PROGRAM REVIEW:

How APF Canada Advances Trade Diversification Through

# Women-Led Entrepreneurship


2019-26

ASIA PACIFIC FOUNDATION OF CANADA
FONDATION ASIE PACIFIQUE DU CANADA

CANADIAN WOMEN'S INTERNATIONAL NETWORK
RÉSEAU INTERNATIONAL DES FEMMES CANADIENNES

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# Executive Summary

Launched as a pilot project in 2019 with private sponsorship and internal resources, the Asia Pacific Foundation of Canada (APF Canada), with support since 2020 from the Government of Canada's Women Entrepreneurship Strategy (WES), has delivered 10 international trade missions and four investment-focused events across the Indo-Pacific through April 2026.

As of April 2026, these initiatives have supported 189 women entrepreneurs from across Canada, generating $49.8 million in confirmed commercial outcomes and tracking 168 active deals under development.

The program demonstrates that targeted, in-person trade programming — when paired with curated business matchmaking and investment engagement — can generate measurable commercial outcomes for underrepresented Canadian entrepreneurs in global markets.

A unique highlight of this mission series was the 2025 Indigenous Meeting on Pacific and Arctic Climate and Trade (IMPACT), representing an important evolution in APF Canada's approach to trade diversification. IMPACT provides early qualitative insights into how Indigenous women's leadership intersects with trade, climate policy, and cultural diplomacy, suggesting novel directions for inclusive trade programming.

This report contains both quantitative and qualitative reporting insights emerging from the series, including:

- demonstrated economic impact (overall WES-supported programming), and;
- emerging strategic insights for Indigenous women entrepreneurs (IMPACT).

The report, spanning 2016 to April 2026, report also outlines implications for the next phase of Canada's inclusive trade agenda.

Program Architecture:

Section 01

# A Deliberate Model for Market Entry and Scale

APF Canada's Women's Business Mission Series has evolved into a structured model designed not only to facilitate market entry but to accelerate firm-level growth and international integration between Canada and the Indo-Pacific.



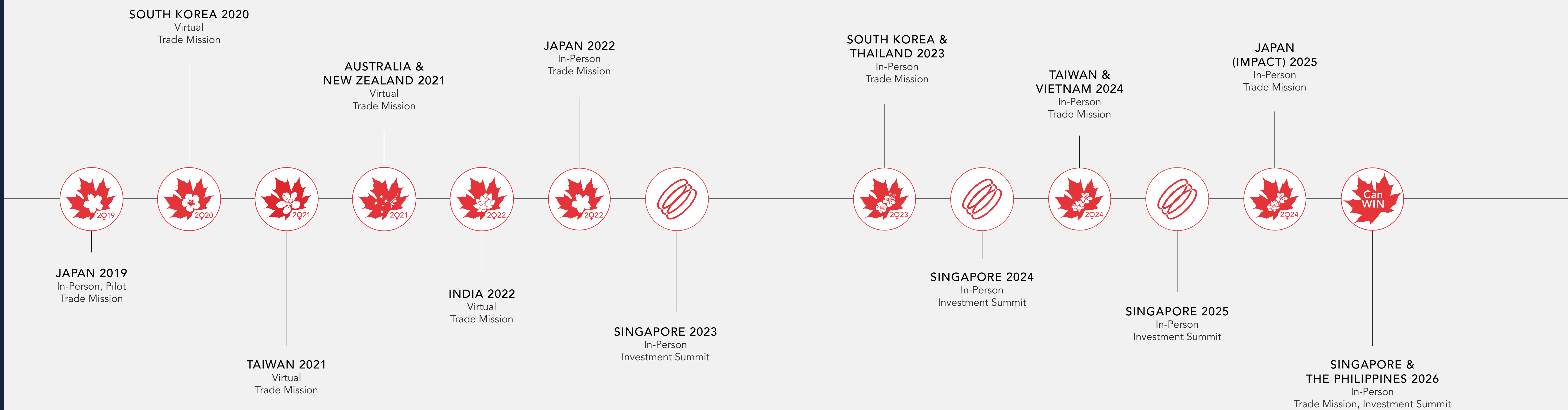
The model rests on three reinforcing components:

### Targeted Trade Missions

Trade missions remain the core delivery mechanism, providing:

- Direct exposure to priority Indo-Pacific markets;
- Curated B2B matchmaking through in-market partners, and;
- Structured engagement with government and industry stakeholders.

