

A Long-Term Roadmap for the Development of Canada's Plant-Based Food, Feed and Ingredient Sector

July 2021



**PROTEIN
INDUSTRIES
CANADA**



THE ASPIRATION

Why this is important

According to recent work completed by EY, the global demand for plant-based food is expected to surpass **\$250 billion** by 2035.

We need to make sure Canada's ecosystem is ready and able to capture this opportunity.

THE GOAL

By 2035, Canada will

- capture 10 per cent of the global plant-based food market creating an additional **\$25 billion** of annual sales
- will provide one out of every 10 plant-based food products on the planet.

THE ROAD TO \$25 BILLION

1

Increase ingredient
processing capacity

2

Improve ingredient
processing
efficiency and value

3

Increase plant-
based food
manufacturing

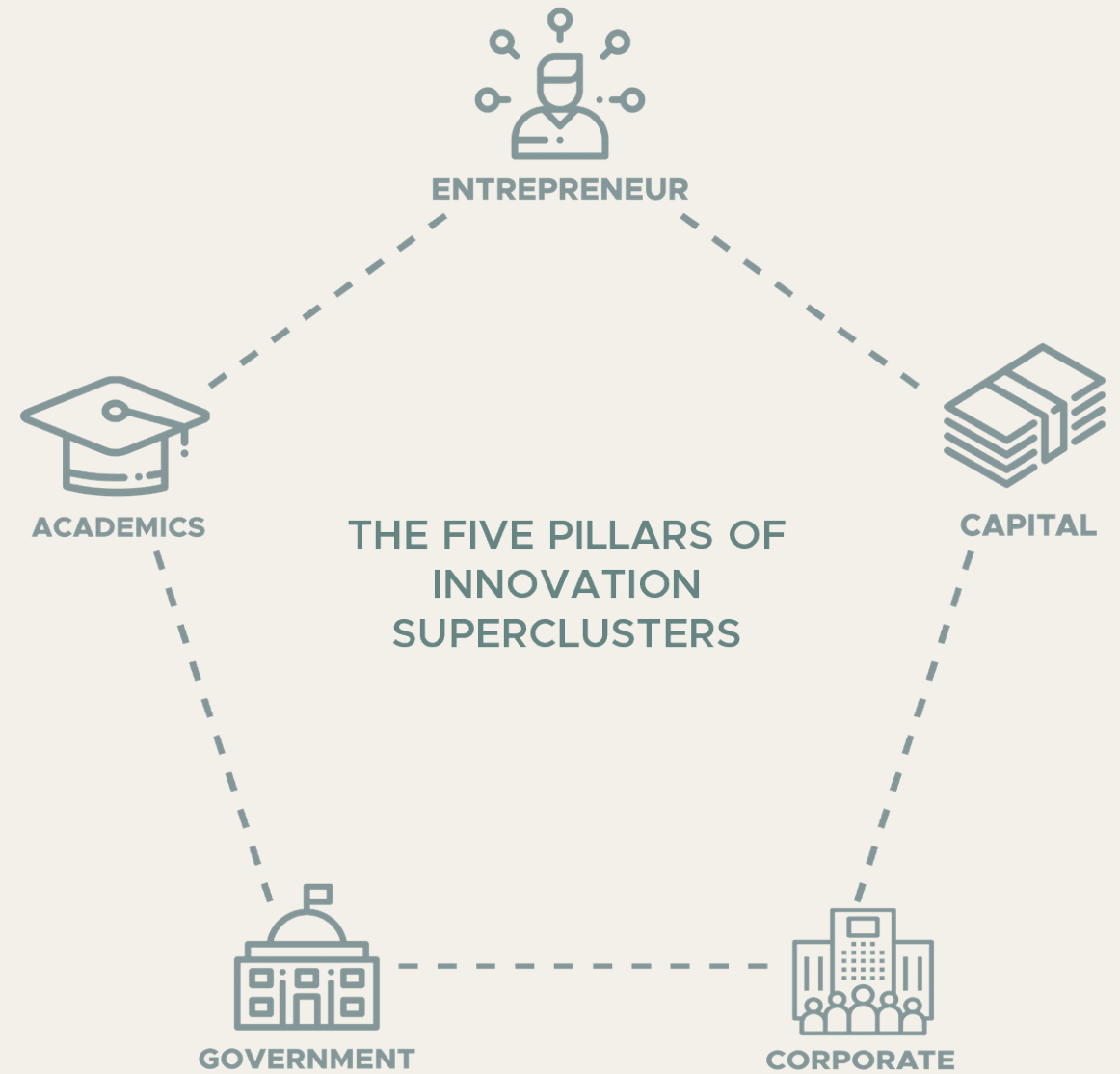
THE PROCESS

How we got here

The creation of Protein Industries Canada was an important step in propelling Canada's plant-based food, feed and ecosystem forward, but it will take more than investment into R&D for Canada to take our place atop of the podium.

