



Corporate Plan

2026-2027

April 7, 2026

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Executive Summary

Protein Industries Canada's 2026-27 Corporate Plan outlines the organization's annual objectives to advance our five-year strategic plan. The Corporate Plan is used in evaluating progress towards the goals of the Global Innovation Clusters program and that of the organization.

Protein Industries Canada's corporate strategy has been developed with the guidance of the Protein Industries Canada Board of Directors and supports the delivery of the objectives and expected results set out by Protein Industries Canada and the Global Innovation Clusters program.

VISION

Canada is a global leader in plant protein.

MISSION

We invest collaboratively to accelerate innovation and the competitiveness of the Canadian plant-protein sector.



As Protein Industries Canada looks toward 2026–27, there is a growing sense of momentum across the food, feed, and ingredient manufacturing sector. Awareness of Canada’s potential to lead in food production and ingredient innovation has never been stronger. Governments, industry, and investors increasingly recognize that exporting raw commodities alone leaves significant value untapped – including jobs, innovation, productivity gains, and supply chain resilience. Capturing more value at home is not only an economic opportunity; it is essential to Canada’s long-term competitiveness, food security, and economic sovereignty.

At the same time, the operating environment remains complex. Global competition for capital is intensifying, productivity challenges persist, and many Canadian firms continue to face barriers in moving from innovation to scale and full commercialization. Access to capital, predictable regulatory pathways, enabling infrastructure, and policies that support manufacturing and market entry – not just early-stage innovation – remain critical to unlocking growth. Addressing these challenges requires coordinated action, clear priorities, and sustained collaboration across industry and government.

Protein Industries Canada plays a central role in advancing this work. As a trusted delivery organization, Protein Industries Canada works at the intersection of industry, research, and government to mobilize investment, accelerate technology adoption, support commercialization, and strengthen access to global markets. Through strong governance, disciplined program delivery, and close alignment with federal economic and innovation objectives, Protein Industries Canada helps translate public and private investment into measurable outcomes for Canadians.

The 2026–27 Corporate Plan sets out a focused and outcome-driven approach to advancing Canada’s value-added food and ingredient manufacturing sector. It reflects a clear emphasis on execution – scaling domestic manufacturing capacity, strengthening SME readiness, deploying advanced technologies such as AI and genomics, and positioning Canada as a globally competitive supplier of high-value food, feed, and ingredient products.

Success, however, depends on collective effort. Protein Industries Canada is most effective when working alongside its members, partners, and governments toward shared goals. In the year ahead, Protein Industries Canada will continue to engage industry more deeply, strengthen alignment across the ecosystem, and build a broad coalition committed to shaping the future of Canada’s food production system. Together, we can convert momentum into lasting economic growth, resilience, and global leadership for Canada.



Focused on the Future

2026-27 Objectives and Initiatives

Protein Industries Canada continues to advance the long-term objectives of its five-year strategic plan, aligned with the outcomes and recommendations of *The Road to \$25 Billion*. The 2026-27 fiscal year represents a pivotal period to facilitate research and innovation projects for translating strategy into measurable economic outcomes, as Canada's food production and ingredient manufacturing sector responds to evolving global markets, productivity pressures, and heightened competition for capital and investment.

Against this backdrop, Protein Industries Canada is increasingly focused on its role as a delivery partner to the Government of Canada—mobilizing private capital, enabling scale and commercialization, supporting technology adoption, and strengthening entry into global markets. Food production and value-added agriculture offer a clear pathway to improved productivity, economic growth, supply chain resilience, and export diversification. Realizing this opportunity requires coordinated action across industry, government, and the investment community.

In 2026-27, our work will focus on accelerating domestic manufacturing capacity, attracting both domestic and foreign investment, improving SME readiness to scale, and advancing technology-enabled productivity gains, including through AI and genomics. At the same time, Protein Industries Canada will continue to support regulatory and policy modernization, strengthen sector intelligence, and reinforce Canada's position as a globally competitive supplier of high-value food, feed, and ingredient products. All of which will support Protein Industries Canada in advancing on our objectives of our five-year strategic plan, including:

- Support the scale-up and success of Canadian companies through the commercialization of Canadian intellectual property (IP);
- Develop solutions to address the gap in scale-up infrastructure;
- Increase capital in the sector;
- Strengthen our global position and support international market development;
- Build new relationships to attract investment and new entrants into the ecosystem;
- Further define the value proposition of Canada's high-protein ingredients and food through improved metrics and reporting of sustainability metrics; and
- Act as one team with a shared vision and passion to strengthen Canada and create benefit for every Canadian.



The objectives and initiatives outlined in the following pages are designed to advance these priorities in a disciplined and outcome-oriented manner. Collectively, they support long-term sector growth while addressing near-term constraints facing Canadian firms, including access to capital, infrastructure, talent, and global markets. Through this work, Protein Industries Canada will continue to contribute to building a stronger, more resilient, and more competitive Canadian economy.

We will work towards the following actions in fiscal 2026–27 to reach the annual and long-term corporate objectives:

Mobilize Capital to Scale Domestic Food and Ingredient Manufacturing

OBJECTIVE	KEY INITIATIVES
<p>Support the flow of domestic and international capital into Canada’s food production and ingredient sector to increase domestic processing capacity, productivity, and competitiveness which will further support supply-chain resiliency and food sovereignty for Canada.</p>	<ul style="list-style-type: none"> • Engage systematically with institutional investors, strategic corporates, and development finance partners to articulate return potential, enhance transparency and understanding of project risks, and address structural barriers to capital deployment for large scale projects in Canada’s food production and ingredient manufacturing sector. • Act as a connector between capital providers and PIC members raising capital to establish or expand facilities in Canada. • Advance clearly defined scaling and commercialization propositions aligned with federal priorities such as supply chain resilience, innovation, and economic growth.



Establish PIC as a Trusted Source of Sector Intelligence and Thought Leadership

OBJECTIVE	KEY INITIATIVES
<p>Position Protein Industries Canada as a credible, evidence-based source of expertise on food production and ingredient manufacturing to inform policy, regulatory, and investment decisions from all levels of government, investors and the greater ecosystem.</p>	<ul style="list-style-type: none"> • Strengthen PIC’s sector intelligence, including innovation, IP, and commercialization knowledge, to support domestic competitiveness. • Provide timely, data-driven input to government, media, and stakeholders on sector trends, opportunities, and constraints. • Develop and disseminate concise policy-relevant analysis and briefings aligned with federal decision-making needs. • Serve as a neutral convenor to support alignment across industry, research, and government.

Enable Access to Global Markets and Trade Opportunities

OBJECTIVE	KEY INITIATIVES
<p>Support Canadian firms in understanding international market opportunities and increase export readiness for food, feed, and ingredient products.</p>	<ul style="list-style-type: none"> • Improve member access to international market intelligence and demand signals. • Facilitate connections between Canadian companies and global customers, partners, and platforms. • Build repeatable market-entry pathways in priority markets aligned with Canada’s trade objectives. • Support international visibility of Canadian capabilities through targeted missions and partnerships.



Support the Attraction of Foreign Direct Investment and International Partnerships

OBJECTIVE	KEY INITIATIVES
<p>Position Canada’s food and ingredient manufacturing sector as the partner of choice to establish more international partnerships and attract investment.</p>	<ul style="list-style-type: none"> • Identify priority source markets for FDI aligned with Canadian capabilities and strategic interests. • Promote Canada’s advantages as a location for value-added manufacturing, including feedstock access, innovation capacity, and trade connectivity. • Support government-led investment attraction efforts by providing sector-specific insight and deal flow. • Assist members in engaging with international investors and partners.

PIC’S Value Proposition for Members Supports the Growth of Canada’s Food Production Sector

OBJECTIVE	KEY INITIATIVES
<p>Strengthen Protein Industries Canada’s value proposition for members to maximize industry participation, accelerate sector-wide growth and commercialization, and ensure public investments translate into measurable economic and innovation outcomes aligned with federal priorities.</p>	<ul style="list-style-type: none"> • Align member services with priority growth areas, including scale-up, commercialization, and market access. • Provide members with data and analysis related to regulatory and policy modernization to support investment and growth decisions. • Deepen engagement with members to better understand constraints, opportunities, and market needs. • Tailor support to reflect varying levels of maturity across the sector.



Improve SME Readiness for Commercialization and Scale

OBJECTIVE	KEY INITIATIVES
<p>Increase the ability of Canadian SMEs to scale, commercialize, and compete in domestic and international markets.</p>	<ul style="list-style-type: none"> • Support SME readiness through guidance on IP protection, investment readiness, and market access. • Create pathways to scale through access to infrastructure, toll processing, and commercialization partners. • Identify and address skills and talent gaps affecting SME growth.