These missions are intentionally sector-aligned with Canadian economic priorities and cohort-based, enabling participants to enter markets with both commercial and peer support.



## Investment-Focused Programming

Starting in 2023, APF Canada convened a series of annual, domain-focused investor events aligned with specific capital types. Beginning with a small, curated group of angel investors on the margins of APF Canada's Canada-in-Asia Conference, this programming has since evolved into an annual venture capital and private equity summit. Hosted in Singapore, the summit attracts investors from across Asia and creates a dedicated platform to connect Canadian women-led firms with regional capital.

These platforms:

- Connect Canadian firms to venture capital, angel investors, and other pools of private capital from across Asia;
- Position companies within regional investment ecosystems, and;
- Shorten the pathway from initial engagement with Asia to capital deployment in Canada.

This investment layer of APF Canada programming distinguishes the program from traditional trade missions, shifting global expansion to explicitly include capital attraction rather than export market expansion alone.





These elements form a model that goes beyond transactional trade promotion toward repeat engagement with the Indo-Pacific, relationship-building with key partners, and long-term market positioning.

## Ecosystem Convening

Complementary programming — including summits and multilateral engagements (see section 3, page 12 for more details) — serves to:

- Build relationships across public and private sectors within Canada in service of international trade diversification;
- Reinforce Canada's positioning in Indo-Pacific markets as leaders in supporting trade relations with the region, and;
- Connect entrepreneurs to broader policy and innovation ecosystems that support their global expansion.

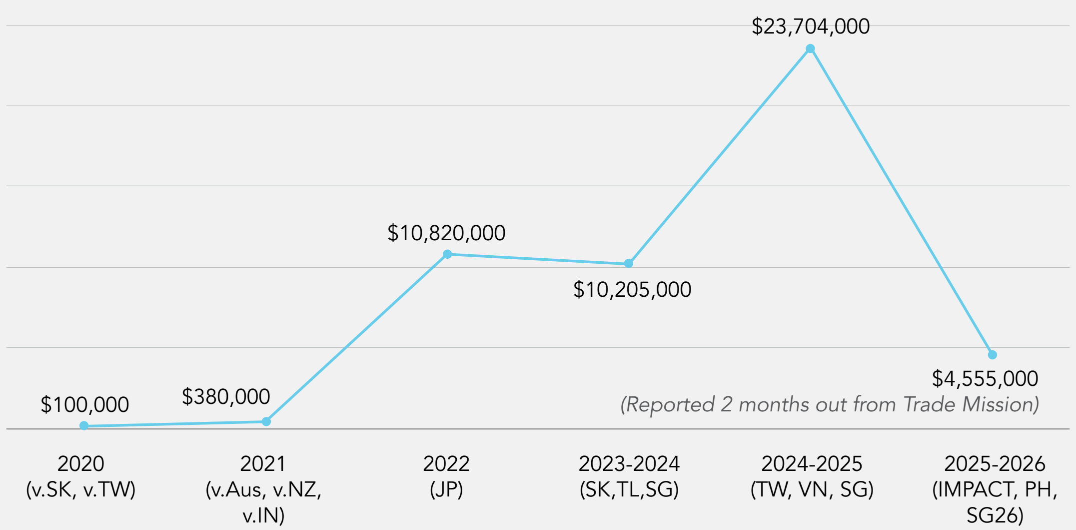
These elements form a model that goes beyond transactional trade promotion toward repeat engagement with the Indo-Pacific, relationship-building with key partners, and long-term market positioning.
Crucially, impact is maximized when trade, export development, and investment attraction are a single, co-ordinated strategy across silos, focused regionally. This integrated approach sustains momentum, deepens market integration, and ensures that Canadian firms are not engaging markets episodically but building durable, multi-market footholds in the region over time.

Economic Outcomes:

Section 02

# Measurable Impact with Long-Term Upside

FIGURE 1
Women's Trade Missions Reported Annual Deal Outcomes as of April 2026




*Source: Reported from delegate feedback survey and interviews*

Confirmed Results (to date)

Across programming delivered between 2019 and early 2026 (Figure 1):

- **189** women entrepreneurs supported;
- **37** companies reporting confirmed deal value;
- **$49.8 million** in total realized outcomes;
- **17.6%** conversion rate from participation to confirmed deals, and;
- **168** commercial deals under active tracking.

