



**Venture
Ontario**

2026-2029 Business Plan

Signature

The Honourable Vic Fedeli
Minister of Economic Development, Job Creation and Trade

Date

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1.0 Executive Summary

The annual business plan for Venture Ontario maps out the agency's strategic direction and upcoming activities for the next three fiscal years.

Management Board of Cabinet ("MBC") categorizes Venture Ontario as a "board-governed agency". Board-governed agencies are able to carry on as a business and conduct operations in support of their mandates. Such agencies are also required to submit their annual business plan to their responsible Minister no later than 30 calendar days before the beginning of the provincial agency's fiscal year for approval (for Venture Ontario, by March 1). As such, results included in this business plan may not cover the entire 2025-2026 fiscal year¹ and will instead be reported with available data as of the date of submission.

Venture Ontario was established as an agency of the Crown on February 1, 2009, by the *Venture Ontario Act, 2008* (the "Act") and is accountable to the Minister of Economic Development, Job Creation and Trade (the "Minister"). Venture Ontario's mandate is closely aligned with the Ontario government's focus on economic growth and increased employment in Ontario. Specifically, Venture Ontario:

- Makes investments and manages its interest in venture capital funds and technology companies;
- Provides advice to the Ontario government on venture capital matters; and
- Supports the development of Ontario's venture capital ecosystem and the implementation of the Ontario government's venture capital policies.

Venture Ontario has committed approximately \$535 million to Ontario-based/Ontario-focused fund managers and start-up companies, up from \$500 million compared to last year. Through its investments, Venture Ontario acts as a catalyst in the creation of high paying, high quality jobs. Venture Ontario's venture capital initiatives, together with third-party capital, have collectively made available over \$6 billion to venture capital fund managers and companies in Canada. Through Venture Ontario's investments, Ontario portfolio companies currently over 9,000 people and have cumulatively recorded approximately \$18.4 billion in revenues and \$4.9 billion in R&D expenditures.²

To continue supporting the growth of Ontario-based emerging technology companies, the 2025 Ontario Budget provided Venture Ontario with an additional \$90 million in venture capital funding, which includes "\$50 million to Ontario-based VC funds focused on technologies that support national defence and related technologies such as AI and cybersecurity, and \$40 million to VC funds that will help life sciences companies and biomanufacturers innovate and grow"³.

¹ Venture Ontario's fiscal 2025-2026 is April 1, 2025 to March 31, 2026.

² Revenues and R&D expenditures are reported as of the date of this report (as provided by the fund managers and if available) and have been aggregated across Venture Ontario's portfolio since inception. As individual fund managers may co-invest in syndicate, the aggregated figures may overstate these metrics due to potential double counting.

³ Excerpt from the 2025 Ontario Budget.

Compared to traditional economic development programs (e.g. grants, loans and tax credits), Venture Ontario's investments in venture capital funds have proven to be an effective tool to create the next generation of high quality, high paying jobs in Ontario, with little to no cost to government. Venture Ontario's investments are generating net positive returns to the Ontario government and are helping to capture the full economic benefits of such investments (e.g. jobs, tax revenues, etc.).

Access to venture capital is critical to the success of small Ontario businesses, playing a key role in their development, until such time that they can access additional sources of financing, such as loans and other debt instruments. Venture Ontario also supports Ontario technology companies by assisting in the development of Ontario-based fund managers and investment professionals. This helps to ensure that there is local talent capable of identifying world-class entrepreneurs and technologies, with the necessary experience to guide these companies in scaling up their operations and ultimately to a profitable exit.

A strong venture capital infrastructure and investment climate are needed to build and retain globally competitive companies in Ontario, rather than "seeding" the companies which are later forced to relocate (e.g. to the U.S.) to access larger, more available pools of capital and global markets. High potential, Ontario-based companies require access to capital for all stages of development, as well as top-tier fund managers who are able to provide expertise in scaling and monetizing technologies.

The development of a long-term, sustainable venture capital industry in Ontario will in turn help strengthen Ontario's economy and create job opportunities in key economic sectors of the province. Through its investments, Venture Ontario provides Ontario's leading technology entrepreneurs with much needed capital that may otherwise not be available to them, so that they can bring new discoveries to market, and help them to achieve the scale necessary to realize their full economic potential.

With portfolio diversification across a sizable number of funds and companies to mitigate financial risks, Venture Ontario provides a market-focused means to help develop small businesses and to better capture the associated economic benefits over the long term, including the creation of high quality, high paying jobs for the people of Ontario.

Over the next three years, Venture Ontario will continue to deliver on its mandate, while also engaging the Ministry and the Ontario government on possible follow-up initiatives, so that Venture Ontario can continue to provide much needed access to capital to high-potential, Ontario-based technology companies.

2.0 Mandate and Governing Legislation

Venture Ontario was established by the *Venture Ontario Act, 2008* (the “Act”) and performs the following activities:

- (a) Receive, hold, administer and otherwise deals with the interest of the Government of Ontario in the limited partnership known as the Ontario Venture Capital Fund LP;
- (b) Acquire, manage and otherwise deal with the other investments or classes of investments that are prescribed by the regulations;
- (c) Carry out the other objects that are prescribed by the regulations; and
- (d) Receive, hold, invest, sell or otherwise deal with property, whether real or personal, in connection with the objects described in clause (a), (b), or (c).

The Act provides that the Minister may issue policies or directives in writing to Venture Ontario on matters relating to the exercise of its powers or duties, and the Board of Directors of Venture Ontario (the “Board”) shall ensure that such policies and directives are implemented in a timely manner.

Ontario Regulation 278/09 made under the Act (the “Regulation”) prescribes additional duties with respect to investments, which authorizes Venture Ontario to make:

1. Investments in venture capital funds that invest in,
 - i. for-profit businesses, if the venture capital fund’s investments include investments in private businesses, or
 - ii. other venture capital funds that invest in for-profit businesses if the other venture capital fund’s investment includes investments in private businesses.
2. Investments in for-profit businesses that are,
 - i. private businesses⁴, or
 - ii. public businesses⁵, if Venture Ontario,
 - A. invested in the business when it was a private business, or
 - B. has an investment in a venture capital fund described in paragraph 1 that made a direct or indirect investment in the business when it was a private business.
3. Investments in businesses that Venture Ontario considers to be emerging technology businesses, which portfolio shall be known in English as the Ontario Emerging Technologies Fund and in French as Fonds ontarien de développement des technologies émergentes.

⁴ In the regulation, “private business” means a business that is not a public business.

⁵ In the regulation, “public business” means a business that lists its securities on a stock exchange.

Under the Regulation, Venture Ontario can also perform other activities to help further develop the Ontario venture capital ecosystem as follows:

- (a) Develop or participate in conferences or other events regarding venture capital matters;
- (b) Collect, analyze, or distribute information regarding venture capital matters;
- (c) Provide advice to the Government of Ontario on venture capital matters; and
- (d) Undertake other activities that are similar or related to the objects described in the bullets above.

The Act, together with Venture Ontario's corporate by-laws and the Memorandum of Understanding (MOU) between the Minister and the Chair of the Board, describe in general terms the way Venture Ontario is operated and managed.

Venture Ontario is required to provide its annual report to the Minister within 120 days after the agency's fiscal year end. The annual report is tabled in the Legislature. The financial statements are consolidated with the Public Accounts of Ontario.