Through conversations with Members, our Board of Directors, and with the input of many sources – such as the EY Report – it was realized that the plant-protein sector required an overarching roadmap that identified outcomes and actions across the ecosystem to transform and grow the sector as a whole.

The Evolution of Supercluster Theory



A ROADMAP FOR THE SECTOR

The future success of Canada's plant-protein sector relies on a multitude of players coming together to drive towards specific outcomes.

The goal of the roadmap is to enable a national conversation and build a framework to achieve \$25 billion in sales by 2035.

While Protein Industries Canada is the facilitator of the roadmap, and the owner of some of the outcomes, this is not *our* roadmap.

This is meant to be a roadmap for the sector -- a unified vision amongst a broad set of stakeholders to affect change and drive towards the desired outcomes.

STEPS TO 2035

Creating a roadmap for Canada's plant-protein sector.



The development of the Sector Roadmap is the evolution of Canada's plant-based food, feed and ingredient sector.

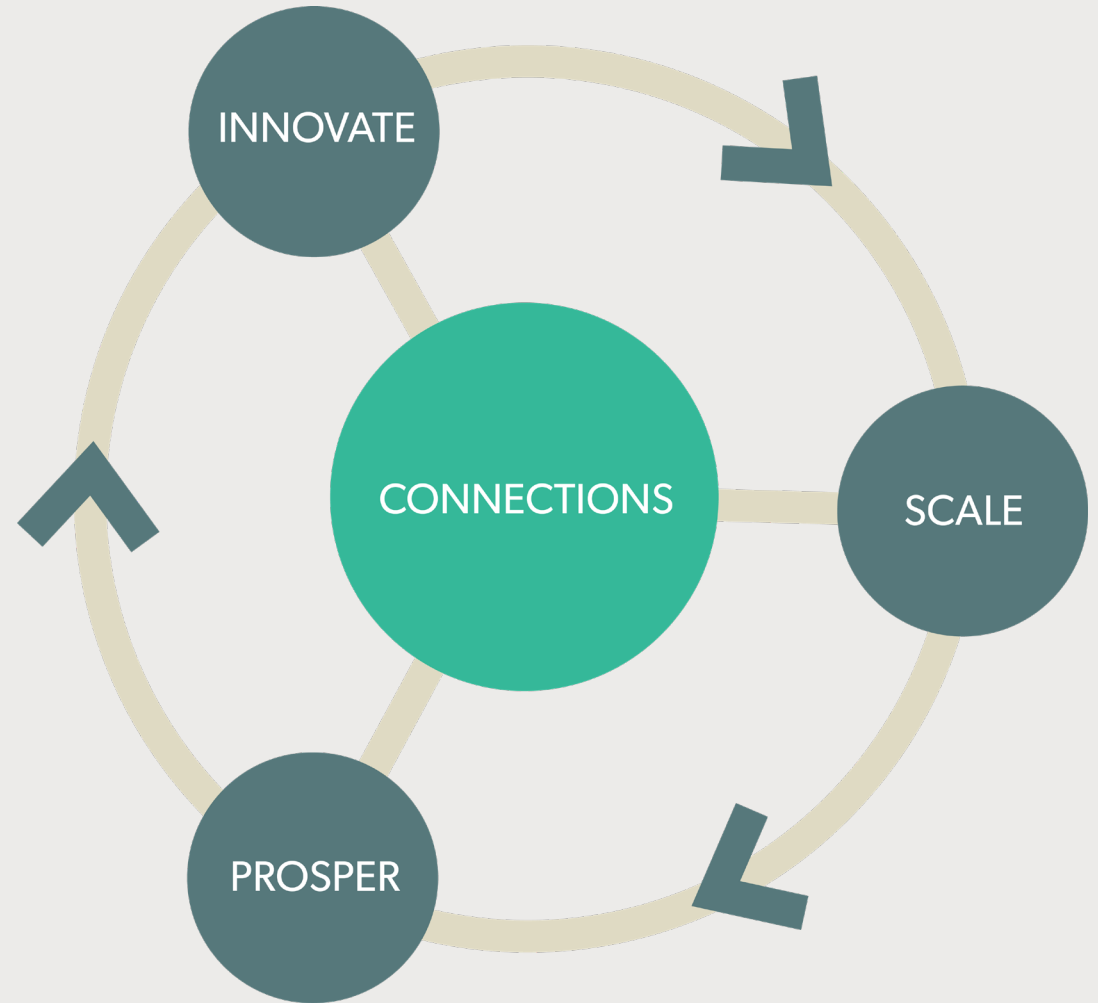
We have established that we are a global contender in the plant-based space.