These figures represent conservative estimates, based on self-reported data and capturing only realized outcomes.





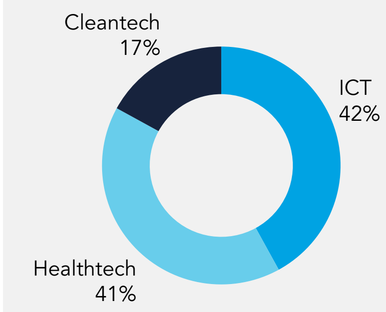
## Sectoral Alignment

Deal activity is concentrated in sectors with strong export and scale potential (Figure 2):

- ICT and artificial intelligence (~42%);
- Healthtech (~41%), and;
- Cleantech and energy (~17%).

This distribution reflects a program that is effectively identifying and supporting firms aligned with global demand and Canada's innovation-driven growth.

FIGURE 2
Approximate Sectoral Distribution of Deal Value (2020-26)




## The Role of In-Person Engagement

A defining feature of the data is the overwhelming role of in-person engagement. Nearly all (approximately 99%) confirmed deal value has been generated through fully in-person missions conducted between 2022–26. This underscores a persistent reality in Indo-Pacific markets: relationship-based business development remains central to commercial success, particularly for SMEs entering new jurisdictions.

## Underreported Impact and Pipeline Effects

Current figures likely understate total program impact due to:

- Multi-year deal cycles (often 12–36 months);
- Follow-on engagements funded independently by firms, and;
- Pipeline deals not yet realized or reported.

Evidence from delegate follow-up suggests that subsequent, self-funded return visits frequently result in additional deal closures, indicating that initial missions function as market-entry catalysts rather than one-time interventions.

What Drives Results:

Section 03

# Program Design Insights

The program's outcomes point to several design elements that consistently contribute to success:

## Curated Matchmaking

APF Canada consults widely with in-market partners to identify high-performing firms with verified track records to facilitate targeted in-market introductions to potential commercial partners. The use of such in-market B2B service providers ensures that:

- Meetings are aligned with Canadian firm objectives;
- Local market knowledge is embedded in engagement, and;
- Entrepreneurs avoid low-value or exploratory interactions.

## Competitive, Cohort-Based Participation

Each year, a competitive process is open to all eligible women-owned or -led companies from across Canada. A jury adjudicates companies based on recent commercial performance metrics and alignment with mission destinations and the targeted sectors of each trade mission. For each mission, research is conducted to identify the in-market sectors complementing the sectors of strength represented by women in Canada. Applicant success rate varies between 25–36%, reflecting both the strong demand for participation and the program's focus on supporting high-potential firms from diverse regions and sectors across Canada. Applicants not selected for a given mission remain connected through APF Canada's women's entrepreneurship ecosystem and may participate in future programming as their companies continue to grow toward international readiness and when sectors they represent align with the market demand of the mission's destination market.

Each cohort of women and gender-diverse entrepreneurs create:

- Peer support structures;
- Shared learning environments, and;
- Increased confidence in novel business settings.

This model appears to mitigate some of the informal barriers that women entrepreneurs face in international markets. An unanticipated outcome of the trade mission cohorts has been the emergence of commercial deals within individual cohorts between delegate companies.





Following missions, APF Canada continues to support delegates through its broader entrepreneurship ecosystem by facilitating ongoing connections to relevant resources, ecosystem partners, mentors, investors, and potential commercial collaborators.

## Investment Integration

The addition of four investment-focused events, held in Singapore as part of the Canada-in-Asia Conference between 2023–26, has introduced a critical investment acceleration mechanism for supported entrepreneurs. These investment platforms:

- Accelerate deal timelines through targeted introductions to multi-partner strategic investors;
- Convert general interest in Canadian tech into capital deployment, and;
- Position Canadian firms within regional funding and buyer networks.

(See page 24 for more details.)

## Pre- and Post-Mission Support

Structured preparation (e.g. pitch development, market briefings, and market intelligence reports) and ongoing follow-up:

- Increase export readiness (see section F. for more);
- Improve the quality of engagement, and;
- Sustain momentum beyond the mission itself.

