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WHO WE ARE

Genome Canada is a catalyst for developing and applying genomics that create economic wealth and social benefit for Canadians. We work in partnership to invest in and manage large-scale research and translate discoveries into commercial opportunities, new technologies, applications and solutions. We build bridges between government, academia and industry to forge a genomics-based public-private innovation enterprise focused on key life science sectors of the economy.

ACKNOWLEDGEMENTS

We would like to thank the Government of Canada for its continued support.

We would also like to thank the regional Genome Centres for their work and support in developing a Canadian Genomics Enterprise, as well as our partners and co-funders - provincial governments, academia, industry, international liaisons and others - for their enthusiasm and support of genomics research, translation and innovation.
MESSAGE FROM THE CHAIR

C. Thomas Caskey, MD, FACP

It was a busy, rewarding year for the Board in circumstances that were both challenging and exciting as we worked to ensure the future for Genome Canada, and genomics in Canada, remains bright.

I wish to thank Pierre Meulien and the management and staff of Genome Canada for your perseverance and passion, from which all of our successes have sprung.

This year, one of our most rewarding activities was to establish a new Strategic Plan for the period 2012-2017. The Plan builds upon Genome Canada’s first decade of developing research quality and capacity to place greater emphasis on translating research into end-user applications offering social or economic benefit.

With the new Strategic Plan, Genome Canada is firmly and uniquely positioned to help deliver the power and promise of genomics while contributing in significant ways to the country’s innovation agenda and the emergence of a bio-economy that is fundamental to Canadian competitiveness and our quality of life.

To underscore some of this, the Board approved a pilot program called Entrepreneurship Education in Genomics (EEG). It is designed to educate the genomics research community on important elements of entrepreneurism and innovation so that researchers can turn scientific discoveries into marketable applications, products, technologies, systems and processes. This initiative spans all of the sectors in which we operate: Agriculture, Energy, Environment, Fisheries, Forestry, Health and Mining.

The Board was quite active on other fronts, particularly in terms of strengthening our governance models and processes. This included Board and Management participation in a special governance review workshop that led to a series of recommendations for improvement, of which many have already been put in place. I want to thank our Board for their hard work related to this, as well as individual directors for their time and commitment on the following Board committees: Executive, Governance, Election and Compensation; Audit and Investment; and Programs.

Our Board composition is also changing. This year, we were joined by three new members - Heather Davis, Yvan Hardy and Robert Orr - all of whom are bringing fresh energy, insight and perspectives. We are very much looking forward to their contributions. Unfortunately, one of our longer-serving members - Eric Meslin – is leaving the Board. I want to thank Eric for his thoughtful views and wish him well.

We are moving from an era of scientific capacity building to one of translation and application. A fresh and vigorous Genome Canada goes forward with a new direction and priorities and a greater emphasis on generating social and economic benefit. Backed by a strong Board and a dedicated management team, Genome Canada will continue to operate in a prudent, responsible and thoughtful manner.

The quality of genomics research in Canada is outstanding and in areas, such as rare diseases, we lead the world. In turn, the quality and capacity of Canadian research is serving as the foundation of a vibrant genomics-based engine of innovation. Research is already leading to the development of promising new applications and genomics is helping to solve many of our most pressing challenges, creating wealth and well-being for Canadians. Remarkably, this is only the beginning of what promises to be a strong future.

It is important to remember that innovation is required to keep an internationally-leading position in the sectors in which we operate as well as to advance our standing in Health.
MESSAGE FROM THE PRESIDENT & CEO

Pierre Meulien, PhD

Genome Canada continued to make good progress in advancing a research and innovation agenda that is leading to the emergence of a complex network of researchers, institutions, funders, partners and others. This network, which we refer to as the Canadian Genomics Enterprise, is working together to cultivate genomics discoveries, use them in innovative ways, and generate benefits for the country.

Once again, the Government of Canada renewed its longstanding support with an allocation of $65 million from the 2011 federal budget announcement. This brings the overall level of federal support since our inception to $980 million and, in turn, this amount has been matched by partners and co-funders to bring the total to some $2 billion. I cannot think of a better indicator of the interest and support for genomics across Canada.

It is a truism to note that Genome Canada does nothing in isolation. Partnering is fundamental to what we do. With this funding allocation, we launched an important new competition by joining forces with the Canadian Institutes for Health Research (CIHR) and the Cancer Stem Cell Consortium (CSCC) to undertake an ambitious and landmark exercise.

Together, we launched a genomics competition relating to personalized health (or personalized medicine) which is tailored care and treatment based on each person’s unique combination of genetic and lifestyle factors. Personalized medicine is one of the most important emerging frontiers in health care and genomics is at its core.

The competition is one of the largest of its kind and, together with our partners and co-funders, some $135 million will be invested in making personalized medicine a reality.

In another instance of combining the power of teamwork and 21st century technology and innovation, Genome Canada and the Terry Fox Research Institute have partnered in support of a 5-year pan-Canadian translational cancer research project focusing on adult brain tumors called glioblastoma.

The objective of this initiative is to advance smarter and better tools that can diagnose and deliver results that improve cancer survival rates. Glioblastoma kills about 3,000-5,000 Canadians each year and in thirty years very little has changed in terms of the prognosis for patients diagnosed with this cancer. Life expectancy on diagnosis is about 15 months.

In other developments related to Genome Canada competitions and the translation of discoveries into innovation, we launched the national EEG program described in the Chairman’s letter. We also successfully completed the interim (mid-term) review of the projects relating to our ABC Competition (Applied Genomics Research in Bioproducts or Crops) and they continue to show great promise.

The competition’s projects were announced in 2009 - $112 million was invested in 12 new research projects aimed at approaches leading to economically viable and environmentally sustainable bioproducts or agriculture and food production. We are very much looking forward to the final reports!

Our new federal funding comprises an important driver of the growth and jobs agenda as Canada navigates its way through continuing global economic volatility. In order to maximize this investment and find our own efficiencies in light of these macroeconomic realities, we undertook an exercise that will reduce our operating expenses for 2012-2013 by 12%.
In parallel, we undertook a review of the Genome Canada-regional Genome Centre model with the help of an expert review panel as our funding agreements with the Centres are about to expire. Although the exercise is not yet completed, the spirit and determination of everyone to forge ahead in light of new economic realities is quite encouraging and we are looking forward to a fruitful outcome.