Now, we must continue our focus on innovation, while increasing scale and enabling prosperity for Canadians.

THE PLAN

A Roadmap to Success

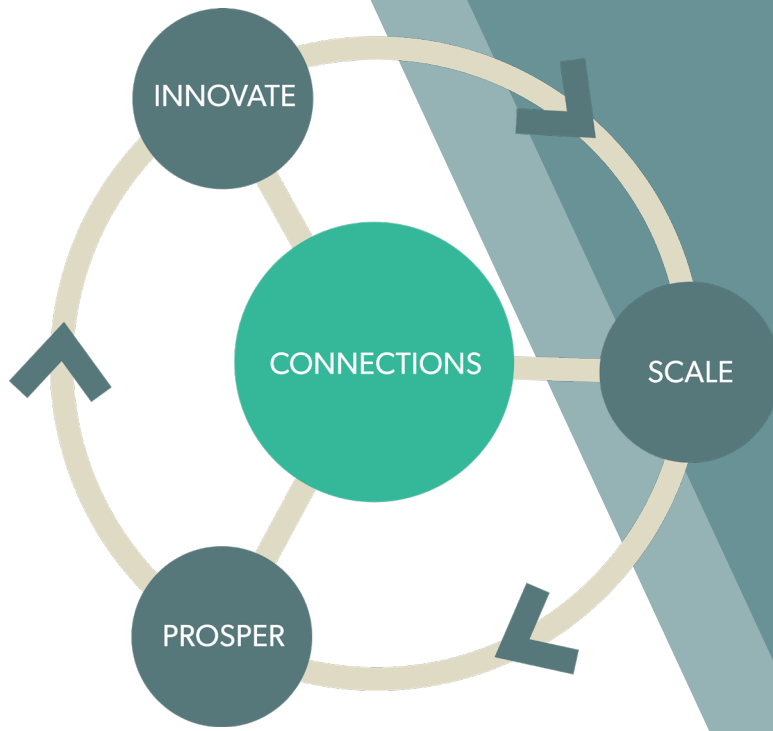
BUILDING A SECTOR ROADMAP



INNOVATE

Canada is a hub for plant-based food innovation

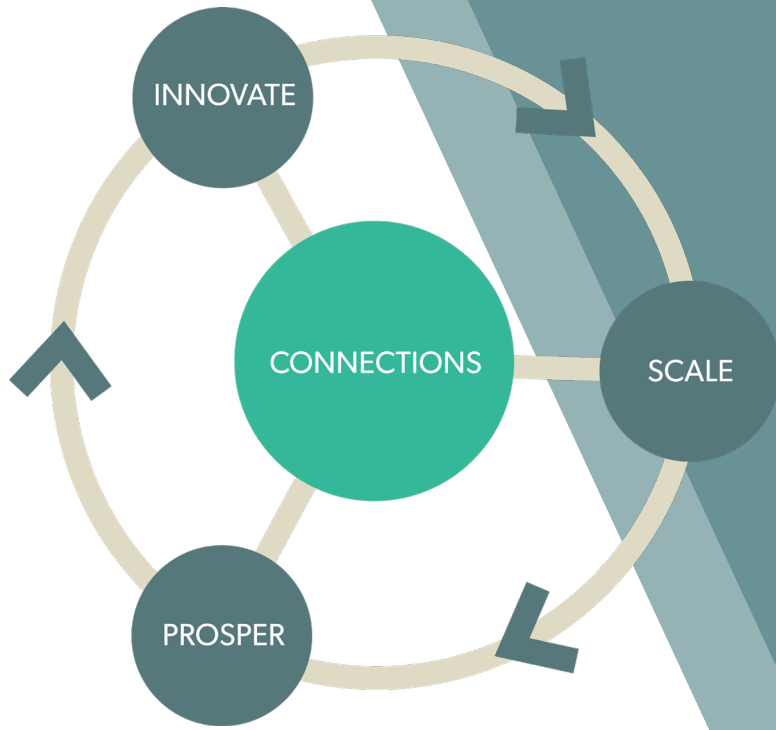
- Increase investment into diversified plant-based food innovation
- International research partnerships to accelerate innovation
- Public research alignment to support manufacturing & production
- Global talent attraction



