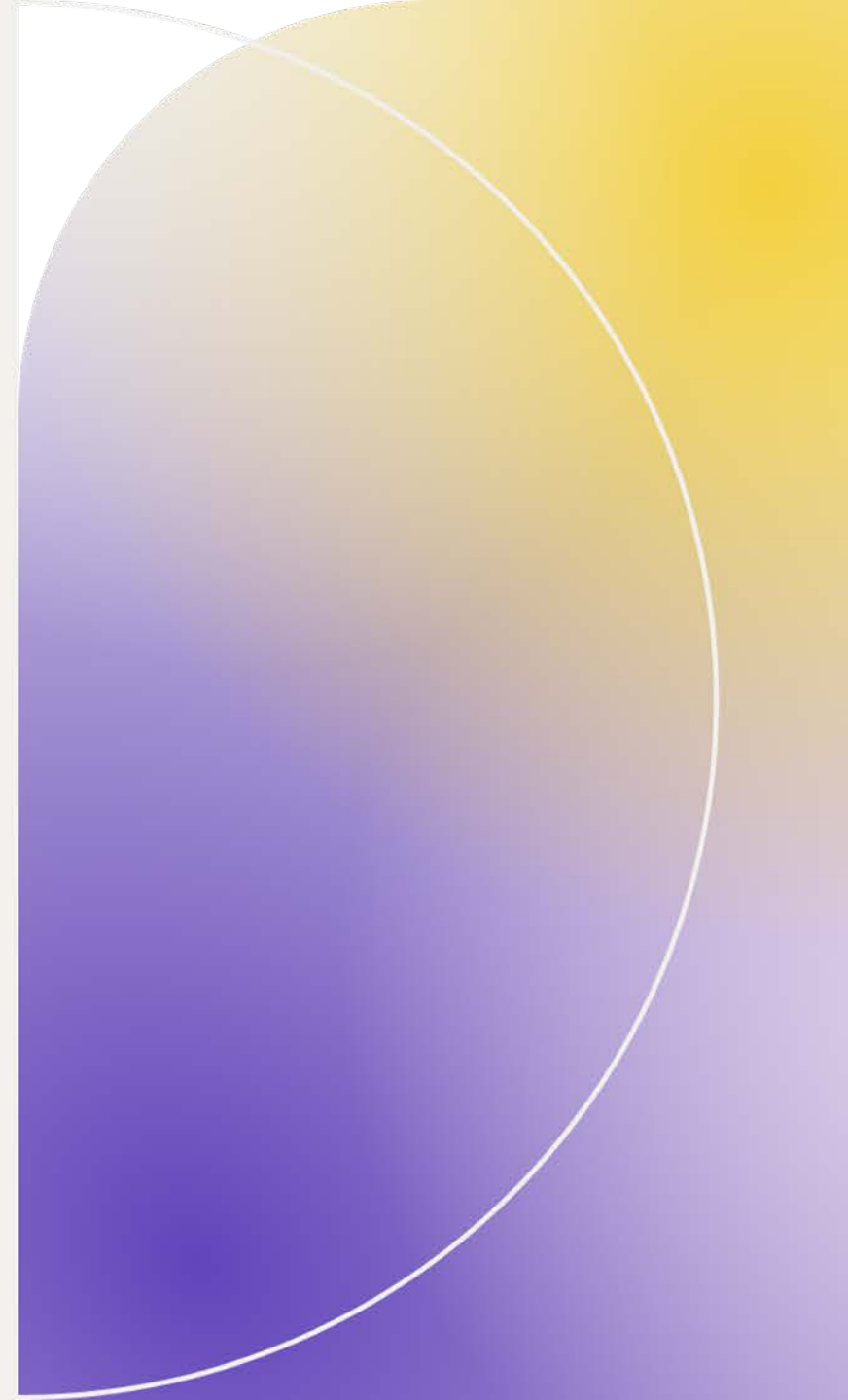




Three year strategic plan and budget: 2022 - 2025



1. Our Journey to 2025
2. Three year strategic plan
3. Three year financial overview

Disclaimer: February 2, 2022

BC CICE was created in October, 2021 and continues to complete its 'start up' agenda. This Strategic Plan is expected to change as the Centre refines its position in the BC clean innovation ecosystem and establishes concrete plans for action with its members