Execute on Technology Leadership, Capacity Building, AI and Genomics Programs

OBJECTIVE	KEY INITIATIVES
<p>Execute Protein Industries Canada’s Technology Leadership, Capacity Building, AI, and Genomics programs to build a strong, investment-ready pipeline of projects that accelerate productivity, commercialization, and scale, and reinforce Canada’s position as a global leader in food production and ingredient innovation.</p>	<ul style="list-style-type: none"> • Execute PIC’s Technology Leadership and Capacity Building programs with a clear focus on delivery, innovation, scale, and measurable economic outcomes. • Build and maintain a strong pipeline of industry-led projects that advance AI, genomics, and enabling technologies across food, feed, and ingredient manufacturing. • Ensure PIC investment priorities are aligned with industry priorities. • Support AI-enabled applications in priority areas such as crop improvement, ingredient functionality, process optimization, and manufacturing efficiency. • Manage outcomes of Technology Leadership projects to support the commercialization of innovative Canadian IP.



Reinforce Food Production and Value-Added Agriculture as a National Economic Priority

OBJECTIVE	KEY INITIATIVES
<p>Support a shared understanding of food production and value-added agriculture as drivers of economic growth, resilience, and competitiveness.</p>	<ul style="list-style-type: none"> • Communicate the economic and strategic value of value-added agriculture using clear, evidence-based narratives. • Highlight member outcomes that demonstrate return on public and private investment. • Position the sector within broader industrial and economic strategies to support the federal government's larger objectives of economic growth and resiliency, sovereignty, and expanded export markets.

Support Regulatory Modernization and Strategic Research Alignment

OBJECTIVE	KEY INITIATIVES
<p>Contribute to a regulatory system that is responsive to the needs of Canada's food and protein sectors by participating in strategic research that enables innovation, scale, and competitiveness of Canada's plant-based food, feed and ingredient sector.</p>	<ul style="list-style-type: none"> • Leverage regulatory momentum to support predictable, science-based pathways to market. • Support strategic research partnerships that address cross-cutting sector regulatory and policy challenges. • Provide evidence and analysis to inform regulatory and policy decision-making. • Contribute to the national and international dialogue on best practice in regulation.



Remain focused on Organizational Excellence, Accountability, and Long-Term Impact

OBJECTIVE	KEY INITIATIVES
<p>Protein Industries Canada operates as a high-performing, trusted delivery organization—demonstrating strong governance, effective controls, and industry alignment—while delivering measurable economic returns and long-term value for the Government of Canada and Canadians.</p>	<ul style="list-style-type: none"> • Maintain and continuously strengthen governance structures and oversight to ensure transparency, accountability, and effective stewardship of public funds. • Operate a strong and controlled environment that supports risk management, compliance, and disciplined program delivery. • Align programs and investments closely with industry needs and federal economic and innovation priorities to maximize impact. • Clearly demonstrate outcomes, leverage of private capital, and return on public investment. • Maintain and strengthen organizational capacity, skills, and delivery expertise to support effective and consistent program delivery.



Making Progress

2025–26 Fiscal Year Overview and Accomplishments

The 2025–26 fiscal year represented an important period of consolidation and forward momentum for Protein Industries Canada, as the organization continued to operate in a challenging but increasingly opportunity-rich environment. While global capital markets remained cautious and many food and ingredient companies continued to face pressures related to scale-up, productivity, and commercialization, there was growing recognition – domestically and internationally – of Canada’s potential to lead in value-added agriculture and food production.

Against this backdrop, Protein Industries Canada focused its efforts on strengthening the foundations needed for long-term sector growth: advancing enabling technologies, supporting commercialization pathways, deepening engagement with capital and policy leaders, and positioning Canada as a trusted partner in global food and ingredient markets. Throughout the year, Protein Industries Canada continued to deliver on its core mandate of innovation programming and ecosystem development, while also laying the groundwork for future growth and resilience.

Significant accomplishments of the 2025–26 fiscal year include:

- Delivered core innovation and ecosystem programming, including Technology Leadership, Capacity Building, and AI, supporting projects focused on productivity, scale-up, and commercialization across food, feed, and ingredient value chains.
 - Protein Industries Canada now has 98 projects completed or underway, involving 369 partners from across Canada. Together with industry, more than \$767 million has been invested, resulting in the creation of 554 new intellectual property assets.
- Advanced the adoption of AI and genomics through new and ongoing projects that accelerate innovation, reduce development costs, and improve outcomes for producers and processors.
- Reduced regulatory barriers through the work of the Centre for Regulatory Research and Innovation.
- Strengthened engagement with the capital community, building relationships with domestic and international investors.
- Deepened international market engagement, including enhanced collaboration with partners in Singapore and other priority markets, helping create new pathways for Canadian companies to access global customers and partners.
 - Announced a new partnership with Nurasa in Singapore to help Canadian ingredient and food companies enter Southeast Asia – one of the fastest growing markets in the world
- Launched the Strengthening the Canadian Supply Chain Program to help companies respond to market disruptions by expanding processing, manufacturing, and production capacity here at home.
- Supported ecosystem alignment and collaboration, convening industry, researchers, and government



partners to address shared challenges related to scale-up, productivity, and market access.

- Hosted our AGM & Conference in Winnipeg with more than 175 attendees attending over two days.
- Increased visibility and awareness of Canada's food production opportunity, through participation in domestic and international events, targeted stakeholder outreach, and media engagement.
- Maintained strong governance and program oversight, ensuring public investments were managed responsibly, aligned with federal priorities, and delivered measurable value for Canadians.



Global Leadership

Canada is a partner of choice to secure the global food supply chain

Objective

Canada's value proposition for ingredient manufacturing is competitive and drives foreign investment.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Protein Industries Canada (PIC) will gather knowledge on Canada's competitiveness in ingredient manufacturing and food processing and will make recommendations to all levels of government on policy initiatives that will improve Canada's competitiveness in attracting investment.• Advocate for the expansion and alignment of refundable tax credits at both the federal and provincial level, and work to ensure alignment between levels of government.• PIC will work to increase awareness and understanding of Canada's value proposition for ingredient manufacturing by targeting outreach to high-priority foreign direct investment targets.• Plan and execute high-profile events, in collaboration with relevant agencies, to advance Canada's brand as a supplier of choice of high-value ingredients and food products.• PIC gathers deep market knowledge on priority markets of Southeast Asia and Northern Europe to support the creation of new markets for Canadian ingredients and products.• Support incoming trade and innovation missions.	<ul style="list-style-type: none">• In the 2025-26 fiscal year, PIC made four recommendations—developed through member consultation and external intelligence—necessary to bolster Canada's position as a leader in food production and ingredient manufacturing:<ul style="list-style-type: none">◦ Increase capital investment by making large-scale private funds, such as the Canadian Infrastructure Bank, available to industry and reduce risks of major capital investments via tax policy;◦ Scale innovation infrastructure;◦ Capture new markets; and◦ Make progress on regulatory modernization.• These recommendations were shared with federal and provincial governments and industry via meetings, presentations and through communication materials.• PIC targeted and made progress with high-priority FDI targets including Singapore and Southeast Asia and Europe.• PIC hosted their annual AGM and Conference, hosting representatives from Singapore and facilitating one-on-one meetings between Canadian companies and Nurasa.• PIC participated in several incoming missions including from Bangladesh, Thailand, the UK and more.



Objective

Members commercialize and export Canadian ingredients, products and services.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• PIC will gather deep knowledge of market needs (e.g. ingredients, functionality, health benefits, consumer preferences, etc.) and share with Canadian companies, supporting Canadian companies to enter global-value chains with in-demand products.• Leverage whitespace opportunities identified in IP landscape report to identify new opportunities for Canadian ingredient manufacturers, aligned with market trends.• Formalize international R&D partnerships to enable investment into Canadian companies and secure substantial offtake agreements for Canadian ingredient processors.• Work with federal government partners to develop a market access program that supports Canadian ingredients to enter global value chains.• Facilitate meaningful collaboration between Canadian ingredient manufacturers and international food processors.	<ul style="list-style-type: none">• PIC has issued an RFP to multiple market intelligence firms to gather deep market knowledge, with the RFP being awarded prior to the end of the fiscal year.• Throughout the fiscal year, the IP whitepaper was used to help Canadian firms identify whitespace opportunities within the market.• Two more projects, as part of the agreement with Innovate-UK, were announced this past year, leading to four formal R&D partnerships with Innovate UK.• A formal partnership with Nurasa, an R&D agency from Singapore, was announced, with the first cohort of Canadian companies being announced prior to the end of the fiscal year. PIC believes this model of R&D collaboration between a Canadian ingredient manufacturer and an international food processor will be very successful in developing new markets for Canadian goods and is currently exploring a similar approach with partners in other key markets.