APF Canada leverages its internal expertise and extensive network of collaboration partners and experts in Canada and in-market to deliver tailored pre-mission training and market preparation for participating entrepreneurs. This includes curated briefings on doing business in destination markets, sector-specific opportunities, market entry strategies, and regional business practices, as well as an overview of the culture prior to each mission.

Following missions, APF Canada continues to support delegates through its broader entrepreneurship ecosystem by facilitating ongoing connections to relevant resources, ecosystem partners, mentors, investors, and potential commercial collaborators. While the nature and intensity of post-mission engagement varies depending on company needs, market developments, and emerging opportunities, this flexible and relationship-driven approach helps sustain momentum beyond the formal mission period and supports longer-term international growth trajectories.

FIGURE 3
APF Canada domestic roundtables and summits to expand the client intake pipeline and outreach nationwide


## National Outreach

Sustained, in-person outreach across Canada has been essential to:

- Identifying high-potential firms;
- Ensuring regional diversity, and;
- Expanding participation beyond major urban centres.

APF Canada proactively identifies globally scalable companies across Canada that are aligned with priority opportunities in selected destination markets. To ensure cross-Canada reach — including remote regions — APF Canada conducts both virtual and in-person stakeholder consultations to surface high-potential SMEs for trade mission support.

## Ecosystem Building Through Canadian Women's International Network

As an outgrowth of the Women's Business Mission Series, APF Canada saw a gap in the Canadian ecosystem for women entrepreneurs seeking to grow their companies in Asia. Initially created to help trade mission delegates stay connected following their participation in APF Canada programming, the network is expanding to include entrepreneurs at all stages of growth who are interested in exploring trade, investment, and partnership opportunities across the Indo-Pacific. In response to this need, APF Canada established the Canadian Women's International Network (CanWIN) in 2023.

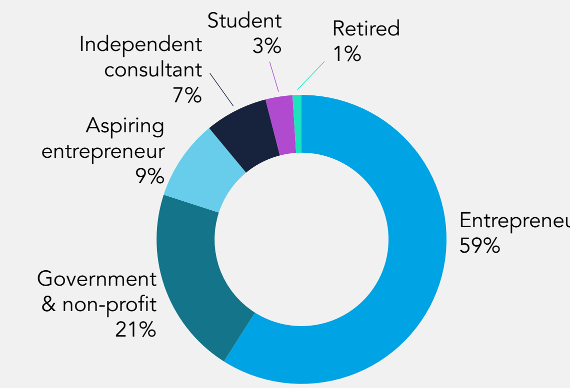




## About the Canadian Women's International Network

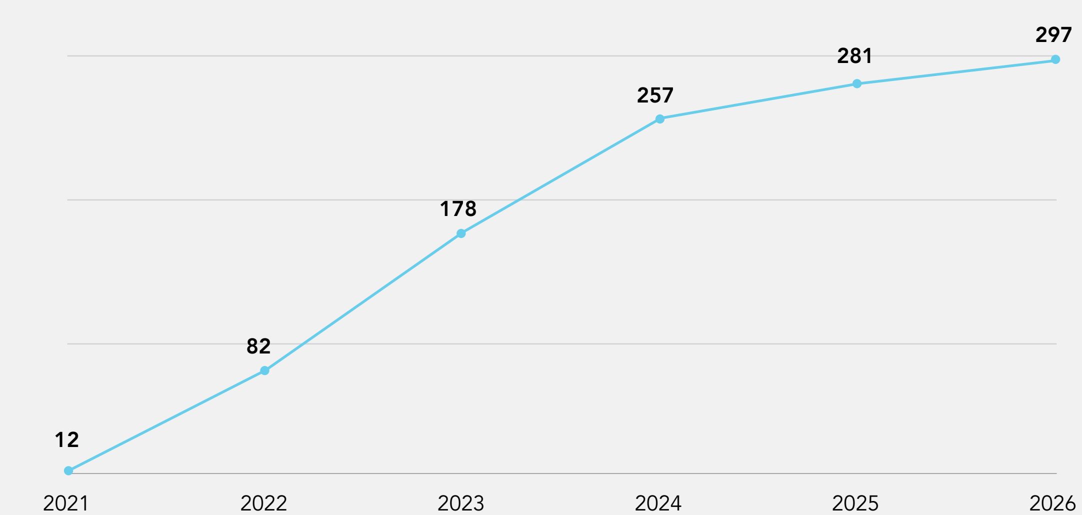
CanWIN is an ecosystem that supports Canadian women and non-binary entrepreneurs seeking to expand to Asia. The network connects women thought-leaders, entrepreneurs, and gender equality organizations to advance economic equality and empower Canadian women entrepreneurs through engagement with international growth markets in Asia. Members seeking to export to new markets, find business partners, or simply explore market feasibility have access to networking events, mentorship opportunities, training sessions, trade missions, and more.

