in 2024–2025, with a commitment of more than [\\$5M](#).

Discovery:	<b>49</b> startups
Validation:	<b>47</b> startups
Proof of Concept:	<b>45</b> startups
Machine Learning Internships/Experts:	<b>30</b> startups

These investments helped early-stage ventures build foundational capabilities, hire talent, and develop new AI layers for commercialization.

Scale AI also amplified startup visibility and access to investment through its flagship event, ALL IN 2024. The gathering featuring Canada's Top 100 AI Startups and showcases by leading accelerators and incubators helped strengthen investor-startup pipelines and positioned Canadian AI ventures for long-term growth.

Together, these initiatives represent a foundational step toward building a dynamic pipeline of export-ready AI startups across Canada, while supporting their journey from prototype to product to customer acquisition.

## Developing Canada's AI workforce

After holding several interviews with former and potential participants to gather insights and feedback, as well as rebuilding relationships with key partners, we publicly announced the [reopening of the program](#) in early 2024.

### OBJECTIVES (2024–2025)

- Relaunch the Workforce Development Program with an expanded scope to better support the AI adoption journey.
- Fund practical, customized training programs for SMEs and industry partners.
- Launch a new STEM outreach call for projects with a focus on youth and underrepresented communities.

### Key Highlights

In early 2024, Scale AI relaunched its Workforce Development Program after consultations with past and prospective participants. The restructured initiative broadened its scope to include practical, hands-on formats such as workshops, ideation sessions, coaching, and change management—filling a critical gap between general AI education and the concrete skills needed to implement AI projects.

Following the relaunch, Scale AI received over 80 preliminary applications, ultimately signing 43 workforce projects across various sectors. These initiatives engaged nearly 1,200 participants and delivered 7,000 hours of targeted training. A total of \$957K in Scale AI funding was committed, matched by \$827K from participating companies.

All programs were co-developed with service providers and client organizations to ensure that training addressed real-world business needs. The vast majority included strategic components such as use-case identification, AI-readiness assessments, and multi-level capacity building, from executives to end users.

To maximize synergies with Scale AI's industry-led project stream, many workforce participants were directly linked to ongoing or planned implementation projects, ensuring that training efforts translated into operational deployment.

Scale AI also launched a new STEM call for projects in winter 2025. The call, backed by a \$600K budget, targets initiatives that provide meaningful exposure to AI careers for youth from underserved communities. Project formats include mentoring, simulations, company visits, networking events, and hands-on competitions.



These efforts reflect Scale AI's conviction that AI leadership requires more than technology—it demands a diverse, empowered, and future-ready workforce. With a foundation of custom training and inclusive outreach, Canada is building the human capital needed to sustain its AI momentum.

# Showcasing Canadian AI on the global stage

## OBJECTIVES (2024–2025)

- Stimulate demand for Canadian-made AI solutions at home and internationally.
- Establish thought leadership by sharing insights from the Scale AI portfolio.
- Advance multi-cluster collaboration and strengthen Canada's presence in global forums.

## Key Highlights

In 2024–2025, Scale AI took a proactive role in positioning Canadian AI capabilities on the international stage. By combining strategic event leadership, high-impact delegations, and digital communications, Scale AI elevated both the visibility and commercial appeal of Canada's AI ecosystem.

ALL IN 2024, Scale AI's flagship event, became the largest AI event in Canada, drawing over 4,000 participants from more than 40 countries, including 110+ journalists, Canada's top 100 AI startups, and a balanced mix of adopters (55%) and solution providers (45%). This platform generated commercial traction, enhanced investor interest, and reinforced Canada's image as a global AI hub.

At VivaTech 2024, Scale AI led the largest Canadian AI delegation ever sent abroad, featuring over 60 Canadian organizations, 40+ public sector partners, and multiple federal-provincial collaborators. The success of this delegation led to the announcement that Canada will be VivaTech's "Country of the Year" in 2025, with over 230 companies and 600 Canadian tech leaders expected, making it the largest international delegation to attend the event.

Scale AI's presence also extended to global stages such as the Paris AI Action Summit, Hannover Messe, Collision, UpperBound, and the FrancoTech Summit. Across these events, Scale AI highlighted Canadian innovation while strengthening diplomatic, commercial, and investment linkages, also pursuing its objective of supporting market diversification for Canadian AI companies.

Scale AI hosted 30 international delegations at its Montréal



headquarters, showcasing Canadian AI leadership and facilitating matchmaking with local innovators. Meanwhile, new domestic initiatives—including Pre-ALL IN discussions in Ottawa and sponsorship of The Logic's Summit in Toronto—expanded Scale AI's reach and influence in Ontario.

Thought leadership was a core component of 2024–2025 efforts. Scale AI representatives spoke more than 20 times at national and international forums, while the organization's online presence saw major growth:

- 1,900+ webinar participants (+139% YoY)
- 13,000+ LinkedIn followers (+30%)
- 110,000+ website visits (+30%)
- 125K visits on the Scale AI website annually (+21%)
- 25K subscribers in Scale AI's mailing list

Traditional media exposure grew significantly, with 112 mentions across outlets such as La Presse, Betakit, Radio-Canada, Toronto Sun, Canadian Manufacturing, and The Logic, reaching over 250 million readers globally.

Scale AI also deepened collaboration with Canada's four other Global Innovation Clusters, working together to reinforce their joint presence at ALL IN and internationally. This multi-cluster strategy strengthens Canada's brand abroad while streamlining opportunities for foreign investment and innovation exchange.

Together, these efforts demonstrated that Canada's AI leadership is not only technical but also visible, collaborative, and globally relevant. Scale AI is not just exporting technology—it is exporting trust, expertise, and economic potential.



## Last but not least...

### Channelling the power of innovation in academia

We see the maturity and autonomy of university AI offerings, and we are proud to maintain a vibrant relationship with leading universities and research centres in AI and high technology with a long-term vision.

# 32

academic and research institutions are actively participating in projects, **including 8 university-based start-up accelerators and incubators and 4 research chairs led by world-class researchers in AI for supply chains:**



- Alberta Machine Intelligence Institute (AMII)
- CDRIN - Centre for Development and Research in Digital Intelligence
- Cégep de Drummondville
- Cégep Sainte-Foy
- Centre de Recherche Informatique de Montréal
- CIMMI - Centre en imagerie numérique et médias interactifs
- Collège Maisonneuve
- Collège O'Sullivan de Québec
- Concordia University
- Dalhousie University
- DeGroote School of Business, McMaster University
- École De Technologie Supérieure
- École des sciences de la gestion de l'UQAM
- École en Réseau
- HEC Montréal
- IVADO
- McGill University
- Mila
- Montréal Heart Institute
- Polytechnique Montréal
- Queen's University
- Ryerson University
- Simon Fraser University
- Université d'Ottawa
- Université de Montréal
- Université de Sherbrooke
- Université Laval
- University of British Columbia Sauder School of Business
- University of Guelph
- University of Toronto
- University of Waterloo
- York University

### Financials & Operational Excellence

Scale AI operates under a rigorous and cost-effective model designed to maximize return on public investment, drive real-world outcomes, and maintain the highest standards of accountability. In 2024–2025, we managed a growing portfolio of high-impact projects while ensuring financial discipline, operational efficiency, and robust governance.