Our Journey to 2025

Why – Our North Star

Scaling clean energy solutions. From BC. To the World

What – CICE activities will focus on several sectors which together define the 'hard to decarbonize' challenges for GHG reduction. We will do this by initially prioritizing our clean energy solutions in our Five Focus Areas



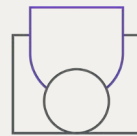
LOW
CARBON
HYDROGEN



RENEWABLE
NATURAL
GAS



BATTERY
TECHNOLOGY
& ENERGY
STORAGE



CARBON
CAPTURE,
UTILIZATION
& STORAGE



BIOFUELS &
SYNTHETIC
FUELS

How - Innovating our way to GHG emissions reduction



Open Innovation



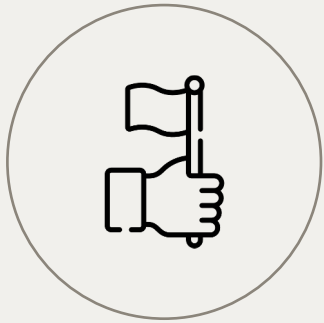
Directed Innovation

Core Enabler – Member Recruitment



Why British Columbia, Canada?

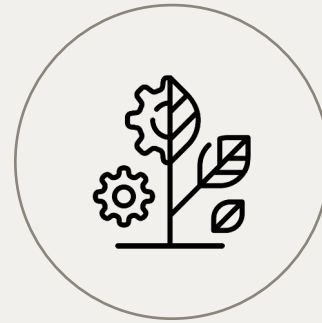
The world needs cleaner energy. What better place to invest than BC?



**GLOBAL CLEANTECH
INNOVATION LEADER**



**PROXIMITY TO
EMERGING MARKETS**



**TALENT-RICH STARTUP
ECOSYSTEM**



**GOVERNMENT SUPPORT
AND REGULATION**

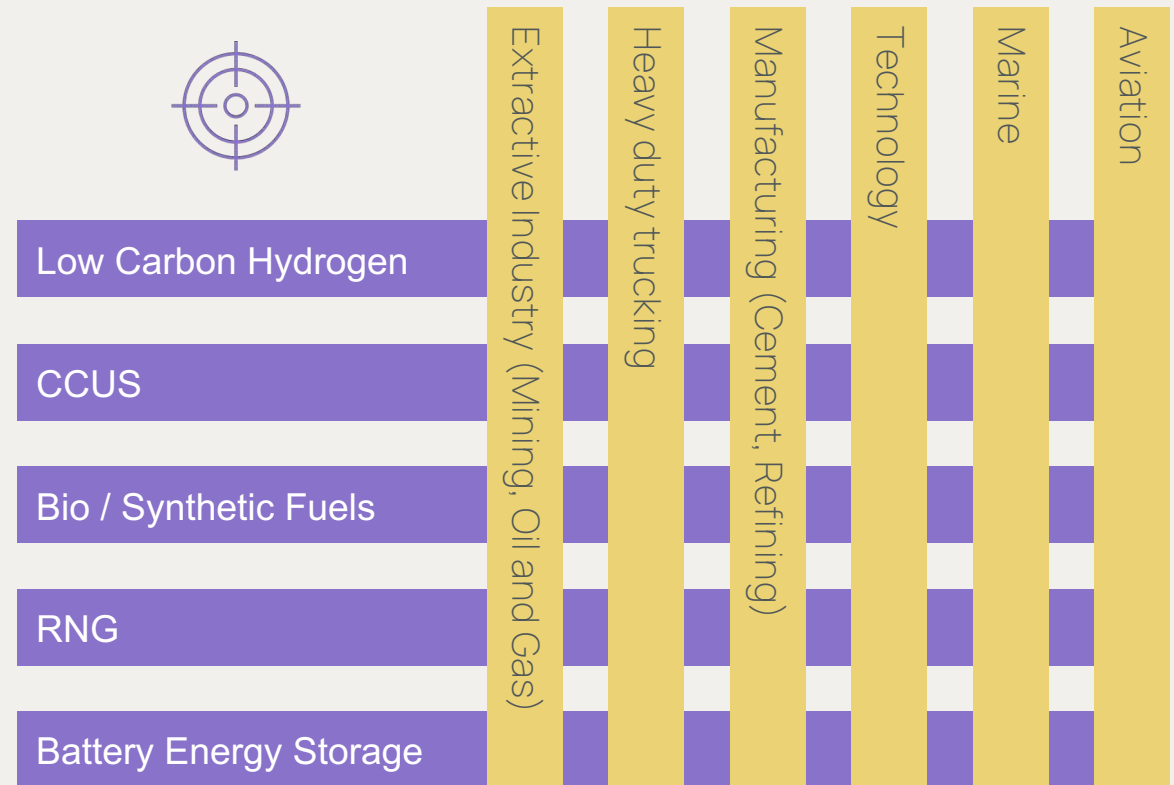
Directed innovation through CICE blueprints enables the keys to unlock GHG reduction and foster a green economy (1/2)