It has been an interesting, challenging year and I would like to thank colleagues and staff at Genome Canada and the Genome Centres for your hard work and continuing passion for all that we do.

On a more personal note, I want to thank our Chair of the Board for keeping our ship on course, and for the personal and professional advice he so kindly shared with me during our time together. Thank you, Tom!
**OBJECTIVES & PERFORMANCE, 2011-2012**

We invest in genomics research in sectors of strategic importance to Canada with the goal of generating economic and social benefits. In line with our corporate objectives, we continued a coordinated research strategy with our partners and encouraged them to invest in genomics. We provided leading-edge technology to genomics researchers across the country and supported large-scale projects. We continued to weigh the ethical, environmental, economic, legal social and other challenges and opportunities related to genomics and conveyed insight and understanding of genomics to the Canadian public.

**Objective 1: Develop and implement a coordinated genomics research strategy**

The development and establishment of a coordinated strategy for genomics research to enable Canada to become a world leader in areas such as health, agriculture, environment, fisheries and forestry.

Our country is a world leader in genomics in sectors of key importance to Canada, including health, agriculture, environment, fisheries and forestry.

To realize this objective, we continued our involvement in international initiatives in areas of importance to Canada. These include:

- **Structural Genomics Consortium (SGC):**

  A public-private partnership currently involving six pharmaceutical companies, the SGC aims to determine the three-dimensional structure of medically relevant proteins and place them in the public domain without restrictions on their use. The objective is to highlight potential targets for drug research and to significantly accelerate the drug development process. Phase III of the SGC began in July 2011, with a one-year contribution from Genome Canada of $2.5 million. Of the $60 million total funding for Phase III, more than half was provided by pharmaceutical companies.

- **International Barcode of Life (iBOL):**

  This international consortium is the largest biodiversity genomics initiative ever undertaken, with some 250,000 species now barcoded. The initiative has promising applications in many areas, such as food safety and security. In 2011, we committed $2 million for an additional year of funding support. To date, Genome Canada has contributed $8.6 million to this $100 million multi-partner effort. The project is lead by Canada and involves some twenty-five countries.

- **Public Population Project in Genomics (P³G):**

  This effort focuses on population genomics and harmonized biobanking. The tools developed by this consortium speed time-consuming and expensive population studies. In 2011-2012, Genome Canada provided nearly $500,000 of bridge financing to help P³G secure new sources of funding for its next phase of projects.
• **Cancer Stem Cell Consortium (CSCC):**

This partnership, part of the Canada-California Strategic Innovation Partnership, is coordinating an international strategy for cancer stem cell research. To date, we have committed $25 million to the consortium. In 2011-12, the CSCC established a clinical development advisory panel to assess the progress of projects funded in the Disease Team I competition (launched in February 2009).

• **International Mouse Phenotyping Consortium (IMPC):**

This consortium seeks to maximize the utility of the knockout mice created in the International Knockout Mouse Consortium. In 2011-12, a 2010 Large-Scale Applied Research Project was accepted as part of the IMPC, leading to Genome Canada’s membership on the IMPC Steering Committee.

• **International Cancer Genome Consortium (ICGC):**

The ICGC coordinates large-scale cancer genome studies in tumours from 50 different cancer types and subtypes. In 2011-12, a 2010 Large-Scale Applied Research Project was accepted as part of the ICGC, earning Genome Canada recognition as a full member of ICGC with a seat on the Steering Committee.

• **International Wheat Genome Sequencing Consortium (IWGSC):**

This collaborative effort to sequence the wheat genome will accelerate wheat improvement to meet the challenges of the 21st century. In 2011-12, a 2010 Large-Scaled Applied Research Project was accepted as part of the IWGSC and the project leader has a seat on the consortium’s Coordinating Committee.

**Highlights**

Our collaborative work with partners and stakeholders affirms the importance of a coordinated, pan-Canadian approach to strategic investments in genomics research. This approach produced fruitful results and meaningful impact in 2011-2012, including:

- An agreement between the SGC and Cerep, a world-leading biotechnology company, to establish a research hub in Toronto. This will create jobs and fuel highly advanced research.
- A DataShaper tool, developed through P^3^G, that allows data to be synthesized from more than six million study participants in 53 large cohorts in Europe, North America and Asia.
- A decision by the U.S. Food and Drug Administration to use DNA barcoding, based on the iBOL, resource, for seafood identification in the United States.

**Objective 2: Provide leading-edge technology**

*The provision of leading-edge technology to researchers in all genomics-related fields through regional Genome Centres across Canada, of which there are currently six, one each in British Columbia, Alberta, the Prairies, Ontario, Quebec and the Atlantic.*

We support, through the regional Genome Centres and as a result of a competitive process, Science and Technology Innovation Centres (STICs) that provide
access to the latest technologies, expertise and infrastructure to Genome Canada-funded researchers and more than 4,500 of their colleagues in Canada and around the world. In addition to providing services to Canadian and international researchers, the STICs engage in collaborative research projects and develop technologies and methods.

The 2010 competition resulted in five state-of-the-art STICs being funded as of July 1, 2011, including for the first time one specializing in metabolomics. Funding support for two STICs ceased as of June 30, 2011. The Integrated and Distributed Bioinformatics Innovation Centre, in Calgary, was not successful in the 2010 competition while the Microarray Facility at the Vancouver Prostate Centre chose not to submit an application.

The STICs and Canadian researchers have joined forces through a collaborative program called Advancing Technology Innovation through Discovery. This is a joint undertaking between Genome Canada and the Canadian Institutes of Health Research, to apply the latest genomics technologies to the identification of the genetic causes of rare childhood diseases and pediatric cancers.

**Highlights**

- The Finding of Rare Disease Genes in Canada (FORGE Canada) Consortium has discovered twenty-three potential disease-causing genes, of which fourteen are potentially novel gene-to-disease links.
- The Canadian Pediatric Cancer Genome Consortium has initiated the whole genome sequencing (WGS) of pairs/trios for each of the four pediatric cancers chosen for study.