#### Financial Due Diligence

Before approving funding, every project undergoes a detailed assessment of:

- Company financial health and viability
- Budget relevance and cost structure
- IP strategy and commercialization potential

Once approved, projects are actively monitored throughout their lifecycle:

- Milestone-based funding tied to performance
- Quarterly reporting and deliverables

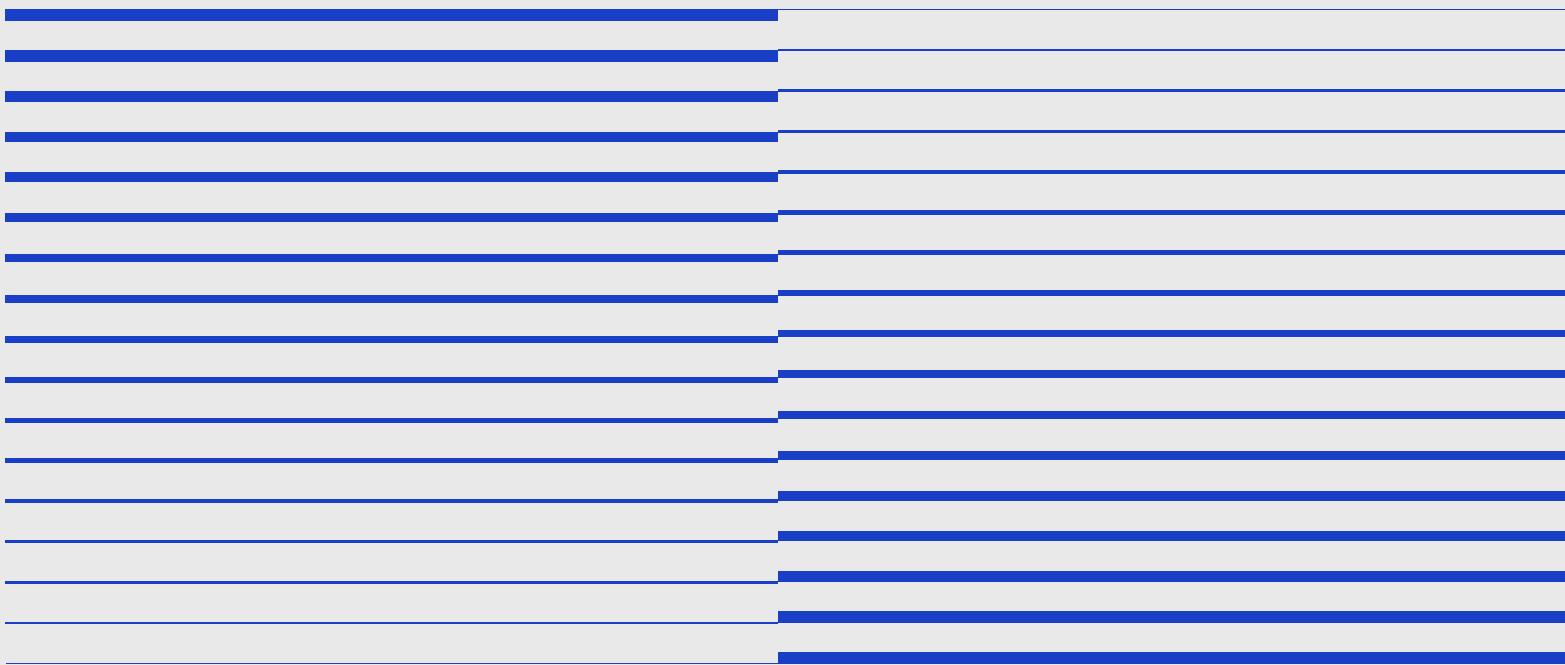
→ Cost audits and impact verification at project close

This disciplined approach ensures projects stay on track, funds are used appropriately, and expected outcomes are achieved.

**Operational efficiency means more funds go toward projects, not overhead.**

# 06

## Performance Monitoring Strategies



# Performance Monitoring Strategies

## Tracking What Matters: Accountability Through Strategic Metrics

Together, these frameworks ensure that Scale AI delivers impact that is measurable, aligned with national priorities, and designed to serve the long-term public interest. Scale AI's performance monitoring strategies are aligned with its strategic objectives approved by our Board of Directors and the program objectives of the Global Innovation Clusters program.

## Expected Impact for 2023–2028

Scale AI's plan for our second 5-year term is anchored in the experience we gained in our 1st 5-year term and will deliver tangible commercial results, including the creation of \$3 billion of direct value (either costs saved, or new revenues generated), and 6,000 highly skilled, high paying jobs within Canadian businesses.

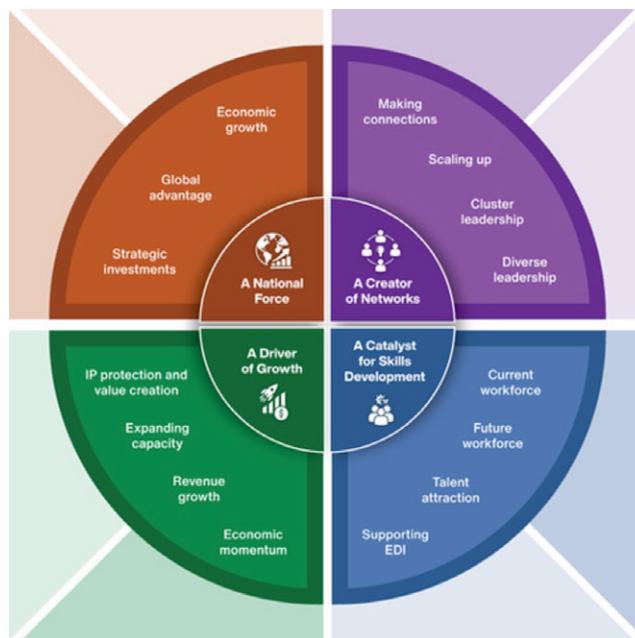
In addition, our programs will deliver over \$200 million of industry investments, will create 100 new partnerships, and will support the training of 1,000 Canadians.

## The ICEIF: A Made-in-Canada Evaluation Model

In addition to the core metrics mentioned above, the success of our efforts is measured against the Innovation Cluster Ecosystem Impact Framework (ICEIF), a unique made-in-Canada performance measurement framework co-designed by ISED and the Clusters.

The ICEIF was built around the Global Innovation Clusters program's four core objectives of being a national force, driving growth, creating networks and being a catalyst for skills development.

Additional information and updates on the ICEIF can be found [here](#).



- 01** — Scale AI is being a National Force by developing Canada's AI domestic market, driving widespread AI adoption in Canadian businesses, and contributing to securing Canada's international leadership within the global AI sector.
- 02** — Scale AI is a Creator of Networks by directly supporting Canadian industry to gain and maintain market leadership, as well as create new Canadian Champion anchor firms, through cross-pollination and organization of interactions between key actors in the AI sector.
- 03** — Scale AI is a Driver of Growth by enabling significant productivity gains across key economic sectors. Scale AI actively connects industry leaders with AI providers and targeted investment of public funds to create a large and diverse pool of AI services and solutions, primarily steered towards value chains. This results in the creation of a highly advanced and efficient network of infrastructures for goods and services that will benefit all Canadian businesses.
- 04** — Scale AI is a Catalyst for Skills Development by supporting the development of the current and future workforce in data science, focused on fostering the conditions for attracting and retaining the high-potential talent necessary to grow the AI ecosystem in Canada.

## Our Ecosystem impact metrics

Within this framework, we employ several performance metrics to assess and improve the effectiveness of our activities.