3.0 2026-29 Objectives and Alignment with Government Priorities

Venture Ontario's most recent annual Minister's letter of direction, which covers fiscal year 2026-27 and was received on October 9, 2025, can be found on the agency's website at www.ventureontario.ca.

Government-Wide Priorities:

Venture Ontario is committed to delivering better services and driving innovation and value for money. Though Venture Ontario has a lean staffing model and is not a client-facing agency, government-wide priorities remain an integral part of its business planning processes. Where applicable, appropriate performance measures have been adapted to Venture Ontario's mandate to meet the government-wide commitments.

Specific Agency Priorities:

The annual letter of direction also listed several priorities specific to Venture Ontario:

1. Managing Venture Ontario's investment portfolio and business operations in a prudent and cost-effective manner using self-generated revenue to cover operations.
2. Supporting the development of Ontario's venture capital ecosystem and strategically investing in venture capital funds while maintaining Venture Ontario's high rate of net positive returns to the province.
3. Sourcing and considering more investments in seed/early-stage venture capital funds focused on the life sciences sector to address the identified gap in venture capital deal sizes ranging from \$2 to \$10 million and support the creation of more pools of capital at this stage, while maintaining an overall balanced investment portfolio.
4. Ensuring that Venture Ontario Fund (VOF) investments are consistent with the agency's Investment Framework and aligned with current government priorities, including but not limited to the commercialization and protection of intellectual property in Ontario and support for growth-oriented venture funds critical to Ontario firms reaching international prominence.
 - a. This also includes allocating the additional \$90M committed by the government in the 2025 Budget to the VOF, which includes:
 - i. \$50 million to Ontario-based venture capital funds focused on technologies that support national defence and related technologies; and
 - ii. \$40 million to venture capital funds that will help life sciences companies and biomanufacturers.
 - b. It is expected that Venture Ontario will include in its Annual Report a breakdown of all investments made by sector and stage as per the government's commitments.

5. Working alongside Invest Ontario to align investment attraction efforts to support the growth of both local venture capital funds and companies.

VO will take a proactive approach to achieving the Ministry's direction through collaboration with stakeholders from Ontario's innovation ecosystem, academic community and life sciences and defence fund managers.

In furtherance of the government's investment goals, Venture Ontario will utilize a disciplined approach in the deployment of capital to the life sciences and defense technologies sectors in alignment with its established long term investment thesis. Capital allocation will be guided by clearly established stage and sectoral targets, reflecting areas of competitive strength, and market opportunity, while prioritizing risk adjusted returns. Investment commitments will be opportunistic and balance diversification, risk management and value creation. Portfolio construction will ensure sectoral exposure remains aligned with sector priorities while maintaining prudent diversification and risk controls.

Accordingly, Venture Ontario's 2026-2029 objectives have been aligned with the most recent government-wide commitments and specific agency priorities. Objectives have been grouped into two categories: (1) Venture Ontario's business operations and (2) Venture Ontario's investment portfolio, with performance measures and targets set accordingly, as listed in the table below:

Venture Ontario's Business Operations

Objective	Performance Measures	New Targets
<ul style="list-style-type: none"> Ensure business operations are managed efficiently and effectively, including its limited partnership interests in externally managed funds and the remaining OETF direct co-investments. 	<ul style="list-style-type: none"> Adjusted operating expenses (net of any reimbursements received and impairment charges) as a percentage of committed capital to investment funds. Legislative requirements met. Compliance attestation submitted to the Ministry annually to confirm substantial agency compliance with applicable government directives and policies. Requested procurement data⁶ provided to Supply Ontario in a timely manner. 	<ul style="list-style-type: none"> Adjusted operating expenses as a percentage of committed capital to be no more than 0.75%, which is at the mid-point of 0.50%-1.0% in management fees typically charged by fund-of-funds. Annual business plan and annual report submitted on March 1 and within 120 days after its fiscal year end respectively. Compliance attestation submitted to the Ministry by prescribed deadline. Requested procurement data submitted to Supply Ontario by the prescribed deadlines.
<ul style="list-style-type: none"> Ensure continuity of business services. 	<ul style="list-style-type: none"> % of employee turnover. Internal procedures manual is revised and updated annually. Business continuity plan is provided to the Ministry annually. Reporting template on high risks is submitted to the Ministry on a quarterly basis. 	<ul style="list-style-type: none"> No more than 15% employee turnover annually. Annual update of internal procedures manual completed. Annual update of business continuity plan completed. Quarterly reporting template on high risks submitted to the Ministry by the prescribed deadline.

⁶ Data may include procurement spending and planning, contract arrangements and vendor relations.

Venture Ontario's Investment Portfolio

Objective	Performance Measures	New Targets
<ul style="list-style-type: none"> Ensure investment portfolio is sufficiently diversified to mitigate financial risks while supporting the Ontario government's venture capital policies. 	<ul style="list-style-type: none"> Number of new fund investments made in alignment with the Ontario government's venture capital policies and the Investment Framework. 	<ul style="list-style-type: none"> A minimum of 3 new fund investments made per fiscal year across 2-3 target sectors as identified in the Investment Framework, with the number of new fund commitments in future years to be dependent on available remaining capital and the level of fundraising activity in the market.
<ul style="list-style-type: none"> Maintain a positive net multiple of capital across Venture Ontario's investment portfolio. 	<ul style="list-style-type: none"> Aggregate net multiple of capital for Venture Ontario's investment portfolio. 	<ul style="list-style-type: none"> Maintain an average portfolio net multiple of capital of at least 1.20x.
<ul style="list-style-type: none"> Track portfolio activity quarterly and report annually on key performance indicators. 	<ul style="list-style-type: none"> Obtain key performance indicators and other relevant metrics from the fund managers on a quarterly or annual basis as per the negotiated limited partnership agreements. 	<ul style="list-style-type: none"> On a quarterly basis, portfolio summaries including activity and financial summaries are received. Annually, key performance indicators are included with the quarterly portfolio summaries from each fund manager.
<ul style="list-style-type: none"> Respond to capital calls from externally managed funds by the required deadlines. 	<ul style="list-style-type: none"> Percentage of capital calls are met by the required deadlines. 	<ul style="list-style-type: none"> Substantially all (95% or more) capital calls are met by the deadlines set by the respective fund managers.

Objective	Performance Measures	New Targets
<ul style="list-style-type: none"> Develop key relationships and networks⁷ to gather market intelligence for potential investment commitments and the development of venture capital public policies. 	<ul style="list-style-type: none"> Number of meetings with potential investors, fund managers, and other venture capital stakeholders. 	<ul style="list-style-type: none"> Engage with a minimum of 12 fund managers per year (including Ontario-based and Ontario-focused fund managers) that are actively fundraising and seeking an investment commitment from Venture Ontario. Hold a minimum of 50 meetings per year with other key relationships and networks (e.g., Ontario-based technology companies, institutional investors, VC associations, angel investor associations, and innovation-focused organizations) as well as Invest Ontario to discuss areas of mutual interest such as investment attraction efforts to support the growth of both local venture capital funds and companies.

⁷ Includes VC fund managers, technology companies, institutional investors, VC associations, angel investor associations, and innovation-focused organizations.