**Objective 3: Support large-scale research**

The support of large-scale projects of strategic importance to Canada by bringing together industry, government, universities, research hospitals and the public.

In terms of new projects, funds began to flow in 2011-2012 for 16 projects approved as part of the 2010 Large-Scale Applied Research Project Competition. Nine of these projects are in the areas of forestry or the environment and seven relate to agriculture, fisheries and human health.

We also launched two new funding competitions:

- The Competition on Genomics and Personalized Health, in partnership with the Canadian Institutes of Health Research and the Cancer Stem Cell Consortium. The largest competition of its type in Canada, Genome Canada and our partners, along with co-funding from other sources, will direct some $135 million towards one of the most promising areas of health care with the objective of ensuring the health system remains sustainable and effective. Results of this competition are expected to be announced in 2012-13.
- A pilot program, entitled Entrepreneurship Education in Genomics, aims to educate Canadian researchers about creating and capturing value from their work and translating their discoveries into marketable applications, products, technologies, systems and processes.

**Highlights**

**Applied Genomics Research in Bioproducts or Crops Competition**

Early indicators of project outcomes include industry collaboration to develop processes that reduce harmful by-products or generate energy to power operations.

**The 2010 Large-Scale Applied Genomics Research Competition**

In forestry, a variety of projects are exploring ways to make Canada’s forests more sustainable, or are developing new tools to detect and monitor disease, predict climate change, or develop new sources of energy and more.

In terms of the environment, projects are focused on bioremediation and biomonitoring activities with a view to improving our ability to protect and preserve the quality of our land and water.
In agriculture, the research is leading to improvements in the health of livestock and crops. In terms of human health, studies are looking for new treatments for cancer and rare diseases.

**Objective 4: Assume GE³LS leadership and communicate with Canadians**

The assumption of leadership in the area of ethical, environmental, economic, legal, social (GE³LS) and other issues related to genomics research and the communication of the relative risk, rewards and successes of genomics to the Canadian public.

In 2011-2012, a complex, ten-year analysis of the characteristics of GE³LS activities was undertaken to identify trends and develop a best-practices approach that can fuel further activities and encourage success.

As well, 2011-12 saw the continuation of a key series of events called GPS–Where Genomics, Public Policy and Society Meets. Three events brought together policy makers and researchers to focus on the translational aspects of genomics, including genomics and intellectual property, optimizing the impact of genomics beyond commercialization, and genomics and regulatory science.

This year, we created and filled a new management position - Vice President, Communications - and undertook an operational review of our communications activities as part of the development of a new Communications Plan.

The Communications Plan was created, in part, to fulfill a new Vision and Mission for Genome Canada that was developed during the year. In turn, a new 5-year Strategic Plan for the organization was created. The new Strategic Plan places greater emphasis on the translational aspects of our work and brings into sharper focus the Canadian Genomics Enterprise, essentially an innovation ecosystem for funding, developing and translating genomics discoveries into applications for social and economic gain. More information related to the new Strategic Plan appears elsewhere in this document.

**Highlights**

In association with Genome Quebec, we helped create a unique Health Summit, bringing together a rich mix of stakeholders as a first step towards establishing a practical roadmap to coordinate Canada's genomics research capacity in the service of clinical applications. The objective is to develop and apply pragmatic genomics-based solutions that improve the cost-effectiveness and clinical utility of the health care system so that it remains sustainable and affordable.

**Objective 5: Encourage investment by others**

The encouragement of investment by others in the field of genomics research.

To be eligible for Genome Canada funding, we stipulate that projects must attract at least 50% of their budget through co-funding from other partners. This approach ensures the development of collaborative relationships with the private, public and philanthropic sectors, both domestic and international.

Over the past decade, this approach has resulted in more than $1 billion in co-funding to complement the $980 million committed by the Government of Canada over the same period. As the following table illustrates, co-funding comes from many sources.

**Funding Sources for Genome Canada-Approved Projects**

Note: Chart does not include funding and related co-funding of Genome Centres.

![Funding Sources Chart](image-url)

(As at March 2012)
OBJECTIVES FOR 2012-2013 AND BEYOND

A notable focus for Genome Canada in 2011-12 was the development of a new Strategic Plan that will guide Genome Canada for the years 2012-2017.

The new vision that underpins Genomics: Discovery. Impact. Success. is of harnessing the transformative power of genomics to deliver benefits to Canadians.

Our new Mission as stated in the Plan is:

To lead the Canadian Genomics Enterprise by:

1. connecting ideas and people across public and private sectors to find new uses and applications for genomics;
2. investing in large-scale science and technology to fuel innovation; and
3. translating discoveries into applications to maximize impact across all sectors.

To achieve this Mission and realize our Vision, we will be guided by four key objectives over the next five years:

1. Respond to societal needs by generating discoveries and accelerating their translation into applications.
2. Attract greater investment in genomics research from a broad range of stakeholders, in particular the private sector.
3. Enhance the impact of genomics by transforming knowledge of the ethical, environmental, economic, legal and social challenges and opportunities into sound policies and practices.
4. Enhance the recognition of the value of genomics by increasing stakeholder appreciation of genomic science, its applications and its implications.

We are pursuing these objectives and implementing the Strategic Plan with the full expectation that these measures will lead to important outcomes for Canadian society, including:

1. Increased breadth and depth of genomics knowledge in economic sectors important to Canada.
2. Applications that have positive impacts on policies, regulations, economic development and the quality of life.
3. Increased investment in genomics research by a broad range of stakeholders, in particular the private sector.
4. Stronger role and influence of ethical, environmental, economic, legal and social aspects in shaping genomics research and its outcomes.
5. Increased stakeholder appreciation of the potential of genomics and its impact on society.