### A NATIONAL FORCE

**\$409M**

Total Amount invested by partners

**6300**

Number of participants at Scale All In

### A CREATOR OF NETWORKS

**630+**

Organisations involved across all programs (unique)

**425**

SMEs actively participating in projects

### A DRIVER OF GROWTH

**500+**

Ventures supported

**45%**

Projects directly creating a marketable product

### A CATALYST FOR SKILLS DEVELOPMENT

**1200**

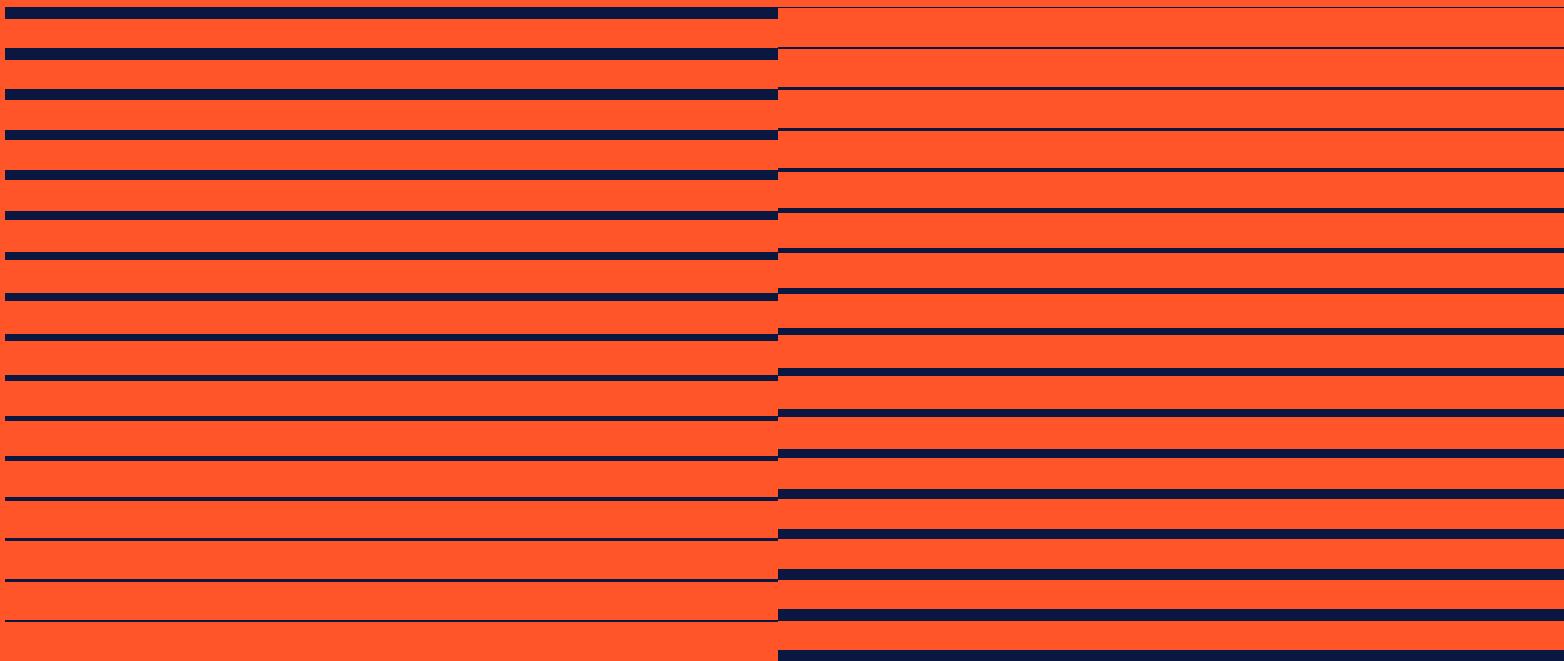
Number of participants in Custom trainings

**9.8K**

Number of workers trained as part of regular industry projects

# 07

## Priorities and Outlook for 2025–2026



# Priorities and Outlook for 2025–2026

## Scaling Impact, Deepening Reach, Securing Canada's AI Leadership

As we enter the third year of Scale AI's second five-year mandate, we do so with clarity of purpose, reinforced momentum, and expanded capacity. The Canadian AI ecosystem has evolved—from early adoption to full-scale deployment, from local prototypes to global commercialization.

In 2025–2026, Scale AI's strategy will focus on scaling our impact, deepening our reach, and accelerating market readiness, while remaining firmly aligned with national economic, environmental, and industrial priorities.

The 2024 Fall Economic Statement provided a significant boost to Scale AI's ability to deliver on this mission, with an additional \$150 million, over three years, starting in 2024–2025, for the Global Innovation Clusters to support the continuation of their AI commercialization activities. Scale AI has secured \$68 million from this envelope, which will enable it to expand its support for industry-led projects and accelerate the adoption of AI solutions across key sectors. This funding reflects the importance of AI commercialization for Canada's economic development and positions Scale AI to deepen its impact on the national and global stage.



## Strategic Investment Targets for 2025–2026

In 2025–2026, Scale AI will engage:

- \$50M in direct funding, generating \$125M in total project value
- Approximately \$5M in additional funding for generative AI commercialization
- Approximately \$5M dedicated to hospital operation optimization
- \$2M to scale 50–70 early-stage AI startups
- \$900K to develop Canada's AI workforce, including \$600K for STEM youth programming

## Priority 1: Supporting Industry-Led Investment in AI Solutions

Canada's economy depends on the productivity of its value chains—from agriculture to aerospace, from logistics to life sciences.

In 2025–2026, Scale AI will:

- Prioritize projects that modernize value chains through intelligent automation, real-time optimization, and predictive analytics
- Encourage the use of Canadian AI vendors and require strong commercialization roadmaps
- Target Small and Medium Enterprises (SMEs), encouraging wider adoption of AI technologies
- Continue rigorous monitoring of IP ownership

## Priority 2: Optimizing Hospital Operations with AI

In 2025–2026, Scale AI will allocate an additional \$5M to strengthen the adoption of AI solutions in healthcare, building on the momentum created by the previous Hospital Call for Projects.

By enhancing patient flow, improving resource management, and supporting AI-assisted clinical decision-making, these projects will help hospitals operate more efficiently while improving patient outcomes. The increased funding will also create opportunities to develop scalable solutions that can be transferred across healthcare facilities, strengthening Canada's healthcare infrastructure and reinforcing the country's position as a leader in AI-driven healthcare innovation.

## Priority 3: Accelerating the Growth of AI Startups

In 2025–2026, Scale AI will continue to drive the growth of Canada's AI ecosystem by funding and mentoring innovative startups. This program bridges the gap between innovation and commercialization, empowering entrepreneurs to scale their solutions and address challenges across industries. The program ensures startups have the resources and connections needed to thrive, reinforcing Canada's position as a global leader in AI innovation.

## Priority 4: Developing Canada's Current and Future AI Workforce

Human capital is at the heart of AI adoption. Scale AI will continue to invest in:

- Custom corporate training programs that align with project-specific needs
- STEM engagement projects that reach up to 10,000 youth across Canada

In 2025–2026, Scale AI will commit:

- \$300K to support new training initiatives for corporate teams and mid-career professionals
- \$600K to a Call for Proposals targeting STEM education with a focus on underrepresented communities

Our workforce strategy is guided by the belief that Canada's global leadership in AI depends on cultivating talent across generations, geographies, and sectors.

## Priority 5: Showcasing Canadian AI on the Global Stage

AI is a global race, and Canada is in the running. To maintain and amplify international visibility, Scale AI will:

- Organize the 3<sup>rd</sup> edition of ALL IN (Montréal, September 2025), targeting over 6,000 participants from 40+ countries
- Lead Canada's delegation at VivaTech 2025, where Canada will be featured as "Country of the Year," in collaboration with 40+ provincial and federal partners
- Promote the commercialization of Canadian technologies through curated B2B matchmaking, roundtables, and media partnerships.
- Support the efforts of Canadian AI players to diversify their markets.