INNOVATE

Canada's regulatory system accelerates and enables the development and commercialization of plant-based foods

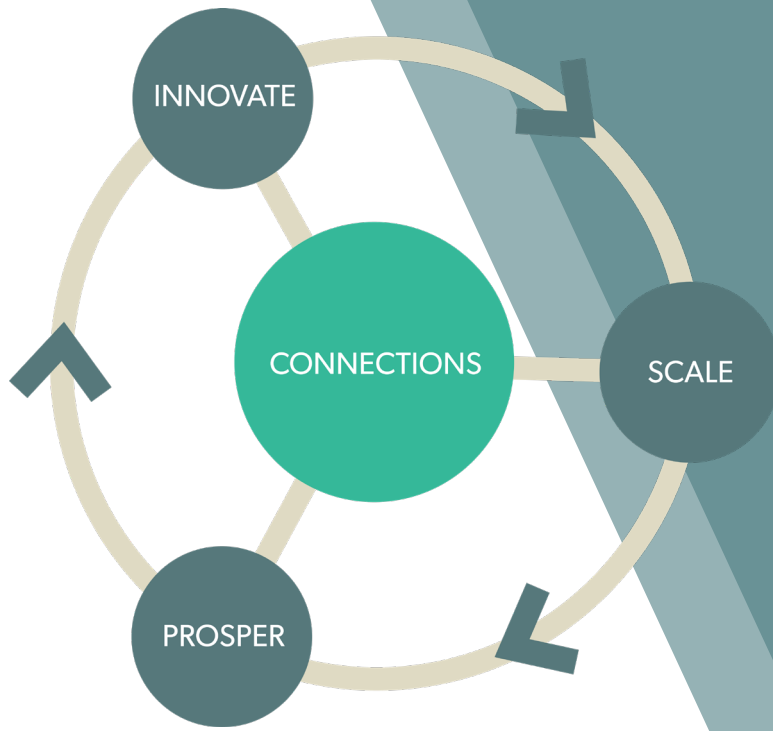
- International protein equivalency/labelling best practices
- Improve service standard for novel foods approval
- Gene editing regulation
- Create consistency in regulation (i.e. fortification)
- Centre of excellence for regulatory modernization and compliance



INNOVATE

Canada's agrifood sector is recognized as one of the world's most sustainable sources of plant-based foods and ingredients

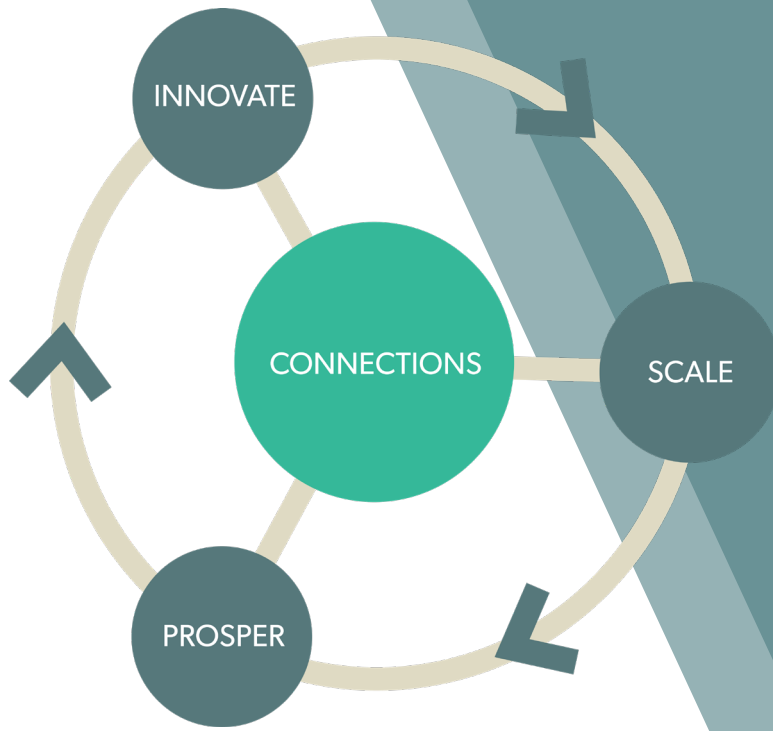
- Food system works to achieve Sustainable Development Goals (SDGs)
- Reduce carbon footprint
- Generate data to support traceability and to deliver on market expectations



