

2016
ANNUAL
REPORT

TOGETHER TO TRANSFORM INNOVATION INTO ACHIEVEMENTS



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Éco Entreprises Québec

ÉCO ENTREPRISES QUÉBEC, FINANCIAL PARTNER AND INNOVATOR IN CURBSIDE RECYCLING

Created through an initiative by the companies that place containers, packaging and printed matter on the market in Québec, Éco Entreprises Québec (ÉEQ) is a private non-profit agency accredited by RECYC-QUÉBEC since 2015 to represent these organizations under the *Environment Quality Act*.

ÉEQ develops the Schedule of Contributions and collects company contributions to finance municipal curbside recycling services across the province. Supporting innovation and the sharing of best practices, ÉEQ collaborates with companies to generate source reductions and foster the use of recyclable materials, as well as with municipalities and a range of stakeholders to increase recycling and optimize the recyclable materials value chain.

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COMPANIES



CONDITIONERS AND RECYCLERS

\$1,2M

IN SUPPORT FOR
ECOMATERIALS
COMMERCIALIZATION

**OVER
\$1 BILLION**
PROVIDED TO
MUNICIPALITIES
SINCE 2005



GOVERNMENT

2016

RENEWAL OF
ÉEQ'S ACCREDITATION

TOGETHER TO TRANSFORM INNOVATION INTO ACHIEVEMENTS



SORTING CENTRES

\$5,5M

FOR LEADING-EDGE
GLASS EQUIPMENT



MUNICIPAL ORGANIZATIONS

350

PARTICIPANTS IN THE BEST
PRACTICES INITIATIVE



CITIZENS

**43,000
VISITORS**

TO OUR ECORESPOSIBLE
PACKAGING MICROSITE



MESSAGE FROM THE CHAIRMAN
OF THE BOARD OF DIRECTORS
AND THE PRESIDENT AND
CHIEF EXECUTIVE OFFICER

TOGETHER TO TRANSFORM INNOVATION INTO ACHIEVEMENTS

OUR COLLECTIVE SUCCESS

The constant development of Québec's curbside recycling model is a source of pride, as well as a source of interest for a growing number of stakeholders in Canada and abroad. Of course, there is room for improvement but the momentum that has been created between industry actors—and their successes—are promising.

Several measures initiated by ÉEQ are still in their early stages, including the sharing of best practices in municipal curbside recycling and the deployment of a new glass processing technology in sorting centres through the *Innovative Glass Works* plan. These initiatives are expected to heighten the success of curbside recycling in the coming years as our efforts continue to converge, underpinned by the legal framework.

ÉEQ is proud to have contributed to these advancements and acted as the catalyst for this vision, which, for several years, has led to highly conclusive results. We would like to thank the nearly 3,400 contributing companies that endorsed our plan and provided us with the means to implement it.

A CONSIDERABLE CONTRIBUTION

Québec's compensation plan is among the most stringent in North America. In 2016 and 2017, in addition to these contributions are the cumulated payable contributions. They pose a considerable challenge since, in just over a year, companies will have to make contributions under three Schedules of Contributions.

ÉEQ makes every effort, to the extent of its responsibilities, to ensure the stability and foreseeability of the Schedules of Contributions. When exceptional circumstances arise, as they have recently, we step up our communication and support initiatives to help contributing companies fulfill their obligations.

INCREASINGLY EAGER PARTNERS

Cut from entrepreneurial cloth, ÉEQ is among the first entities to have considered curbside recycling from the systemic perspective, as a value chain. At first, those who have since become our partners must have wondered why ÉEQ had invested such effort and perhaps even why companies did not simply sign the cheques!



Here and around the world, recyclable materials evolved from waste to resource. Today, their value drives a billion-dollar industry that provides thousands of direct jobs in Québec alone—an industry that is coming into its own and in which stronger connections are created every day to contribute to the success of all stakeholders and generate wealth that benefits all Québécois. Of course, the industry also has an environmental value that is measured

in notable improvements to the landscape and the millions of tonnes of greenhouse gases that have been offset.

Municipal officials have demonstrated a growing interest in collaborating with us. Municipal curbside recycling services benefit from the sharing of the best practices that we worked together to define as part of the *Best Practices initiative*, which was in its third year in 2016.



Nearly 80% of sorting centres in Québec sought to take part in the experimental glass processing technology projects that we are leading under the *Innovative Glass Works* plan, in which ÉEQ's contributing companies have invested over \$6.7 million, in addition to their legal obligations. The project also sparked interest among conditioners and recyclers here and abroad.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Québec has a remarkable coverage rate of 99%—the highest of all provincial curbside recycling systems in Canada. Our indicators also show that Québec leads the way in terms of its recovery rate and its low per-tonne recovery cost. Reclamation program managers in Canada and around the world now want to learn more and we will have the opportunity to discuss our results with them at the 2017 Conference on Canadian Stewardship, which will be held in Montréal.

CURBSIDE RECYCLING A SHINING EXAMPLE OF THE CIRCULAR ECONOMY

CLOSING THE LOOP

Curbside recycling is a shining example of the circular economy. ÉEQ is involved in every step in the chain and seeks to close the loop for its contributing companies. The stabilization of the net costs of curbside recycling, which is made possible through the combined efforts invested by citizens, municipalities and our other partners, indicates that we are able to do so.

Our entrepreneurial roots steered us right: considering curbside recycling and recyclable materials management as an industry is not only necessary but vital to create optimal social, environmental and economic value.

ACKNOWLEDGEMENTS

Our achievements in the past year and those we expect to take in the near future would not be possible without a significant concerted commitment.

We would first like to thank the contributing companies. They invest every effort and go beyond their demanding legal obligations to give us the means to contribute to the optimization of the value chain. We would also like to warmly thank each partner in the chain. Their involvement is a testament to our collective success and to the benefits that are generated for all Québécois. Finally, with genuine pride in their achievements, we would like to thank the members of the ÉEQ team. Day after day, they produce small miracles while respecting our rigorous management of the funds provided by our contributing companies.

We thank each and every one of you and we will be counting on you in 2017!



Denis Brisebois

Chairman of the Board of Directors



Maryse Vermette

President and Chief Executive Officer

CURBSIDE RECYCLING, A SHINING EXAMPLE OF THE CIRCULAR ECONOMY

COMPANIES THAT FINANCE CURBSIDE
RECYCLING, INVEST IN ITS SUCCESS AND
ADHERE TO THE PRINCIPLES OF ECODESIGN



A LEGAL FRAMEWORK THAT IS
EFFECTIVE AND FAIR



CITIZEN WHO RECOVER BETTER, EVERYWHERE



MUNICIPALITIES THAT ADOPT BEST PRACTICES



SORTING CENTRES THAT INVEST
IN THEIR EQUIPMENT



CONDITIONERS AND RECYCLERS THAT
DEVELOP THEIR MARKETS
THROUGH INNOVATION

**THOUSANDS OF JOBS,
MILLIONS IN INVESTMENTS
AND EFFECTUAL MEANS
TO ADDRESS CLIMATE
CHANGE**

The recyclable materials value chain is a shining example of the circular economy and sustainable development. ÉEQ is proud to have helped set the process in motion over a decade ago. Today, the increasing commitment of stakeholders sparks a new economic dynamic. Together, we are building on our achievements by activating the five levers for optimization presented at our *2015 Matière à solutions forum*:

OPTIMIZE
CITIZEN ACTION



PROMOTE
THE QUALITY
OF COLLECTED MATERIALS



FOSTER INFORMATION SHARING
AND THE IMPLEMENTATION
OF BEST PRACTICES



ENHANCE THE PERFORMANCE
AND EFFICIENCY OF
SORTING CENTRES



GUIDE THE ACTIVITIES OF SORTING
AND CONDITIONING CENTRES
IN A REGIONAL OR
PROVINCIAL CONTEXT



COMPANIES: INVESTING IN THE SUCCESS OF CURBSIDE RECYCLING



BACKGROUND

Since 2005, Québec's compensation plan has required that companies that put containers, packaging and printed matter (CP&PM) on the market bear an increasing fraction of the net costs of municipal curbside recycling, until reaching 100% of these costs under the 2013 Schedule of Contributions. Including the 2017 Schedule of Contributions for reference year 2016, a sum of over one billion dollars has been paid out to municipalities.

In addition to meeting their obligations, through ÉEQ, these companies have invested energy, time and money to optimize the recyclable materials value chain.

**100% OF
THE NET COSTS
OF MUNICIPAL
CURBSIDE
RECYCLING**

**OVER
\$1 BILLION
PAID OUT TO
MUNICIPALITIES
SINCE 2005**

ACHIEVEMENTS IN 2016

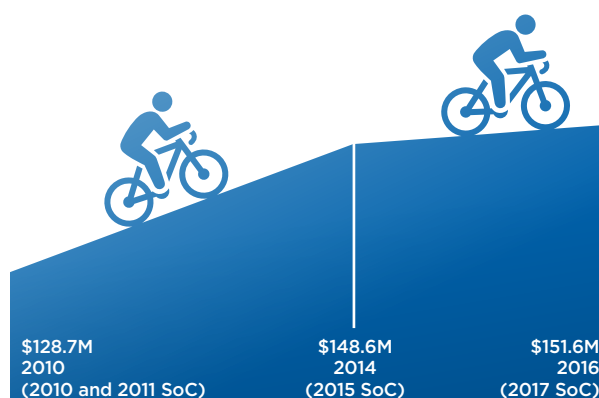
STABILIZE THE NET COSTS OF CURBSIDE RECYCLING

For companies, the stability and foreseeability of their contributions are critical. The 2017 Schedule of Contributions brings excellent news: the costs of curbside recycling are increasingly stable and the estimated eligible municipal costs are lower than those under the 2016 Schedule of Contributions. This is a first as compared to the recent annual increases of 5% between 2011 and 2014.