In addition to fulfilling these objectives, we will undertake important governance activities in order to prepare for our next formal 5-year evaluation. This evaluation will measure our overall objectives as identified in our funding agreement with the Government of Canada. To this end, in 2011-2012 we created and filled the new position of Director, Evaluation.
A rigorous competitive process determines which research projects and STICs throughout Canada will be funded. Projects are selected through a system of peer review which includes an assessment of the scientific merit of the proposal and its potential socio economic benefits for Canada, and a concurrent due diligence review of the proposed management structure, the proposed budget and related financial data, including co-funding. Reviewers are chosen for their recognized expertise in the science, socio economic benefits and management of large-scale genomics projects and are drawn from the international scientific community to avoid conflict of interest. Genome Canada’s Board of Directors makes the final decision on which proposals to fund, based on recommendations received from the international panel of reviewers. All Genome Canada funded projects also undergo a full interim (mid-term) evaluation undertaken by an international peer review panel that assesses the progress of each project and makes recommendations that include whether funding should be continued, adjusted, or terminated.

The following table lists active research projects in 2011-12 and includes total approved funding for each project.

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>CENTRE</th>
<th>STATUS</th>
<th>PROJECT LEADER(S)</th>
<th>PROJECT TITLE</th>
<th>TOTAL GC CONTRIBUTION</th>
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<td>Agriculture</td>
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<td>Grape and Wine Genomics</td>
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<td>Microbial Genomics for Biofuels and Co-products from Biorefining Processes</td>
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## Large-Scale Projects (cont’d)

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<td>Boycott, Kim</td>
<td>Finding of Rare Disease Genes in Canada</td>
<td>$1,224,948</td>
</tr>
<tr>
<td>Health</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Dick, John</td>
<td>Development of Highly Active Anti-Leukemia Stem Cell Therapy Project</td>
<td>$11,500,000</td>
</tr>
<tr>
<td>Health</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Mak, Tak</td>
<td>Therapeutic Opportunities to Target Tumor Initiating Cells in Solid Tumors</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Health</td>
<td>Genome Atlantic</td>
<td>In-Progress</td>
<td>McMaster, Christopher Fernandez, Conrad</td>
<td>Identifying New Genes and Medicines for the Treatment of Orphan Diseases (IGNITE)</td>
<td>$2,393,299</td>
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<tr>
<td>Health</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Snowdon, Anne</td>
<td>Accelerating Genomic Innovation in Life-Science Enterprises (AGILE)</td>
<td>$243,001</td>
</tr>
<tr>
<td>Health</td>
<td>Genome Québec</td>
<td>In-Progress</td>
<td>Garant, Denis</td>
<td>Boosting Entrepreneurial Skills and Training; BEST in Genomics</td>
<td>$401,443</td>
</tr>
<tr>
<td>Health</td>
<td>Genome British Columbia</td>
<td>In-Progress</td>
<td>Livingstone, Angus Muzyka, Daniel</td>
<td>Genomics Research Entrepreneurship to Accelerate Translation (GREAT)</td>
<td>$408,789</td>
</tr>
</tbody>
</table>

## Competition III Projects

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>CENTRE</th>
<th>STATUS</th>
<th>PROJECT LEADER(S)</th>
<th>PROJECT TITLE</th>
<th>TOTAL GC CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi</td>
<td></td>
<td>Final Reports Received</td>
<td></td>
<td></td>
<td>$1,842,886</td>
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</tbody>
</table>

## Science and Technology Innovation Centres

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>CENTRE</th>
<th>STATUS</th>
<th>PROJECT LEADER(S)</th>
<th>PROJECT TITLE</th>
<th>TOTAL GC CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome British Columbia</td>
<td>In-Progress</td>
<td>Marra, Marco Jones, Steven Holt, Rob</td>
<td>Genomics Innovation Centre at the BC Cancer Agency Genome Sciences Centre</td>
<td>$6,626,905</td>
</tr>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome British Columbia</td>
<td>In-Progress</td>
<td>Borchers, Christoph</td>
<td>University of Victoria - Genome BC Proteomics Core Facility</td>
<td>$3,421,831</td>
</tr>
</tbody>
</table>
### Science and Technology Innovation Centres (cont’d)

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>CENTRE</th>
<th>STATUS</th>
<th>PROJECT LEADER(S)</th>
<th>PROJECT TITLE</th>
<th>TOTAL GC CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome Alberta</td>
<td>In-Progress</td>
<td>Wishart, David Borchers, Christoph</td>
<td>The Metabolomics Innovation Centre (TMIC)</td>
<td>$1,329,332</td>
</tr>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Scherer, Stephen</td>
<td>The Centre For Applied Genomics (TCAG)</td>
<td>$5,123,653</td>
</tr>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome Québec</td>
<td>In-Progress</td>
<td>Lathrop, Mark</td>
<td>McGill University and Genome Québec Innovation Centre</td>
<td>$7,553,027</td>
</tr>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome British Columbia</td>
<td>Ended</td>
<td>Collins, Colin</td>
<td>Laboratory for Advanced Genome Analysis at the Vancouver Prostate Centre</td>
<td>$54,757</td>
</tr>
<tr>
<td>Science and Technology Innovation Centre</td>
<td>Genome Alberta</td>
<td>Ended</td>
<td>Sensen, Christoph</td>
<td>An Integrated And Distributed Bioinformatics Platform For Genome Canada</td>
<td>$138,552</td>
</tr>
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</table>

### International Consortium Initiatives (Note 3)

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>CENTRE</th>
<th>STATUS</th>
<th>PROJECT LEADER(S)</th>
<th>PROJECT TITLE</th>
<th>TOTAL GC CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Hebert, Paul</td>
<td>International Barcode of Life Project (iBOL)</td>
<td>$8,599,202</td>
</tr>
<tr>
<td>Health</td>
<td>Ontario Genomics Institute</td>
<td>In-Progress</td>
<td>Edwards, Aled</td>
<td>Structural Genomics Consortium III</td>
<td>$35,500,000</td>
</tr>
<tr>
<td>Health</td>
<td>Genome Quebec</td>
<td>In-Progress</td>
<td>Knoppers, Bartha Maria</td>
<td>Public Population Project in Genomics</td>
<td>$16,226,314</td>
</tr>
</tbody>
</table>

**TOTAL**                                                                                                      **$212,326,030**

---

Note 1: Total Genome Canada contribution includes all approved funding over the term of the projects.

Note 2: All Competition III projects ended by March 31 2011. However, the project final reports were received in the 2011-12 fiscal year and $1,842,886 was paid out in final settlements.