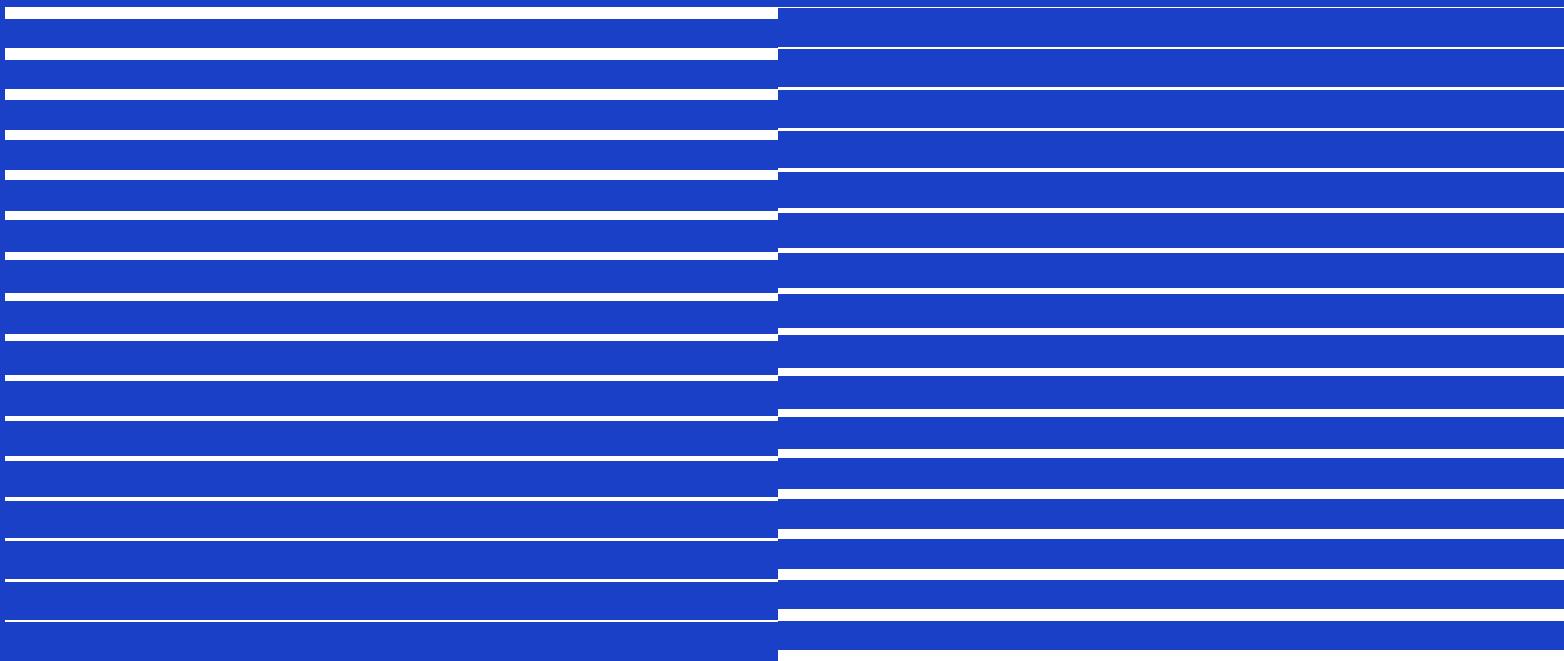
These efforts will elevate the international reputation of Canadian AI while opening doors to global partnerships and customers for our firms.

## Strengthening the Virtuous Cycle of AI Growth

In 2025–2026, Scale AI will double down on its ecosystem development model: a virtuous cycle where each investment fuels the next. By driving adoption, enabling commercialization, and retaining IP in Canada, we are building the foundation for a self-sustaining AI economy—one that creates value far beyond individual projects.

# 08

## Governance and Strategic Oversight



# Governance and Strategic Oversight

## A Model of Rigour, Diversity, and Ecosystem Representation

Scale AI was conceived as a pan-Canadian initiative—built by the ecosystem, for the ecosystem. Its governance model reflects that ambition. From its founding in 2018, Scale AI has been governed by a Board of Directors composed of a balanced and representative mix of Canada's top innovation leaders: researchers, industrial executives, technology entrepreneurs, investors, and independent experts.

### Board of Directors 2024–2025

→ André Beaulieu Bell Canada	→ Thierry Dorval Norton Rose Fulbright Canada LLP	→ Denise Robert Cinémaginaire
→ Yoshua Bengio Mila	→ Jody Fitzpatrick Sobeys	→ Louis Roy Optel Group, Co-Chair of the Board, Scale AI
→ Hubert Bolduc Investissement Québec International	→ Marc Gilbert The Boston Consulting Group (BCG)	→ Gilles Savard École Polytechnique de Montréal
→ Elza Brunelle-Yeung Bombardier Business Aircraft	→ Michel Leblanc Chambre de commerce du Montréal métropolitain	→ Solmaz Shahalizadeh Backbone Angels
→ Maud Cohen École Polytechnique de Montréal	→ Andrea Lodi Cornell Tech, IVADO Labs	→ Geneviève Tanguay Anges Québec
→ Cari Covert Canadian Tire	→ Isabelle Marcoux Transcontinental Inc.	→ Luc Vinet IVADO
→ Dominique Bérubé McGill University	→ David Markwell Loblaw	→ Mary Wells University of Waterloo
→ Hélène Desmarais Co-Chair of the Board, Scale AI	→ Michel Patry Fondation HEC Montreal	
→ Anuradha (Anu) Dodda Thomson Reuters	→ Miriam Pozza PwC	

This composition ensures that Scale AI remains connected to the guidance and oversight needed to effectively grow the Canadian AI ecosystem.

Our Board reviews all significant operational decisions of Scale AI, including the selection and funding of all investment projects and programs. Scale AI is committed to gender parity

and diversity on our Board, as we believe these also ensure more effective oversight and guidance for Scale AI.

The current structure of our Board provides 2-3 meetings per year of the full Board, with additional, more frequent meetings of the project Selection and Ratification Committee, Executive Committee and other Board committees.

## Our Governance Principles

Scale AI operates under four core principles that define how we govern and deliver:

### Transparency and Accountability

- All strategic, financial, and operational decisions are subject to board approval and rigorous review.
- Key decisions—such as project selection, budget allocation, and performance reporting—are informed by clear policies and independent evaluations.

### Inclusiveness and Diversity

- Our Board reflects the geographic, linguistic, and sectoral diversity of Canada.
- Gender parity is an explicit objective: currently, nearly half of the Board members are women.
- Diversity of experience, background, and discipline enriches all deliberations and strategic planning.

### Audit and Evaluation

As part of continuously improving and assessing its process and controls, Scale AI engaged an independent audit firm to review the processes and controls and assess their effectiveness. The results of their review were satisfactory, and all recommendations were implemented.

### Independence and Ethics

- Nearly half of the Board members are independent.
- Clear protocols exist to manage conflicts of interest, particularly during project evaluations.
- All board and committee members adhere to a Code of Conduct and Confidentiality Agreement.