We may attribute this good news to the adoption of best practices by municipalities following the *Best Practices Initiative for effective curbside recycling* implemented by ÉEQ and the revised municipal waste management plans required by the government.

While it is too early to refer to a trend, one hopes that these concerted efforts, along with those pledged by citizens and sorting centres, will lead to the stabilization of the contributions paid by companies in the years to come.

STABILIZATION OF SYSTEM COSTS





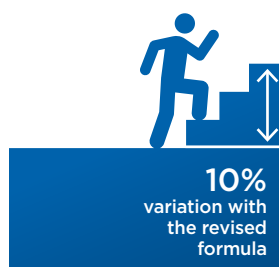
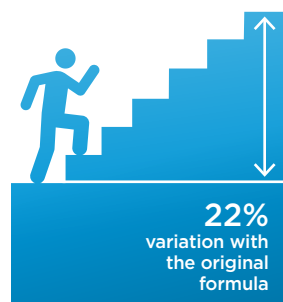
HIGHLIGHTS

SIMPLER, MORE STABLE RATES

Establishing the contributions required of companies is a complex exercise based on three factors: the recovery rate, net material cost and balancing factor for the quantities of containers, packaging and printed matter that are not recovered through curbside recycling.

With regard to the recovery rate, the previous formula linked the amounts reported by companies and those extrapolated from a residential curbside collection characterization study. The gap between the reported and extrapolated amounts was the main cause of variations, sometimes leading to fluctuations in the contributions from one year to the next. The formula that has been in use since the 2015 Schedule of Contributions only accounts for the amounts that are reported in an effort to simplify the calculation of the contributions and stabilize the rates. Applied for a third year under the 2017 Schedule of Contributions, the formula has met expectations..

THE REVISED FORMULA
THAT ONLY ACCOUNTS FOR
REPORTED AMOUNTS SIMPLIFIES
THE CALCULATION OF THE
CONTRIBUTIONS **AND REDUCES
FLUCTUATIONS**



BETTER FORESEEABILITY

Several recommendations of the *Best Practices initiative* launched in April 2015 at the request of ÉEQ's board of directors were integrated into the development and management of the 2015, 2016 and 2017 Schedules of Contributions. These suggestions specifically aimed to alleviate and further qualify measures to facilitate the understanding of the obligations set out in the compensation plan, adapt to new business trends (e.g. e-commerce and online transactions), ensure equity between organizations and provide administrative tools to oversee the plan.

We are working to determine solutions to set fixed deadlines to report on the quantities of containers, packaging and printed matter (as is currently in effect) and make the contribution payments.

UPCOMING:
**A SCHEDULED
CONTRIBUTION
PAYMENT**



THREE SCHEDULES OF CONTRIBUTIONS IN JUST OVER A YEAR

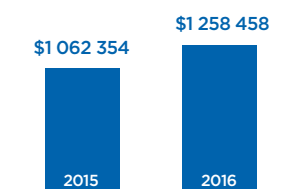
The varying publication dates of the Schedules of Contributions have a negative impact on the foreseeability of the payments and the financial management of contributing companies. These variations mean that the payments under the 2015, 2016 and 2017 Schedules of Contributions (after publication in the *Gazette officielle*) are required by a very tight deadline. ÉEQ invested every effort to help companies quickly prepare their reports, support them in every step in the process and keep them informed on an ongoing basis. The companies that relied on these initiatives said that they were very satisfied with the services provided.



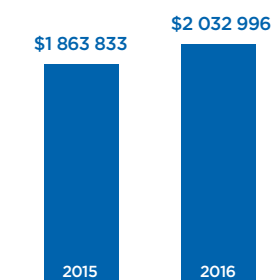
FAIRNESS BETWEEN COMPANIES

Especially in periods in which several Schedules of Contributions are payable, ÉEQ will work to ensure that companies contribute their fair share. ÉEQ first focuses on providing information and then takes the measures necessary to collect the amounts owing.

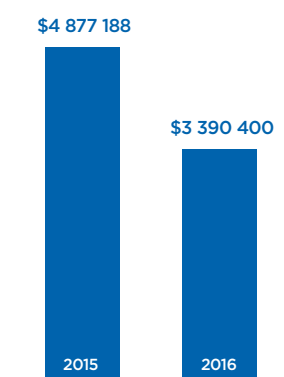
Companies reporting for the first time in 2015 and 2016*



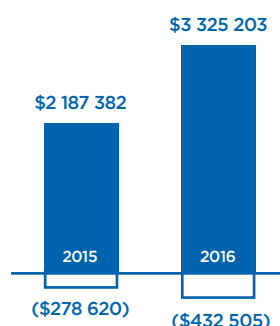
Contributions collected following legal action



Payments past due in 2015 and 2016**



Analysis and audit of reports in 2015 and 2016



■ Amounts collected
□ Amounts paid out

* Target approaches for smaller companies since others already contribute.

** Fewer payments past due because no SoC was published in 2015.

CAPPING THE MATERIALS RATES

Because it was necessary to transition to a more stable formula, the revised formula to determine contributions generated significant variations in certain materials rates in its first year of application. At rate consultation meetings, organizations expressed their concerns with regard to the spike in the 2015-2016 Schedule of Contributions. In response, ÉEQ introduced two measures: the implementation of a mechanism to limit rate increases to 50% and sustained rates at the values presented at the consultation meetings.

The first mechanism was applied to the 2015 Schedule of Contributions, in which the amounts above the 50% threshold were proportionally redistributed to other materials in the same category. The second mechanism was then implemented for these materials to ensure that the rates matches those presented at the consultation. In its first year of application, the new formula helped to prevent gaps. The lower net costs of the curbside recycling services also helped stabilize and even reduce the contributions of most companies under the 2017 Schedule of Contributions.

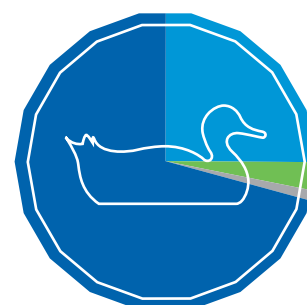
FOR MOST COMPANIES, CONTRIBUTIONS WILL BE LOWER UNDER THE 2017 SCHEDULE OF CONTRIBUTIONS

Variation of -5 to 0% for **71% of companies**

Variation of 0 to +3% for **25% of companies**

Variation of +3% to +5% for **3% of companies**

Variation of +5% and over for **1% of companies**



REVIEW OF ÉEQ'S ACTIVITIES



ECODESIGN SUPPORT FOR COMPANIES

In 2016, to encourage a greater number of companies to take an interest in ecodesign, we unveiled the latest version of the OptimEco.ca portal, which makes the principles of packaging ecodesign even more user friendly.

OPTIMECO.CA
2017 EDITION
**60% MORE
VISITORS**



We have adopted a responsible packaging policy and make the most of every opportunity to consider our material and design choices. We see OptimAction—an OptimEco.ca tool—as an easy way to calculate the environmental benefits of these choices and share them publicly. When it comes to ecodesign, it is important to look beyond primary packaging: we generated major savings by focusing on our mailing bags for our online sales.

- *Chloe Barnabe, Senior Manager
Global Sustainability
Aldo Group*

We appreciated the assistance we received when using ÉEQ's OptimAction tool, which enabled us to document the benefits of our ecodesign approach. We were able to reduce the greenhouse gas emissions generated by our packaging by 50% and also reduce the costs related to product loss management.

- *Rock Bisson, General Manager
Fromagerie l'Ancêtre*

Throughout the year, we continued to support some 20 companies engaged in the approach, including nine completed projects that led to economic and environmental benefits. It goes without saying that we will pursue the initiative to carry out as many projects as possible and encourage more and more companies to get involved.

2017 OUTLOOK

BETTER RECOGNIZE ECODESIGN EFFORTS

ÉEQ is the first organization in North America to provide contributing companies with a credit for using recycled materials. We are currently exploring the option to offer an additional credit for organizations that adopt innovative environmental criteria in the design of the containers, packaging and printed matter.

INTERFERING MATERIALS

The contributions that companies must pay account for the types of materials they generate and their recovery, since not all materials have the same processing cost within the curbside recycling system. But beyond their basic cost, certain materials interfere with the system. In the spirit of fairness, it is important to reflect the actual costs and it is for this reason that PVC was removed from the *Other plastics* category and added to the higher priced *Polylactic acid and other degradable plastics* category in the updated 2017 Schedule of Contributions. Efforts are ongoing to identify and analyze the impacts of interfering materials on the system. We intend to collaborate with stakeholders to capitalize on the latest advancements in the recovery and recycling of plastics and all the materials placed on the market.



MORE MATERIALS, MORE CONTRIBUTORS, MORE FAIRNESS

In an effort to stabilize the contributions made by companies by spreading the costs of curbside recycling over a greater number of reported materials and contributing companies, as permitted by law, ÉEQ mandated a steering committee to explore the addition of materials sold as short-life products and those produced through B2B. Made up of representatives of associations of contributing companies, the committee set forth recommendations with a particular focus on the values of responsibility and fairness and foreseeability and simplicity. In light of these recommendations, ÉEQ is planning to implement some of the broadening measures outlined in the *Act*.

**3,400
COMPANIES**
FAIRLY SHARE
THE CURBSIDE
RECYCLING COSTS
OF A GREATER NUMBER
OF REPORTED
MATERIALS



**SIX
CATEGORIES**
OF PRINTED MATTER AND
24 CATEGORIES
OF CONTAINERS
AND PACKAGING

WE WERE THERE

February: Conference led by the Institut de l'environnement, du développement durable et de l'économie circulaire (EDDEC) to discuss what the Paris Agreement means for businesses.