Objective

Protein Industries Canada is the gateway for international relationships in ingredients and food

INITIATIVES	RESULTS
<ul style="list-style-type: none">• PIC provides information, advice and pathfinding services to support our members in capturing new opportunities in key international markets.• PIC leverages our deep knowledge and connections to extend influence within the international ecosystem.• Create opportunities to showcase Canada and our members to priority international markets and work to establish brand recognition for Canada as a preferred business partner.• Collaborate with GAC, TCS, Invest in Canada and AAFC to create demand for Canadian products in key international markets.• Collaborate with international organizations on the development of policies and initiatives aimed at driving growth in the plant-based food sector.	<ul style="list-style-type: none">• PIC's relationships and intelligence of key markets such as Singapore and Southeast Asia have been key in diversifying market opportunities for Canadian companies, as is evidenced by the PIC-Nurasa partnership.• PIC continues to explore opportunities with Denmark and the EU to form a new bilateral relationship, as well as keeping close connections with the US.• PIC's Director of Business Development provides one-on-one counselling to companies to help them discover opportunities in new international markets.• PIC collaborated with federal partners, to participate in events in Japan (HI Japan), Europe (Hannover, Messe) and Singapore (Singapore Agriculture Week) to help increase knowledge and awareness of PIC and our members.• PIC announced the 2026 edition of Plant Forward – Plant Forward on the Prairies to be held in Saskatoon in September 2026.



Economic Evolution

Canada has a competitive business environment for ingredient manufacturing and food processing.

Objective

Value-added agriculture, ingredient manufacturing, food processing and bioproducts is a priority sector for Canada

INITIATIVES	RESULTS
<ul style="list-style-type: none"> De-risk the achievement of <i>The Road to \$25 Billion (Roadmap)</i> by increasing awareness and support of Canada’s value-added agriculture sector, with a focus on full-seed utilization. Further engage with the federal government to action the four priority areas necessary to advance Canada’s value-added agriculture and food production sector. Further advocate for value-added agriculture and food production to be included as a priority investment area in federal government programs and lending programs. Further conversations with provincial and municipal leaders to create a unified approach to attract investment and support the development of new ingredient manufacturing plants across the Prairies. Work with provincial and municipal governments, and federal organizations such as PrairiesCan, to identify potential development areas/“opportunity zones”. Engage with commodity organizations and industry associations to increase support for the recommendations in the <i>Roadmap</i>. 	<ul style="list-style-type: none"> Outreach on <i>The Road to \$25 Billion</i> was the priority for PIC’s public affair efforts. Throughout the year multiple meetings with elected officials, senior-level department officials, and provincial ministers were held, and supported by marketing and communication efforts, including quarterly newsletters to elected officials. PIC met with the departments of AAFC, Finance, ISED, Treasury Board, PrairiesCan, the PMO and members of the Official Opposition. Recommendations concerning policies to attract investment and make construction in Canada more competitive, along with steps necessary to advance a toll-processing facility, and engaging in consultations and working groups regarding regulatory improvement, were the key areas of focus. PIC met with provincial agricultural ministers from BC, AB, SK, MB and ON. Public Affair efforts were supported by stakeholder outreach and communication efforts, including social media campaigns and media outreach.



Objective

Canada's regulatory system is responsive and supports innovation and commercialization of novel ingredients, food, feed and bioproducts.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Continue the work of the Centre for Regulatory Research and Innovation (CRRI) to advance work on regulatory priority areas.• Engage with Technology Leadership projects participants to proactively address regulatory and policy hurdles.• PIC is recognized as a thought leader and expert to support policy and regulatory changes that support sector growth.• Work in collaboration with the regulators to create data sets to support regulatory and policy changes.	<ul style="list-style-type: none">• Through the 2025-26 fiscal year, the CRRI managed 13 research projects that are gathering data to support regulatory changes that will improve the competitiveness of Canada's plant-based food, feed and ingredient sector.• PIC participated in numerous consultations, roundtables and committees regarding regulatory modernizations.• PIC, in collaboration with the Canadian Nutrition Society and Crop Life Canada, hosted a regulatory workshop in Ottawa to support a discussion on risk hazard approach to regulation.• An overview of the work of the CRRI, including research results and publications, can be found here.

Objective

Canada has the capital and invests to retain, grow and scale domestic companies.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Recommend incentives to support domestic company's ability to establish commercial-scale facilities in Canada.• Work to establish a pool of capital for large-scale infrastructure investment.• Leverage federal and provincial support to de-risk private investment.• Work to align current Government of Canada innovation and scale-up agencies and programs to support the ingredient manufacturing sector.• Provide the capital community with relevant knowledge of Canada's value-added agriculture sector.• Collaborate with the capital community on solutions for ingredient manufacturers.• Create meaningful connections between members and the capital community.	<ul style="list-style-type: none">• Throughout the fiscal year, PIC engaged in many events with the capital community, including hosting a capital roundtable in Calgary and participating in the Canadian Agrifood Coalition. PIC also regularly makes introductions between our members and the capital community.• PIC is part of strategic discussions and conversations around capital and the challenges and gaps with key investors and policy leaders.• PIC Commissioned EY to do a review of current federal programs and incentives that could be applied to Canada's ingredient manufacturing and food production sectors to de-risk investment into Canada. Based on the results of the report, PIC provided recommendations to both federal and provincial governments.• PIC participated and attended key events such as Venture Forums and Invest in Canada.



Objective

Canadian companies are improving productivity and addressing the labour and skill gaps through training and innovation.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Invest into credential programs that address knowledge and training gaps in the ecosystem.• Provide leadership to identify future skills needs and support the rapid response for skill deployment within the sector.• Encourage Technology Leadership projects to invest in technologies, plants and equipment that improve productivity.	<ul style="list-style-type: none">• Through our Capacity Building stream, PIC issued a call for projects that focus on training and skills gaps. Projects that resulted from that call are currently working through the full proposal application.• Another cohort completed the Ivey program, bringing the total to five cohorts since the program launched.

Objective

Members have access to research, innovation and scale-up infrastructure.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Support companies in navigating domestic and international research and scale-up infrastructure.• Develop the business case and recommendation to establish a toll-processing facility in Canada.• Work with the federal and provincial governments and private industry to develop a sustainable financial model to build and operate a toll-processing facility.	<ul style="list-style-type: none">• Engaged a consultant to perform a demand study for a toll processing facility.• Developed partnership with a leader in ingredient and food manufacturing equipment to explore options regarding the development of a toll processing facility in Canada.• Made connections for members who are looking for research and scale up infrastructure partnerships.



Objective

Canada's ingredient manufacturing and food processing environmental sustainability position is recognized and leveraged as an asset.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Leverage existing research and data to further quantify the environmental sustainability of Canadian ingredients from production through to finished product.• Create the business case for the development of an industry-accepted Measurement, Reporting and Verification (MRV) system.• Support Technology Leadership projects and members in measuring the environmental sustainability of products.	<ul style="list-style-type: none">• Companies were encouraged to quantify their environmental sustainability impacts as part of their project proposals, helping build a stronger evidence base for Canadian ingredient sustainability.• Several Technology Leadership projects incorporated Life Cycle Assessments (LCAs) to measure product-level sustainability.• Additional projects advanced environmental performance by exploring sustainable packaging solutions and by valorizing waste streams to reduce overall footprint.• The MRV business case did not proceed, as the proposed project did not secure the required industry match for a technology-focused initiative.

Objective

Underrepresented groups benefit from the economic growth of the sector.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Ensure all PIC-funded projects complete Economic Reconciliation activities.• Use the Capacity Building Fund to support the development of projects that bring benefit to Indigenous peoples and new Canadians.• Support the creation of an entity that facilitates Indigenous investment into value-added agriculture and food production.	<ul style="list-style-type: none">• Companies were encouraged to quantify their environmental sustainability impacts as part of their project proposals, helping build a stronger evidence base for Canadian ingredient sustainability.• More than 55% of Technology Leadership project participants have completed at least one Economic Reconciliation activity.• PIC continues to support Indigenous engagement and investment into Canada's value-added agriculture and food production sector through our Capacity Building program stream.<ul style="list-style-type: none">◦ An example is a <u>project led by Red River College</u>, with co-investment from PIC, to address Indigenous food security and sovereignty barriers in First Nation and Red River Métis food production and distribution systems.