Note 3: Amounts represent total approved funding for all phases of these initiatives to March 31, 2012.
GENOME CENTRE OPERATIONS

Genome Canada delivers its mandate by funding and managing large-scale and interdisciplinary, internationally peer-reviewed research projects, and Science and Technology Innovation Centres (STICs). This is achieved by working with our primary partners—the six Genome Centres. The relationship between Genome Canada and each of the Genome Centres is defined by means of a funding agreement that not only acknowledges the independence of each centre, but also specifies the ways in which each Centre is to operate and contribute to Genome Canada’s overall mandate. The Genome Centres play significant roles in fostering regional expertise in genomics research, developing partnerships to strengthen regional leadership and competitiveness, facilitating access to the S&T Innovation Centres, creating unique and innovative public outreach programs, and most importantly, securing co-funding for projects from both domestic and international investors.

<table>
<thead>
<tr>
<th>CENTRE</th>
<th>SECTOR</th>
<th>STATUS</th>
<th>PRESIDENTS &amp; CEOS</th>
<th>Name of Centre</th>
<th>TOTAL GC CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genome Québec</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Lepage, Marc</td>
<td>Genome Quebec</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Ontario Genomics Institute</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Poznansky, Mark</td>
<td>Ontario Genomics Institute</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Genome Prairie</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Keller, Wilf</td>
<td>Genome Prairie</td>
<td>$835,000</td>
</tr>
<tr>
<td>Genome British Columbia</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Winter, Alan</td>
<td>Genome British Columbia</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Genome Atlantic</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Armstrong, Steve</td>
<td>Genome Atlantic</td>
<td>$835,000</td>
</tr>
<tr>
<td>Genome Alberta</td>
<td>Genome Centre Operations</td>
<td>In-Progress</td>
<td>Bailey, David</td>
<td>Genome Alberta</td>
<td>$835,000</td>
</tr>
</tbody>
</table>

**TOTAL** $5,505,000
INDEPENDENT AUDITORS REPORT

To the Directors of Genome Canada:

Report on the Financial Statements

We have audited the accompanying financial statements of Genome Canada, which comprise the statement of financial position as at March 31, 2012 and the statements of operations and changes in net assets and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Genome Canada as at March 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.
Other Matter

The financial statements as at March 31, 2011 and for the year then ended were audited by other auditors whose report dated June 29, 2011 expressed an unmodified opinion on those statements.

Report on Other Legal and Regulatory Requirements

As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the previous year.

Chartered Accountants
Licensed Public Accountants

June 14, 2012
# STATEMENT OF FINANCIAL POSITION

as at March 31, 2012, with comparative figures for 2011

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents (Note 3)</td>
<td>$17,577,494</td>
<td>$12,203,605</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>171,370</td>
<td>291,392</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>132,682</td>
<td>142,609</td>
</tr>
<tr>
<td>Other receivables</td>
<td>78,537</td>
<td>147,508</td>
</tr>
<tr>
<td></td>
<td>$17,960,083</td>
<td>12,785,114</td>
</tr>
<tr>
<td><strong>INVESTMENTS (Note 4)</strong></td>
<td>13,175,093</td>
<td>26,373,510</td>
</tr>
<tr>
<td><strong>CAPITAL ASSETS (Note 5)</strong></td>
<td>51,028</td>
<td>78,703</td>
</tr>
<tr>
<td></td>
<td>$31,186,204</td>
<td>$39,237,327</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$643,808</td>
<td>$708,609</td>
</tr>
<tr>
<td>Deferred contributions (Note 6)</td>
<td>30,491,368</td>
<td>38,450,015</td>
</tr>
<tr>
<td>Deferred contributions related to capital assets (Note 7)</td>
<td>51,028</td>
<td>78,703</td>
</tr>
<tr>
<td></td>
<td>31,186,204</td>
<td>39,237,327</td>
</tr>
<tr>
<td><strong>COMMITMENTS (Note 10)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CONTINGENCIES (Note 11)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$31,186,204</td>
<td>$39,237,327</td>
</tr>
</tbody>
</table>

See accompanying Notes to financial statements

**ON BEHALF OF THE BOARD**

[Signatures]

Director

Director
## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

as at March 31, 2012, with comparative figures for 2011

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of deferred contributions (Note 6)</td>
<td>$ 63,773,625</td>
<td>$ 59,714,386</td>
</tr>
<tr>
<td>Amortization of deferred contributions related to capital assets (Note 7)</td>
<td>26,596</td>
<td>32,303</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>63,800,221</td>
<td>59,746,689</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions to Centres and approved projects</td>
<td>57,639,894</td>
<td>53,492,016</td>
</tr>
<tr>
<td>General and administrative</td>
<td>4,538,732</td>
<td>4,193,979</td>
</tr>
<tr>
<td>Communications and external relations</td>
<td>658,244</td>
<td>500,498</td>
</tr>
<tr>
<td>Programs</td>
<td>252,235</td>
<td>1,033,083</td>
</tr>
<tr>
<td>Governance</td>
<td>147,663</td>
<td>200,243</td>
</tr>
<tr>
<td>Corporate development</td>
<td>161,189</td>
<td>136,815</td>
</tr>
<tr>
<td>Workshops and symposia</td>
<td>208,591</td>
<td>39,388</td>
</tr>
<tr>
<td>Ethical, environmental, economic, legal and social issues related to genomics (GE^3LS)</td>
<td>167,077</td>
<td>118,364</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>26,596</td>
<td>32,303</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>63,800,221</td>
<td>59,746,689</td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUES OVER EXPENSES, BEING NET ASSETS, END OF YEAR</strong></td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