4.0 Overview of Current/Future Initiatives and Implementation Plan: 2026-29

4.1 Current Initiatives

Venture Ontario currently manages its limited partnership interests in externally managed funds and the remaining OETF direct co-investments. A list of Venture Ontario's investment portfolio can be found in Section 9.0.

To continue the implementation of the Venture Ontario Fund, the agency will seek to achieve its minimum target of 3 new fund commitments in fiscal 2026-27 made across 2-3 target sectors as identified in the Investment Framework, with the number of new fund commitments in future years to be dependent on available remaining capital and the level of fundraising activity in the market.

4.2 Future Initiatives

The agency will continue to make investments under the Venture Ontario Fund and implement the 2025 Ontario Budget additional budget commitment of \$90 million in venture capital funding that protects Ontario's interests and includes "\$50 million to Ontario-based VC funds focused on technologies that support national defence and related technologies such as AI and cybersecurity, and \$40 million to VC funds that will help life sciences companies and biomanufacturers innovate and grow⁸"

As capital is returned from current investments, Venture Ontario will work with the Ministry to develop and, subject to securing the necessary government approvals, implement economic development policies that support Ontario technology companies, which may include, but are not limited to:

- Identifying sectors and stage of growth in the Ontario venture capital market through research, networks and market intelligence; and
- Deploying capital in those areas through strategic investments in fund managers targeting such sectors and stage of growth through the Venture Ontario Fund.

The agency will also continue to focus on helping to develop a long term, sustainable venture capital industry in Ontario, as well as helping to create an environment where technology companies can thrive. In turn, Ontario's economy will grow and job opportunities in key economic sectors of the province will be created. As part of this effort, Venture Ontario will assist the Ministry as required to review better ways to measure the impact of government investment on the venture capital ecosystem.

⁸ Excerpt from the 2025 Ontario Budget.

5.0 Overview of Corporate Risk Assessment and Management

Risk Factor	Description	Likelihood of Occurrence	Impact if Risk Realized	Mitigation Strategy
Human Resources Risk	Risk that Venture Ontario does not have sufficient staff resources or loses key senior staff to deliver on its mandate.	High	High	Review organizational needs on an annual basis and continue to work with the Ministry to get approval on additional FTEs and to take other corrective action as needed.
Financial Risk	Potential weakness in capital markets could make it more difficult to recoup Venture Ontario investments through exits.	Medium	High	Venture Ontario monitors the performance of its investment portfolio by reviewing quarterly reports provided by the fund managers. Any potentially adverse situation with respect to the portfolio is reviewed and a course of action is developed to best remediate such situation.
Operational Risk	Business continuity risk in the event of disasters or other events.	Medium	High	Venture Ontario's business continuity plan is reviewed, updated and approved annually to ensure the agency is prepared for disruption to standard working conditions. While challenging given the small staff complement of 8 FTEs, systems, procedures and controls are in place and key staff are adequately prepared to ensure minimum continuity of operations
Strategic Risk (Policy Changes)	Changes made by the Ontario government to current venture capital policies could result in additional changes to responsibilities for Venture Ontario.	Medium	High	Monitor, assess, and respond to policy development matters in support of the Ontario government's venture capital policies and plans. Provide technical analysis and advice to support the policy process.

6.0 Environmental Scan: Assessment of Issues Facing Venture Ontario

6.1 External Factors⁹

Nationally, venture capital activity retracted in 2025 recording \$8.04 billion compared to \$8.5 billion in 2024, a 6% decrease. Approximately 47% of all deals and 63% of all capital invested in ICT deals remain the key driver of VC activity in Canada. Life Sciences deals represented approximately 23% of deal flow but only 10% of capital investment, with CleanTech and Agribusiness representing 17% and 10% of activity and investment respectively. Later and growth stage deals totaled less than 10% of volume but over 60% of capital, with pre-seed and seed stages inverting that attribution denoting the lions share of activity at 62% but a fraction of the value at 10%. While these weightings are not counter-intuitive, steady decline in investment totals since 2021 may suggest a reluctance from earlier stage investors to engage with the marketplace. Exit activity remains challenged in Canada with no IPOs disclosed for the second straight year and only 29 M&A transactions which is the lowest annual total in over a decade.

While venture investment activity in Canada slowed in 2025, Ontario saw an appreciable increase from the prior year and recording the second highest annual total on record. Ontario remained the clear leader in Canadian Venture capital activity capturing 43% of the deal flow and 57% of total dollars invested and reversed three straight year-over-year decreases following 2021's record setting totals. Within Canada, Ontario continues to lead amongst its provincial peers. British Columbia and Quebec saw significant contraction in 2025 receiving only 50% of the investment capital they recorded 2024 totaling \$1.4 and \$1B respectively.

Total investment in the province rose to \$4.6 billion across 247 deals representing only 90% of the deal flow but a 56% increase in capital commitments from the \$2.9 billion invested across 279 deals in 2024. Though the uptick in investment activity suggests a more exuberant market than other Canadian jurisdictions which saw decreases year-over-year, a disproportionate amount of investment was concentrated in a small number of large financing rounds. Notably, Ontario recorded the largest disclosed Canadian venture transaction (\$1.034 billion) in 2025 and 7 of the top 10 deals overall each exceeding \$100 million. Absent these deals Ontario would certainly have also continued to slide from the highs of 2021 as did other provinces.

2025's investment activity suggests a stabilization from the post-covid market correction of 2022-23. Investment capital has returned at scale concentrating in fewer, larger transactions. Average deal size has expanded materially which suggests concentration of capital in scaled companies, and larger late-stage financings.

⁹ All statistics, figures and data refer to calendar year and are sourced from CVCA unless otherwise noted.

Ontario's recent budget reinforces the province's innovation and venture ecosystem as part of a broader strategy to strengthen economic resilience. Specifically, \$90 million has been allocated to Venture Ontario to catalyze investment in life sciences (\$40 million) and national defense (\$50 million). Through enhancing the capital available to domestic start-ups in these key sectors, the government is reducing reliance on foreign capital markets, specifically the US, at a time when cross-border relations are less predictable. Complimented by R&D initiatives and commercialization support the province, through Venture Ontario, is using venture capital as a strategic tool to enhance and safeguard its innovation economy and retain its high-growth world class technologies.

Economic Outlook

According to TD Economics¹⁰, global growth has stood up to trade turmoil better than many had feared earlier in 2025. As the world enters 2026, key global growth players are on track to meet or exceed earlier forecasts, despite the disruption from U.S. trade policy. For a variety of reasons, tariffs have not proven as punitive compared to the announced tariff rates, and interest rate cuts by global central banks provided a needed tailwind. Going forward, the same story will unfold, but a further downshift is likely as most major central banks have reached the end of rate-cutting cycles and now must ensure balanced monetary policy against stable inflation. While government deficits are expanding in many economies, this is not a universal theme. Some face pressures to consolidate, minimizing the global fiscal impulse next year.

In Canada, government initiatives to boost investments are likely to meet some resistance with the 2026 CUSMA trade agreement review. The Bank of Canada has done its part with government spending now set to play an increasing role. However, the picture for Ontario in 2026 has been less than encouraging. Provincial data suggest that Ontario's economy barely grew in 2025, owing to retrenching homebuilding and plunging exports and private sector investments amid the trade war. The province did receive some good news on the latter with the recent announcement that a \$3.2 billion graphite plant will be built in St. Thomas.