Member Prosperity

Our members are profitable and are investing for the future.

Objective

Members commercialize profitable products and services.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Support full utilization of seed (protein, oil, fibre and starch) to maximize profitability of value-added products, including food, feed and bioproducts.• Identify synergies and further partnerships to bring additional investment into member companies.• Manage project portfolio to ensure alignment with our strategic plan.• Manage outcomes of Technology Leadership projects to support commercialization of innovative Canadian IP.	<ul style="list-style-type: none">• PIC's co-investments into collaborative innovation have resulted in an average of 3.8 value chain transformations per project. A transformation represents, for example, processing a seed into an ingredient, and then ingredient into a finished food product.• PIC's project portfolio is currently split at 14% genetics, 1% crops, 59% ingredients, 26% products. (targets: crop 15%, genetics 10%, ingredients 50%, products 25%).• PIC's projects are represented as 13% proof of concept, 70% technology scaling, 16% commercially ready, and split between crops as: 18% oilseeds, 62% pulses, 13% cereals, 7% specialty (i.e. hemp).• PIC has made 180 introductions to support the creation of new partnerships for our members since 2022.• PIC projects have created 554 IP assets.



Objective

Members have meaningful partnerships and collaboration opportunities.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Work to increase collaboration between large and small companies to advance commercialization of new products and processes.• Ensure project concepts that are viable but not supported by PIC are channelled to alternative funding sources.• Organize member events, workshops and webinars to support member collaboration and learning.• Increase awareness and usage of the Member Portal and IP Hub.	<ul style="list-style-type: none">• Average of 3.0 signatories for tech projects and 3.3 for PCAIS• Average of 6.9 collaborators for tech projects.• PIC delivered targeted member collaboration and learning opportunities through in-person and virtual events, including a full day of workshops held in conjunction with our AGM and Conference. Workshop topics included the Asia Pacific Market Entry Program and Navigating Research Partnerships.• Hosted an online information session on the Asia Pacific Market Entry Program to expand member awareness and enable broader participation.• In partnership with Canada's Ocean Supercluster, PIC hosted an IP webinar focused on data sharing and licensing to support members' learning.• Strengthened awareness and understanding of IP management through a three-part article series on IP trade secrets with Dentons Canada LLP and Gowling WLG, shared through member communications.• Promotion and utilization of the Member Portal and IP Hub were supported by housing IP-related resources within the Member Portal and quarterly articles in PIC's newsletter promoting the member portal.



Organizational Relevance

We are a catalyst for Canada's economic growth.

Objective

Protein Industries Canada is positioned to continue to support the growth of the sector.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Continue to make the case for PIC as a catalyst and leader in Canada's agriculture and food production sector.• PIC is a sustained partner to deliver innovation and capital funding.• Use our expertise in ingredient manufacturing and food processing to advance the growth of the ecosystem.• PIC is the collective voice of the ecosystem and our members.• Explore the evolution of PIC's business model to generate additional funding sources.	<ul style="list-style-type: none">• PIC continues to advocate for the advancement of Canada's food production sector, with a focus on the transformation of crops into high-value, functional ingredients. This is done through ongoing public affair efforts including government outreach, thought leadership and communication efforts.• Throughout the year, PIC participated on panels or presented at upwards of 45 events.• During the 2025-26 fiscal year, PIC launched the Strengthening the Canadian Supply Chain program to support Canadian companies to reformulate using Canadian ingredients and to formulate products for new export markets.• PIC entered into an agreement with Nurasia to accelerate the introduction of Canadian ingredients into Singapore and the Southeast Asian market.



One Team

We have a shared vision and passion to strengthen Canada and create benefit for every Canadian.

Objective

A Board of Directors that establishes the strategic direction and provides strong governance oversight.

INITIATIVES	RESULTS
<ul style="list-style-type: none"> • Ensure the board has the tools and information needed to provide strategic direction, manage risk and provide financial oversight, including Contribution Agreement compliance. • Support the board to be champions for the organization and advocate for the future of PIC and Canada’s agriculture and food production ecosystem. • Ensure the board is equipped to assess, monitor and implement governance best practices. 	<ul style="list-style-type: none"> • Board of directors participate in two strategic planning sessions a year, and all new board members receive a full-day board orientation. • Policies and procedures are reviewed on a systematic basis as a part of committee workplans. • Key messages on strategic priorities are shared with the board, and board members are engaged as part of stakeholder relations efforts.

Objective

Protein Industries Canada decision-making framework operates in an effective control environment.

INITIATIVES	RESULTS
<ul style="list-style-type: none"> • Ensure a secure IT environment that will respect the integrity and confidentiality of member information. • Continue with internal project audits. • Complete an annual review of all projects. 	<ul style="list-style-type: none"> • PIC adheres to a high standard of governance and cybersecurity, including policies around device usage, limiting the use of devices outside of North America, and ongoing training around security, including phishing scams and AI. • Installation and use of multi-factor authentication and installing the anti-virus and spam blocker ThreatLocker. • Published project management guide and costing guidance available to all project participants. • Continued with an annual review of all projects with almost 100% compliance by project members.



Objective

Protein Industries Canada provides a high level of service standards to our stakeholders (Board, ISED and Members).

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Ensure timely, transparent and effective communication of our activities to all stakeholders.• Conduct our business in a timely manner that aligns with our strategic plan and needs of our members.• Conduct all interactions in a professional manner.• Improve usage of CRM system, data collection and standardization to better serve members.	<ul style="list-style-type: none">• PIC communicates to stakeholders in a transparent and regular cadence, anchored by our bi-weekly newsletter that is distributed to 3,200 stakeholders. Communication also occurs through social media, articles and news stories.• PIC continues to use a CRM to collect data and improve workflows and communication to stakeholders.

Objective

Protein Industries Canada is a values-based, diverse and inclusive organization where differences are acknowledged and celebrated.

INITIATIVES	RESULTS
<ul style="list-style-type: none">• Ensure all staff have opportunity to participate in professional development activities.• Maintain work planning process and performance management framework.• Review and adjust our compensation program to ensure the long-term sustainability of the organization.• Approach our work with a cross-functional, one-team approach.• Be intentional in fostering an inclusive workplace environment.• Build on the corporate-wide training to further understanding among staff about Indigenous reconciliation, building on previous reconciliation training.• Ensure job postings are more accessible to potential Indigenous candidates.	<ul style="list-style-type: none">• Staff development is a priority, with every staff member having access to professional development funds and opportunities.• All employees complete an annual workplan.• PIC holds an annual all-staff meeting that includes professional development. This year's focus was AI and the adoption of new tools.• All PIC job openings are posted to PIC's career page, as well as on two job boards specific to Indigenous job seekers.



Financial Reporting

2026–2027 Expenditures

EXPENDITURES	O&A	GIC	PCAIS	CGS	TOTAL
Technology Leadership program		28,621,885	4,547,471	703,624	33,872,981
Salaries & benefits	4,477,721				4,477,721
Capacity Building program		3,400,000			3,400,000
Office & administration	1,208,979				1,208,979
Marketing materials & events	798,000				798,000
Consulting & professional fees	446,015				446,015
Other	900				900
TOTAL	6,931,615	32,021,885	4,547,471	703,624	44,204,595

*accrual basis



2026–2027 Anticipated revenue from other sources (accrual)

Anticipated amount of industry-matching funds to be received in the upcoming fiscal year (accrual)

INDUSTRY MATCHING FUNDS	GIC	PCAIS	CGS	OTHER	TOTAL
Industry contribution toward eligible project costs	60,821,597	5,558,021	859,985		67,239,512
Program management fees	2,289,751	363,798	56,290		2,709,838
Membership				58,333	58,333
Other					
TOTAL	63,111,257	5,921,818	916,275	58,333	70,007,684

Anticipated revenues from all other sources

ALL OTHER SOURCES	GIC	PCAIS	CGS	OTHER	TOTAL
Membership				25,000	25,000
Interest income				349,151	349,151
TOTAL				374,151	374,151

Total anticipated revenue from other sources:

OTHER SOURCES	GIC	PCAIS	CGS	OTHER	TOTAL
TOTAL	63,111,257	5,921,818	916,275	432,484	70,381,834

*accrual basis



2026–2027 Sources of ISED funding

INCOMING (ACCRUAL BASIS)		
Global Innovation Clusters contribution*	38,967,263	
Pan-Canadian AI Strategy contribution	4,957,258	
Canadian Genomics Strategy	703,624	
Program management fees	2,709,838	
Membership and registration fees	83,333	
Other revenue	349,151	
Total items involving cash		47,770,467
ITEMS NOT INVOLVING CASH		
Amortization of property, plant and equipment	900	
Total items not involving cash		900
TOTAL ANNUAL CASHFLOW (ACCRUAL BASIS)		47,771,367

*Protein Industries Canada does not owe any amounts to the crown pursuant to any legislation or agreement.