INNOVATE

Canada is a global leader in the conversion of research and innovation into commercially successful products and services

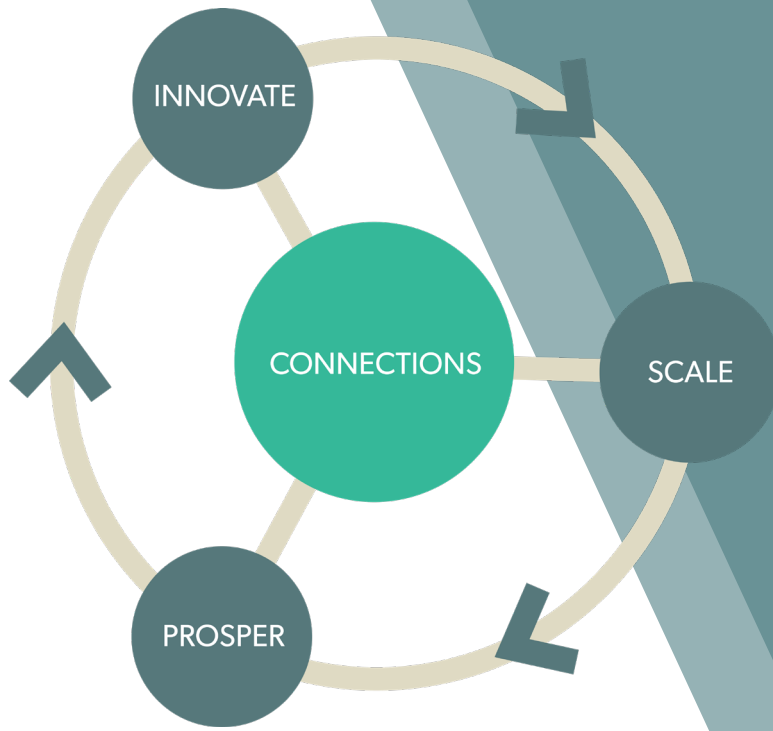
- Improved entrepreneurial acumen
- Post-secondary programs on entrepreneurship
- Public sector IP pipeline for entrepreneurs; other IP tools
- Universities/colleges' programs to support the future workforce's technical requirements



SCALE

Canada's plant-based foods sector has the capital needed to support an additional \$25 billion in annual sales

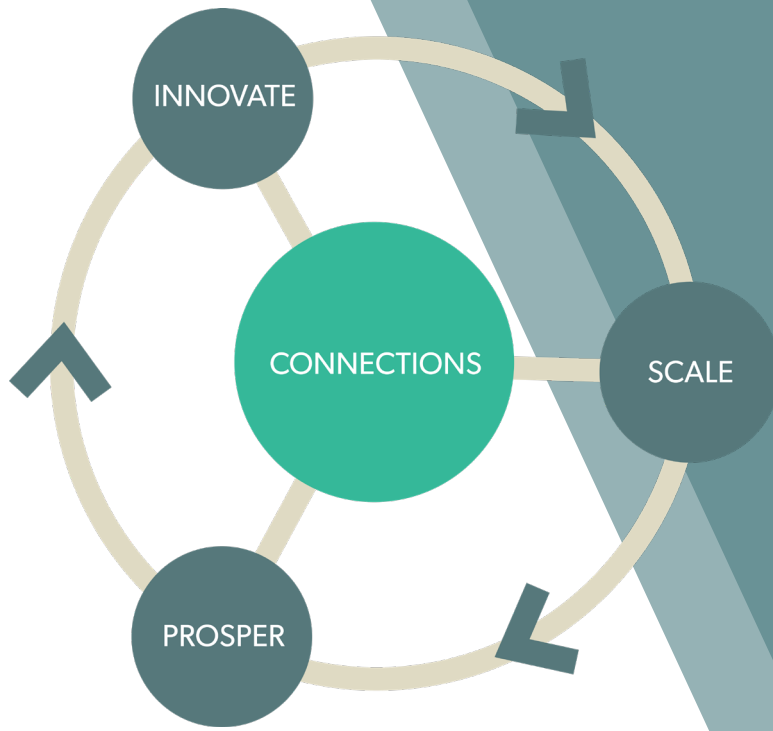
- Creation of a Growth Capital Fund
- Policy options to manage investor risk
- Crown lending agencies' programs to de-risk investments
- Develop capital providers' knowledge of sector