Industries highly levered to the U.S. are on course to subtract from 2025 GDP growth levels. In the manufacturing sector, recent decisions by automakers to shift production to the U.S. and not move forward with new production that was previously planned are negative for the outlook. However, on a positive note, manufacturing activity excluding autos is starting to stir, with nominal sales appearing to improve in the fourth quarter of 2025. Exports to non-U.S. trading partners are up approximately 20% year-to-date. Looking ahead to 2026, TD Economics forecast a broader – though still mild – recovery in manufacturing activity, lifted by continued U.S. and Canadian growth. Ontario has also been relatively aggressive in removing interprovincial trade barriers, which could help its manufacturing prospects.

¹⁰ TD Economics sources include but are not limited to Canadian Economic Forecast (December 2025) and Provincial Economic Forecast (December 2025).

Homebuilding in the province is very subdued, held back by elevated costs and years of low pre-construction sales in the GTA. Amid slowing population growth and rising inventory levels, TD Economics forecast another difficult year for homebuilding in 2026. In contrast, resale activity should continue rising from its low level moving forward, supported by pent-up demand, although supply/ demand conditions that favour buyers will likely keep price growth cool.

Given continued highly indebted households and weak housing markets across Canada, consumption in Ontario held up well for much of 2025. However, declining retail spending volumes suggests softer Q4 performance. This is consistent with expectations of modest consumption gains going forward, as muted economic growth and impeded business confidence weighs on hiring.

Ontario Economic Forecasts			
[Annual average % change, unless otherwise noted]			
Economic Indicators	2025F	2026F	2027F
Real GDP	1.5	1.0	1.8
Nominal GDP	4.0	3.4	3.8
Employment	1.0	0.1	0.5
Unemployment Rate (%)	7.6	7.5	7.0
Housing Starts (000's)	62.1	60.7	64.1
Existing Home Prices	-3.2	0.6	3.2
Home Sales	-4.6	13.0	10.1
Source: Statistics Canada, CMHC, CREA, Forecast by TD Economics			

Venture Ontario will continue to risk manage its investment portfolio by diversifying its fund investments, managing incremental changes to risk through new fund commitments, the “pacing” of these investments, and monitoring of underlying portfolio company activities driving fund performance. This will be appropriately balanced with our public policy objectives of building a stronger and more resilient VC ecosystem in Ontario/Canada and continuing to help finance high-potential Ontario-based companies across key strategic sectors. We will closely monitor market risks, the impact of trade tariffs and inflationary pressures, and expansion of fiscal/monetary policies on our investments and will adjust our investment tactics accordingly to prudently meet our public policy objectives.

6.2 Internal Factors

As an agency of the Ontario government, Venture Ontario is required to report on its activities, operations and results, which can be impacted by changes in government directions and policies. Venture Ontario will continue to meet its business objectives while adhering to applicable government-wide directives and reporting requirements.

7.0 Human Resources

Venture Ontario works with the Ministry's Strategic Human Resources Business Unit to implement and maintain the Ontario government's human resources strategies, policies, and practices. Venture Ontario's full-time equivalents ("FTEs") are included as part of the Ministry's overall FTE count. The Ministry's cost of eight (8) Venture Ontario positions and associated overhead are fully recoverable from Venture Ontario. The FTE breakdown is as follows: one position is excluded from collective bargaining, five positions are represented by AMAPCEO, and the remaining two positions are represented by OPSEU. It should be noted that one of the AMAPCEO employees has temporarily been seconded into a management position that is excluded from collective bargaining. All employees are compensated in accordance with Part III of the *Public Service of Ontario Act, 2006* (Ontario) and employees earning more than \$100,000 annually are subject to the *Public Sector Salary Disclosure Act, 1996* (Ontario).

Overall, the uncompetitive compensation structure may lead to staff departures and inability to replace them. As well, the current hiring freeze for agencies is preventing Venture Ontario from being able to secure any new FTEs. Although the government approved the delivery of the \$390 million Venture Ontario Fund, the agency continues to be capped at a total of 8 employees and does not have the authority to hire an adequate level of qualified human resources to undertake an increased volume of oversight and financial reporting activities related to (1) additional investments recently made and expected to be made over the next few years, and (2) additional government directives, policies and procedures that need to be adhered to. Staff turnover, including uncertainty with external service providers and legal counsel, continue to have a significant impact on business operations.

Venture Ontario's staffing levels remain lean compared to public sector bodies with similar economic development mandates, such as BDC and Investissement Québec. With the on-going lean staffing model, Venture Ontario is supported by a limited number of external service providers having specialized knowledge in fund evaluation, as well as audit and accounting services, to help ensure prudent operations and help mitigate risks.

For fiscal 2026-27, Venture Ontario's key human resource priority of continuing to seek either additional FTEs or the authority to hire staff independently will be on hold, given the current hiring freeze for agencies. Without more staff, the agency is unable to build in-house capabilities and decrease its reliance on external service providers. Until this matter is resolved, the agency will struggle with business continuity issues, such as not being able to ensure adequate succession planning over the upcoming three fiscal years or reducing the risk of key staff departures. As of the date of this report, no changes to the current organizational structure are anticipated by the end of the planning period horizon.

8.0 Overview of Fiscal 2025-26 Results to Date

As of the date of this report, Venture Ontario is substantially on track to meet its fiscal 2025-26 targets (i.e. from April 1, 2025 to March 31, 2026):

Venture Ontario's Business Operations

Objective	Performance Measures	Targets Set in Previous Business Plan	Results
<ul style="list-style-type: none"> Ensure business operations are managed efficiently and effectively, including its limited partnership interests in externally managed funds and the remaining OETF direct co-investments. 	<ul style="list-style-type: none"> Adjusted operating expenses (net of any reimbursements received and impairment charges) as a percentage of committed capital to investment funds. Legislative requirements met. Compliance attestation submitted to the Ministry annually to confirm that Venture Ontario is in substantial compliance with all applicable government directives and policies. Requested data provided to Supply Ontario in a timely manner.¹¹ 	<ul style="list-style-type: none"> Adjusted operating expenses as a percentage of committed capital to be no more than 0.75%, which is at the mid-point of 0.50%-1.0% in management fees typically charged by fund-of-funds. Annual business plan and annual report submitted on March 1 and within 120 days after its fiscal year end respectively. Compliance attestation submitted to the Ministry by the required deadline. Requested data submitted to Supply Ontario by the prescribed deadline. 	<ul style="list-style-type: none"> Adjusted operating expenses as a percentage of committed capital was 0.459%.¹² Annual business plan and annual report submitted by the required deadline. Compliance attestation submitted to the Ministry by the required deadline. Requested procurement data was submitted to Supply Ontario by the prescribed deadlines.

¹¹ Data includes procurement spending and planning, contract arrangements and vendor relations.

¹² This value is for the twelve months ended March 31, 2025 and is based on the latest audited financial statements.