FIGURE 4
Composition of CanWIN Membership




As of April 2026, CanWIN has 296 members, of whom three-quarters consider themselves entrepreneurs, aspiring entrepreneurs, or independent consultants. The public sector is also represented, demonstrating the network's ability to connect members to relevant government bodies and ecosystem builders, such as the Trade Commissioner Service, Export Development Canada, other government agencies facilitating trade and investment at the municipal, provincial and federal levels, foreign embassies, consulates, trade offices, and other non-governmental support groups and women's business organizations in Canada and abroad.

FIGURE 5
Total CanWIN Membership Count




*As of July 2026, CanWIN has 297 members*

Since 2022, the network has held several events across Canada and Asia, as listed in Table 3. The roundtables and symposia have primarily focused on overcoming barriers that women entrepreneurs face when scaling and internationalizing, while the Global Summits have centred on sharing lessons and successes from past business missions. Meanwhile, the Investor Summits have offered CanWIN members unique access to Asia-based investors. In all cases, members have had the opportunity to connect with peers from both Canada and Asia, as well as potential mentors and business partners.

CanWIN also acts as a pipeline and ecosystem for APF Canada's Women-only Business Mission Series, as well as complementary trade and investment engagement opportunities that arise throughout the year (e.g. on the margins of the Canada-in-Asia Conference). By building and maintaining a network of women entrepreneurs, APF Canada is able to identify and support high-potential, export-ready, women-led businesses over time, connecting them to tailored business development opportunities, strategic partners, mentors, investors, and relevant government and non-government support programs. These opportunities may include APF Canada-led initiatives delivered through the Women Entrepreneurship Strategy team, as well as external programming such as Team Canada Trade Missions led by Global Affairs Canada.

TABLE 3
Domestic and International Events Convened for CanWIN (to date, April 2026)

| | | |
|---|---|---|
| 2022 | Tokyo, Japan | Roundtable & Symposium |
| 2023 | Vancouver, British Columbia | Roundtable |
| | Whitehorse, Yukon | Roundtable |
| | St. John's, Newfoundland and Labrador | Roundtable |
| | Montreal, Québec | Roundtable |
| | Bangkok, Thailand | Roundtable & Symposium |
| | Seoul, South Korea | Roundtable & Symposium |
| 2024 | Vancouver, British Columbia | Roundtable |
| | Calgary, Alberta | Roundtable |
| | Toronto, Ontario | Global Summit |
| | Taipei, Taiwan | Roundtable & Symposium |
| | Ho Chi Minh City, Vietnam | Roundtable & Symposium |
| | Singapore | Investor Summit |
| 2025 | Toronto, Ontario | Global Summit |
| | Osaka, Tokyo, & Sapporo, Japan | Roundtable & Symposium |
| | Singapore | Investor Summit |
| 2026 | Toronto, Ontario | Global Summit |
| | Manila, Philippines | Roundtable & Symposium |
| | Singapore | Roundtable & Investor Summit |





Since its inception, CanWIN has been lauded for its ability to facilitate meaningful connections for members. Testimonies praising the network include:

“In the weeks since the conference, I have made connections with so many amazing women, and we've continued to stay in touch on LinkedIn.

I wanted to express my deepest gratitude for hosting me during the conference and providing access to the CanWIN network! The experience was genuinely eye-opening. The connections, the conversations, and the exposure to what export partnerships into Asia can look like for [my company] — it's given me a lot to think about and strategize towards.

[My company] is at a stage where international expansion is very much on the horizon, and the CanWIN program feels like exactly the right ecosystem to grow alongside.

Thank you again for the investment in [my company] and in me. I have shared information about CanWIN with other women entrepreneurs in my peer groups at The Forum and WeBC, and I hope the Women's Entrepreneurship Strategy continues to thrive.”