See accompanying Notes to financial statements
STATEMENT OF CASH FLOWS
as at March 31, 2012, with comparative figures for 2011

| NET INFLOW (OUTFLOW) OF CASH AND CASH EQUIVALENTS RELATED TO THE FOLLOWING ACTIVITIES: |
|---|---|---|---|
| OPERATING | | | |
| Excess of revenues over expenses | $ | - | $ | - |
| Items not affecting cash | | | |
| Amortization of capital assets | 26,596 | 32,303 |
| Gain on disposal of capital assets | (721) | - |
| Amortization of deferred contributions (Note 6) | (63,773,625) | (59,714,386) |
| Amortization of deferred contributions related to capital assets (Note 7) | (26,597) | (32,303) |
| Excluded from the decrease in deferred contributions (Note 9) | (728,026) | (720,117) |
| | (64,502,373) | (60,434,503) |
| Interest received on investments | 1,563,026 | 1,707,041 |
| Grants received from Government of Canada | 55,100,000 | 46,900,000 |
| Deferred contributions related to capital assets (Note 7) | (1,078) | 29,602 |
| Change in operating assets and liabilities | | | |
| Decrease (increase) in other receivable | 68,971 | (70,197) |
| Decrease (increase) in prepaid expenses | 9,927 | (30,910) |
| Increase (decrease) in accounts payable and accrued liabilities | (64,801) | 102,963 |
| | (7,826,328) | (11,796,004) |
| INVESTING | | | |
| Disposition (purchase) of investments | 13,198,417 | (4,523,196) |
| Proceeds on disposal of capital assets | 1,800 | - |
| Purchase of capital assets | - | (29,602) |
| | 13,200,217 | (4,552,798) |
| NET CASH AND CASH EQUIVALENT INFLOW (OUTFLOW) | 5,373,889 | (16,348,802) |
| CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR | 12,203,605 | 28,552,407 |
| CASH AND CASH EQUIVALENTS, END OF YEAR | $ 17,577,494 | $ 12,203,605 |

Supplemental cash flow information (Note 9)
See accompanying Notes to financial statements
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2012

1. DESCRIPTION OF THE BUSINESS

Genome Canada (the "Corporation") was incorporated on February 8, 2000 under the Canada Corporations Act as a not-for-profit organization and has the following objectives:

(a) The development and establishment of a co-ordinated strategy for genomics research to enable Canada to become a world leader in areas such as health, agriculture, environment, forestry and fisheries;
(b) The provision of leading-edge technology to researchers in all genomics-related fields through regional Genome Centres across Canada, of which there are currently six, one each in British Columbia, Alberta, the Prairies, Ontario, Quebec and the Atlantic;
(c) The support of large-scale projects of strategic importance to Canada by bringing together industry, government, universities, research hospitals and the public;
(d) The assumption of leadership in the area of ethical, environmental, economic, legal, social and other issues related to genomics research (GE3LS), and the communication of the relative risks, rewards and successes of genomics to the Canadian public; and
(e) The encouragement of investment by others in the field of genomics research.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Canadian Institute of Chartered Accountants (CICA) Handbook - Part V Pre-Changeover Accounting Standards (Canadian GAAP) and include the following significant accounting policies:

Cash and cash equivalents

Cash and cash equivalents consist of cash as well as highly liquid short-term investments. The Corporation considers highly liquid short-term investments as those having a maturity of less than three months from the date of acquisition. Cash and cash equivalents are designated as held-for-trading, and recorded at fair value.

Revenue recognition

The Corporation follows the deferral method of accounting for contributions for not-for-profit organizations, which include grants from the Government of Canada.

Externally restricted contributions and related investment income are recognized as revenue in the year in which the underlying expenses are incurred. A receivable is recognized if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions for purchase of capital assets are deferred and amortized to revenues on a declining balance-basis at a rate corresponding to the amortization rate for the related capital assets.

Receivables

Interest receivable and other receivables are designated as loans and receivables, and recorded at amortized cost.
**Investments**

Investments are designated as held-for-trading, and recorded at fair value. Fair value is determined at quoted market prices. Sales and purchases of investments are recorded at the settlement date. Transaction costs related to the acquisition of investments are expensed.

**Capital assets**

Capital assets are stated at cost. Amortization is provided for using the declining-balance method at the following annual rates:

- Furniture and fixtures and office equipment 20%
- Computers and software 50%
- Telecommunication equipment 30%

**Accounts payable and accrued liabilities**

Accounts payable and accrued liabilities are designated as other liabilities, and recorded at amortized cost.

**Pension plan**

The Corporation maintains, for the benefit of almost all of its employees, a defined contribution pension plan. The cost of the plan is recorded in the statement of operations as it is incurred. The charge for the year totals $184,394 (2011 - $134,240).

**Use of estimates**

The preparation of financial statements in conformity with Canadian GAAP requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Accordingly, actual results could differ from these estimates. The most significant estimates used in the preparation of the financial statements include the fair value of investments, the amount of accrued liabilities and the estimated useful lives of capital assets. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the year in which they become known.

**Future changes in accounting policies**

In 2010, the CICA issued a new accounting framework applicable to Canadian not-for-profit organizations. Effective for fiscal years beginning on or after January 1, 2012, not-for-profit organizations may adopt either the CICA Handbook Part I - *International Financial Reporting Standards* or Part III - *Accounting Standards for Not-for-Profit Organizations*. The Corporation plans to adopt Part III - *Accounting Standards for Not-for-Profit Organizations* effective April 1, 2012. The impact on these financial statements has not yet been determined.
3. CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 677,760</td>
<td>$ 110,128</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>16,899,734</td>
<td>12,093,477</td>
</tr>
<tr>
<td></td>
<td>$ 17,577,494</td>
<td>$ 12,203,605</td>
</tr>
</tbody>
</table>

4. INVESTMENTS

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost</th>
<th>Fair Value</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government of Canada bonds</td>
<td>$ 11,670,513</td>
<td>$ 11,974,500</td>
<td>$ 20,560,172</td>
<td>$ 20,756,700</td>
</tr>
<tr>
<td>Corporate bonds and debentures</td>
<td>1,504,580</td>
<td>1,541,700</td>
<td>5,813,338</td>
<td>7,783,298</td>
</tr>
<tr>
<td></td>
<td>$ 13,175,093</td>
<td>$ 13,516,200</td>
<td>$ 26,373,510</td>
<td>$ 28,539,998</td>
</tr>
</tbody>
</table>

The interest rates at the end of the year range from 4.00% to 4.55% (2011 - 1.52% to 5.15%) and maturity dates vary from May 7, 2012 to December 15, 2012 (2011 - November 15, 2011 to October 12, 2036).

5. CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Amortization</th>
<th>Net Book Value</th>
<th>2011 Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and fixtures and office equipment</td>
<td>$ 180,044</td>
<td>$ 149,328</td>
<td>$ 30,716</td>
<td>$ 39,474</td>
</tr>
<tr>
<td>Computer and software</td>
<td>203,374</td>
<td>185,505</td>
<td>17,869</td>
<td>35,739</td>
</tr>
<tr>
<td>Telecommunications equipment</td>
<td>32,134</td>
<td>29,691</td>
<td>2,443</td>
<td>3,490</td>
</tr>
<tr>
<td></td>
<td>$ 415,552</td>
<td>$ 364,524</td>
<td>$ 51,028</td>
<td>$ 78,703</td>
</tr>
</tbody>
</table>

Cost and accumulated amortization at March 31, 2011 amounted to $502,187 and $423,484, respectively.
6. DEFERRED CONTRIBUTIONS

The Corporation receives grants from the Government of Canada to be held, invested, administered and disbursed in accordance with the related funding agreement between Genome Canada and the Government of Canada.

The Corporation currently operates under three active funding agreements with Industry Canada. The terms and conditions of these agreements call for payments to be made to the Corporation annually, subject to the appropriation by Parliament, at the beginning of each fiscal year, based on the estimated cash requirements for the coming year. During the year ended March 31, 2012, the Corporation received $24,500,000 under the agreement dated March 31, 2008, $27,500,000 under the agreement dated March 31, 2010 and $3,100,000 under the agreement dated January 3, 2012. The changes in the deferred contributions balance for the year are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$38,450,015</td>
<td>$50,120,086</td>
</tr>
<tr>
<td>Add: grants received</td>
<td>55,100,000</td>
<td>46,900,000</td>
</tr>
<tr>
<td>Add: investment income</td>
<td>713,900</td>
<td>1,173,917</td>
</tr>
<tr>
<td>Add (less): amounts invested in capital assets</td>
<td>1,078</td>
<td>(29,602)</td>
</tr>
<tr>
<td>Less: amounts amortized to revenue</td>
<td>(63,773,625)</td>
<td>(59,714,386)</td>
</tr>
<tr>
<td></td>
<td>$30,491,368</td>
<td>$38,450,015</td>
</tr>
</tbody>
</table>

7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

Deferred contributions related to capital assets represent restricted contributions with which capital assets were originally purchased. The changes in the deferred contributions balance for the year are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$78,703</td>
<td>$81,404</td>
</tr>
<tr>
<td>Add: purchase of capital assets</td>
<td>-</td>
<td>29,602</td>
</tr>
<tr>
<td>Less: disposal of capital assets</td>
<td>(1,078)</td>
<td>-</td>
</tr>
<tr>
<td>Less: amounts amortized to revenue</td>
<td>(26,597)</td>
<td>(32,303)</td>
</tr>
<tr>
<td></td>
<td>$51,028</td>
<td>$78,703</td>
</tr>
</tbody>
</table>
8. CAPITAL MANAGEMENT

The Corporation defines capital as its deferred contributions.

The Corporation's objectives in managing capital are to safeguard its ability to continue as a going concern and pursue its strategy of promoting genomics research by funding eligible projects that meet the mandate and criteria of its funder, the Government of Canada, and provide benefits to other stakeholders. Management continually monitors the impact of changes in economic conditions on its investment portfolio and its funding commitments. There were no changes to the Corporation's approach to capital management during the year.

9. SUPPLEMENTAL CASH FLOW INFORMATION

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-cash transactions excluded from the increase (decrease) in deferred contributions (Note 6)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of investments</td>
<td>$(553,729)</td>
<td>$(474,889)</td>
</tr>
<tr>
<td>Amount transferred from (to) capital assets</td>
<td>1,078</td>
<td>(29,602)</td>
</tr>
<tr>
<td>Fair value adjustment</td>
<td>(175,375)</td>
<td>(215,626)</td>
</tr>
<tr>
<td></td>
<td>$(728,026)</td>
<td>$(720,117)</td>
</tr>
</tbody>
</table>

10. COMMITMENTS

Committed funding

The Corporation is committed to finance approved research projects, science and technology platforms and Genome Centre operations in accordance with established agreements. As at March 31, 2012, the payments committed are approximately $55,951,906 in 2013 and $30,305,325 for other future years.

Consulting

The Corporation has entered into three consulting agreements expiring at various dates in 2012 and 2013. The payments committed amount to $170,340 in 2013 and $163,080 in other future years.
Operating leases

The Corporation leases its premises and equipment under long-term operating leases, which expire at various dates between 2012 and 2017. The minimum aggregate lease payments are approximately as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$ 135,857</td>
</tr>
<tr>
<td>2014</td>
<td>30,607</td>
</tr>
<tr>
<td>2015</td>
<td>9,245</td>
</tr>
<tr>
<td>2016</td>
<td>9,245</td>
</tr>
<tr>
<td>2017</td>
<td>3,958</td>
</tr>
</tbody>
</table>

11. CONTINGENCIES

In the normal course of business, the Corporation has entered into a lease agreement for premises. It is common in such commercial lease transactions for the Corporation as the lessee, to agree to indemnify the lessor for liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The Corporation has liability insurance that relates to the indemnifications described above.

12. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying value of cash and cash equivalents, interest receivable, other receivables and accounts payable and accrued liabilities approximates their fair value because of the relatively short period to maturity of the instruments.

The fair value of investments is disclosed in Note 4 to the financial statements.

The Corporation is not subject to significant currency risk arising from its financial instruments. The Corporation is exposed to credit and interest rate risk with respect to its interest-bearing investments. The Corporation diversifies its investments to reduce the credit risk to an acceptable level.

13. COMPARATIVE FIGURES

Comparative figures have been reclassified to conform to the current year’s presentation.
STATEMENT OF REMUNERATION

Directors

Directors are not compensated for regular Board and Committee duties.