Objective	Performance Measures	Targets Set in Previous Business Plan	Results
<ul style="list-style-type: none"> • Ensure continuity of business services. 	<ul style="list-style-type: none"> • % of employee turnover. • Internal procedures manual is revised and updated annually. • Business continuity plan is provided to the Ministry annually. • Risk assessment chart is provided to the Ministry twice a year and the reporting template on high risks is submitted to the Ministry on a quarterly basis. 	<ul style="list-style-type: none"> • No more than 15% employee turnover annually. • Annual update of internal procedures manual completed. • Annual update of business continuity plan completed. • Semi-annual risk assessment chart shared with the Ministry and quarterly reporting template on high risks submitted to the Ministry by the prescribed deadlines. 	<ul style="list-style-type: none"> • While one staff member is currently on secondment, which represents a 12.5% annual employee turnover, the position has been successfully backfilled on a temporary basis. • Annual update of internal procedures manual completed. • Annual update of business continuity plan completed. • Semi-annual risk assessment chart was shared with the Ministry and quarterly reporting template on high risks was submitted to the Ministry by the prescribed deadlines.

Venture Ontario's Investment Portfolio

Objective	Performance Measure	Targets Set in Previous Plan	Results
<ul style="list-style-type: none"> Ensure investment portfolio is sufficiently diversified to mitigate financial risks while supporting the Ontario government's venture capital policies. 	<ul style="list-style-type: none"> Number of new fund investments made in alignment with the Ontario government's venture capital policies and the Investment Framework. 	<ul style="list-style-type: none"> A minimum of 3 new fund investments made per fiscal year across 2-3 target sectors as identified in the Investment Framework, with the number of new fund commitments in future years to be dependent on available remaining capital and the level of fundraising activity in the market. 	<ul style="list-style-type: none"> 4 new fund investment was formally made in alignment with the Investment Framework as of the date of this report.
<ul style="list-style-type: none"> Maintain a positive net multiple of capital across the investment portfolio. 	<ul style="list-style-type: none"> Aggregate net multiple of capital for Venture Ontario's investment portfolio. 	<ul style="list-style-type: none"> Maintain net multiple of capital of at least 1.20x. 	<ul style="list-style-type: none"> Net multiple of capital of 1.43x as at March 31, 2025.¹³
<ul style="list-style-type: none"> Track portfolio activity quarterly and report annually on key performance indicators. 	<ul style="list-style-type: none"> Obtain key performance indicators and other relevant metrics from the fund managers on a quarterly or annual basis as negotiated in the limited partnership agreements. 	<ul style="list-style-type: none"> On a quarterly basis, portfolio summaries including activity and financial summaries are received. Annually, key performance indicators are included with the quarterly portfolio summaries from each fund manager. 	<ul style="list-style-type: none"> Portfolio summaries and annual key performance indicators received from each fund manager.

¹³ Multiple of capital represents the return to Venture Ontario before the agency's expenses.

Objective	Performance Measure	Targets Set in Previous Plan	Results
<ul style="list-style-type: none"> Respond to capital calls from externally managed funds by the required deadlines. 	<ul style="list-style-type: none"> Percentage of capital calls are met by the required deadlines. 	<ul style="list-style-type: none"> Substantially all (95% or more) capital calls met by the deadlines specified by the respective fund managers. 	<ul style="list-style-type: none"> Substantially all capital calls have been met by the required deadlines.
<ul style="list-style-type: none"> Develop key relationships and networks¹⁴ to gather market intelligence for potential investments and venture capital public policies. 	<ul style="list-style-type: none"> Number of meetings with potential investors, fund managers, and other venture capital stakeholders. 	<ul style="list-style-type: none"> Engaging with a minimum of 12 fund managers per year that are actively fundraising and seeking an investment commitment from Venture Ontario. Hold a minimum 50 meetings per year with other key relationships and networks, including with Investment Ontario to discuss issues of mutual importance, such as opportunities to align investments with the objectives of Ontario's Life Sciences Strategy. 	<ul style="list-style-type: none"> Engaged with over 40 active fund managers. Minimum target of 50 meetings with other key relationships and networks, including Invest Ontario, was achieved.

¹⁴Includes VC fund managers, technology companies, institutional investors, VC associations, angel investor associations, and innovation-focused organizations.

Summary of Results for Venture Ontario's investment portfolio

Below is a summary of results for Venture Ontario's investment portfolio to date and activities related to supporting the development of the Ontario venture capital ecosystem. For those funds that are actively investing but without sufficient activity at this time to aggregate results and preserve confidentiality, results are expected to be included in a future reporting cycle once available. Please note that:

- As individual fund managers may co-invest in syndicate, the aggregated figures may overstate these metrics and may not be mutually exclusive.
- As Venture Ontario's underlying portfolio companies exit a fund that Venture Ontario has invested in or as Venture Ontario invests in new opportunities (i.e., investments in new funds with underlying portfolio companies), annual impact drivers, such as employment, will increase or decrease accordingly. Therefore, an increase or decrease from a prior year cannot solely be attributed to investment performance.
- For each fund, values related to revenues, R&D expenditures and employment are as of the date of this report (as provided by the fund managers and if available).
- Data is provided to Venture Ontario by external fund managers as available and aggregated as of the date of submission. Data is regularly updated and subject to change. All figures are in Canadian dollars unless otherwise noted.

Ontario Venture Capital Fund LP (OVCF)

Fund Information:

Vintage:2008	Fund Manager: Northleaf Capital Partners
Fund Size: \$205.4M	Fund Location: Ontario
VO Commitment: \$90M	Investment Sector: Generalist
Investment Status: Fully Committed	Investment Stage: Agnostic

Ontario-Based/Focused Portfolio Statistics:

Total Companies:	7
Total Funds:	9
Total Committed by Fund:	\$190.4M
Leverage on Investments ¹⁵ :	5x
Total Invested Including Leverage:	\$1B+
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues:	\$6.47B
R&D expenditures:	\$1.33B
Number of people employed:	962

¹⁵ Leverage on investments is the additional amount of third-party capital that an investment attracts for every \$1 of capital invested by Venture Ontario.

Ontario Emerging Technologies Fund (OETF)

Fund Information:

Vintage: 2009	Fund Manager: Venture Ontario
Fund Size: \$104.6M	Fund Location: Ontario
VO Commitment: \$104.6M	Investment Sector: Generalist
Investment Status: Fully Committed	Investment Stage: Agnostic

Ontario-Based Statistics:

Total Companies	27
Total Invested by Fund	\$104.6M
Leverage on Investments	3.96x
Total Invested Including Leverage	\$518.7M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$1.06B
R&D expenditures	\$468.2M
Number of people employed	63

Northleaf Venture Catalyst Fund LP (NVCF)

Fund Information:

Vintage: 2014	Fund Manager: Northleaf Capital Partners
Fund Size: \$300M	Fund Location: Ontario
VO Commitment: \$50M	Investment Sector: Generalist
Investment Status: Fully Committed	Investment Stage: Agnostic

Ontario-Based/Focused Portfolio Statistics:

Total Companies	9
Total Funds	8
Total Invested by Fund	\$223M
Leverage on Investments	7.9x
Total Invested Including Leverage	\$1.94B+
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$7B
R&D expenditures	\$1.72B
Number of people employed	3,477

ScaleUp Venture Fund I LP (SUVF I)

Fund Information:

Vintage: 2016	Fund Manager: ScaleUp Venture Partners
Fund Size: \$106M	Fund Location: Ontario
VO Commitment: \$25M	Investment Sector: ICT
Investment Status: Fully Committed	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	17
Total Invested by Fund	\$46.2M
Leverage on Investments	5.94x
Total Invested Including Leverage	\$320.9M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$898M
R&D expenditures	\$294M
Number of people employed	1,134