Directed Innovation

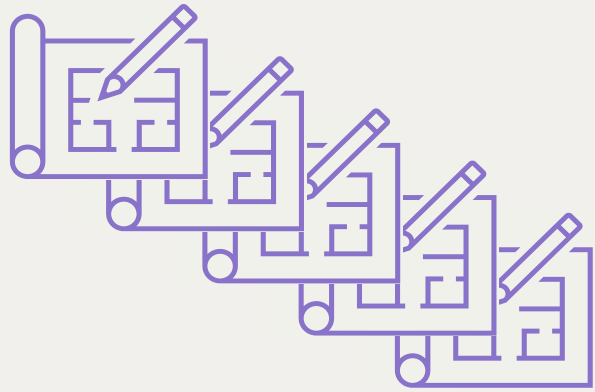
By systematically studying each of the CICE five focus areas in collaboration with existing ecosystem partners CICE will construct development blueprints to identify key needs for innovation to further the CICE mandate. Based on these blueprints, CICE will assemble 'communities of action' comprising innovative companies, government agencies and CICE members to implement projects which will direct innovation in particularly useful ways.

A critical component of the CICE "Directed Innovation" ambition is to engage sectoral demand drivers from the CICE membership and the broader technical communities and to 'work backwards' from their needs to identify opportunities which when intersected with the CICE focus areas will highlight opportunities where innovations will have high GHG impact and high market demand.

Sectoral & Focus Area Intersections

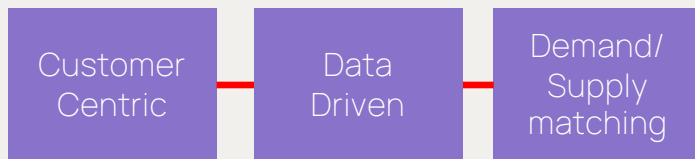


Directed innovation through CICE blueprints enables the keys to unlock GHG reduction and foster a green economy (2/2)








CICE Blueprints

Red thread leading to action



Hypotheses the blueprints will help evaluate

-  Hydrogen: Significant **Hydrogen production** required in Metro Vancouver – **clarity of demand** to stimulate investment required
-  CCUS: Mature innovation for carbon capture (DAC, Point source, negative emissions) but requires focus on **enabling sequestration and storage options**
-  Bio/Syn fuels: Demand for co-processing has not been adequately linked to supply. Opportunities for new innovation is **beyond co-processing**
-  RNG: **Insufficient supply** to meet the mandated government targets. Innovation is feasible by leveraging existing technology
-  Battery / Energy storage: What **competitive advantage** on battery or energy storage technology can be created in BC? ₆

Open innovation enables a rich funnel of opportunities across all CICE focus areas

Open Innovation

Project proposals from BC companies in response to a defined call for proposals. Encourage novel linkages and teams to innovate in key areas

CICE's approach to open innovation is based on recognizing that some of the best new ideas come from the least expected places, often from outside of the communities that define the "usual suspects".