– Founder & CEO of a British Columbia-based wellness company

“This was my 3rd mission [and first trade mission with APF Canada], but these B2B meetings yielded the most promising results — follow-up opportunities with 50% of the B2Bs. [One company was] so motivated [to work with us] that there was an NDA sitting in my inbox by the time I returned to the hotel room. I am confident that there will be a return trip to Southeast Asia before the end of the year.”

– Founder & CEO of an Ontario-based wastewater treatment company

“Being part of the CanWIN Summit was an incredibly meaningful experience.

From reconnecting with fellow delegates to building new relationships, this journey reinforced the power of community, collaboration, and global ambition. What stood out most was the strength, vision, and leadership of the women in the room — all working to expand impact beyond borders.

Connecting with leaders like Honourable Rechie Valdez and Honourable Mary Ng further highlighted the growing support for women entrepreneurs and the real opportunities being created for small businesses to scale internationally.

Initiatives like CanWIN, led by the Asia Pacific Foundation of Canada, are helping shape the future of Canadian innovation in the Indo-Pacific — and I'm grateful to be part of that momentum.”

– Founder & CEO of an Ontario-based medical devices company

Indigenous-Led Trade and Governance:

Section 04

# Emerging Insights from IMPACT 2025


In August 2025, APF Canada led the Indigenous Meeting on Pacific and Arctic Climate and Trade (IMPACT). IMPACT was a targeted trade mission dedicated to supporting exclusively Indigenous women entrepreneurs. The meeting took advantage of Osaka Expo 2025 as a global platform to activate multilateral trade frameworks such as the Indigenous Peoples Economic Trade and Cooperation Arrangement (IPETCA).

Leveraging connections with Indigenous leaders in Japan, Taiwan, Alaska, Australia, and New Zealand, the 2025 IMPACT initiative represents a distinct, complementary stream of work within APF Canada's trade mission programming. An in-depth report on IMPACT can be found below:

Impact Report ▸

Unlike the broader Women's Business Mission Series, which has a wider demographic focus, IMPACT was designed as a targeted commercial initiative to introduce international trade opportunities to Indigenous women entrepreneurs and to facilitate Indigenous-to-Indigenous trade with partners across Indo-Pacific jurisdictions.





Its value stretches beyond economic output to the qualitative insights it surfaces — particularly at the intersection of trade, climate policy, and Indigenous economic reconciliation across the Indo-Pacific. Some qualitative lessons from IMPACT include:

### Reframing Entrepreneurship

Participants emphasized that Indigenous entrepreneurship: Operates within community-based and cultural frameworks; Integrates economic activity with cultural continuity, and; Cannot be fully understood through conventional market metrics.

This suggests that existing trade and economic development programs may misalign with Indigenous business realities if they rely solely on standard commercial indicators.

### Climate and Knowledge Systems

IMPACT highlighted the role of Indigenous women as:

- Leaders in climate adaptation;
- Stewards of ecological knowledge, and;
- Contributors to integrated environmental governance.

Emphasizing their roles as stewards of land, water, and ice, Indigenous women entrepreneurs' perspectives challenge siloed policy approaches, offering holistic models that link environment, economy, and community resilience.

### Cultural Diplomacy and Market Access

Creative sectors — particularly fashion and design — emerged as:

- Accessible entry points into international markets;
- Platforms for cultural storytelling and Indigenous identity, and;
- Mechanisms for building cross-border relationships.

This reinforces the idea that cultural industries can function as both economic drivers and diplomatic tools.

### Structural Barriers (Consistent with broader Trade Mission Findings)

Despite its specific focus on Indigenous women, IMPACT surfaced barriers that align with broader program data:

- Limited access to capital;
- Constraints in procurement systems, and;
- Misalignment between policy frameworks and lived realities.

### Implication

While not yet quantifiable, IMPACT points toward a necessary evolution of the trade mission series.

Inclusive trade policy must make space beyond purely participation and commercial metrics toward ecological frameworks that account for cultural, environmental, and governance dimensions of Indigenous economic activity.

Policy Implications:

Section 05

# Scaling an Inclusive Trade Model

The combined findings from APF Canada Women's Mission programming and IMPACT suggest several directions for policy and program design:

### Shift from Access to Integration — Building an End-to-End, Investment, and Market Integration Pathway

Participation in trade missions is a critical entry point, but impact is maximized when engagement is structured as a continuous, multi-stage pathway — from initial market entry to sustained commercial scale.