Genesys Ventures III LP (Genesys III)

Fund Information:

Vintage: 2016	Fund Manager: Genesys Capital Management
Fund Size: \$107M	Fund Location: Ontario
VO Commitment: \$17M	Investment Sector: Life Science
Investment Status: Fully Committed	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	6
Total Invested by Fund	\$50.7M
Leverage on Investments	5.68x
Total Invested Including Leverage	\$338.7M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$52M
R&D expenditures	\$240M
Number of people employed	174

Yaletown Innovation Growth LP (IGF I)

Fund Information:

Vintage: 2017	Fund Manager: Yaletown Partners Inc.
Fund Size: \$127.9M	Fund Location: British Columbia
VO Commitment: \$20M	Investment Sector: Cleantech
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	3
Total Invested by Fund	\$27.5M
Leverage on Investments	4.25x
Total Invested Including Leverage	\$144.5M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$96M
R&D expenditures	\$90M
Number of people employed	138

Lumira Ventures III LP (Lumira III)

Fund Information:

Vintage: 2017	Fund Manager: Lumira Ventures
Fund Size: \$178.6M	Fund Location: Ontario
VO Commitment: \$23M	Investment Sector: Life Sciences
Investment Status: Active Investment	Investment Stage: Later

Ontario-Based Portfolio Statistics:

Total Companies	5
Total Invested by Fund	\$24.5M
Leverage on Investments	6.06x
Total Invested Including Leverage	\$172.9M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$602M
R&D expenditures	\$364.5M
Number of people employed	150

Amplitude Ventures I Fund LP (Amplitude I)

Fund Information:

Vintage: 2019	Fund Manager: Amplitude Ventures
Fund Size: \$203.7M	Fund Location: Quebec
VO Commitment: \$10M	Investment Sector: Life Science
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	4
Total Invested by Fund	\$51.7M
Leverage on Investments	8.67x
Total Invested Including Leverage	\$500.5M
New Investments in Fiscal 2025-26	0

Investment Impact:

Revenues	\$31M
R&D expenditures	\$162M
Number of people employed	122

Whitecap Venture Partners V LP (Whitecap V)

Fund Information:

Vintage: 2021	Fund Manager: Whitecap Venture Partners
Fund Size: \$152M	Fund Location: Ontario
VO Commitment: \$10M	Investment Sector: Generalist
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	6
Total Invested by Fund	\$33.7M
Leverage on Investments	1.64x
Total Invested Including Leverage	\$89.1M
New Investments in Fiscal 2025-26	1

Investment Impact:

Revenues	\$17M
R&D expenditures	\$16M
Number of people employed	108

Maverix Growth Equity Fund I LP (Maverix I)

Fund Information:

Vintage: 2021	Fund Manager: Maverix Private Equity
Fund Size: \$367M USD	Fund Location: Ontario
VO Commitment: \$15M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Growth

Ontario-Based Portfolio Statistics:

Total Companies	4
Total Invested by Fund	\$225.5M
Leverage on Investments	1.6x
Total Invested Including Leverage	\$585.8M
New Investments in Fiscal 2025-26	1

Investment Impact:

Revenues	\$671M
R&D expenditures	\$109M
Number of people employed	730

Panache Ventures Investment Fund II LP (Panache II)

Fund Information:

Vintage: 2021	Fund Manager: Panache Ventures
Fund Size: \$98M	Fund Location: Quebec
VO Commitment: \$7.5M	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	18
Total Invested by Fund	\$15.3M
Leverage on Investments	14.4x
Total Invested Including Leverage	\$235.4M
New Investments in Fiscal 2025-26	4

Investment Impact:

Revenues	\$3.1M
R&D expenditures	\$6.6M
Number of people employed	105

Northleaf Growth Fund (NGF)

Fund Information:

Vintage: 2021	Fund Manager: Northleaf Capital Partners
Fund Size: \$212M USD	Fund Location: Ontario
VO Commitment: \$10M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Growth

Ontario-Based Portfolio Statistics:

Total Companies	3
Total Invested by Fund	\$20.9M
Leverage on Investments	5.55x
Total Invested Including Leverage	\$137.1M
New Investments in Fiscal 2025-26	1

Investment Impact:

Revenues	\$1.1B
R&D expenditures	\$64M
Number of people employed	1,135

Yaletown Innovation Growth II LP (IGF II)

Fund Information:

Vintage: 2022	Fund Manager: Yaletown Partners Inc.
Fund Size: \$199M	Fund Location: British Columbia
VO Commitment: \$13M	Investment Sector: Clean Tech
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	3
Total Invested by Fund	\$43.9M
Leverage on Investments	5.68x
Total Invested Including Leverage	\$292.8M
New Investments in Fiscal 2025-26	1

Investment Impact:

Revenues	\$350M
R&D expenditures	\$35M
Number of people employed	613

Garage Capital Fund V (Garage V)

Fund Information:

Vintage: 2024	Fund Manager: Garage Capital
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$3.9M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Seed/Early

Ontario-Based Portfolio Statistics:

Total Companies	15
Total Invested by Fund	\$10.5M
Leverage on Investments	5x
Total Invested Including Leverage	\$62.6M
New Investments in Fiscal 2025-26	10

Brightspark Canadian Opportunities Fund II LP (Brightspark II)

Fund Information:

Vintage: 2022	Fund Manager: Brightspark Ventures
Fund Size: \$100M	Fund Location: Ontario
VO Commitment: \$10M	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Seed

Ontario-Based Portfolio Statistics:

Total Companies	6
Total Invested by Fund	\$11.3M
Leverage on Investments	1.4x
Total Invested Including Leverage	\$27M
New Investments in Fiscal 2025-26	5

Luge Investment Fund II (Luge II)

Fund Information:

Vintage: 2023	Fund Manager: Luge Capital
Fund Size: \$92.8M	Fund Location: Ontario
VO Commitment: \$12M	Investment Sector: ICT
Investment Status: Fund Raising	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	3
Total Invested by Fund	\$9.4M
Leverage on Investments	3.98x
Total Invested Including Leverage	\$47M
New Investments in Fiscal 2025-26	1

Mistral Venture Partners IV (Mistral IV)

Fund Information:

Vintage: 2024	Fund Manager: Mistral Venture Partners
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$5M	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Early

Ontario-Based Portfolio Statistics:

Total Companies	5
Total Invested by Fund	\$4.7M
Leverage on Investments	1.98x
Total Invested Including Leverage	\$13.9M
New Investments in Fiscal 2025-26	3

Other Investments

The following recent Venture Ontario investments are actively investing, but do not currently have sufficient activity to aggregate results:

Lumira Ventures IV LP (Lumira IV)

Fund Information:

Vintage: 2021	Fund Manager: Lumira Ventures
Fund Size: \$222M USD	Fund Location: Ontario
VO Commitment: \$11.7M USD	Investment Sector: Life Science
Investment Status: Active Investment	Investment Stage: Later

Climate Innovation Fund I LP (CIC I)

Fund Information:

Vintage: 2022	Fund Manager: Climate Innovation Capital Inc.
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$5M USD	Investment Sector: Clean Tech
Investment Status: Active Investment	Investment Stage: Growth