April: Convention of the Conseil de la transformation alimentaire du Québec (CTAQ) at which we met representatives from a number of contributing companies.

April: ÉEQ was a content delivery partner in the 2016 summit of the Institut de développement de produits (IDP), a key ally in CP&PM ecodesign.

May: ÉEQ presented Québec's innovative curbside recycling approach and its results at conference led by the Canadian Consumer Specialty Products Association (CCSPA).

May: To help specialists provide better guidance to its corporate clients, ÉEQ presented the challenges of Québec's compensation program to the Association de planification fiscale et financière (APFF).

November: ÉEQ led a conference on product and packaging ecodesign from the perspective of circularity at CYCLE 2016, the 5th International Forum on the Life Cycle Management of Products and Services, which was held in Montréal.

IN THE NEWS

December: Maryse Vermette, president and CEO of ÉEQ, shared her views on prosperity as part of the *Prosperité. Québec pour tous* campaign spearheaded by the Conseil du patronat du Québec.

GOVERNMENT: ENSURING A FAIR AND EFFECTIVE FRAMEWORK



BACKGROUND

The legal framework plays a key role in the curbside recycling business model. Through its accreditation by RECYC-QUÉBEC, ÉEQ is an agent of the government whose mandate is to represent contributing companies, determine the Schedules of Contributions to compensate the net costs of curbside recycling and collect the

contributions for this purpose. In addition, we are called upon to share our expertise on various committees.

In the interest of the contributing companies and in support of the stakeholders in the recyclable materials value chain, ÉEQ takes part in public consultations led by the government, ensuring that its expertise contributes to informed decision making.

ACHIEVEMENTS IN 2016

RENEWAL OF ÉEQ'S ACCREDITATION

The accreditation granted by RECYC-QUÉBEC officially mandates ÉEQ to carry out its activities for contributing companies. Our initial accreditation in 2005 was renewed in 2012 and then again in 2016 for a period of three years. This new accreditation extends and strengthens our partnership with RECYC-QUÉBEC, as well as our mutual commitment to the optimization of curbside recycling. Since 2005, our partnership has led to conclusive results achieved in collaboration with our contributing companies and other partners.

Curbside recycling in Québec serves **99% OF THE POPULATION** and collects the most materials at the lowest cost per tonne of all Canadian provinces that have implemented an extended producer responsibility program.



**4 700 000
TONNES**



of recyclable materials were collected: 40 times the volume of Montréal's Olympic Stadium.

OVER \$1.15 BILLION paid out to municipalities under the Schedules of Contributions, including the 2017 edition, by 3,400 contributing companies.



1 800 000 TONNES

of greenhouse gas were offset—an amount equivalent to the annual emissions of 379,000 cars.



NEARLY 20,000

pieces of recovery equipment for public spaces were funded, 3,500 of which are pending financial support.





HIGHLIGHTS

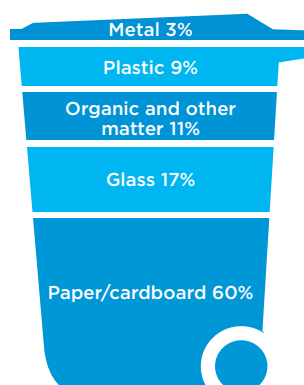
DISCUSSING THE DEPOSIT

The eventual broadening of the deposit system is key to ensuring the ongoing success of curbside recycling. For this reason, in collaboration with several industrial associations and other stakeholders, ÉEQ continues to inform the reflection on the issue and suggest optimization solutions.

2015-2017 WASTE CHARACTERIZATION STUDY

ÉEQ and RECYC-QUÉBEC pursued their long-standing partnership by undertaking a new waste characterization study that was broader than the last. Covering a three-year period, the study considered residential collection (2015-2017), as well as away-from-home recovery (2016), the industrial, commercial and institutional sectors (2016) and sorting centres (2017). The province-wide study provides a complete profile of the waste processed by municipalities. The initiatives serve to provide a framework for curbside recycling in different ways, specifically with regard to the annual waste management assessment, the Schedules of Contributions set out by ÉEQ, the directions of the awareness campaigns, cost allocation and decision making on current issues.

COMPOSITION OF CURBSIDE RECYCLING BINS



WORKING GROUP TO SIMPLIFY MUNICIPAL REPORTING TO THE GOVERNMENT

Assembled in 2015 by the Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT), a working group was mandated to inventory the reporting processes that municipalities must follow, analyze them and put forth means to alleviate or group them. In the report, committee members recommended the replacement of the external audit that is currently required to assess curbside recycling performance by a simple municipal resolution. ÉEQ made successful submissions to the government department to explain the reasons why the status quo (i.e. external audits of reports indicating the amount of materials recovered on a territory and the net costs of the services provided) should be maintained.

2017 OUTLOOK

ADVISORY COMMITTEE ON THE USE OF RECYCLABLE MATERIALS IN ROAD INFRASTRUCTURES

The Ministère des Transports, de la Mobilité durable et de l'Électrification des transports (MTMDDET) invited ÉEQ to take part in the creation of an advisory committee. Made up of municipal and road infrastructure management stakeholders, the group is mandated to ensure that the projects to promote the use of recyclables in road infrastructures meet the needs of provincial, regional and municipal contract authorities and that the scientific framework provides an adequate assessment of the works' performances.

We view this invitation as the constructive pursuit of the research project on the integration of glass into asphalts and pavement structures that was launched in November 2015 by École de technologie supérieure (ÉTS), which is our partner.

CITIZENS: RECOVERING MORE AND BETTER, EVERYWHERE



BACKGROUND

Citizens are at the centre of curbside recycling since they are the ones who place materials in recycling bins inside and outside the home. Keeping them informed on the ways to recover more, better and everywhere is therefore a core mission shared by

ÉEQ, RECYC-QUÉBEC, municipalities and a range of stakeholders. Facilitating citizen action, notably by providing more recovery equipment in municipal public spaces, also constitutes a factor to ensure the success of curbside recycling and strengthen the value chain of recyclables.

ACHIEVEMENTS IN 2016

AWAY-FROM-HOME RECOVERY AND ECODESIGN AWARENESS CAMPAIGNS

In 2015, ÉEQ's very first advertising campaign featuring popular spokesperson Éric Salvail surpassed our expectations. A post-campaign CROP survey revealed that two out of five Québécois now recognizes ÉEQ and that over 75% of them learned through the campaign that companies finance curbside recycling.

**BETWEEN 2015 AND
2016, AWARENESS OF
ÉEQ INCREASED
FROM 25 TO 36%
AND CONTINUES
TO RISE WITH
EACH CAMPAIGN**



Because recognizing the entity that puts forward the message strengthens its efficiency and credibility, the first step paved the way for the success of our 2016 campaigns: one in March on recovery outside the home and another in October on ecoresponsible packaging. The first encouraged citizens to keep up their recovery habits when they are away from home. Indeed, most Québécois affirm that they recover when equipment is available. Benefitting from the innovative approach adopted for the first province-wide survey on away-from-home recovery, we gave a series of media interviews. The result? We received an influx of requests for additional recovery equipment from municipalities!

The ecoresponsible packaging campaign aimed to inform citizens on the many environmental advantages of better packaging options in order to encourage them to choose them when shopping. In response to the demand that we seek to stimulate, companies will increasingly adopt ecodesign, driving a virtuous circle. A post-campaign survey indicates that there are clear results.



THE ORIGINALITY OF OUR MESSAGES
AND THE POPULARITY OF OUR
SPOKESPERSON HAVE LED TO
**AN APPRECIATION RATE OF
NEARLY 80% FOR THE TV
CAMPAIGN AND 87% FOR THE
ONLINE COMPONENT**



The light-hearted tone of the campaign featuring spokesperson *Éric Salvail* combined with a multiplatform approach to provide complementary content certainly contributed significantly to the marked increase in ÉEQ's reach in the past two years.

- *Daniel Juillet, Vice-President*
CROP

Rise in the number of Québecers who
recognize ecoresponsible packaging
FROM 42 TO 56%



43,000 VISITORS
to the tips and advice
microsite in three months



**YOUNGER, MORE
FEMALE AUDIENCE ,**
gained through the information
available on the VÉRO
magazine platforms



HIGHLIGHTS

CAPITALIZING ON THE INTEREST IN THE *INNOVATIVE GLASS WORKS* PLAN

The launch of the *Innovative Glass Works* plan in January 2016 and the announcement of the names of the sorting centres chosen to take part in the pilot projects in November 2016 generated significant media coverage leading to regional, provincial, national and even international impacts in general and specialized media outlets. The leadership role that the initiative has given ÉEQ enhances the credibility of our messages among citizens.

In just a few years, glass will switch from being a problematic material to a valued resource in a number of innovative outlets. The interest in this change sends a clear message to citizens: working toward a solution makes it possible to transform challenges into opportunities. Curbside recycling in Québec is now a success to which we may all contribute.

IT'S NOW INCREASINGLY POSSIBLE TO RECOVER EVERYWHERE

The results of a CROP survey released in February 2016 revealed that 83% of Québecers always use recycling equipment outside the home. Water bottles, newspaper and other printed matter are the most widely recycled items. These actions are encouraged by municipalities and funded through the Away-From-Home Recovery program, which was installed close to 20 000 recycling bins on streets and in parks, sports and cultural centres and municipal offices. Citizens' enthusiastic response drives the success of the program and creates strong incentive to pursue the installation of recycling equipment.



WORKING TOGETHER TO BUILD AWARENESS

In 2016, we renewed our partnership with Tri-logique, a program led by Réseau Environnement to raise citizen awareness of sound waste management. Throughout the summer, the initiative encourages efficient waste recovery among thousands of Québécois across the province by providing tips to facilitate sorting.