SCALE

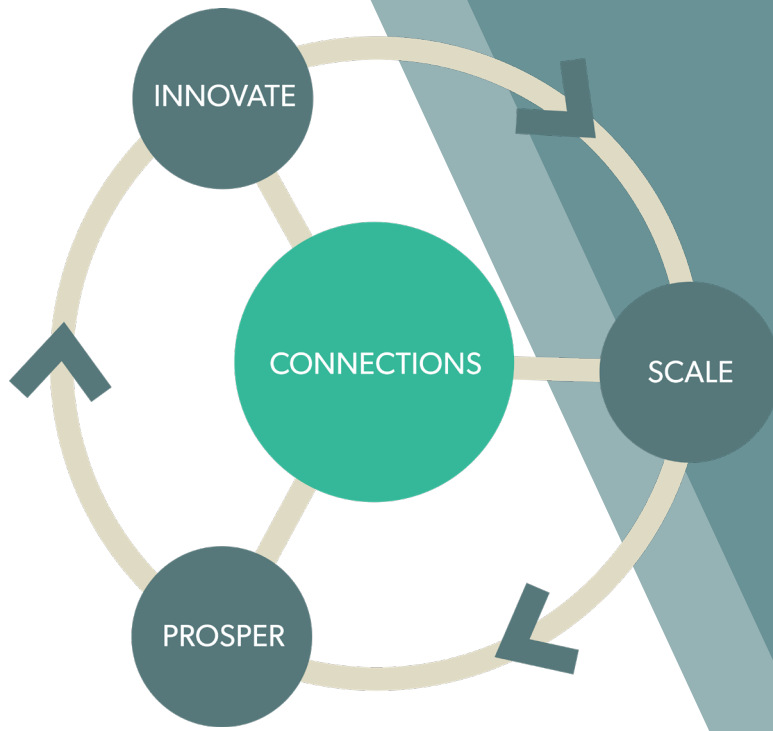
Canada builds, expands, attracts and retains companies

- Focused ingredient/food tech incubator
- Establish toll processing and co-packaging facilities
- Improved business acumen
- Programming for under-employed/under-represented Canadians



SCALE

Our national plant-protein ecosystem attracts foreign companies to establish operations in Canada

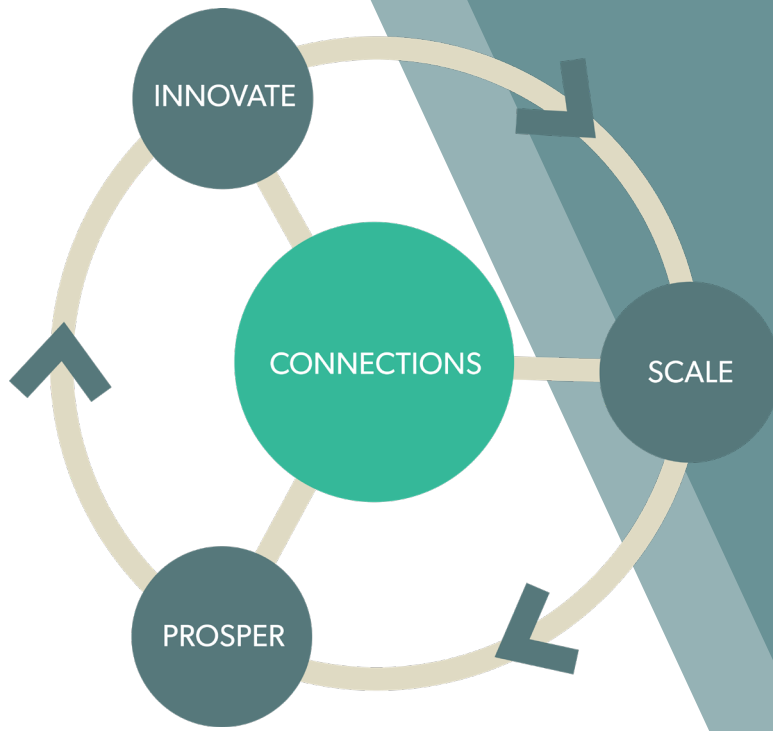


- Coordinated FDI strategy
- Suite of capital expenditure incentives
- Network of foreign partners to attract FDI
- Better integrated Public-private investment approach