Amplitude Ventures Fund II (Amplitude II)

Fund Information:

Vintage: 2022	Fund Manager: Amplitude Ventures
Fund Size: \$192.1M USD	Fund Location: Quebec
VO Commitment: \$11.5M USD	Investment Sector: Life Science
Investment Status: Active Investment	Investment Stage: Early

Genesys Ventures IV LP (Genesys IV)

Fund Information:

Vintage: 2023	Fund Manager: Genesys Capital Management
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$15M	Investment Sector: Life Science
Investment Status: Active Investment	Investment Stage: Early

McRock Fund III LP (McRock II)

Fund Information:

Vintage: 2024	Fund Manager: McRock Capital
Fund Size: \$82M USD	Fund Location: Ontario
VO Commitment: \$11M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Early

Garage Opportunities Fund III (Garage Ops III)

Fund Information:

Vintage: 2024	Fund Manager: Garage Capital
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$3.5M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Seed/Early

Yaletown Innovation Growth III LP (IGF III)

Fund Information:

Vintage: 2025	Fund Manager: Yaletown Partners Inc.
Fund Size: \$100M	Fund Location: British Columbia
VO Commitment: \$15M	Investment Sector: Clean Tech
Investment Status: Active Investment	Investment Stage: Early

Northleaf Growth Fund II (NGF II)

Fund Information:

Vintage: 2026	Fund Manager: Northleaf Capital Partners
Fund Size: Not Disclosed Publicly	Fund Location: Ontario
VO Commitment: \$15M USD	Investment Sector: ICT
Investment Status: Active Investment	Investment Stage: Growth

Summary of Results Related to Activities Supporting the Development of Ontario's Venture Capital Ecosystem

Venture Ontario is substantially meeting all 2025-26 targets to support the development of Ontario's venture capital ecosystem, as well as the implementation of the Ontario government's venture capital policies. Activities to support these efforts involve building key relationships and networks to gather market intelligence that will support investment decisions and the development of venture capital public policies.

As of the date of this report, Venture Ontario has participated in several important Canadian venture capital and sector-related events and conferences, including:

- Ontario Bioscience Innovation Ontario (OBIO) Investor Summit;
- Canadian Innovation Exchange (CIX);
- Canadian Venture Capital Association (CVCA) Annual Conference;
- Bloom Burton & Co. Healthcare Investor Conference;
- Women's Private Capital Summit;
- Elevate Festival Toronto;
- Private Markets Canada Conference;
- AIMA Global Investor Forum;
- NorthGuide's 2025 Global Ecosystem Summit;
- AGRI Tech Venture Forum;
- Canadian Fintech Summit; and
- Kensington Investor Conference.

Venture Ontario's participation at such events and conferences is helping to raise awareness of the agency's mandate and potential investment opportunities in Ontario.

Venture Ontario is also proactively holding discussions with venture capital funds, investors, technology industry thought leaders and subject matter experts to gather critical market intelligence that will help shape appropriate venture capital public policies in the coming years. While continuing to provide advice to the Ministry and the Ontario government on venture capital matters as required, Venture Ontario staff also participated in relevant venture capital organizations, such as serving as board member and chair of the membership committee to the Canadian Venture Capital and Private Equity Association (CVCA)¹⁶.

In total, Venture Ontario expects to attend about 10 venture capital and related industry events this fiscal year. Such events are essential to building and maintaining strong relationships with other investors, thought leaders, and subject matter experts, who interact with the sector and companies at various stages of their lifecycle. The stronger these relationships are, the more effectively Venture Ontario can access market intelligence with respect to funds that are currently or expected to fundraise, as well as insight to help identify potential stage or sector gaps faced by Ontario-based technology companies. With experience in both direct investments into companies and

¹⁶ The CVCA is a professional association that brings members together by connecting private capital professionals, facilitating partnerships and enabling connections to foster and knowledge to prosper.

investments into venture capital funds, Venture Ontario shares its feedback, perspectives and observations through proactive outreach to venture capital fund managers, as well as new and established Ontario-based companies. This outreach includes “Ask the Investor” sessions at industry conferences and responding to direct inquiries to Venture Ontario or via the Ministry. By providing feedback in areas such as fundraising, investment thesis, and other relevant matters, Venture Ontario can help fund managers to further define and advance their value proposition. Venture Ontario plans to continue its strategic engagement with stakeholders over the next three years.

9.0 Inventory of Artificial Intelligence (AI) Use Cases

Government directives and policies require Venture Ontario to provide an inventory of the agency’s artificial intelligence (AI) use cases; however, there are currently no cases to report.

10.0 Initiatives Involving Third Parties

As described in the business plan, Venture Ontario has several active relationships with third parties for the purpose of delivering on its mandate. Services provided by third parties include investment due diligence, web support, accounting/bookkeeping and external audit. Such services are retained and contracted in compliance with the government’s procurement directive.

11.0 Communication Plan

As set out in the Memorandum of Understanding between the Minister and Chair of the Board (the “MOU”), Venture Ontario works closely with the Ministry when news releases or announcements are scheduled to be released to the public, including industry stakeholders, in accordance with the MOU’s public communications protocol. Under the MOU, the Deputy Minister of the Ministry of Economic Development, Job Creation and Trade (the “Ministry”) is responsible for ensuring that the Ministry provides communications services to Venture Ontario, including, but not limited to, drafting of news releases related to Venture Ontario’s investments and subject to approval by both the Ministry and Venture Ontario.

As part of its planned communications and outreach activities, Venture Ontario will continue to identify and highlight relevant public and stakeholder communications opportunities to the Ministry that could be included in the Ministry’s communications roll-out plan. Furthermore, as the agency makes investment commitments in venture capital funds, Venture Ontario will continue to participate in fund announcements that are initiated and led by fund managers. Updates related to Venture Ontario can be found on its website, www.ventureontario.ca. The site includes the agency’s annual business plan, annual report and relevant portfolio related information, including new investments and successful exits. Venture Ontario’s annual financial statements are also available in Volume 2 of the Public Accounts of Ontario.

Updates on the externally managed funds can be found at the following websites.

Externally Managed Funds	Website
OVCF	www.ovcf.com
NVCF, Northleaf Growth Fund and Northleaf Growth Fund II	www.northleafcapital.com
SUVF I	www.suv.vc
Yaletown IGF I, IGF II and IGF III	www.yaletown.com
Lumira III and Lumira IV	www.lumiraventures.com
Genesys III and Genesys IV	www.genesyscapital.com
Amplitude I and Amplitude II	www.amplitudevc.com/en
Whitecap V	www.whitecapvp.com/
Climate Innovation Capital Fund I	www.climateic.com/
Maverix Growth Equity Fund I	www.maverixpe.com/
Panache Ventures Investment Fund II	www.panache.vc/
Brightspark Canadian Opportunities Fund II	www.brightspark.com/en
Luge Investment Fund II	www.luge.vc/
McRock Fund III	www.mcrockcapital.com/
Mistral Venture Partners IV	www.mistral.vc/
Garage V and Garage Ops III	www.garage.vc

Venture Ontario responds to inquiries from the public regarding its mandate and responsibilities as required, in a timely manner and in accessible formats as requested.