**IN 2016, AWARENESS WAS
RAISED IN 110,000 PEOPLE
THROUGH 46 ACTIVITIES HELD
IN 15 MUNICIPALITIES
ACROSS QUÉBEC**

2017 OUTLOOK

A MORE USER-FRIENDLY AND ENGAGING WEBSITE

Like all websites, ours was built up through the years based on the priorities and needs of member organizations, stakeholders and citizens. It provides quality information on the compensation program, the optimization of curbside recycling, innovation and ecoresponsible consumption. Because the online support that we provide for companies is constantly under development and seeing as site traffic to the sections for citizens has more than tripled since the launch of our first advertising campaign, it was time for renewal. The new site, which will be online in spring 2017, was enhanced to reflect ÉEQ's evolution in its role to optimize curbside recycling and set out tools and information kits to simplify reporting for contributing companies.

MEDIA COVERAGE THAT ENCOURAGES RECOVERY

In spring 2017, the installation of new high-performance equipment to sort and clean glass from curbside recycling will be completed in the five sorting centres selected to take part in the pilot projects of the *Innovative Glass Works* plan, providing opportunities for regional media coverage to inform citizens of the developments—of which they should be proud—and emphasize that they too can contribute to the success of curbside recycling. In 2006, ÉEQ extended its reach through a range of initiatives:

11 ARTICLES written by
ÉEQ and **65 ARTICLES**
published through follow ups



10 CONFERENCES
for strategic audiences



**61 OUTREACH
ACTIVITIES,**
events and tools



**21 BROADCAST
INTERVIEWS**



EXTENDING OUR REACH IN THE MEDIA

In light of the complexity of ecoresponsible packaging, our 2017 advertising campaign will delve further into this key issue through three components: recyclable packaging, packaging made from recyclable materials and packaging made from fewer materials. Éric Salvail's popularity will be leveraged once again in these campaigns, on social networks and at certain events organized by ÉEQ. At the same time, we will also be updating and expanding the content of our website with tips to choose ecoresponsible packaging options.

MUNICIPAL ORGANIZATIONS: ADOPTING BEST PRACTICES



BACKGROUND

Because they have an essential role, municipalities and their groups and associations are key partners. Through their ties with citizens and sorting centres, they play a determining part in the optimization of curbside recycling and the related costs. The municipal sector brings together 500 contracting authorities that oversee the agreements negotiated with the some 60 curbside recycling businesses and 24 active sorting centres in Québec.

With the new outlets for recycled glass, municipalities become increasingly strategic partners—for example in their capacity to recommend the use of recycled glass in infrastructure projects, equipment and urban furniture.

500
CONTRACTING
AUTHORITIES AND
60 CURBSIDE
RECYCLING
BUSINESSES

24
ACTIVE
SORTING
CENTRES
IN QUÉBEC

ACHIEVEMENTS IN 2016

AN INITIATIVE LEADING TO TANGIBLE RESULTS

Seeking to optimize not only curbside recycling but also its value chain, ÉEQ collaborates with the municipal organizations that oversee its program. In 2012–2013, in addition to meetings and discussions, a tour was organized in which over 120 elected officials and 75 general managers were given the opportunity to speak about municipal challenges and determine avenues for improvement.

These first systematic contacts led to the development of the *Best Practices Initiative for effective curbside recycling* initiative, which entered its third year in 2016. Nearly 350 participants from across Québec took part in the some 34 workshops organized since 2014. The initiative helped identify best practices in standard calls for tenders which, used on a voluntary

basis, foster the standardization and performance of curbside recycling. In addition, in 2016, nearly 20 municipalities turned to ÉEQ for personalized advice on their curbside recycling bids.

Today, these best practices are being adopted by municipalities and regional county municipalities. In 2017, the activities of the Best Practices initiative will also be held in greater Montréal.

350
PARTICIPANTS
FROM ACROSS
QUÉBEC

34
WORKSHOPS
HELD SINCE
2014

REVIEW OF ÉEQ'S ACTIVITIES



In 2016, the initiative continued to develop the sorting and conditioning component and assess the optimization gains, including the release of datasheets on best practices, with the support of an expert committee made up of representatives from municipalities, curbside recycling businesses and the government. ÉEQ worked as a facilitator, carried out part of the research and analysis and produced the datasheets validated by the committee. Available to all municipalities across Québec, the datasheets seek to attain tangible objectives: increase recovery rates, reduce costs per tonne and improve the quality of recovered materials and citizen services.

ÉEQ plans to release a dozen datasheets in which the progress made by certain municipalities will serve to illustrate best practices.

THE BEST PRACTICES INITIATIVE FOR EFFECTIVE CURBSIDE RECYCLING CONTINUED IN 2016



At the workshop of the *The Best Practices Initiative for effective curbside recycling*, participants from the five Centre-du-Québec Regional County Municipalities were very enthusiastic about the energy of the ÉEQ team, especially since they had been consulted on the topics to cover beforehand.

- Christine Labelle, General Manager
MRC de Drummond

HIGHLIGHTS

DEVELOP A WINNING RELATIONSHIP

The enthusiastic adoption of the *Best Practices initiative* by the municipal sector and the developments that have taken place encourage us to pursue this winning relationship. Therefore, in 2016, we strengthened our ties with general managers and the managers that oversee environmental and public works issues, elected officials and contracting officers to raise awareness among these decision makers of the work of the initiative and of their key role in recyclable materials management.

STRONG DEMAND FOR AWAY-FROM-HOME RECOVERY

The opportunity to recover more material in more locations is not only of interest to citizens: municipalities have also adopted the Away-From-Home Recovery program with great interest. With a total budget of \$8M that is jointly financed by a voluntary contribution by ÉEQ and the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC), the program reimburses municipalities for 70% of the costs of the recovery equipment they install in public spaces and municipal buildings of various vocations. From its creation in 2008 and until it came to an end on December 31, 2016, the program led to the installation of nearly 20,000 pieces of equipment across Québec. The demand for the program constantly increased, especially in 2016—its last year.



Away-from-home recovery
equipment helps collect
2,000 TONNES
of materials per year

REVIEW OF ÉEQ'S ACTIVITIES



In the last year of the program, ÉEQ invested every effort to promote the program to municipalities. The deployment strategy that was implemented helped increase the number of meetings with municipal managers and complete the inventories of the needs of 18 municipalities and boroughs with over 45,000 citizens. This partly explains why ÉEQ received additional requests totalling over \$2M in the month of December alone. The applications will be processed in 2017.

2017 OUTLOOK

RAISING AWARENESS AMONG CONTRACTING AUTHORITIES

Of course, developing our ties with municipal curbside recycling is at the centre of our concerns and will remain our focus in 2017. The development of innovative uses for recycled glass (e.g. glass powder used as a cement additive, in green paving stone, in asphalt and road infrastructures and for water filtration and sandblasting) requires that contracting authorities turn to the material for all types of projects. In partnership with the MTMDDET and municipalities, ÉEQ will deploy its efforts to encourage contracting authorities to include these new ecomaterials in an increasing number of bids.

WE WERE THERE

February: Participation in consultations on the waste management plan for Greater Quebec City

May: Participation in the annual conference of the *Union des municipalités du Québec* (UMQ)

June: Presentation of the *Innovative Glass Works* plan to the *Association des directeurs généraux des municipalités du Québec* (ADGMQ)

June: Presentation of the Away-from-Home Recovery program at a training day organized by the *Association des organismes municipaux de gestion des matières résiduelles* (AOMGMR)

September: Facilitation of a workshop on the Away-from-Home Recovery program, the Best Practices initiative and the *Innovative Glass Works* plan at the Salon des affaires municipales organized by the *Fédération québécoise des municipalités* (FQM)

December: Presentation of the *Best Practices initiative* and *Innovative Glass Works* plan to the board of directors of the ADGMQ and at the managers' conference of Greater Montréal

IN THE NEWS

December: "*La collecte sélective au service de la lutte contre les changements climatiques*" by Virginie Bussi res, director of Communications and Public Affairs at     , published in *Le sablier* magazine (ADGMQ)

In the article,      emphasizes
**THE INCREASINGLY WIDESPREAD
USE OF RECYCLED GLASS IN
MUNICIPAL PROJECTS OF
ALL SIZES**, from the green pavement in the
rest area adjacent to the Stoneham-Tewkesbury
library to the specular concrete at Quai Paquet in
L  vis and literally the sidewalks of the
municipalities of Boisbriand, Bois-des-Filions,
Greenville, Lachute, Mirabel, Montr  al, Rosem  re,
Saint-Sauveur and Sainte-Th  r  se, to name
only a few.



SORTING CENTRES: INVESTING IN QUALITY



BACKGROUND

In its search to optimize curbside recycling, ÉEQ soon realized that it was important to strengthen the capabilities of sorting centres by making the enhancement of recovered glass processing—a North American challenge—a priority. In just a few years, and especially through our *Innovative Glass Works* plan, we went from being a collaborator out

of necessity to a privileged ally. We remain convinced that the constant improvement of the quality of the materials processed by sorting centres will act as a catalyst for conditioner and recycler activities.

INNOVATIVE GLASSWORKS

ACHIEVEMENTS IN 2016

SORTING CENTRES SHOW KEEN INTEREST IN THE EXPERIMENTAL PILOT PROJECTS

Nearly 80% of sorting centres in Québec—18 out of 23—applied to take part in the experimental pilot projects of the *Innovative Glass Works* plan to process glass using an implosion technology developed by UK-based Krysteline Technologies combined with a magnetic separator, fine contaminant vacuums and sieves. The outcome of an intercompany collaboration in which ÉEQ is proud to have taken part, the equipment is now distributed in North America by Québec equipment manufacturer Machinex, which leads business activities around the world. As part of our experimental pilot projects, Machinex installs the Krysteline Technologies equipment and provides several related pieces of machinery.