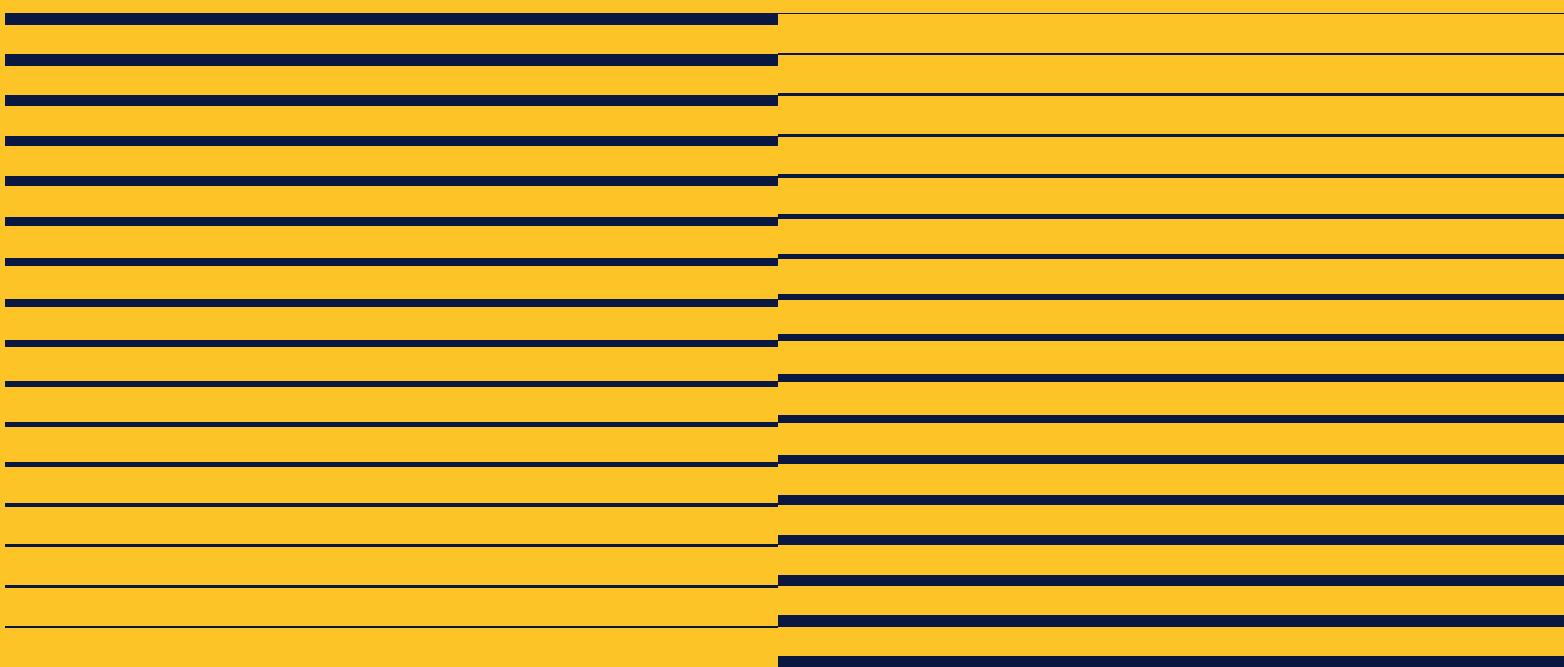
### Expertise and Ecosystem Stewardship

- Our Board includes leaders from industry, academia, government, and civil society.
- This ensures alignment with both innovation priorities and broader public interest mandates.
- Members serve not only as fiduciaries but as ecosystem ambassadors, providing visibility and advocacy for Canada's AI future.



# 09

## Financial Report



**SCALE AI –  
Canadian Artificial  
Intelligence Supercluster**

**Financial Statements  
March 31, 2025**

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## Independent Auditor's Report

To the Directors of  
SCALE AI – Canadian Artificial  
Intelligence Supercluster

**Raymond Chabot  
Grant Thornton LLP**  
Suite 2000  
600 De La Gauchetière Street West  
Montréal, Québec  
H3B 4L8

T 514-878-2691

### Opinion

We have audited the financial statements of SCALE AI – Canadian Artificial Intelligence Supercluster (hereafter "the Organization"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2025, and the results of its operations 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 report. We are independent of the Organization 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.

### Responsibilities of management and those charged with governance 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

### **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 these 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 Organization'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 Organization'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 Organization 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.

We 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.

*Raymond Chabot Grant Thornton LLP*<sup>1</sup>

Montréal  
May 23, 2025

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<sup>1</sup> CPA auditor, public accountancy permit no. A136560

# SCALE AI – Canadian Artificial Intelligence Supercluster Operations

Year ended March 31, 2025

	2025	2024
	\$	\$
<b>Revenues</b>		
Contributions		
Government grants (Note 3)	39,642,874	79,228,294
Memberships	1,712,627	1,492,635
Sponsorships	2,882,899	1,248,161
Conference registration fees	942,260	525,307
Interest	804,093	1,442,194
Other	536	
	<b>45,984,753</b>	<b>83,937,127</b>
<b>Operating expenses</b>		
Salaries and employee benefits	4,104,755	3,392,584
Professional fees	1,342,406	645,214
Marketing and promotion	332,639	491,741
IT expenses	246,353	209,364
Rental expense	116,961	118,985
Events	24,000	
Insurance	14,992	25,245
Office supplies and expenses	10,614	26,967
Training	46,820	42,932
Interest and bank charges	4,462	4,765
Travel and entertainment	75,165	85,846
Exchange (gain) loss	<b>(2,165)</b>	<b>4,390</b>
	<b>6,293,002</b>	<b>5,072,033</b>
Contributions to projects (Note 4)	<b>39,691,751</b>	<b>78,865,094</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>(43,454,234)</b>	<b>(76,459,353)</b>
	<b>(3,762,483)</b>	<b>2,405,741</b>

The accompanying notes are an integral part of the financial statements.

**SCALE AI – Canadian Artificial Intelligence Supercluster**  
**Changes in Net Assets**

Year ended March 31, 2025

					2025	2024
	Restricted for contingency fund	Restricted for rental expense	Restricted for future projects	Unrestricted	Total	Total
Balance, beginning of year	<b>2,000,000</b>	<b>547,669</b>	<b>4,000,000</b>	<b>2,602,583</b>	<b>9,150,252</b>	<b>6,744,511</b>
Excess (deficiency) of revenues over expenses		<b>(116,961)</b>	<b>(4,000,000)</b>	<b>354,478</b>	<b>(3,762,483)</b>	<b>2,405,741</b>
Balance, end of year	<b>2,000,000</b>	<b>430,708</b>	<b>-</b>	<b>2,957,061</b>	<b>5,387,769</b>	<b>9,150,252</b>

The accompanying notes are an integral part of the financial statements.

## SCALE AI – Canadian Artificial Intelligence Supercluster

### Cash Flows

Year ended March 31, 2025

	2025	2024
	\$	\$
<b><i>OPERATING ACTIVITIES</i></b>		
Excess (deficiency) of revenues over expenses	(3,762,483)	2,405,741
Net change in working capital items and deferred and repayable government grants	<u>(8,402,761)</u>	<u>(544,896)</u>
Cash flows from operating activities	<u><u>(12,165,244)</u></u>	<u><u>1,860,845</u></u>
<b><i>INVESTING ACTIVITIES</i></b>		
Guaranteed investment certificates	(48,000,000)	(73,000,000)
Disposal of guaranteed investment certificates	<u>53,000,000</u>	<u>75,000,000</u>
Cash flows from investing activities	<u><u>5,000,000</u></u>	<u><u>2,000,000</u></u>
<b>Net increase (decrease) in cash</b>	<b>(7,165,244)</b>	<b>3,860,845</b>
Cash, beginning of year	<u>21,319,371</u>	<u>17,458,526</u>
Cash, end of year	<b><u>14,154,127</u></b>	<b><u>21,319,371</u></b>

The accompanying notes are an integral part of the financial statements.