To support "Open Innovation" CICE is committing a portion of its funds to enable grant support to proposals which are made in response to competitively evaluated calls for proposals.

Inviting new ideas.....



From Companies

From Universities

From Trusted Experts

From Communities

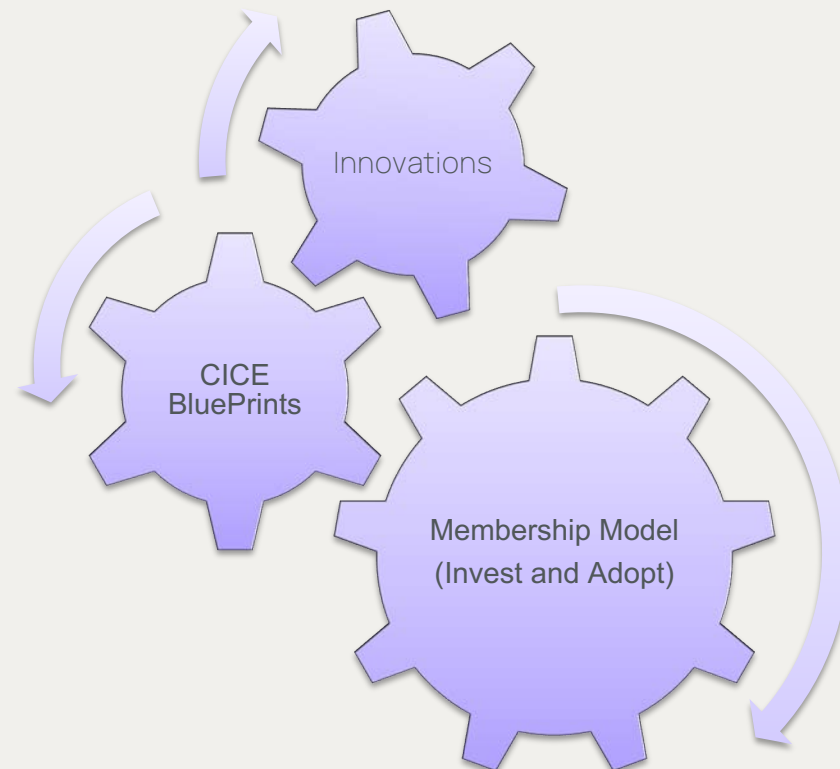
Creating a win / win by striving for a diverse members base with the ability to enable global scale of BC clean energy solutions

A unique model of enabling targeted innovation, leveraging members as potential customers and enabling global scale by targeting problems worth solving.

Membership

Addressing climate change requires partnerships that enable collaborative problem solving inspired by the need to fix common goals. Such multi stakeholder collaboration between governments, private sector and academia has led to meaningful achievements.

The industry diversity the Centre can create as a member-based, non-profit corporation positions it to create a unique coalition and globally scale clean energy solutions (invest and adopt).



3 Year Strategic Plan

3 Year Strategic Plan

FY 2022*

FY 2023

FY 2024

FY 2025

Open Innovation



Implement "First Call" to build Province wide funnel

Continual refinement and revision of "Open Innovation" call and investment processes based on experience.

Begin Open Innovation call targeting students + other groups

Directed Innovation



Provisional Blueprints



All five focus areas

Priorities for detailed blueprints and directed action:

1. Hydrogen aligning with Provincial Priorities
2. CCUS based on preliminary assessments of need
3. Other focus areas based on preliminary feedback

Membership



Refine and test value proposition for Class A members

Follow up membership leads generated by founding members. New Member Recruitment

Ongoing process of identification and recruitment of Class A Members

Define value proposition for Class B members

Ongoing process of identification and recruitment of Class B Members

* FY refers to Fiscal Year ending March 31 of year indicated to align with budget