SCALE

Canada offers a competitive business environment for the construction of new processing facilities

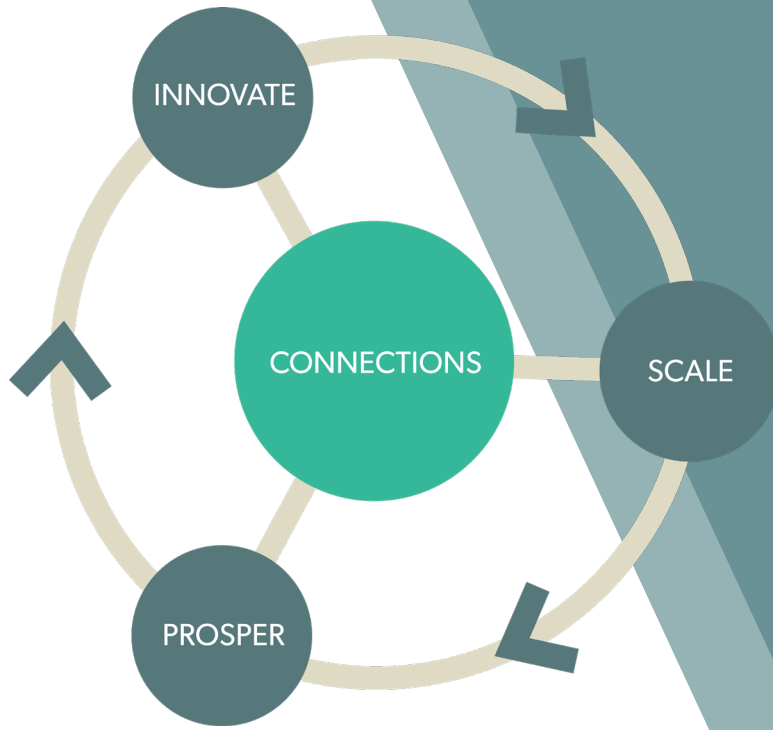
- Creation of ingredient and food processing parks
- Regional coordination on capital expenditure incentives



PROSPER

Canada's brand is globally recognized and respected

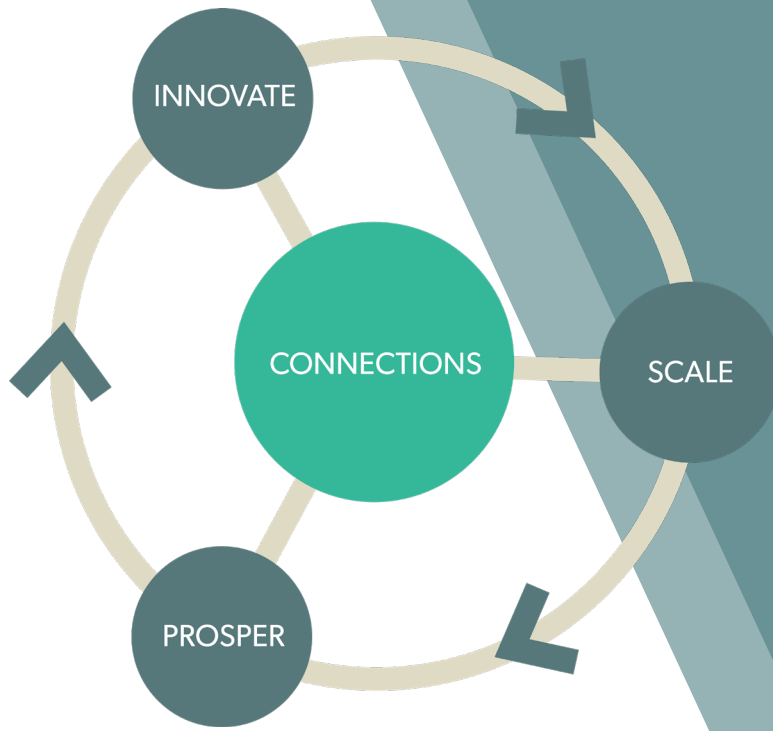
- Define plant-protein value proposition
- Identify markets aligned with Canada's value proposition
- Company support for brand development
- Market Canadian products and companies