Policy and program design for trade diversification should focus on:

- Linking trade missions directly to investment and financing opportunities;
- Enabling repeat, sequenced engagement across multiple Indo-Pacific markets, and;
- Embedding firms within regional supply chains and procurement systems over time.

This reflects a shift away from episodic market access toward integrated, cross-regional engagement, where trade, export development, and investment are co-ordinated as a single strategic continuum.

### Operationalize Investment as a Core Trade Policy Lever

The integration of investment-focused programming demonstrates that capital is not only a downstream outcome of trade engagement but can also be a key driver of commercial success in international markets.

Policy and program design should focus on:

- Embedding investor engagement directly within trade programming, rather than treating it as a separate stream;
- Developing regionally anchored investment platforms (e.g. Canada-in-Asia Conference Investor Summit) that connect Canadian firms to Indo-Pacific capital networks, and;
- Aligning public trade promotion efforts with private capital flows to accelerate firm scaling and market entry.

This reflects a shift from treating investment and trade as separate tracks or sequential phases to positioning them as mutually reinforcing multipliers, where capital access, market access, and strategic partnerships are advanced in tandem to drive faster and more durable commercial integration.





### Recognize Long-Term Outcome Horizons — Align Policy, Evaluation, and Funding with Long-Term Commercial Realities

The program's outcomes highlight a structural misalignment between how international commercialization unfolds and how public programs are typically designed and evaluated. While firms can establish initial market entry through short-term interventions, the realization of commercial value — particularly in international markets — occurs over extended, multi-year horizons.

Policy and funding frameworks should therefore be recalibrated to reflect the full lifecycle of market development by:

- Recognizing that deal realization often occurs 12–36 months or longer after initial engagement;
- Supporting sustained, repeat participation in priority markets rather than one-off interventions, and;
- Incorporating pipeline tracking and follow-on engagement as core indicators of program success, not secondary outcomes.

This requires a shift from short-term, annual, activity-based metrics toward longitudinal impact measurement, where success is assessed based on firm progression — from initial exposure to partnership development to investment and revenue generation over time.

Such an approach better reflects the realities of Indo-Pacific market engagement, where trust, long-term relationship-building, and iterative engagement are critical to unlocking commercial outcomes.

Such an approach better reflects the realities of Indo-Pacific market engagement, where trust, long-term relationship-building, and iterative engagement are critical to unlocking commercial outcomes.

The program's outcomes also suggest that short-term funding cycles may not fully align with the multi-year timelines typically required for international commercialization, investment attraction, and trust-based market development in Indo-Pacific markets. Longer-term program continuity would strengthen APF Canada's ability to sustain ecosystem relationships, support repeat engagement in priority markets, and maximize commercial outcomes for participating firms.

### Integrate Indigenous Perspectives into Trade Policy and Economic Policy Frameworks

Insights from the IMPACT initiative highlight the importance of embedding Indigenous participation more systematically within trade, economic, and climate policy frameworks. While not yet tied to measurable commercial outcomes, these findings point to structural gaps in how current systems recognize and support Indigenous economic activity.

Participants emphasized that Indigenous entrepreneurship operates at the intersection of:

- Economic development;
- Cultural continuity, and;
- Environmental stewardship.

As a result, Indigenous entrepreneurship requires policy approaches that extend beyond strictly market-based frameworks.





Policy and program design should therefore focus on:

- Activating Indigenous components of existing multilateral trade frameworks (e.g. APEC, CPTPP, IPETCA);
- Explicitly aligning trade programming with climate and sustainability initiatives that are already embedded within Indigenous knowledge systems;

Supporting Indigenous-to-Indigenous trade and partnership models across jurisdictions as a lever of cultural-economic diplomacy, and;

Ensuring that Indigenous cultural and intellectual property protections are reflected in trade and investment agreements.

This approach recognizes that Indigenous participation in trade is not solely a question of inclusion, but of reframing economic engagement to incorporate broader definitions of value — including cultural integrity, intergenerational continuity, and ecological sustainability.

As global trade policy increasingly intersects with climate and social governance priorities, integrating Indigenous perspectives offers an opportunity to position Canada as a leader in inclusive and sustainable trade diversification.