NEARLY 80% OF SORTING CENTRES ASKED TO TAKE PART IN THE PILOT PROJECTS

A rigorous process involving the following steps was implemented to evaluate the applications to the experimental pilot projects:

11 VISITS to sorting centres



SOME 100
analyses of sorted
glass samples



CLOSE TO 30
layout outlines developed



Over **700 HOURS**
of data analysis



REVIEW OF ÉEQ'S ACTIVITIES



The decision to enrol large, medium and small facilities that represent several regions across Québec also informed the selection of the sorting centres that will test the technology:

- A)** Tricentris, tri, transformation, sensibilisation, Terrebonne (Lanaudière)
- B)** EBI Environnement, Saint-Paul (Lanaudière)
- C)** Centre de tri de Québec operated by Société VIA, Québec (Capitale-Nationale)
- D)** Récupération Frontenac, Thetford Mines (Chaudière-Appalaches)
- E)** Régie intermunicipale de traitement des matières résiduelles de la Gaspésie, Grande-Rivière



We are fully committed to the vision of the *Innovative Glass Works* plan. We see it as a solution through which glass from curbside recycling will definitely become part of the circular economy.

- Junior St-Cyr, General Manager
Récupération Frontenac

THE *INNOVATIVE* GLASS WORKS PLAN: A **\$6,7M** ACTION PLAN



HIGHLIGHTS

FROM VISION TO ACTION AND SOON TO TANGIBLE RESULTS

Equipment adapted to each of the participating sorting centres was ordered in fall 2016. In response to our turnkey approach, Machinex assembled a team assigned to our experimental projects to install the equipment that it manufactures or receives from Krysteline Technologies and its suppliers.

REVIEW OF ÉEQ'S ACTIVITIES



In collaboration with RECYC-QUÉBEC, we have assembled a follow-up committee for the experimental period. Committee members will track the results of the pilot projects based on performance indicators for a period during which the equipment will be operated and tested in Québec's four seasons, in which temperatures and humidity levels are known to vary significantly.

2017 OUTLOOK

INVESTING IN SORTING TO STRENGTHEN THE VALUE CHAIN

The development of a recyclable materials value chain, the realization by an increasing number of stakeholders that they should contribute to it, the new markets for glass and the progress of economic activities downstream of sorting centres among conditioners and recyclers are leading to the development of a new dynamism in Québec.

The *Innovative Glass Works* plan is promising for the future of Québec's sorting centres and recycling industry. It represents an investment of over \$6.7M in 2016-2017, including \$5.5M for the sorting centres. But it is not the only initiative. Over the past several years, a number of sorting centres have invested to upgrade their equipment on their own or thanks to funds provided through support programs. A sign of the optimism surrounding the development of Québec's green economy, the plan has also served to maintain and create jobs and increase the economic value of the processed materials.

\$5,5M FOR CUTTING-EDGE GLASS PROCESSING EQUIPMENT

WE WERE THERE

January: Launch of the *Innovative Glass Works* plan

March: Meeting with the British-Québec Business Coalition on sustainable energies and environmental technologies in Québec and Britain with Steve Whettingsteel, CEO of Krysteline Technologies, partner in the *Innovative Glass Works* plan

October: Presentation of the *Innovative Glass Works* plan at a conference on innovation in waste management at Université de Sherbrooke and presentation of the advancement of the plan and conference on Québecers and curbside recycling at the Colloque sur la gestion des matières résiduelles organized by Réseau Environnement

November: Southeast Recycling Development Council Summit in Atlanta, Georgia, where Maryse Vermette took part in a conference on the *Innovative Glass Works* plan with Steve Whettingsteel, CEO of Krysteline Technologies. Virginie Bussi  res also spoke on a glass recycling panel. At the conference held as part of the annual assembly of EXPRA in Brussels, Maryse Vermette presented the *Innovative Glass Works* plan

IN THE NEWS

March: The *Innovative Glass Works* plan presented on *   la une*, Canal Argent TV network

Fall 2016: "Les   quipements de tri du verre sont command  s et les   tudes de march   sont en cours d'  laboration!" by Maryse Vermette, CEO of   EQ published in *3Rve magazine*

Winter 2016: "Steve Whettingsteel, l'homme derri  re la r  volution du verre, Krysteline Technologies et le plan Verre l'innovation de   EQ" published in *3Rve magazine*

CONDITIONERS AND RECYCLERS: DEVELOPING MARKETS THROUGH INNOVATION



BACKGROUND

Upstream of curbside recycling are the companies that contribute to ÉEQ. They place containers, packaging and printed matter on the market and seek to optimize them in terms of quantity and recyclability. Downstream, there are other businesses

that condition and recycle these materials after they are collected and sorted to give them new economic and useful lives. We are very in touch with these entrepreneurs. Along with our partners in the recyclables value chain, we seek to support their initiatives, innovations and successes.

ACHIEVEMENTS IN 2016

SUPPORT FOR COMMERCIALIZATION

Because the *Innovative Glass Works* plan aims to find solutions for 100% of the glass collected through curbside recycling in Québec, it includes a dedicated component to support the commercialization of products and ecomaterials made from the recycled glass from curbside collection in Québec. In March 2016, businesses and organizations working to commercialize recycled glass-based products were invited to submit their projects. In addition to the planned investment of \$1.2M, selected projects will benefit from technical assistance and commercialization support.

\$1.2M IN SUPPORT MEASURES FOR THE COMMERCIALIZATION OF ECOMATERIALS

After receiving and analyzing applications from entrepreneurs and investors for 14 products made from recycled glass, we financed ten market studies to support the selected projects.

HIGHLIGHTS

GLASS: ADDED VALUE IN A RANGE OF PRODUCTS

Most products made from recycled glass capitalize on the material's properties—resistance to bacterial proliferation, innocuousness, stability, durability, insulating properties, flame and water resistance, recyclability and the GHG emissions and raw materials extractions that are offset through its recycling—which lead to added value.

REVIEW OF ÉEQ'S ACTIVITIES



These characteristics make the material ideal for a range of applications, as described in the datasheets produced by ÉEQ:



GLASS IS NOT
THE ONLY MATERIAL
THAT IS RECYCLED.
SO ARE **PAPER AND
CARDBOARD, METAL
AND PLASTIC**



2017 OUTLOOK

CLOSING THE LOOP OF THE CIRCULAR ECONOMY

By returning the glass recycled through curbside collection to the market in various new forms, conditioners and recyclers are closing the loop of the circular economy.

While there are more and more applications for glass that are helping to position Québec as a North American leader in glass recycling, it is important to remember that, just a few years ago, glass was considered a problematic material of little use. The success of the transformation that is currently underway may also be replicated for other materials. This requires a holistic view, the collaboration of stakeholders and a facilitating legal framework.

WE WERE THERE

March: Presentation of the component of the *Innovative Glass Works* plan to commercialize outlets for recycled glass at the Salon des technologies environnementales de Québec.



TOGETHER TO TRANSFORM INNOVATION INTO ACHIEVEMENTS

A VIRTUOUS CIRCLE TO WHICH
ÉCO ENTREPRISES QUÉBEC AND
ITS MANY PARTNERS ACTIVELY
CONTRIBUTE



A STRATEGIC VISION LEADING TO TANGIBLE RESULTS

In 2016, ÉEQ pursued the implementation of its 2013-2016 strategic plan with the application of the 2016-2017 strategic plan that was adopted by the board of directors in December 2015 for an 18-month period. ÉEQ's actions all aim to achieve the organization's vision. The results presented here demonstrate that the organization's strategic vision is indeed materializing. Over the next year, ÉEQ will develop a new strategic plan driven by continuity and consolidation.

ÉEQ'S STRATEGIC VISION EN 2018...

« ÉEQ LED QUÉBEC'S RECYCLING
INDUSTRY TO BECOME THE
NORTH AMERICAN LEADER FROM
THE ECONOMIC, ENVIRONMENTAL
AND SOCIAL PERSPECTIVES. »



**MARYSE
VERMETTE**
President and Chief
Executive Officer



**MARIE JULIE
BÉGIN**
Vice-President,
Compensation Plan



**VIRGINIE
BUSSI RES**
Director, Communications
and public affairs



**MATHIEU
GUILLEMETTE**
Director, Services
to municipalities



**HUGO
LAPOINTE**
Director, Administrative
Services and Finance

BOARD OF DIRECTORS

ADMINISTRATORS MEMBERS



**DENIS
BRISEBOIS¹⁻³**
Chair of the Board and
Chair of the Human
Resources Committee

- Appointed to the Board on June 12, 2009
- Designated representative of Metro inc.



**SUZANNE
BLANCHET²**
Vice-Chair of the
Board and Chair of
the Audit and Finance
Committee

- Appointed to the Board on April 7, 2006
- Designated representative of Cascades inc.



**JOHANNE
LECLERC¹⁻³**
Secretary-Treasurer
of the Board

- Appointed to the Board on April 24, 2014
- Designated representative of Fonds de placement immobilier Cominar



**DIANE
BOUCHARD²**
Member of the Board

- Appointed to the board on March 11, 2016
- Designated representative of Groupe St-Hubert inc.



**ÉRIC
BRUNELLE¹**
Member of the Board

- Appointed to the Board on April 25, 2013
- Designated representative of Agropur coopérative



**THIERRY
LOPEZ³**
Member of the Board

- Appointed to the board on April 21, 2016
- Designated representative of Best Buy Canada Ltd



**SYLVAIN
MAYRAND²**
Member of the Board

- Appointed to the Board on January 22, 2010
- Designated representative of A. Lassonde Inc.