3 Year financial plan

3 Year budget using planned income assumptions

1. The Centre's financial plan is based on the go-forward assumption of no new funding and a five year mandate from the founding members. Budgets and projections included here reflect the current position of \$Cdn 70M in initial contribution from members, \$Cdn 30M in project co-funding commitments from the Federal Government through Natural Resources Canada's Office of Energy Research and Development and a mandate to operate for a minimum of five years.
2. CICE has signed a corporate funding agreement for \$35M over five years
3. Interest income is based on cash flow projections and an assumed interest rate of 0.65% on a conservative portfolio of guaranteed investment certificates
4. CICE has entered an agreement with Natural Resources Canada to co-fund projects up to \$30M cumulative over five years
5. Start-up costs consist of various expenses incurred to incorporate and operationalize CICE.
6. Forecast amounts related to project commitments and disbursements are inclusive of matching funds from NRCan.

BC CICE Budget (\$s)	Notes	Budget	Budget	Budget	Budget
	(1)	Year Ended March 31, 2022	Year Ended March 31, 2023	Year Ended March 31, 2024	Year Ended March 31, 2025
Statement of Financial Operations					
REVENUE					
B.C. Government Funding		35,000,000	-	-	-
Corporate Funding	(2)	2,000,000	3,000,000	4,000,000	8,000,000
Interest Income	(3)	47,437	235,138	212,334	154,404
TOTAL REVENUE		37,047,437	3,235,138	4,212,334	8,154,404
PROJECT GRANT DISBURSEMENTS					
Open Call Innovation		-	3,000,000	4,500,000	3,000,000
Directed Innovation		-	6,000,000	19,500,000	25,500,000
Less: NR Can Matched Funding	(4)	-	(4,500,000)	(12,000,000)	(13,500,000)
TOTAL NET CICE PROJECT GRANT DISBURSEMENTS		-	4,500,000	12,000,000	15,000,000
REVENUE LESS NET CICE PROJECT DISBURSEMENTS		37,047,437	(1,264,862)	(7,787,666)	(6,845,596)
OPERATING EXPENSES					
<i>Project Adjudication & Portfolio Administration</i>					
Focus Area Intelligence		58,000	235,000	135,000	85,000
Project Proposal Due Diligence		60,000	240,000	360,000	360,000
<i>Total Project Adjudication & Portfolio Administration</i>		118,000	475,000	495,000	445,000
<i>Marketing & Communications</i>					
		162,000	128,000	128,000	128,000
<i>Wages & Contractors</i>					
		480,397	1,350,949	1,624,469	1,658,980
<i>Other General & Administrative</i>					
Startup Costs	(5)	165,000	-	-	-
Rent & Occupancy Costs		80,000	240,000	240,000	240,000
Travel		37,499	135,000	145,000	145,000
Other General and Administrative Expenses		60,500	141,000	141,000	141,000
<i>Total Other General & Administrative</i>		342,999	516,000	526,000	526,000
TOTAL OPERATING EXPENSES		1,103,396	2,469,950	2,773,469	2,757,980
DEPRECIATION AND AMORTIZATION		1,209	6,478	4,972	3,669
SURPLUS / (DEFICIENCY) OF FUNDS FOR THE YEAR		35,942,832	(3,741,290)	(10,566,107)	(9,607,246)
TOTAL NET ASSETS - BEGINNING OF YEAR		-	35,960,082	32,220,292	21,654,185
TOTAL NET ASSETS - END OF YEAR		35,960,082	32,220,292	21,654,185	12,046,940
CICE COMMITTED FUNDS - BEGINNING OF YEAR					
CICE COMMITTED FUNDS FOR OPEN INNOVATION PROJECTS	(6)	-	6,000,000	3,000,000	3,000,000
CICE COMMITTED FUNDS FOR DIRECTED INNOVATION PROJECTS	(6)	-	12,000,000	27,000,000	24,000,000
CICE PROJECT FUND DISBURSEMENTS	(6)	-	(9,000,000)	(24,000,000)	(28,500,000)
CICE COMMITTED FUNDS - END OF YEAR		-	9,000,000	15,000,000	13,500,000