PROSPER

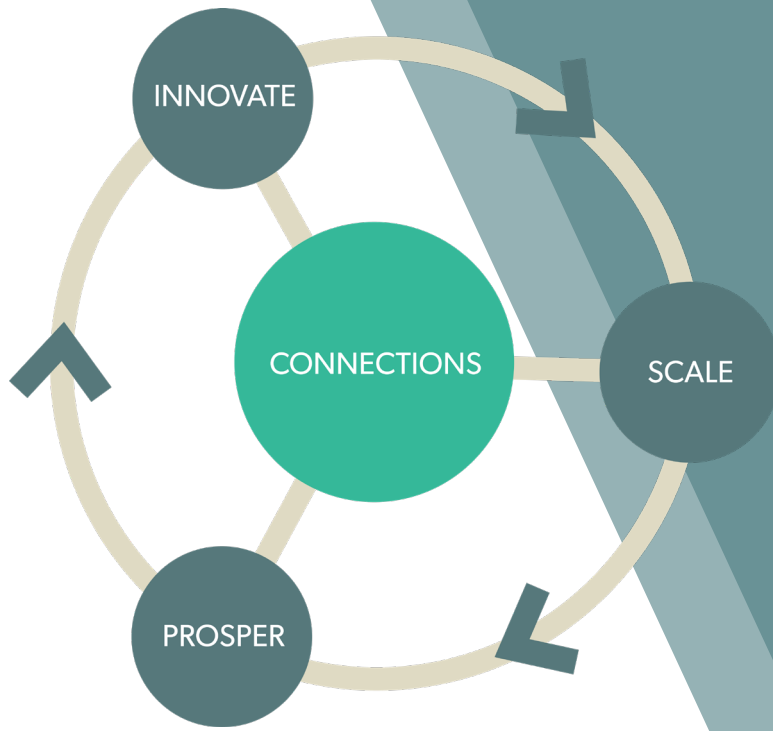
Canada's plant-based food sector delivers the world's most diverse, health conscience, appetizing and consumer-focused products

- Be aware of and aligned with consumer trends & value in key markets
- Improved consumer awareness of plant-based food benefits
- Identify white space opportunities
- Adopt advanced manufacturing technologies & data practices



PROSPER

Canadian companies take advantage of global opportunities

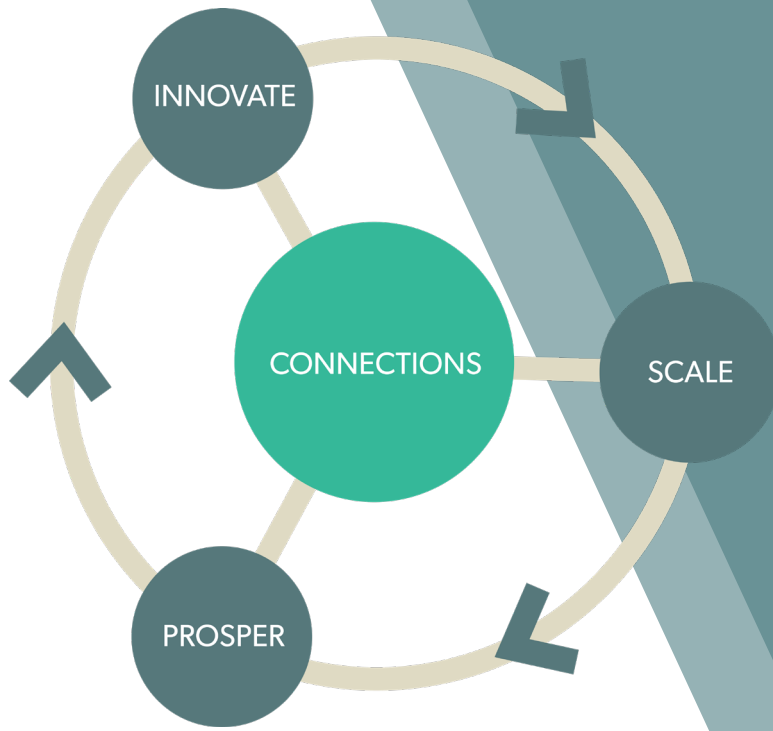


- Canadian plant-based entrepreneurs considers product development, access to capital and how to compete globally
- Position Canada as a global innovation hub and product test market
- Trade agreements to support growth of the sector

PROSPER

Canadian companies benefit from a highly integrated, nimble supply chain

- Create opportunities for collaboration
- Incent value chain-driven innovation
- Customer-centric approach to innovation



We seek your input!
Thank you for listening!