**SERGE
PROULX**
Member of the Board

- Appointed to the board on June 10, 2016
- Designated representative of TELUS Québec



**DANIEL
SIMARD³**
Member of the Board

- Appointed to the board on April 21, 2016
- Designated representative of Uniprix



**JEAN-FRANÇOIS
THÉRIAULT²**
Member of the Board

- Appointed to the Board on September 9, 2010
- Designated representative of Société des alcools du Québec

ADMINISTRATORS NON-MEMBERS



**MICHEL
CAMIRAND²**
Member of the Board

- Appointed to the Board on April 24, 2015



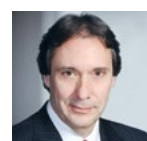
**JOHNNY
IZZ¹**
Member of the Board

- Appointed to the Board on April 24, 2015



**GINETTE
PELLERIN³**
Member of the Board

- Appointed to the Board on April 24, 2015



**PIERRE
RENAUD¹**
Member of the Board

- Appointed to the Board on April 24, 2015

1 Member of the governance and ethics committee

2 Member of the audit and finance committee

3 Member of the human resources committee

ANNUAL DISCLOSURE ON GOVERNANCE

COMPOSITION OF THE BOARD OF DIRECTORS

In keeping with ÉEQ's by-laws, the board of directors is made up of 10 representatives from contributing organizations and 4 representatives appointed based on their qualifications and experience with regard to the value chain of the curbside recycling of containers, packaging and printed matter in Québec.

Half of the positions on the board of directors (5 members, 2 non-members) are up for election each year. This alternation model ensures greater stability for the board of directors and proper follow-throughs. The administrators are elected for a two-year period. Their mandates may be renewed.

At the annual general assembly (AGA) on April 21, 2016, the following administrators were re-elected by acclamation:

Administrators (members)

Éric Brunelle, Agropur coopérative
Thierry Lopez, Best Buy Canada Ltée
Sylvain Mayrand, A. Lassonde inc.
Daniel Simard, Uniprix
Jean-François Thériault, Société des alcools du Québec

Administrators (non-members)

Michel Camirand
Me Pierre Renaud

On December 31, 2016, the board was made up of 14 administrators. In the 2016 financial year, the board of directors held eight meetings, as did the board's committees.

TABLE OF BOARD ATTENDANCE

Participants	Board Meetings
Blanchet, Suzanne	7/8
Bouchard, Diane ¹	5/6
Brisebois, Denis	8/8
Brunelle, Éric	7/8
Camirand, Michel	8/8
Izzi, Johnny	8/8
Leclerc, Johanne	7/8
Lopez, Thierry ²	4/5
Mayrand, Sylvain	8/8
Pellerin, Ginette	8/8
Proulx, Serge ³	2/3
Renaud, Pierre	7/8
Simard, Daniel ⁴	1/5
Thériault, Jean-François	6/8

- 1 Ms. Diane Bouchard was appointed to the board on March 11, 2016.
- 2 Mr. Thierry Lopez was appointed to the board on April 21, 2016.
- 3 Mr. Serge Proulx was appointed to the board on June 10, 2016.
- 4 Mr. Daniel Simard was appointed to the board on April 21, 2016. His absences are justified as of September 2016.

COMPENSATION

Although the by-laws allow it, the board of directors has chosen not to compensate the members who represent contributing organizations. However, honoraria are paid out to non-member administrators. In addition, in 2016, the board adopted a resolution authorizing honoraria to non-member administrators who take part in the organization's strategic planning events.

WORK OF THE BOARD COMMITTEES TO DECEMBER 31, 2016

GOVERNANCE AND ETHICS COMMITTEE

Under the by-laws in effect during the AGA on April 21, 2016, the governance committee acted as the nomination committee. However, on June 10, 2016, following the update of the organization's governance tools undertaken in spring 2016, the board of directors adopted by-law no.17 on the dissolution of the nomination committee and the formal attribution of the mandate to carry out the list of nominees to the governance and ethics committee.

The governance committee assembled until April 21, 2016, held two meetings to compile the list of nominees for the 2016 election. The committee assembled after April 21, 2016, held a meeting to review the governance tools and specifically the code of ethics for administrators and the by-law on the duties, obligations and responsibilities of the governance and ethics committee.

COMPOSITION OF THE COMMITTEE FOLLOWING THE AGA ON APRIL 21, 2016

Pierre Renaud, committee chairman
Denis Brisebois, chairman of the board of directors
Éric Brunelle
Johnny Izzi
Johanne Leclerc

ATTENDANCE OF THE MEMBERS OF THE GOVERNANCE AND ETHICS COMMITTEE

Pierre Renaud	3/3
Denis Brisebois	2/3
Éric Brunelle⁵	2/2
Johnny Izzi	3/3
Johanne Leclerc	2/3

⁵ Mr. Éric Brunelle was appointed to the governance and ethics committee on January 22, 2016.

GOVERNANCE DOCUMENTS FOR REFERENCE

- Code of ethics for administrators and employees (under review)
- By-law on the duties, obligations and responsibilities of the governance and ethics committee (adopted in June 2016)

HUMAN RESOURCES COMMITTEE

The human resources committee held one meeting during the year. It worked to analyze ÉEQ's organizational structure and assess the performance of the president and CEO. It also reviewed the forecast wages in order to make recommendations.

COMPOSITION OF THE COMMITTEE FOLLOWING THE AGA ON APRIL 21, 2016

Denis Brisebois, chairman of the board of directors and committee

Johanne Leclerc
Thierry Lopez
Ginette Pellerin
Daniel Simard

ATTENDANCE OF THE MEMBERS OF THE HUMAN RESOURCES COMMITTEE

Denis Brisebois	1/1
Johanne Leclerc	1/1
Thierry Lopez	1/1
Ginette Pellerin	1/1
Daniel Simard	Absent

WORK OF THE BOARD COMMITTEES TO DECEMBER 31, 2016

AUDIT AND FINANCE COMMITTEE

At its four working sessions, the committee assessed the financial statements for the financial year ended on December 31, 2016, and the audit mandate for the 2017 financial year.

To the board of directors, the committee recommended the review of the financial commitments, investment, insurance portfolio and fund management policies. It also conducted a follow-up of ÉEQ's organizational and strategic risks. Finally, it assessed the 2017 budget estimates for recommendation to the board.

COMPOSITION OF THE COMMITTEE FOLLOWING THE AGA ON APRIL 21, 2016

Suzanne Blanchet, committee chairwoman
Diane Bouchard
Michel Camirand
Sylvain Mayrand
Jean-François Thériault

ATTENDANCE OF THE MEMBERS OF THE AUDIT AND FINANCE COMMITTEE

Suzanne Blanchet	4/4
Diane Bouchard⁶	2/3
Michel Camirand	4/4
Sylvain Mayrand	4/4
Jean-François Thériault	3/4

6 Ms. Diane Bouchard was appointed to the audit and finance committee on April 21, 2016.

COMMUNICATION WITH STAKEHOLDERS

COMPENSATION PLAN

The board of directors authorized a consultation with contributing companies on the 2017 Schedule of Contributions, which was held on October 25 and 27, 2016. The reporting optimization team pursued its activities and conducted a survey on preliminary reporting, webinars on best practices in reporting and the release of an expanded materials guide including new sections on ecodesign and outlets for recyclable materials.

The vice-presidency of the compensation plan also continued to oversee the management of the activities of the association committee, which is made up of representatives from contributing company associations. Information and discussion meetings were held in Toronto and Montréal.

CURBSIDE RECYCLING OPTIMIZATION

With regard to the optimization of the value chain of curbside recycling, throughout the year, the committee encouraged a series of consultation and communication activities with stakeholders in Québec's curbside recycling system:

- Launch of the *Innovative Glass Works* plan with nearly 150 participants in January 2016;
- Pursuit of the workshops led by the *Best Practices initiative* in 14 regions across Québec with over 350 participants from the municipal sector;

- Public affairs activities of *regroupement bacs+* to enhance curbside recycling and coordination of a working group on the upgrade of the deposit and curbside recycling systems made up of representatives from the sectoral associations of the companies that generate beverage containers;
- Deployment of a television and social media advertising campaign with the participation of ÉEQ spokesperson Éric Salvail that led to exceptional results in terms of recognition for the organization and its members;
- Participation in conferences and events organized by stakeholders in Québec's curbside recycling system and international actors.

GOVERNMENT RELATIONS

Throughout the year, ÉEQ pursued the implementation of its government relations plan on the compensation plan and the optimization of curbside recycling. ÉEQ's representations to government authorities on behalf of the organizations that it represents were carried out in accordance with the *Lobbying Transparency and Ethics Act*.

SUMMARY FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2016

INDEPENDENT AUDITOR'S REPORT

To the members of Éco Entreprises Québec

The summary financial statements herein, which include the summary balance to December 31, 2016, and the summary income statements to this date, as well as the explanatory notes are taken from the audited financial statements of Éco Entreprises Québec for the financial year ended on December 31, 2016. We have expressed an unmodified opinion on these financial statements in our report dated March 17, 2017. These financial statements and summary statements do not reflect the impacts of events occurring after the submission date of our auditor's report on these financial statements.

The summary financial statements do not contain all the information required under the Canadian Accounting Standards for non-profit organizations. The review of these summary financial statements therefore does not substitute a review of the audited financial statements of Éco Entreprises Québec.

Management's responsibility for the summary financial statements

Management is responsible for the preparation and summary of the audited financial statements based on the criteria described in the note of the summary financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on the procedures we have implemented according to Canadian Auditing Standard 810, *Engagements to Report on Summary Financial Statements*.