Intellectual Property Strategy

Protein Industries Canada has identified an ongoing need for organizations, particularly SMEs, to have access to tools, training and expertise to support the strategic management of their intellectual property (IP), and their freedom to operate relative to third-party IP. Protein Industries Canada continues to undertake to support Canadian organizations in the creation, protection, commercialization, and, ultimately, value creation from IP.

IP Strategy

Protein Industries Canada operates under an annually-updated IP Strategy for Technology Leadership and Pan-Canadian Artificial Intelligence Strategy projects. The IP Strategy describes the ways in which Protein Industries Canada supports companies through IP management to:

- capture the benefits of innovation (“Create”);
- mitigate IP risk (“Protect”); and
- compete in the intangible economy (“Commercialize”).

For each of the above IP management aspects, the IP Strategy aims to describe anticipated outcomes, define actions that Protein Industries Canada will take, and identify how projects and member companies will be supported, in service of an overall benefit to Canada.

IP Rationales

Organizations participating in projects supported by Protein Industries Canada are required to develop an IP strategy for their project, referred to as the IP Rationale. The rationale process requires that project partners contemplate Background IP (including, where applicable, IP from other Protein Industries Canada funds), Foreground IP and commercialization opportunities. The rationale is revisited at Steering Committee meetings and updated as required. Resolving ownership and access questions at the outset prevents disputes as a project proceeds. Introducing the rationale process to project participants provides them with a basic framework for IP strategy development that can be applied to subsequent internal or collaborative technology development projects.



IP Hub

Protein Industries Canada has developed the IP Hub to serve as a marketplace for IP created by Canada's agrifood sector. The IP Hub is accessible to Protein Industries Canada Members via an online portal through which Protein Industries Canada Members may identify collaboration and licensing opportunities, as well as opportunities to partner with academic and research institutes. Protein Industries Canada tracks IP generated over the course of each project and actual commercialization outcomes. Only non-confidential IP is featured on the IP Hub, which is accessible to users using browse and search tools. Over the coming year, the IP Hub will be further updated to feature Fund II and AI stream developments, and Protein Industries Canada will foster greater user engagement with this and other IP tools.

Patent Landscape

One of the challenges for companies innovating in this sector is gaining a working knowledge of the competitive landscape. From an IP perspective, it is important for companies to carve out unique areas of specialization where they have freedom to operate relative to other companies' existing IP rights. Protein Industries Canada commissioned a patent landscape analysis report in 2024 to better understand sector patent activity, including filing, litigation and valuation trends. A follow-on patent landscape report is planned for the coming year, which will highlight changes over the last two years. Although patents are not the only relevant form of IP in this sector, patent activity is widely considered to be a bellwether of innovative activity and thus the trends provide important insights.

Direct Assistance

Beyond development of a project's IP Rationale, member companies often require direct assistance with IP questions. Through the Director of Data & IP, companies can get one-on-one or consortium-level support to assist them with:

- recognition and naming of IP developed in a project;
- possible approaches to protecting the IP (e.g. patent vs. trade secret protection);
- techniques for day-to-day IP management and maintenance of confidentiality; and
- understanding and heading-off potential impact of freedom to operate issues.

Protein Industries Canada also connects members with prospective service providers and resources.

Literacy and Training

Stakeholder consultations indicate that Protein Industries Canada Members find benefit in IP programming provided by Protein Industries Canada. As part of its efforts to diversify the type of IP training offered to members, Protein Industries Canada has hosted sector-specific webinars and podcasts and featured articles addressing specific risks facing organizations active across the value chain. A trade secret toolkit was launched in 2025 with a "Practical Trade Secrets" article series. Build-out of these resources and others is planned for the coming year.



Data and ICT Management

There is a growing awareness of the importance of data as an asset unto itself. As more companies become holders and processors of data in this sector, the need for structured data governance and accountability has only grown.

Data Strategy

Protein Industries Canada operates under an annually updated Data Strategy for Technology Leadership and Pan-Canadian Artificial Intelligence Strategy projects. The Data Strategy describes the ways in which Protein Industries Canada supports companies through data management to:

- capture the benefits of innovation through gathering of data (“Collect”),
- responsibly manage data risks (“Protect”), and
- compete in the intangible economy (“Commercialize”).

For each of the above aspects of data management, the Data Strategy aims to describe anticipated outcomes, define actions that Protein Industries Canada will take, and identify how projects and member companies will be supported, in service of an overall benefit to Canada.

Data Management Framework

Protein Industries Canada, in its registries, information systems, records, databases, financials and performance measures, can serve as a model data user. Through established protocols, Protein Industries Canada will continue to collect, process, aggregate and manage data with best practice use of confidentiality and consent practices and internal data governance, including internal training.



Data in Projects

Similar to the IP Rationale, each project currently requires participants to provide a breakdown of Background Data Sets, Foreground Data Sets, and Commercialization and Sharing Plans. Companies are also encouraged to expand on their internal data governance approach and provide strategies for data security, storage, access, retention, privacy and regulatory compliance. Direct support is provided for development of such data plans, in particular to resolve ownership and access questions to prevent disputes.

Access to Training and Tools

Through the AI stream, a data feasibility assessment framework is applied by Protein Industries Canada in project evaluation. Protein Industries Canada also takes advantage of external experts, including the Alberta Machine Intelligence Institute (Amii), for such assessments.

Amii was also a content provider for a Protein Industries Canada-supported Data Readiness Improvement Program. Graduates of that program are now involved in pending and active projects.

Given the importance of data topics, cybersecurity and data management were incorporated into the curriculum of the Ivey Accelerate Leadership Program sponsored by Protein Industries Canada.

Further programming on data topics is planned in the coming year, including a follow-on webinar to complement one on “Data Sharing” co-produced in 2025 by Protein Industries Canada and Canada’s Ocean Supercluster.



Performance Monitoring Strategies

Innovation Cluster Ecosystem Impact Framework (ICEIF)

To ensure the program’s performance measurement approach fully captures the unique impact each Cluster is delivering, ISED and the Clusters have co-designed a unique, made-in-Canada performance measurement framework approach: the Innovation Cluster Ecosystem Impact Framework (ICEIF).

While all Clusters share certain commonalities, the framework is tailored so that each cluster is able to tell their own performance story with metrics, both qualitative and/or quantitative, that best reflect their contribution to achieving the program objectives. The framework’s structure accommodates government reporting requirements through a set of core program metrics, and ensures that Clusters have appropriate autonomy and flexibility through their own individual and flexible Impact Frameworks.

A Shared Architecture:

The program and each cluster identified a set of metrics against the four program objectives:



A National Force: Develop ecosystems that create a global advantage for Canada by attracting investment, developing a global profile and collaborating on projects at a national scale.

A Creator of Networks: Strengthen connections and collaborations between private, public and academic organizations to drive impactful commercialization outcomes and develop domestic capacity.

A Driver of Growth: Accelerate the scale-up of SMEs in cluster projects by fostering collaboration and integration into emerging value chains, in order to drive international opportunities, expand market share and grow revenues.

A Catalyst for Skills Development: Address skills gaps, act as a magnet for global talent, collaboration, skills and talent development, and foster opportunities for equity-seeking groups to benefit from connections, in order to drive innovation and contribute to inclusive economic growth.

The Clusters began reporting against the ICEIF through their annual reports beginning in 2024. Annual updates will be available [here](#).



Performance Monitoring Strategies

National force

Outcome Statement:

Protein Industries Canada is cementing Canada’s position as a leader in the innovation, and production of, plant-based ingredients and food. By building on Canada’s natural advantages as a supplier of high-protein, sustainable crops we are creating a new high-value sector for Canada, while providing solutions to some of humanity’s greatest challenges of human and environmental health.

Metrics:

- Cross-cluster collaborations (TBD with other Clusters);
- Total sector investment;
- Percent of projects/technology projects that contribute to greening the economy/environmental impact; and
- Dollar value of equity investment received by Consortium members

Driver of growth

Outcome Statement:

Protein Industries Canada is creating a \$25 billion industry for Canada, bringing prosperity for Canadians through the creation of new jobs and the scaling of Canadian companies. By creating a competitive environment that positions Canada as the preferred place to invest and from which to source plant-based ingredients, Protein Industries Canada is contributing to green economic growth for Canada.