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Financial Position

March 31, 2025

	2025	2024
	\$	\$
<b>ASSETS</b>		
Current		
Cash	14,154,127	21,319,371
Government grants receivable (Note 5)	2,029,792	3,559,338
Trade and other receivables (Note 6)	<u>598,068</u>	318,953
	<u>16,781,987</u>	25,197,662
Long-term		
Guaranteed investment certificate, 5%	<u>5,000,000</u>	
	<u>16,781,987</u>	30,197,662
<b>LIABILITIES</b>		
Current		
Trade and other payables (Note 7)	10,255,769	17,725,858
Deferred membership revenues	542,100	463,973
Deferred sponsorship revenues	<u>78,982</u>	
	<u>10,797,869</u>	18,268,813
Long-term		
Government grant repayable (Note 5)	596,349	
Deferred government grants (Note 5)	<u>2,778,597</u>	
	<u>11,394,218</u>	21,047,410
<b>NET ASSETS</b>		
Restricted for contingency fund (Note 8)	2,000,000	2,000,000
Restricted for rental expense (Note 8)	430,708	547,669
Restricted for future projects (Note 8)	<u>4,000,000</u>	
Unrestricted	<u>2,957,061</u>	2,602,583
	<u>5,387,769</u>	9,150,252
	<u>16,781,987</u>	30,197,662

The accompanying notes are an integral part of the financial statements.

On behalf of the Board,

Director

Director

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Notes to Financial Statements

March 31, 2025

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### **1 - GOVERNING STATUTES AND PURPOSE OF THE ORGANIZATION**

The Organization, incorporated under the *Canada Not-for-profit Corporations Act*, aims to build the next generation of supply chains in Canada by optimizing the use of artificial intelligence technologies. It is a not-for-profit organization under the *Income Tax Act*.

### **2 - SIGNIFICANT ACCOUNTING POLICIES**

#### **Basis of presentation**

The Organization's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

#### **Accounting estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts recorded in the financial statements and notes to financial statements. These estimates are based on management's knowledge of current events and actions that the Organization may undertake in the future. Actual results may differ from these estimates.

#### **Revenue recognition**

##### *Contributions*

The Organization follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### *Memberships*

Memberships are recognized upon receipt and recognized as revenues over the term of the membership. The liability relating to the received but unearned portion of membership revenues is recognized in the statement of financial position as deferred membership revenues.

##### *Sponsorship and conference registration fees*

These revenues are recognized when the following conditions are met:

- There is persuasive evidence of an arrangement;
- Services have been provided;
- The selling price is fixed or determinable;
- Collection is reasonably assured.

Amounts received that do not yet satisfy revenue recognition criteria are recorded as deferred sponsorship revenues.

##### *Interest*

Investment transactions are recorded on the transaction date and resulting interest revenues are recognized using the accrual method of accounting.

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Notes to Financial Statements

March 31, 2025

### 2 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

All interest revenues are not subject to externally imposed restrictions and are recognized in the statement of operations.

#### Financial assets and liabilities

##### *Initial measurement*

Upon initial measurement, the Organization's financial assets and liabilities are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs.

##### *Subsequent measurement*

At each reporting date, the Organization measures its financial assets and liabilities from transactions at amortized cost (including any impairment in the case of financial assets).

With respect to financial assets measured at amortized cost, the Organization assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Organization determines that, during the year, there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it will then recognize a reduction as an impairment loss in operations. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost is recognized in operations in the year the reversal occurs.

### 3 - CONTRIBUTIONS

	2025	2024
	\$	\$
Government grants		
Operating		
Federal government		
Innovation Superclusters Initiative – Phase II	3,754,084	2,963,824
Innovation Superclusters Initiative – Pan-Canadian Artificial Intelligence Strategy (PCAIS)	225,000	248,611
Provincial government		
Ministère de l'Économie, de l'Innovation et de l'Énergie	<u>1,428,571</u>	<u>1,428,571</u>
	<u>5,407,655</u>	<u>4,641,006</u>
Projects		
Federal government		
Innovation Superclusters Initiative – Phases I and II	26,979,499	66,003,048
Innovation Superclusters Initiative – PCAIS	7,255,720	1,299,400
Provincial government		
Ministère de l'Économie, de l'Innovation et de l'Énergie	7,131,146	
Ministère de l'Emploi et de la Solidarité sociale	153,694	
	<u>34,235,219</u>	<u>74,587,288</u>
	<u>39,642,874</u>	<u>79,228,294</u>

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Notes to Financial Statements

March 31, 2025

### 4 - CONTRIBUTIONS TO PROJECTS

Contributions to projects were funded as follows :

	2025	2024
	\$	\$
Federal government grants	34,235,219	67,302,448
Provincial government grants	9,219,015	7,284,840
Self-financed by the Organization (a)	<u>43,454,234</u>	<u>76,459,353</u>

(a) During the year, the Organization decided to fund artificial intelligence projects using its own reserves, including \$4,819,774 (Note 5) in contributions related to projects initiated in the previous year for which claims had been submitted to the federal government and \$515,996 related to projects from the current year. The funding of these projects had the effect, among other things, of fully reducing the balance of net assets restricted to future projects as at March 31, 2024. In addition, \$3,883,245 in Ecosystem projects (showcases) were funded through sponsorships and conference registration fees (\$1,872,065 in 2024).

### 5 - DEFERRED GOVERNMENT GRANTS (RECEIVABLE)

	2025	2024
	\$	\$
Provincial government operating grant (a)		
Balance, beginning of year	1,428,571	2,857,142
Amount recognized in operations	<u>(1,428,571)</u>	<u>(1,428,571)</u>
Balance, end of year	-	1,428,571
-----		
Federal government project grants for Phase I (b)		
Balance receivable, beginning of year	(3,559,338)	(2,369,846)
Amount recognized in operations		(61,764,909)
Amount received relating to the following year		60,575,417
Amount funded by the Organization (Note 4)	<u>4,155,687</u>	
Balance repayable (receivable), end of year (c)	<u>596,349</u>	<u>(3,559,338)</u>
-----		
Federal government project grants for Phase II (b)		
Balance, beginning of year	798,037	
Amount recognized in operations	<u>(30,733,583)</u>	<u>(7,201,963)</u>
Amount received relating to the following years	<u>28,000,000</u>	<u>8,000,000</u>
Amount funded by the Organization (Note 4)	<u>664,087</u>	
Balance (receivable), end of year	<u>(1,271,459)</u>	798,037
-----		
Federal government project grants for PCAIS (b)		
Balance, beginning of year	551,989	
Amount recognized in operations	<u>(7,480,720)</u>	<u>(1,548,011)</u>
Amount received relating to the following years	<u>6,170,398</u>	<u>2,100,000</u>
Balance (receivable), end of year	<u>(758,333)</u>	551,989
-----		

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Notes to Financial Statements

March 31, 2025

### 5 - DEFERRED GOVERNMENT GRANTS (RECEIVABLE) (Continued)

	2025	2024
	\$	\$
Provincial government project grants (b)		
Balance, beginning of year	6,763,870	
Amount recognized in operations	(7,284,840)	
Amount received relating to the following years	520,970	
Balance, end of year	-	-
	<u>(1,433,443)</u>	<u>(780,741)</u>

- (a) The provincial government deferred operating grant represents unused resources which, as a result of external restrictions, are recognized as contribution revenues on a predetermined schedule.
- (b) The federal and provincial government deferred project grants represent unused resources which, as a result of external restrictions, are intended to cover contributions for projects in the future years.
- (c) As at March 31, 2025, since the program has ended, the Organization must therefore repay the unused portion of the grant to the federal government.