Opinion

In our opinion, the summary financial statements based on the audited financial statements of Éco Entreprises Québec for the financial year ended on December 31, 2016, fairly summarize the financial statements based on the criteria described in the note of the summary financial statements.

BDO Canada s.r.l./S.E.N.C.R.L./LLP¹

Montréal (Québec)
March 17th, 2017

¹ CPA auditor, CA, public accountancy permit no. A113666.

SUMMARY FINANCIAL
STATEMENTS FOR THE
FINANCIAL YEAR ENDED ON
DECEMBER 31, 2016

SUMMARY BALANCE SHEET (IN THOUSANDS OF DOLLARS)		
	2016	2015
ASSETS		
Total current assets	\$206,177	\$175,149
Total long-term assets	360	358
Total assets	\$206,537	\$175,507
LIABILITIES AND NET ASSETS		
Total current liabilities	\$173,169	\$140,073
Total long-term liabilities	81	2,168
Total liabilities	173,250	142,251
Total net assets	33,287	33,256
Total liabilities and net assets	\$206,537	\$175,507

SUMMARY INCOME STATEMENT (IN THOUSANDS OF DOLLARS)		
	2016	2015
Revenue	\$153,082	\$142,104
Expenses		
Expenses related to the Schedule of Contributions	141,584	139,418
Expenses related to the development of the Schedule of Contributions and the optimization of the curbside recycling system	3,022	3,933
Administration fees	6,129	5,670
Programs – Away-from-Home Recovery	4,074	1,660
	154,809	150,681
Operating losses	(1,727)	(8,577)
Other revenue	1,758	2,747
Excess of revenue (deficiency) over expenses for the financial year	\$31	\$(5 830)

1. ACCOUNTING BASIS AND SUMMARY

The summary financial statements were prepared by management to be inserted in the organization's annual report and are based on the audited financial statements for the financial year ended on December 31, 2016.

MEMBERS* OF ÉCO ENTREPRISES QUÉBEC ON MARCH 17, 2017, AND THOSE THAT COMPLIED WITH THEIR OBLIGATIONS** UNDER THE 2015 SCHEDULE OF CONTRIBUTIONS

105766 Canada inc., Mega Watt Hydro	9030-5418 Québec inc.	Actelion Pharmaceutiques Canada Inc.
109652 Canada Ltd,Ltee/ Ruby International CIE	9041-5522 Québec Inc	Acti-sol inc.
123696 Canada Inc.	9045-7631 Québec Inc	Adecco Services de Ressources Humaines
124738 Canada Inc.	9046-4017 Québec inc	Adfast Montréal inc.
145047 Canada Ltée	9050-3665 Québec Inc (Guertin & Alix)	Adidas Canada limited
149667 Canada inc., pour le compte de Centre Hi-Fi	9054-8553 Qc. Inc (Altitude-sports.com)	AEF Global inc.
156560 Canada Inc.	9055-7588 Québec inc.	Agence de santé et de services sociaux de l'Abitibi-Témiscamingue
167395 Canada Inc.	9071-3975 Quebec inc	Agence Métropolitaine de Transport
2318-4211 Québec inc.	9071-7851 Quebec Inc.	Agences Masson Ltée
2326-8303 QUÉBEC INC	9090-4962 Québec inc.	Agrilait, Coopérative Agricole
2421-0072 QUÉBEC INC	9090-7627 Quebec Inc.	Agropur coopérative
2437-4217 Que inc	9095-6236 Québec inc. (Franchises Amir)	Air Canada Vacations
2546-2375 Québec inc	9117-4227 Quebec Inc.	Airway Surgical Appliances Ltd.
2639-1862 Québec inc.	9126-7153 Québec inc.	Albert Perron inc.
2731-4822 Québec inc.	9138-1616 Québec inc	Alcon Canada Inc.
2748-8683 Québec inc.	9142-1180 Québec inc.	ALES GROUPE CANADA
2970-7528 QUÉBEC INC.	9168-7368 Québec inc	Aliments Altra Distributeurs Inc.
3091-2703 Québec Inc. (ZIP)	9188-3843 Québec Inc.	Aliments Fondue paysanne inc. (les)
3095-6395 Québec inc.	9207-5308 Québec inc. (William Spartivento)	Aliments Koyo Québec Inc.
3096-7087 québec inc.	9217-5041 Québec Inc.	Aliments Krinos Foods Itée
3106471 Canada Inc.	9217-5231 Québec Inc	Aliments Krispy Kernels inc.
3165086 Canada Inc.	9226-4985 Québec Inc.	Aliments la Bourgeoise inc.
3289419 Canada Inc.	9252-9064 Quebec Inc	Aliments Leika inc. (les)
3309916 Canada inc.	9283-5958 Quebec Inc	Aliments Merci (les)
3323471 Canada inc. (Maison Condelle)	9286-5591 Quebec Inc.	Aliments Minçavi inc.
3777472 Canada Inc., SamaN Wood Stain	9292-2913 Québec Inc.	Aliments Nutrisoya inc.
3834310 Canada Inc.	A & V 2000 inc.	Aliments Ouimet-Cordon Bleu inc.
3855155 Canada Inc. (Supermarché P. A.)	A & W food services of Canada inc.	Aliments Pasta Romana inc.
3M Canada	A Belisle et fils SENC	Aliments Patiboul inc.
4217748 Canada inc.	A. Lasseonde inc.	Aliments Putters Inc.
4223373 Canada inc.	A. Setlakwe Itée	Aliments Trans Gras inc. (les)
6254250 canada inc	A.E. McKenzie Co ULC	Aliments Trigone inc.
6317383 Canada Inc.	A1 Imports Inc.	ALIMENTS TRIUMPH inc.
7147538 Canada Inc	Abbaye Saint-Benoit	Aliments Ultima inc.
7165412 canada inc (Nordvie inc)	Abbott Laboratories, Limited	A-LINE ATLANTIC INC
7348550 Canada inc. (Supermarché P. A.)	Accent-Fairchild Factory Group	Allergan Inc.
7818696 Can inc	Acces Florat inc.	Alliance Mercantile Inc.
9002-2120 Québec Inc.	Accessoires d'autos Nordiques inc.	Allstate Insurance Company of Canada
9014-8222 Québec Inc. (FPMQ07)	Accessoires pour vélos O.G.D. Itée	ALPHA Assurances
9015-4931 Québec inc.	Acema Importations inc.	Altex decoration Ltd.
9020-2292 Québec inc.	Acer America Corporation	Alu-Rex inc.
9023-1952 Québec inc.	ACH Food Companies Inc.	Amaro inc.
	Acier Victoria Itée	Amenagement Nortree
		Amerella of Canada Ltd.
		American Standard Canada

* Companies and organizations that have paid all required contributions under the 2015 Schedule of Contributions are considered members.

** Nearly 255 additional companies met their obligations under the 2015 Schedule of Contributions but asked that their name not be published.

Amerispa inc.
 Ameublements Tanguay,
 Centre de distribution
 Amex Bank of Canada
 AMG Medical Inc.
 Amnesia Inc.
 Amscan Distributors (Canada) Ltd.
 Amway Canada Corporation
 Amylitho Inc
 ANB Canada Inc.
 Animalerie Dyno Inc
 Annie Dumontier, audioprothésiste
 Antique Ste Genevieve Inc
 Antirouille Métropolitain
 Antoine Laoun inc.
 Apotex inc.
 Apple Canada
 ARC'TERYX Equipment A Division
 of Amer Sports Canada Inc.
 Arctic Star Foods 9223-1497
 Quebec Inc.
 Ares Equipment & Distribution
 Arjohuntleigh Magog Inc.
 Armoires de Cuisines Action, une
 division de 2757-5158 Québec inc.
 Aromasource inc.
 Arrow Games Inc.
 Asia Pulp and Paper
 ASM Canada Inc
 Assemblée Nationale
 Association Coopérative Agricole
 de la Patrie
 Association de Villégiature
 de la Station Mont-Tremblant
 Association Des Camps
 Du Québec inc.
 Association Maritime du Québec
 Association pour la promotion
 de la librairie indépendante
 Association Pulmonaire Du Québec
 Association québécoise des
 pharmaciens propriétaires
 Association touristique de
 Manicouagan
 Association touristique des Laurentides
 Association Touristique Régionale
 de Charlevoix
 Association touristique régionale
 de Duplessis
 Association touristique régionale
 de la Gaspésie
 Association touristique régionale
 des Îles de la Madeleine
 Association Touristique Régionale
 Saguenay-Lac-Saint-Jean
 AstraZeneca Canada Inc.
 Atkins et Frères inc.
 Atkins Nutritionals Inc.
 Aubaine du Tapis Saucier inc.
 Auclair et Martineau inc.
 Aurora Importing & Distributing
 Limited

Autruche
 Aux Champs d'Élisé François inc
 Aventure Chasse et Pêche
 Aviva
 Avmor Ltd.
 Avon Canada Inc.
 Avril Supermarché Santé
 B&G Foods Canada, ULC
 Bag to Earth Inc. / Sac au sol inc.
 Bagel Maguire inc
 BAIN DEPOT INC
 Bain Ultra inc.
 Bank of Montreal
 Banque Nationale du Canada
 Bar Imex Int'l Inc.
 Bariatrix Nutrition
 Barreau du Québec
 Bastos of Canada Ltd.
 Bath & Body Works (Canada) Corp
 Batterie Spécialité
 Bausch & Lomb
 Baxters Canada inc.
 Bayard Presse Canada Inc.
 Bayer Inc.
 Bayer Inc. (formerly Schering-Plough
 Canada Inc.)
 Bazz inc.
 BD APD Inc.
 Beau-Lieu Instantané inc.
 Beauté Star Bédard inc.
 BeaverTails Canada Inc.
 Bechedor inc
 Becton Dickinson Canada Inc.
 Beiersdorf Canada inc.
 Bélanger VT Laminés
 Bel-Gaufre inc.
 Bell Canada
 Bell Canada - Marketing
 et communications
 Bellisio Food Canada
 Benjamin Moore & Co.
 Bentley Leathers Inc.
 Best Buy Canada Ltd.
 Bestar inc.
 Béton Bolduc inc.
 BFCO INC.
 Bibliothèque et Archives nationales
 du Québec
 Bic Inc.
 Bijouterie Giffard inc.
 Bijouterie Laviguer Itée
 Bio Biscuit inc.
 Bio Lonreco Inc.
 Bio-Actif inc. et compagnies affiliées
 Biodélices
 Bioforce Canada inc.
 Bio-K Plus International Inc.
 Bioventus Canada ULC
 Biovet Inc.
 Biscuits Leclerc Itée
 Bissell Canada Corporation
 Bizou International inc.