Metrics:

- Anticipated improvements on readiness levels for products, processes or services developed, improved and/or commercialized by participants;
- Number of value chain steps participating per project;
- Percent of technology funding allocated to SMEs;
- Number of direct jobs supported through Protein Industries Canada investment; and
- Number of regulations that Protein Industries Canada activities have addressed.



Creator of networks

Outcome Statement:

Protein Industries Canada is a catalyst for connection and collaboration. With a value chain approach to innovation, Protein Industries Canada is helping form partnerships to accelerate innovation and support the commercialization of new plant-based products and helping Canadian companies find success in Canada and abroad.

Metrics:

- Newsletter open rate;
- Share of voice;
- Facilitated international connections to members; and
- Average number of total collaborators per project (MPA signatories, academic institutions, sub-contractors).

Catalyst for skills development

Outcome Statement:

Protein Industries Canada is committed to bringing benefit to Canadians. By creating meaningful partnerships, Protein Industries Canada is helping train the next generation of workers while creating opportunities for Indigenous Peoples, new Canadians and under-represented groups.

Metrics:

- Anticipated creation of new FTEs gaining sector expertise;
- Percent of Capacity Building investments targeting equity-seeking groups; and
- Percentage of projects that complete an Economic Reconciliation activity within their project.



Core IP indicators

Outcome Statement:

Protein Industries Canada provides end-to-end IP support to drive IP growth in Canada. By mobilizing Canadian SMEs through IP literacy and strategy development, Protein Industries Canada helps turn ideas into commercial opportunities.

Metrics:

- Number of projects with foreground IP commercialized during and after project;
- Percentage of projects with foreground IP commercialized during and after project;
- Number of SMEs that have a cluster-developed (or cluster-assisted) IP strategy;
- Number of formal IP rights;
- Number of expanded IP rights;
- Number of projects with foreground IP owned by companies that are incorporated and operating in Canada;
- Percentage of projects with foreground IP owned by companies that are incorporated and operating in Canada;
- Number of licenses to foreground IP granted to third parties;
- Total annual revenues from the licenses, where applicable;
- Number of projects with foreground IP available (owned or licensed) to be used outside of project;
- Percentage of projects with foreground IP available (owned or licensed) to be used outside of project;
- Number of individuals attending training and educational activities if recorded; and
- Number of training and educational activities held.



Risk Assessments and Mitigation Strategies

Protein Industries Canada's strategic plan is the foundation for its risk management program. Risks are assessed quarterly by management and identified as low (green), moderate (yellow) and high (red). For any risk that falls into the moderate or high category, mitigation strategies are developed and brought forward to the Audit and Finance Committee on behalf of the Board of Directors.

The number of risks and the organization's ability to mitigate the risks will vary year by year. To ensure that the organization is operating within an acceptable level of risk, the Board approves the annual risk registry and mitigation plan every March and reviews the Risk Management Framework and the risk matrix on a quarterly basis, through the work for the Audit and Finance Committee.

Annual Risk Assessment

Protein Industries Canada's organization-wide risks are rated in terms of their likelihood of occurrence and their impact on the organization if they occurred. A lower risk ranking indicates a better score. Mitigation strategies are developed for all moderate to high risk (yellow and red risks).

Protein Industries Canada considers risks across five categories and identifies them as either internal or external risks. Internal risks are those that Protein Industries Canada as an organization can control or reduce the likelihood of occurring. The mitigation strategies aim to reduce the likelihood of the risk. External risks are those that Protein Industries Canada cannot directly control or reduce the likelihood of occurring. The mitigation strategies aim to reduce the impact of the risk.

The five risk categories that Protein Industries Canada considers are:

- Operational and Security;
- Compliance;
- Financial;
- Strategic; and
- Political.



Operational and Security Risks are those associated with the day-to-day operations of the organization, as well as risks related to security of sensitive information of Protein Industries Canada and its stakeholders.

Compliance Risks are those associated with operating pursuant to our Contribution Agreement, Articles of Incorporation, Bylaws, the Canada Not-for-profit Corporations Act and any other regulatory or legal requirements.

Financial Risks are those associated with the required 25 per cent operational funding derived from industry, securing matching project funds from industry, and providing project funds to project partners for eligible expenses.

Strategic Risks are those associated with ensuring our investments are aligned with our strategic plan and supporting the projects and activities with the best chance of driving the industry forward.

Political Risks are those associated with our relationships with all levels of government.



Risk Ranking Framework Definitions

Risk rankings are based on the following definitions:

Score of 20 to 25	<ul style="list-style-type: none"> • Urgent management of this risk is critical to the success of Protein Industries Canada as an organization. • Committee/Board should be engaged to guide Senior Leadership Team. • Significant risk mitigation strategies and improvements are required. • Significant effort and Senior Leadership Team time and possible Board intervention is required to resolve.
Score of 10 to 19	<ul style="list-style-type: none"> • Management of this risk is very important but currently not urgent. It is important to Protein Industries Canada successfully meeting its mandate. • Committee/Board should be informed but does not need to be engaged in the resolution. • Improving risk mitigation strategies is desired. • Requires the time and effort of the Senior Leadership Team.
Score of 5 to 9	<ul style="list-style-type: none"> • Management of this risk is important to Protein Industries Canada successfully meeting its mandate. • Periodic reporting to the Committee/Board may be required. • Improving risk mitigation strategies is not needed at this time. • Senior Leadership Team should ensure management controls are in place.
Score of 1 to 4	<ul style="list-style-type: none"> • Management of this risk is not material to Protein Industries Canada successfully meeting its mandate. • Periodic reporting to the Committee/Board should only occur as part of regular reporting (for example: annually). • Improving risk mitigation strategies is not required. • The risk can be managed by routine controls and procedures.

Protein Industries Canada completes the annual Risk Assessment and Mitigation Plan in March of every year.



Technology Leadership Program

Fiscal 2025–26 was the third year of Protein Industries Canada’s second round of Technology Leadership funding. The year saw a significant milestone, as it was the first year in the fund that Technology Leadership projects reached completion dates, helping commercialize new Canadian-made ingredients and food products.

As of December 15, 2025, Protein Industries Canada has 25 active projects in our Technology Leadership pipeline, with an additional five that have been completed and five in development. In addition, four projects as a result of the joint call with Innovate UK have been announced. Since Protein Industries Canada’s inception, there have been 101 approved projects worth a total of \$780.3 million, with Protein Industries Canada investing \$287.3 million.

The 2025–26 fiscal saw the launch of a new stream of programming under the Technology Leadership program: Protein Industries Canada’s Genomics stream. The Genomics stream supports the commercialization of new and improved broad-acre crop varieties through the application of genomics tools in plant breeding and variety development. With eligible projects having a total budget of up to \$3,000,000 over four years, Genomics projects meet industry demands by aligning the breeding objectives of growers and processors with the utilization of genomics tools, delivering value across the full food and agriculture value chain.

The Technology Leadership program and its Genomics stream worked on a continual intake model throughout the 2025–26 fiscal year. All investments under the Fund II Technology Leadership program will continue to take a value-chain approach and must be aligned with our investment thesis and program objectives.

The project intake and selection process remains the same as previous years. Information on the process can be found on the [Technology Leadership program page](#).

The Project Selection Committee remains the same as previous years, with a collection of independent experts to make decisions related to program priorities. More information about the Project Selection Committee and its members, including the Conflict-of-Interest policy, can also be found on the Technology Leadership program page.



Technology Program Summary of Project Funding

Protein Industries Canada takes a value chain-based approach to innovation. This means that our investments into technology projects mirrors that of the food and agriculture value chain—from the lab to the consumer’s fork. The program pillars of Genetics, Crops, Ingredients and Products were introduced in 2023–24 and will remain the same through to the end of the second mandate. These pillars will guide all Fund II Technology co-investments and will frame co-investment decisions from re-allocated funds moving forward. Examples of potential innovations that complement these pillars are provided below.