### 6 - TRADE AND OTHER RECEIVABLES

	2025	2024
	\$	\$
Trade accounts receivable	554,798	218,955
Sales taxes receivable	43,270	86,746
Accrued interest receivable	13,252	
	<u>598,068</u>	<u>318,953</u>

### 7 - TRADE AND OTHER PAYABLES

	2025	2024
	\$	\$
Trade accounts payable	9,378,748	16,984,510
Salaries, vacation and bonuses payable	877,021	741,348
	<u>10,255,769</u>	<u>17,725,858</u>

### 8 - NET ASSETS

#### Restricted for contingency fund

The amounts allocated to this reserve are internally restricted and will be used to meet exceptional needs that the Organization may face. During the year, the Organization allocated no amount to this reserve (nil in 2024).

# SCALE AI – Canadian Artificial Intelligence Supercluster

## Notes to Financial Statements

March 31, 2025

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### **8 - NET ASSETS (Continued)**

#### **Restricted for rental expense**

The amounts allocated to this reserve are internally restricted and are used to meet the future costs of rental expense. During the year, the Organization used \$116,961 of this reserve (\$118,985 in 2024).

#### **Restricted for future projects**

The amounts allocated to this reserve are internally restricted and used to pay contributions for future projects. During the year, the Organization used the entirety of the reserve to fund projects (Note 4) (nil in 2024).

### **9 - COMMITMENTS**

The Organization has entered into a long-term lease agreement expiring in March 2028 which calls for lease payments of \$349,086 for the rental of office spaces.

Minimum annual lease payments for the next years are \$116,362 from 2026 to 2028.

The Organization has also committed, according to project agreements signed before March 31, 2024, to make contributions to artificial intelligence, acceleration and workforce projects for a total amount of \$58,743,547.

### **10 - FINANCIAL RISKS**

#### **Credit risk**

The Organization is exposed to credit risk regarding the financial assets recognized in the statement of financial position. The Organization has determined that the financial assets with more credit risk exposure are trade accounts receivable since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Organization.

#### **Liquidity risk**

The Organization's liquidity risk represents the risk that the Organization could encounter difficulty in meeting obligations associated with its financial liabilities. The Organization is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized in the statement of financial position.

## Supplementary financial information (\$ in millions)

The following table provides a summary of the total funding received from all sources by Scale AI.

Table 1 - Funding Sources for the year ended March 31, 2025 (2024-25)

FUNDING SOURCES	GIC	PCAIIS	TOTAL
ISED Contribution	\$30.8	\$7.5	\$38.3
Membership Fees	\$1.7	\$0.0	\$1.7
Quebec Government Contribution	\$1.4	\$0.0	\$1.4
Interest Income and Other	\$0.8	\$0.0	\$0.8
Sponsorship and Conference Fees	\$3.8	\$0.0	\$3.8
<b>TOTAL</b>	<b>\$38.5</b>	<b>\$7.5</b>	<b>\$46.0</b>

The following table provides a summary of funding received from all sources for operating and administrative (O&A) expenses (Included in Table 1 above)

Table 2 - O&A Funding Sources for the year ended March 31, 2025 (2024-25) and Funding to Date.

TYPE OF ORGANIZATION	Fiscal Year 2024-25	Funding to Date
Industry-Membership	\$1.7	\$7.7
ISED	\$4.0	\$21.1
Quebec Government Contribution	\$1.4	\$12.9
Interest Income and Other	\$0.8	\$4.7
<b>TOTAL</b>	<b>\$7.9</b>	<b>\$46.3</b>

The following table presents the total funded and unfunded eligible costs incurred by Scale AI.

Table 3 - Funded and Unfunded Eligible Costs for the year ended March 31, 2025 (2024-25)

COSTS	Operating and Administrative Costs (O&A)	Technology Leadership Project Cost	Ecosystem Development Project Costs	Total Cost
Funded Eligible Costs (ISED)	\$4.0	\$30.8	\$3.5	\$38.3
Unfunded Eligible Costs (Industry & Other)	\$2.3	\$36.8	\$4.2	\$43.3
<b>TOTAL</b>	<b>\$6.3</b>	<b>\$67.6</b>	<b>\$7.7</b>	<b>\$81.6</b>

The following table provides a summary of Industry Matching Funds generated by Scale AI from funds received and those spent by Industry on projects.

Table 4 - Industry Match for the year ended March 31, 2025 (2024-25)

INDUSTRY MATCHING FUNDS	GIC	PCAIIS	TOTAL
Industry Contribution Towards Eligible Project Costs	\$41.0	\$0.0	\$41.0
Membership Fees	\$1.7	\$0.0	\$1.7
Sponsorship and Conference Fees	\$3.8	\$0.0	\$3.8
<b>TOTAL</b>	<b>\$46.5</b>	<b>\$0.0</b>	<b>\$46.5</b>

## Summary of Results

	2025 \$ in 000	2024 \$ in 000	2023 \$ in 000	2022 \$ in 000	2021 \$ in 000	2020 \$ in 000
<b>REVENUE</b>						
Contributions - Government	<b>39.6</b>	79.2	48.6	37	25.6	6.3
Other revenues	<b>6.4</b>	4.7	3.6	1.3	0.9	0.8
	<b>46.0</b>	83.9	52.2	38.3	26.5	7.1
<b>EXPENSES</b>						
Contributions to related projects	<b>43.5</b>	76.4	43.4	31.8	20.7	0.5
Administrative & operating*	<b>6.3</b>	5.1	6.0	4.6	4.3	5.2
	<b>49.8</b>	81.5	49.4	36.4	25.0	5.7
<b>EXCESS</b>	<b>-3.8</b>	2.4	2.8	1.9	1.5	1.4

\* Compensation for 4 employees exceeded \$300k for the year; amounts above this threshold are considered unfunded eligible costs under the Innovation Supercluster Program and are effectively funded by membership and other sources of revenue.

For administration purposes, Scale AI's official name is Scale AI-Canadian Artificial Intelligence Supercluster.

10

# Acknowledgements

Entity	Percentage
Mississippi	91.1%
Alabama	89.3%
Arkansas	88.5%
West Virginia	87.9%
North Dakota	86.1%
South Dakota	85.8%
Montana	85.4%
Wyoming	85.1%
Illinois	84.8%
Michigan	84.5%
Missouri	84.2%
Virginia	83.9%
Washington	83.6%
Utah	83.3%
Arizona	83.0%
Colorado	82.7%
Connecticut	82.4%
Massachusetts	82.1%
Delaware	81.8%
New Jersey	81.5%
New Mexico	81.2%
Georgia	80.9%
Tennessee	80.6%
Florida	80.3%
Ohio	80.0%
Pennsylvania	79.7%
Michigan	79.4%
North Carolina	79.1%
Virginia	78.8%
Arkansas	78.5%
Mississippi	78.2%
Alabama	78.0%
Mississippi	77.7%
Mississippi	77.4%
Mississippi	77.1%
Mississippi	76.8%
Mississippi	76.5%
Mississippi	76.2%
Mississippi	75.9%
Mississippi	75.6%
Mississippi	75.3%
Mississippi	75.0%
Mississippi	74.7%
Mississippi	74.4%
Mississippi	74.1%
Mississippi	73.8%
Mississippi	73.5%
Mississippi	73.2%
Mississippi	72.9%
Mississippi	72.6%
Mississippi	72.3%
Mississippi	72.0%
Mississippi	71.7%
Mississippi	71.4%
Mississippi	71.1%
Mississippi	70.8%
Mississippi	70.5%
Mississippi	70.2%
Mississippi	70.0%
Mississippi	69.7%
Mississippi	69.4%
Mississippi	69.1%
Mississippi	68.8%
Mississippi	68.5%
Mississippi	68.2%
Mississippi	67.9%
Mississippi	67.6%
Mississippi	67.3%
Mississippi	67.0%
Mississippi	66.7%
Mississippi	66.4%
Mississippi	66.1%
Mississippi	65.8%
Mississippi	65.5%
Mississippi	65.2%
Mississippi	64.9%
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Mississippi	64.0%
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Mississippi	63.4%
Mississippi	63.1%
Mississippi	62.8%
Mississippi	62.5%
Mississippi	62.2%
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Mississippi	61.0%
Mississippi	60.7%
Mississippi	60.4%
Mississippi	60.1%
Mississippi	59.8%
Mississippi	59.5%
Mississippi	59.2%
Mississippi	58.9%
Mississippi	58.6%
Mississippi	58.3%
Mississippi	58.0%
Mississippi	57.7%
Mississippi	57.4%
Mississippi	57.1%
Mississippi	56.8%
Mississippi	56.5%
Mississippi	56.2%
Mississippi	55.9%
Mississippi	55.6%
Mississippi	55.3%
Mississippi	55.0%
Mississippi	54.7%
Mississippi	54.4%
Mississippi	54.1%
Mississippi	53.8%
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# Acknowledgements