# Strategic Outlook

Section 06


APF Canada's Women's Business Mission Series demonstrates that inclusive trade programming — when designed as an integrated system across trade, investment, and long-term market engagement — can generate measurable economic outcomes while advancing broader policy objectives.





## Canada has an opportunity to position itself not only as a middle-power participant in global markets but as a leader in shaping inclusive, investment-integrated, and strategically co-ordinated trade diversification policy.

The next phase of work will require:

- Scaling proven program elements, particularly in-person, market-anchored engagement;
- Further integrating trade and investment as mutually reinforcing components of a single strategy;
- Structuring programming as an end-to-end pathway from market introduction to commercial scale, and;
- Incorporating emerging insights from initiatives such as IMPACT into future program design and policy alignment.

In a global context defined by the need for trade diversification, increasing geopolitical complexity, and the accelerating demands of climate transition, Canada has an opportunity to position itself not only as a middle-power participant in global markets but as a leader in shaping inclusive, investment-integrated, and strategically co-ordinated trade diversification policy.

Appendix:

# Selected Deal Case Studies

(Illustrative, data not for public distribution)

The following select examples illustrate the range and depth of outcomes generated through the program:

### MOLECULAR DIAGNOSTICS JOINT VENTURE

- Company: Molecular diagnostics company in British Columbia
- Market: Vietnam
- Outcome: Joint venture established; new manufacturing presence in Southeast Asia

### FINTECH / AI HEALTH INVESTMENT

- Company: Fintech company in Ontario
- Markets: South Korea and Singapore
- Outcomes:
    - Two data-sharing joint ventures signed in South Korea
    - Pre-Series B investment secured from [Philippines telecom company's] corporate venture arm

### INTEGRATED WASTE SOLUTIONS DISTRIBUTION AGREEMENT

- Company: Wastewater management company in Ontario
- Market: Singapore / North America, Philippines
- Outcomes:
    - Exclusive agreement with [Singapore company] to distribute solid-waste management equipment integrated with biological treatment solutions across North America
    - Distribution agreement signed with [Philippines company] to deploy biological wastewater treatment technologies across municipal and community systems

### MEDICAL DEVICE INVESTMENT

- Company: Medical device manufacturer in Ontario
- Market: Singapore
- Outcome: Asian venture capital raised through APF Canada investment forum; follow-on investment reported September 2025

### AGRICULTURE WASTEWATER RECYCLING DEAL

- Company: Industrial water recycling company in Alberta
- Market: Japan
- Outcome: Agreement signed with large-scale farm in Hokkaido to deploy wastewater recycling technology

### SUPPLY CHAIN PARTNERSHIP

- Company: Supply chain management and optimization company in Ontario
- Market: Vietnam
- Outcome: MoU signed with manufacturing group operating seven factories

### CLEANTECH INDUSTRIAL STEAM RECYCLING PROJECT

- Company: Water capture/recycling company in Quebec
- Markets: Thailand and South Korea
- Outcome: Industrial steam recycling project in Thailand nearing finalization

### AI CONSULTING PILOT SALES

- Company: AI Agent SaaS company in Ontario
- Market: Philippines and Singapore
- Outcome: Pilot contracts secured for hybrid human-AI consulting services using proprietary multi-agent platform

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# About APF Canada

The Asia Pacific Foundation of Canada (APF Canada) is an independent, not-for-profit organization focused on Canada's relations with Asia. Our mission is to be Canada's catalyst for engagement with Asia and Asia's bridge to Canada.

APF Canada is dedicated to strengthening ties between Canada and Asia through its research, education, and convening activities, such as the Canada-in-Asia Conference series, our Women's Business Missions to Asia, and the APEC-Canada Growing Business Partnership project fostering sustainable inclusive growth and poverty reduction. APF Canada also works with business, government, and academic stakeholders to provide Asia Competency training for Canadian organizations and students.

Our research provides high-quality, relevant, and timely information, insights, and perspectives on Canada-Asia relations for Canadians and stakeholders across the Asia Pacific. Our research work also includes regular Insights, Dispatches, Reports & Policy Briefs, Strategic Reflections, Case Studies, Explainers, and a weekly Asia Watch tracking the latest news on Asia that matters to Canada.

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