Program Area	Areas of Potential Innovation Focus
<p>Genetics Germplasm development with an aim to improve processing efficiency, quality, sensory qualities and the development of novel ingredients</p>	<ul style="list-style-type: none"> • Improved co-product quality, functionality and/or nutritional profile; • Reduced anti-nutritional factors; • Improved efficiency of protein extraction and/or crop fractionation; and • Increased availability of supply for emerging field crops.
<p>Crops Technologies to measure and improve on-farm sustainability and information flow along the value chain</p>	<ul style="list-style-type: none"> • Systems that support the measurement, verification and reporting of traceability/chain of custody, sustainability and food safety of Canadian crops and ingredients.
<p>Ingredients The development, scaling and optimization of plant-based ingredients.</p>	<ul style="list-style-type: none"> • Testing and scaling of new and novel ingredient manufacturing processes; • Improved rates of protein extraction and nutrient density; • Reduced water and energy requirements in ingredient manufacturing processes; • Optimized ingredient manufacturing processes for Canadian crops and Canadian conditions; • The development of new and novel ingredients and co-products from Canadian crops; and • Improved processing efficiency in the manufacturing of plant-based ingredients.
<p>Products The conversion of Canadian-made ingredients and co-products into consumption-ready goods.</p>	<ul style="list-style-type: none"> • The creation and commercialization of consumer-ready food products that align with consumer needs, expectations and trends, including clean-label, sustainable and nutritious products; • The creation and commercialization of value-added animal feed products; and • The creation and commercialization of new industrial bio-products derived from the co-products of protein extraction and ingredient manufacturing.



To ensure a balanced value-chain approach, Protein Industries Canada strives to have investments distributed amongst the pillars via a 15/10/50/25 percentage split.



Genetics
15%



Crops
10%

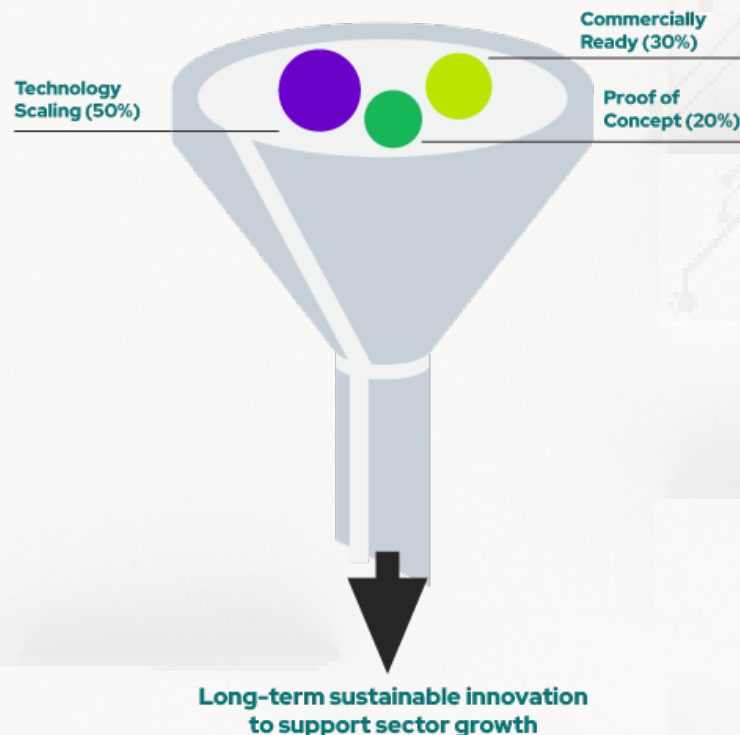


Ingredients
50%



Products
25%

In addition to the four areas of investment, in Fund II Protein Industries Canada will entertain proposals from across TRL levels to ensure a pipeline of projects to support innovation for the next decade.



- **Proof of Concept (20%)**
Projects that will demonstrate feasibility at pilot scale by generating data to assess technical and economic feasibility. These technologies would be expected to be commercialized within three to five years, and have the potential to transform the sector.
- **Technology Scaling (50%)**
Projects that will enable the first commercial deployment of a technology, enabling companies to establish a feedback loop with prospective customers, and to assess technical, economic and commercial feasibility.
- **Commercially Ready (30%)**
Projects that will enable companies to optimize and deploy commercially viable technology for Canadian crops and conditions.



Anticipated Results of Technology Projects

A summary of all project investments can be found on the [Projects page](#).

Pillar Projected Outcomes

Pillar	Projected Outcomes
Genetics	<ul style="list-style-type: none"> • New varieties of protein crops that are better suited to Canadian growing conditions. • Commercialization of new high-protein crop genetics to allow for transition into higher value applications (ex: aquaculture or food).
Crops	<ul style="list-style-type: none"> • New measurement, reporting and validation standards for sustainability metrics in Canada.
Ingredients	<ul style="list-style-type: none"> • New product concepts that add value to co-products derived from protein extraction processes. • Improved functionality of ingredients through the development of new processing technologies.
Products	<ul style="list-style-type: none"> • Canadian-made products and Canadian IP will reach new markets, while utilizing plant-protein co-products in innovative ways.

Genomics Stream Projected Outcomes

Pillar	Projected Outcomes
Genomics	<ul style="list-style-type: none"> • Development of elite crop cultivars and advancement of registered varieties for commercial adoption. • Accelerated Variety Development: Shorter breeding cycles through validated genomic tools and data-driven selection. • Enhanced Resilience and Quality: improved yield, stress tolerance (abiotic and biotic), disease resistance, and/or optimized end-use processing traits tailored to market demand. • Stronger Industry Collaboration: Strengthened partnerships between breeders, growers, processors, and other agriculture and agrifood stakeholders. • Economic and Sustainability Benefits: Increased competitiveness and improved environmental impact through resource-efficient, high-performing crop varieties. • Supply Chain alignment to ensure breeding objectives align with grower needs and/or end-user processing requirements..



Ecosystem Development

A connected and engaged ecosystem is an integral part of Cluster development. At Protein Industries Canada, building the ecosystem happens as part of our day-to-day work and through the Capacity Building program. Through our day-to-day work, Protein Industries Canada works to keep the ecosystem informed, create awareness of opportunities, build connections and share information. This includes:

This includes:

- A bi-weekly newsletter to subscribers in both official languages;
- Announcing the third edition of Plant Forward in partnership with Pulse Canada and Plant-Based Foods of Canada for September 2026;
- Working with Global Affairs Canada and the Trade Commissioner Service to create connections between Canadian companies and international companies;
- Hosting access-to-capital roundtables to introduce the capital community to the sector and remove barriers to investment;
- Sponsoring and attending key industry events such as Grow Canada and the Future of Food;
- Supporting incoming trade missions and creating networking opportunities between international and domestic companies;
- Working with organizations such as Invest in Canada to help attract new investment into Canada;
- Undertaking public relations activities to increase knowledge and presence of the sector and the businesses within it;
- Making connections between Protein Industries Canada members and other organizations, including researchers, research facilities and other potential investors;
- Supporting regulatory modernization under the work of the Centre for Regulatory Research and Innovation; and
- Updates and promotion of the IP Hub and Member Portal.

Protein Industries Canada supports the Buy Canadian Policy as an important step toward strengthening the domestic value chain by increasing the use and purchasing of Canadian made food products. Canada—and the federal government—can help drive the success of this sector by prioritizing Canadian ingredients and food products where applicable. Protein Industries Canada will aim to support this direction through our innovation projects and prioritizing Canadian inputs where applicable, and by continuing to advance the development and adoption of Canadian grown crops, ingredients, and food products across the value chain.



Capacity Building Program

With the launch of Fund II, Protein Industries Canada adjusted its Capacity Building pillars to focus on eight key areas: Market Knowledge and Ecosystem Insights; Innovation Infrastructure; Access to Talent, Labour and Skills; Supportive Regulatory Framework; An Inclusive Sector that Brings Benefit to Every Canadian; Access to Capital; Sustainability; and Global Presence. Protein Industries Canada collaborates with industry to determine the areas of greatest need and to scope and submit projects that will have most impact on the ecosystem. Either Protein Industries Canada or industry may lead projects.

As part of a Capacity Building project, in August 2025, Protein Industries Canada, in partnership with Nurasa, launched a program to accelerate the Canadian food and agriculture sector's export growth while de-risking market entry. The Asia-Pacific Market Entry Program enables each company to enter the Asia-Pacific market based on their current level of product development and export readiness. The expertise gained throughout the program, alongside the optimization of product development for commercialization in the Asia-Pacific market, is expected to not only provide new opportunities for the participating companies, but also provide ripple benefits for the full ecosystem—including strengthening Canada's global position as a supplier of choice, advancing bilateral food security and sustainability goals, and building industry capabilities.