The achievements outlined in this report are not the result of a single organization—they are the product of a collaborative and deeply committed national effort.

At the core of Scale AI’s mission is a shared belief: that Canada can and must lead the world in the strategic application of artificial intelligence.

This belief is brought to life every day by hundreds of individuals, teams, and institutions working across sectors, disciplines, and regions to drive innovation, grow businesses, and deliver meaningful value to Canadians.

To each of them, we extend our sincere thanks.

## To Our Board of Directors

Thank you for your strategic insight, independent oversight, and unwavering dedication to Scale AI’s vision. Your collective experience, rigorous governance, and deep understanding of the ecosystem continue to shape our trajectory and ensure the integrity of our operations.

## To Our Industry Partners and Project Leaders

You are the trailblazers of applied AI. Whether you lead a multi-national enterprise or an early-stage startup, you are demonstrating what it means to adopt, deploy, and scale AI in the real world. Your willingness to co-invest, collaborate, and innovate fuels the impact of every project we support.

## To Canada’s Research and Academic Community

Your foundational work in artificial intelligence laid the groundwork for Canada’s global leadership. From CIFAR to Mila, Amii, the Vector Institute, and our world-class universities and colleges, your continued excellence, curiosity, and mentorship are powering the next generation of discovery and innovation.

## To Our Government Partners

We are grateful for the vision and confidence shown by the Government of Canada, particularly in Innovation, Science and Economic Development Canada (ISED). Your ongoing support through the Global Innovation Clusters program and the Pan-Canadian AI Strategy empowers us to act with ambition and scale. We also acknowledge the valuable engagement of provincial governments and Global Affairs Canada in promoting Canada’s AI leadership at home and abroad.



## To Our Ecosystem Collaborators

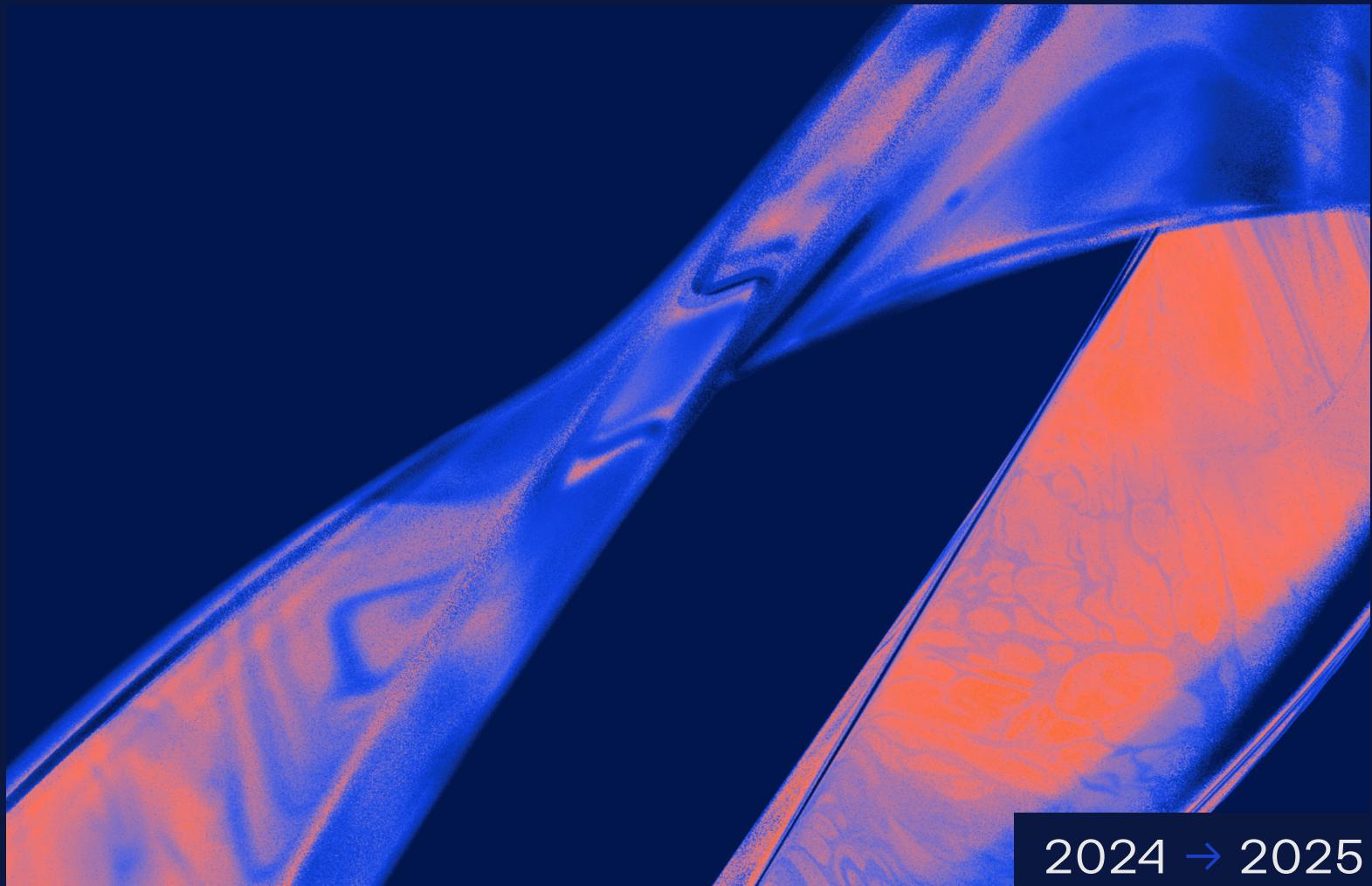
From venture capital funds to economic development agencies, industry associations to incubators, fellow innovation clusters to corporate labs—you are the infrastructure behind Canada’s innovation economy. Your partnerships, insights, and shared platforms make our work stronger, faster, and more inclusive.

## To the Scale AI Team

To our staff, thank you. Your professionalism, agility, and passion are the driving force behind our operations. Whether working behind the scenes or on the front lines of project development, you embody Scale AI’s values every day. This report is a reflection of your collective excellence.

## To the Canadian AI Community

Finally, to all those who believe in a bold, sovereign, and collaborative future for Canadian innovation, we thank you. You are researchers, engineers, entrepreneurs, data scientists, students, executives, regulators, policy thinkers, and builders. Together, we are not just scaling technology—we are scaling ambition, impact, and a new generation of Canadian leadership.



2024 → 2025

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