Appendix A: Financials

Proposed Operating Expenditures, Projected Revenues & Funding Requirements

Venture Ontario is a Board-governed provincial agency. It has a legislated requirement to issue audited financial statements for the fiscal year, which are approved by its Board of Directors and to formally submit these to the Minister within 120 days after the end of every fiscal year. The financial statements summarize Venture Ontario's revenue and expenditures and are tabled in the Legislature once approved by the Minister. Venture Ontario's financial results are consolidated with those of the Ontario government for Public Accounts and Budget purposes.

Venture Ontario's annual business plan sets out the operating expenditures and revenues of the agency in the past fiscal year with a forecast over the next three fiscal periods, as well as the corresponding projection for the Statements of Financial Position¹⁷.

Note: For the Statement of Operations & Changes in Accumulated Operating Surplus, no speculations are taken with respect to investment income in funds, gains/(losses) in funds, impairment in funds or foreign exchange gains/(losses) subsequent to the year ending March 31, 2026. The values of these financial assets are held constant only for budgeting purposes.

¹⁷ These statements are consistent with Public Sector Accounting Standards.

Table 1:

Statements of Operating Expenditures	Actual results for the initial 6 months of fiscal 2025-26	Forecast for 12 months of fiscal 2025-26	Forecast for the fiscal years ending March 31st		
			2026-27	2027-28	2028-29
All figures are unaudited (\$,000)					
Shared operating costs with the Ministry:					
Salaries & wages	408	823	1,193	1,241	1,291
Benefits	53	107	162	175	182
Transportation & communications	8	16	22	23	24
Services	18	48	65	68	72
Accommodations	34	102	107	112	118
Supplies & equipment	1	2	3	3	3
Total reimbursements to the Ministry	522	1,098	1,552	1,622	1,690
Other direct operating expenses:					
Cash management fees	25	47	31	19	13
Professional services fees ¹⁸	48	514	501	587	497
Board and committee member expenses	4	6	6	7	7
Bad debt expenses	-	-	-	-	-
Total ODOE	77	567	538	613	517
Total direct operating expenses	599	1,665	2,090	2,235	2,207

¹⁸ Professional services fees include external service providers having specialized investment knowledge in fund evaluation, direct co-investment and fund-of-fund investments, as well as audit, bookkeeping and legal services.

Table 2:

Statements of Operations & Changes in Accumulated Operating Surplus	Actual results for the initial 6 months of fiscal	Forecast for 12 months of fiscal	Forecast for the fiscal years ending March 31st		
			2026-27	2027-28	2028-29
All figures are unaudited (\$,000)	2025-26	2025-26	2026-27	2027-28	2028-29
Revenues:					
EOI expense recovery	-	-	-	-	-
Interest income	5,345	10,345	9,000	8,000	7,000
Net realized gains/(losses) on sale of investments in funds	25,965	25,965	-	-	-
Transfer payment	-	-	90,000	-	-
Foreign currency exchange Gains/(loss)	(1,819)	(1,819)	-	-	-
	29,491	34,491	99,000	8,000	7,000
Expenditures:					
Reimbursement to the Ministry	522	1,099	1,551	1,622	1,690
Cash management fees	25	47	31	19	13
Professional services fees	48	514	501	587	497
Board & Committee fees	4	6	6	7	7
Bad debt expenses	-	-	-	-	-
	599	1,666	2,089	2,235	2,207
Operating surplus for the period	28,892	32,825	96,911	5,765	4,793
Accumulated operating surplus - beginning	569,808	569,808	602,633	699,544	705,309
Accumulated operating surplus - ending	598,700	602,633	699,544	705,309	710,102

Table 3:

Statements of Financial Position	Actual results for the initial 6 months of fiscal 2025-26	Forecast for 12 months of fiscal 2025-26	Forecast for the fiscal years ending March 31st		
			2026-27	2027-28	2028-29
All figures are unaudited (\$,000)					
Financial assets:					
Cash and cash equivalents	101,668	105,742	158,206	119,423	84,469
Marketable securities	300,408	270,829	252,461	242,809	234,136
Accounts receivable	143	2	2	2	2
Ontario Emerging Technologies Fund	1,313	1,313	1,313	-	-
Investments in limited partnerships	196,122	225,701	288,516	344,029	392,449
	599,654	603,587	700,498	706,263	711,056
Liabilities:					
Accounts payable and accrued liabilities	400	400	400	400	400
Accumulated surplus	599,254	603,187	700,098	705,863	710,656
Accumulated surplus is comprised of:					
Accumulated operating surplus	598,700	602,633	699,544	705,309	710,102
Accumulated remeasurement gains	554	554	554	554	554
	599,254	603,187	700,098	705,863	710,656

Appendix B: Corporate Governance

Minister

Each year, the Minister of Economic Development, Job Creation and Trade (the “Minister”) is required to table Venture Ontario’s annual report in the Legislature. In addition, the Minister reviews and approves Venture Ontario’s annual business plan. The Minister also maintains communications with Venture Ontario through its Chair, regarding government policies and issues relevant to Venture Ontario.

Chair

The Chair is accountable to the Minister for Venture Ontario’s performance in fulfilling its mandate. The Chair is responsible for providing advice and information to the Minister regarding Venture Ontario’s operations and affairs. In addition, the Chair provides leadership to Venture Ontario.

Board of Directors

Venture Ontario’s Board of Directors (the “Board”) is appointed by the Lieutenant Governor in Council and is accountable to the Minister through the Chair. The Board performs a supervisory role, overseeing the management of Venture Ontario’s business and affairs to ensure Venture Ontario’s mandate is fulfilled. The Board is comprised of independent directors.

The Board meets at least quarterly and receives regular reports from the President and Chief Executive Officer and Venture Ontario staff concerning the agency’s operations and its compliance with applicable laws and policies. Standards of conduct for Board members are set out in the Board-approved Code of Conduct.

There are also two committees of the Board to assist it in supervising the management of Venture Ontario:

Audit and Risk Committee

The Audit and Risk Committee reviews and recommends approval by the Board of an annual internal audit plan and receives reports from Venture Ontario’s internal auditors and Auditor of Record regarding internal controls and financial reporting. It also reviews financial policies and financial statements and recommends them to the Board. Another function of the Audit and Risk Committee is to review Venture Ontario’s major risks and mitigation strategies.

Governance and Human Resources Committee

The Governance and Human Resources Committee assists the Board in (1) matters related to Venture Ontario governance structures and practices and (2) reviewing human resources programs and practices of Venture Ontario related to compensation, performance evaluation, and training.

President and Chief Executive Officer

Under the *Venture Ontario Act, 2008* (the “Act”), the President and Chief Executive Officer (the “CEO”) is employed under Part III of the *Public Service of Ontario Act, 2006* (“PSOA”) and is appointed by the Board. The CEO is accountable to the Board for:

- Managing and administering Venture Ontario;
- Supervising Venture Ontario staff; and
- Carrying out the roles and responsibilities assigned by the Board, the Act and applicable government directives.

The CEO works under the direction of the Chair and the Board to implement policy and operational decisions. The CEO reports the agency’s performance results to the Board, directly or through the Chair.

Employees

All employees of Venture Ontario are civil servants employed under Part III of the PSOA. Venture Ontario’s business operations are carried out by staff under the supervision of the CEO.

Appendix C: Organizational Chart

Venture Ontario Organizational Chart