In fiscal year 2025–26, Protein Industries Canada issued two calls for Capacity Building projects expressions of interest (EOI): one under the Strengthening the Canadian Supply Chain program in July 2025, and one under the Asia-Pacific Market Entry program in August 2025. From these calls, 24 EOIs were received and are currently working their way through the project approval process, with 14 approved so far.

In addition to the Strengthening the Canadian Supply Chain Program and the Asia-Pacific Market Entry Program, current Capacity Building projects developed and led by Protein Industries Canada include: Plant Forward on the Prairies (in partnership with Pulse Canada and Plant-Based Foods of Canada), the Centre for Regulatory Research and Innovation, and the Accelerate Leadership Program (in partnership with Ivey Business School). These projects were approved and launched, or continued their work, in the 2025–26 fiscal year.

More information about the Capacity Building program stream can be found on the website's program page.

Protein Industries Canada's Capacity Building project selection process mirrors that of the Technology Leadership program, with an independent committee of industry experts making decisions related to project approval and investment. More information about the Project Selection Committee and its members can be found on the Capacity Building program page.



Capacity Building Program Summary of Project Funding

With a renewed focus on the eight pillars, Protein Industries Canada will continue its ecosystem-building efforts under the Capacity Building stream. The goal of Capacity Building projects is to grow the ecosystem so the benefits of Technology Leadership projects are fully realized, while also bringing benefit to Canadians through more jobs and investment. The eight Capacity Building priorities are necessary to build a sustainable sector as reflected in *The Road to \$25 Billion*. In order to realize the opportunity presented by ingredient manufacturing and food processing, the sector must work together to attract capital to the sector; build our markets; attract, train and retain labour; and more.

Protein Industries Canada's Capacity Building Program is designed to make progress in each of these areas.



Market and Ecosystem Insights

Help project partners and the wider Canadian plant-based ecosystem identify marketing opportunities, adapt to customer needs, expand market reach and foster innovation.



Innovation Infrastructure

Across the sector, there is a need for increased access to research and product-scaling infrastructure.



Access to Talent, Labour and Skills

We estimate the sector needs an additional 17,000 people to achieve the goals set out in *The Road to \$25 Billion*. This demonstrates both a need and a great opportunity.



Supportive Regulatory Framework

There is an opportunity to modernize Canada's regulatory system to support continued innovation of plant-based foods, specifically for it to be more responsive and timely and to offer harmonization of regulations with other jurisdictions.



An Inclusive Sector that Brings Benefit to Every Canadian

Protein Industries Canada is committed to inclusion of Indigenous Peoples and new Canadians into the opportunity presented by the growth of the plant-based sector, contributing to Economic Reconciliation and the social well-being of all Canadians.



Access to Capital

We estimate that an additional \$4 to 6 billion will need to be invested into the sector to help Canadian companies scale up their processing and manufacturing operations.



Sustainability

Canada is known for its sustainable crop production. We need to continue to identify the right metrics and reporting to advance our sustainability claims throughout the value chain.



Global Presence

International partners are an important part of reaching the goals of *The Road to \$25 Billion*. Protein Industries Canada will work with our federal and provincial partners to advance Canada as the preferred place to do business with and invest, while creating opportunities for our industry partners to make new connections.



Anticipated Results of Capacity Building Projects

A summary of all previous Capacity Building Projects from Fund I can be found on the [Projects page](#).

Pillar Projected Outcomes

Pillar	Projected Outcomes
Market Knowledge	<ul style="list-style-type: none"> Dissemination of new market research, including domestic and international trends; and Insight for environmental scans.
Innovation Infrastructure	<ul style="list-style-type: none"> Improved understanding of current infrastructure and capacity as well as future needs; Increased number of new operations in Canada; and Increased capacity in publicly funded research institutions.
Access to Talent, Labour and Skills	<ul style="list-style-type: none"> Increased collaboration with Canada’s universities, Canada’s Polytechnic institutions, Indigenous training institutions and a host of talent and skill-focused NGOs; and The development of new programs that fill the labour gap and attract highly specialized foreign talent into the sector.
Supportive Regulatory Framework	<ul style="list-style-type: none"> Increased support of regulatory modernization in the areas of protein labelling regulations for protein nutrient content claims, nomenclature and discretionary fortification of simulated plant-based meat and poultry products.
An Inclusive Sector that Brings Benefit to Every Canadian	<ul style="list-style-type: none"> Increased awareness amongst both the agrifood sector and First Nations populations about the opportunities and benefits of collaboration; and Training and skill development programs specific to Indigenous communities to help ensure they are aware and able to benefit from the growth of the sector.
Access to Capital	<ul style="list-style-type: none"> New connections with the capital community, to raise awareness and investment into the sector; and Support companies through training and development to help them become more successful in attracting capital.
Sustainability	<ul style="list-style-type: none"> Identification of metrics and measures necessary to help inform the creation of a measurement, reporting and verification protocol.
Global Presence	<ul style="list-style-type: none"> Support of incoming and outgoing missions to help create new clients for Canadian products and attract investment into Canada; and Showcase Canada’s brand through domestic and international events.



Artificial Intelligence Program

In September 2022, Protein Industries Canada launched its Artificial Intelligence (AI) program. Under the new program, Protein Industries Canada organizes the delivery of the Government of Canada's Pan-Canadian Artificial Intelligence Strategy (PCAIS). Protein Industries Canada initially received \$30 million to commit to projects under the AI program. Protein Industries Canada released \$10 million from the initial PCAIS allocation. In May 2025, Protein Industries Canada received an additional \$8 million, building on the program's momentum and resulting in a total of \$28 million in PCAIS assistance from GIC.

With the announcement of the additional funding, Protein Industries Canada moved to a continual intake model for EOIs and extended project deadlines until March 31, 2027. There are currently six active AI projects, with an additional one complete and six in development.

The project selection process for AI projects is similar to that of the Technology Leadership program, with the addition of a data feasibility study to ensure companies are well prepared to work with and develop AI technology. Information on the process can be found on the [AI program page](#).

AI projects are assessed for approval by an independent Project Selection Committee. More information about the Project Selection Committee and its expert member can be found on the AI program page.

Artificial Intelligence Program Summary of Project Funding

Protein Industries Canada will fund projects under the artificial intelligence program according to three streams of funding: Projects, Systems and Community. These streams were developed in consultation with stakeholders, ensuring they meet the business goals of individual companies, address larger opportunities within Canada's food and agriculture sector, ensure alignment with the recommended actions in *The Road to \$25 Billion*, and ensure that the benefits of AI technologies accrue to all members of society. Examples of potential innovations that complement these pillars are provided below.



Program Area	Areas of Potential Innovation Focus
<p>Projects Help individual companies within the plant-based food, feed and ingredient ecosystem incorporate AI as a core business function</p>	<ul style="list-style-type: none"> • Use AI to improve processing efficiency, reduce labour costs and improve food safety.
<p>Systems Focus on overall sector competitiveness and require multiple partners from the plant-based food, feed and ingredient ecosystem to collaborate on a common goal that benefits the members of the consortia and the entire sector</p>	<ul style="list-style-type: none"> • Working within a data trust and pooling information related to the functionality, nutrition and chemical property of ingredients, the creation of a system whereby companies are creating and testing product formulations in a virtual world; • Ingredients being analysed for nutritional composition, allergenicity, taste and texture; and • Co-innovation of products based on ingredients available from different members of the system.
<p>Community Help ensure that benefits of AI application in the plant-based food space are achieving societal benefits</p>	<ul style="list-style-type: none"> • Design food products that help achieve certain health outcomes or to address health concerns; and • Develop chain-of-custody systems to help reduce food waste and improve food security.

Anticipated Results of AI Projects

Projects under Protein Industries Canada’s AI program continue to make their way through the application stage. In 2025–26, one new AI project was announced: a partnership between Grain Discovery, Inarix and Sevita International to develop a smartphone-based AI tool that assesses grain quality. By bringing AI into the palms of farmers’ hands, the tool is expected to further strengthen Canada’s trusted grain quality system.

A summary of all projects can be found on the [Projects page](#).

Pillar Projected Outcomes

Pillar	Projected Outcomes
<p>Projects</p>	<ul style="list-style-type: none"> • Employing AI in the form of imaging technology and process automation to increase automation and consistency of food safety and/or quality assurance.
<p>System</p>	<ul style="list-style-type: none"> • Utilizing AI to iterate new product formulations faster, in response to consumer preference and improving consumer acceptance.
<p>Community</p>	<ul style="list-style-type: none"> • A collaboration between national health advocacy agencies along with a number of plant-based food companies to use AI to design food products that help achieve certain health outcomes or to address health concerns.





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