Officers

The following individuals are officers of Genome Canada and have employment agreements which include base salary, employee benefits, and eligibility for performance awards which, as of March 31 2012, fell within the following ranges:

Cindy Bell  
Executive Vice-President, Corporate Development  
$207,000 - $281,000

Guy D’Aloisio  
Vice-President, Finance  
$186,000 - $241,000

Carol Anne Esnard  
Chief Administrative Officer  
$156,000 - $209,000

Jacques Guerette  
Vice-President, Communications  
$157,000 - $200,000

Pierre Meulien  
President and CEO  
$275,000 - $376,000

Dale Patterson  
Vice-President, External Relations  
$207,000 - $268,000

Karl Tibelius  
Vice-President, Genomics Program  
$190,000 - $226,000

Employees

The following individuals are employees of Genome Canada whose remuneration exceeds $100,000. These employees have employment agreements which include base salary, employee benefits, and eligibility for performance awards which, as of March 31 2012, fell within the following ranges:

Karen Dewar  
Director, Genomics Programs  
$134,000 - $167,000

Helene Meilleur  
Director, Sponsorships & Events  
$124,000 - $154,000

Karine Morin  
Director National GE³LS Program  
$107,000 - $129,000

Kate Swan  
Associate Director Genomics Programs  
$93,000 - $106,000

Normand Therrien  
Finance Officer  
$104,000 - $119,000
BOARD & MANAGEMENT

Board of Directors
(as of March 31, 2012)

C. Thomas Caskey, Chair
Professor, Molecular and Human Genetics
Baylor College of Medicine
Houston, Texas

Prabhat D. (Pete) Desai, Vice-Chair
President
Desai & Desai Inc
Calgary, Alberta

Heather Davis
Executive Director
Pfizer Global R&D, Vaccines Research, Site Head,
Ottawa Laboratories

Sylvie Dillard
Past President
Science and Technology Council
Quebec Ministry of Economic Development,
Innovation and Export Trade
Québec, Québec

René Douville
Past Director, National Client Group
RBC Capital Markets
Montreal, Quebec

Daniel Gagnier
Chairman
International Institute for Sustainable Development
Rawdon, Quebec

Peter Harder
Senior Policy Advisor
Fraser Milner Casgrain LLP
Ottawa, Ontario

Yvan Hardy
Panel Member
International Resource Panel for Sustainable
Resource Management
Ottawa, Ontario

Lorne Hepworth
President
CropLife Canada
Ottawa, Ontario

Eric M. Meslin
Founding Director
Indiana University Center for Bioethics
Associate Dean for Bioethics and Professor of
Medicine, and Medical and Molecular Genetics, Public
Health and Philosophy
Indiana University
Indianapolis, Indiana

Pierre Meulien
President and CEO
Genome Canada
Ottawa, Ontario

Robert Orr
President & CEO
Slamhhor Pharmaceutical Inc.
Bedford, NS

Stephen W. Scherer
Director, Centre for Applied Genomics and Senior
Scientist, The Hospital for Sick Children
Director, McLaughlin Centre for Molecular Medicine
University of Toronto
Professor of Medicine, University of Toronto
Toronto, Ontario

George Weinstock
Associate Director
The Genome Center, Washington University
Professor of Genetics
St. Louis, Missouri
Ex Officio Advisors

Alain Beaudet
President
Canadian Institutes of Health Research
Ottawa, Ontario

Suzanne Fortier
President
Natural Sciences and Engineering Research Council of Canada
Ottawa, Ontario

Chad Gaffield
President
Social Sciences and Humanities Research Council of Canada
Ottawa, Ontario

John R. McDougall
President
National Research Council of Canada
Ottawa, Ontario

Gilles G. Patry
President and CEO
Canada Foundation for Innovation
Ottawa, Ontario

David J. Drutz
President
Pacific Biopharma Associates, LLC
Chapel Hill, NC

Douglas Easton
Director, Cancer Research UK
Genetic Epidemiology Group
University of Cambridge
Cambridge, England

Joseph Ecker
Professor, Plant Molecular and Cellular Biology Laboratory
Salk Institute for Biological Sciences
La Jolla, CA

Edna Einsiedel
Professor, Faculty of Communication & Culture
University of Calgary
Calgary, AB

Stacey Gabriel
Director, Genetic Analysis Platform Program
Co-Director, Genome Sequence Analysis Program
Co-Director, Program in Medical and Population Genetics
Broad Institute
Cambridge, MA

Simon Gaskell
Principal of Queen Mary
University of London
London, England

Klaus Lindpaintner
Vice President, Research & Development
Chief Scientific Officer
Strategic Diagnostics Inc.
Newark, NJ

Si Lok
Scientific Director, Professor and Chair of Genomic Medicine
Genome Research Centre
The Li Ka Shing Faculty of Medicine
Hong Kong University
Hong Kong, China

Science and Industry Advisory Committee
(as of March 31, 2012)

Jacques Simard, Chair
Canada Research Chair in Oncogenetics
Department of Molecular Medicine
Faculty of Medicine, Laval University
Québec, Québec

Anne Christine Bonfils
Senior Science/Policy Integration Analyst
National Research Council of Canada
Ottawa, Ontario

William L. Crosby
Professor of Biological Sciences
University of Windsor
Windsor, Ontario

Klaus Lindpaintner
Vice President, Research & Development
Chief Scientific Officer
Strategic Diagnostics Inc.
Newark, NJ

Si Lok
Scientific Director, Professor and Chair of Genomic Medicine
Genome Research Centre
The Li Ka Shing Faculty of Medicine
Hong Kong University
Hong Kong, China
Jean Weissenbach  
Director, Genoscope - Centre National de Séquençage/CEA  
Paris, France  

John Yates III  
Professor, Department of Cell biology  
Scripps Research Institute  
La Jolla, CA  

Officers  
(as of March 31, 2012)  
C. Thomas Caskey  
Chair, Board of Directors  

Prabhat D. (Pete) Desai,  
Vice-Chair, Board of Directors  

Jean Brunet, Stein Monast L.L.P.  
Secretary, Board of Directors  

Cindy Bell  
Executive Vice-President, Corporate Development  

Guy D'Aloisio  
Vice-President, Finance  

Carol Anne Esnard  
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Jacques Guerette  
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Pierre Meulien  
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