Blinds To Go Inc. / Le Marché du Store
 Blistex Corporation
 Bluewater Seafoods Inc.
 Blush Lingerie Inc.
 BMW Group Canada
 Boa-franc S.E.N.C.
 Boehringer Ingelheim (Canada) Ltd.
 Boiron Canada inc.
 Bois Expansion inc.
 Boiseres Rousseau inc.
 Bombardier Produits Récréatifs
 Bonduelle Amérique du Nord inc.
 Bonté Distribution inc
 Boshart Industries Inc.
 Boss Technologie inc.
 Bostik Canada Ltd.
 Boston Pizza International Inc.
 Botanix inc
 Boucherie Sainte-Brigide inc.
 Bouclair
 Boulangerie Auger (1991) inc.
 Boulangerie du Royaume inc.
 Boulangerie Georges Inc
 Boulangerie GRANT'S Bakery inc.
 Boulangerie La Mère Michèle inc.
 Boulangerie Lanthier Itée
 Boulangerie Normétal inc.
 Boulangerie Repentigny inc.
 Boulangerie Snowdon
 Boulangerie St-Méthode inc.
 Boulangerie Vachon inc.
 Boulangeries Canada Bread, Limitée
 Boulart inc
 Boutique Colori inc.
 Boutique La Vie en Rose Inc.
 Boutique Marie-Claire inc.
 Brands Unlimited Inc.
 Brasserie Dieu du ciel!
 Brasserie McAuslan
 Brasseurs du nord inc (les)
 Brasseurs Sans Gluten
 Brault & Martineau/Groupe ATBM inc.
 Breuvages Radnor Itée
 Breville Canada S.E.C
 Bridor Inc.
 Brome Bird Care Inc.
 Bro-quali inc.
 Brossard Frères inc.
 Brother international corporation
 (Canada) Ltd.
 Broue Alliance Inc.
 Brown Shoes Inc.
 BSH Home Appliances Ltd.
 BSN Medical Inc.
 Buck Expert Inc
 Buffalo Original Inc.
 Bulk Barn Foods Limited
 Bulle Bijouterie Pour Mamans Inc.
 Bureau d'audiences publiques sur
 l'environnement
 Burger King Restaurants
 of Canada Inc.

Burgham sales Ltd.
 Burnbrae Farms Limited
 Burton Snowboards
 C & J Clark Canada Ltd.
 C. B. Powell Ltd.
 CAA-Québec
 Cadillac Fairview
 Café Morgane inc.
 Café Napoléon inc.
 Café Vittoria inc.
 Caisse de dépôt et placement
 du Québec
 Caleres Canada inc.
 Camémat inc.
 Cameo Knitting div.
 of 4207602 Canada inc.
 Campbell Company of Canada
 Camping Québec
 Cams 2016 Inc.
 Canac-Marquis Grenier Itée
 Canada billard & bowling inc.
 Canada Dry Motts Inc.
 Canadel Furniture inc.
 Canadian Home Publishers
 Canadian National Sportsmen's
 Shows (1989) Ltd.
 Canadian Technical Tape Ltd.
 Canadian Tire Corporation Limited
 Canadian UNICEF Committee
 (UNICEF Québec)
 Canards du Lac Brome Itée
 Canarm Ltd.
 Canaropa (1954) inc.
 Candorvision (a division of
 Candorpharm Inc.)
 Canon Canada inc.
 Capespan North America Inc.
 CAPSANA
 Cara Operations Ltd.
 Cardinal Health Canada Inc.
 Carlton Cards Ltd.
 CAROLYN DESIGN
 Caron & Guay inc.
 Casa Cubana/Spike Marks Inc.
 Cascades Groupe Tissu, une division
 de Cascades Canada inc.
 Cascades Inopak, une division
 de Cascades Canada inc.
 Casio Canada Ltd.
 Cavendish Farms
 CDMV inc.
 Centre d'animaux nature
 Centre de distribution Beto-Bloc
 Centre de distribution électrique Itée.
 Centre de ski Mont Rigaud
 Centre d'Entraide Familiale
 de la MRC de Montmagny
 Centre du jardinage Côté inc.
 Centre local de développement
 de l'Érable (CLDE)
 Centres Dentaires Lapointe
 Centura Brands inc.
 Centura Québec Itée
 céramic café-studio inc
 Ceratec inc.
 Certaineed Gypsum Canada Inc.
 CGC Inc.
 Chalet des Érables senc
 Chambre des notaires du Québec
 Champag Inc.
 Chandelles Tradition MB inc.
 Chanel inc.
 Chapman's Ice Cream
 Charbon de Bois Feuille d'Érable inc.
 Charcuterie La Bicoise
 Chartwell Retirement Residences
 Château lingerie MFG inc.
 Chaussures Bo-Pied inc.
 Chaussures M&M inc
 Chaussures Tony Inc.
 Chenail Fruits et Légumes Inc.
 Chenchiam Inc.
 Cherbourg inc.
 (Équipement Sanitaire Cherbourg)
 Chez Farfelu
 Chez Louis Poulet et Pizza Inc.
 Chidaca International Inc.
 Chocolat Arvisais Inc.
 Chocolat Belge heyez Père & fils Inc.
 Chocolat Imagine Inc.
 Chocolat Jean-Talon, division de Regal
 Confections Inc.
 Chocolat Lamontagne inc.
 Chocolat Perfection inc.
 Chocolats Geneviève Grandbois
 Choice Hotels Canada Inc.
 Cholesterol Plus Inc.
 Church & Dwight Canada corp.
 CIBC
 Cibona Foods inc.
 Cidrerie Michel Jodoin
 Cidrerie Verger Bilodeau
 Cineplex Entertainment Limited
 Partnership
 Citadelle Coopérative de producteurs
 de sirop d'érable
 Citifinancière Canada Inc.
 CKF inc.
 Clarins Canada
 Clark Drouin Lefebvre inc.
 Clef des Champs inc.
 Clos Saint-Denis inc.
 Clover Leaf Seafoods L.P.
 Club de Football les Alouettes
 de Montréal
 Club Med Sales Canada Inc.
 Coalision inc.
 Coats & Clark
 Cobra Anchors co. Ltd.
 Codet inc.
 Cogeco Connexion Inc.
 Colgate Palmolive Canada inc.
 Collectif Liberté Inc.
 Collection papillon Gemme inc
 Collège d'Anjou
 Collège de l'Assomption
 Collège de Lévis
 Collège des Médecins du Québec
 Collège Durocher Saint-Lambert
 Collège International Marie de France
 Collège Jacques-Prévert
 Collège Jean de la Mennais
 Collège Jean-de-Brébeuf
 Collège Jean-Eudes
 Collège Laflèche
 Collège LaSalle
 Collège Laval
 Collège Letendre
 Collège Notre-Dame
 Collège Notre-Dame-de- Lourdes
 Collège Regina Assumpta (1995)
 Collège Saint-Alexandre de la Gatineau
 Collège Saint-Charles-Garnier
 Collège Sainte-Anne de Lachine
 Collège Saint-Maurice
 Collège Saint-Paul
 Collège Stanislas inc.
 Collège Ste-Marcelline
 Collège St-Jean-Vianney
 Colonial Elegance inc.
 Columbia Sportswear Canada
 Comité de déontologie policière
 Comité de gestion de la taxe scolaire
 de l'île de Montréal
 Comité sectoriel de la main-d'oeuvre
 des services de soins personnels
 Commerce Apex Trades
 Commission Administrative des
 Régimes de Retraite et d'Assurances
 Commission de la capitale nationale
 du Québec
 Commission de la construction
 du Québec
 Commission de la Santé et de la
 Sécurité du Travail du Québec
 Commission des normes du travail
 Commission des Services Juridiques
 Commission scolaire de Charlevoix
 Commission scolaire de Kamouraska -
 Rivière-du-Loup
 Commission scolaire de la
 Beauce-Etchemin
 Commission scolaire de la capitale
 Commission scolaire de la Côte-du-Sud
 Commission scolaire de la
 Région-de-Sherbrooke
 Commission Scolaire de la Riveraine
 Commission scolaire De La
 Seigneurie-des-Mille-Îles
 Commission scolaire de Laval
 Commission scolaire de l'Énergie
 Commission scolaire de l'Estuaire
 Commission scolaire de Montréal
 Commission scolaire de Portneuf
 Commission Scolaire de St-Hyacinthe
 Commission scolaire des Bois-Francis

Commission scolaire des Chênes	Coopérative Agricole Régionale	DÉLICOUKI INC
Commission scolaire des Chic-Chocs	Parisville	Dell Canada inc.
Commission scolaire des Découvreurs	Coopérative d'Alentour	Delmondi import-export inc.
Commission scolaire des Hautes-Rivières	Coopérative de cablodistribution de l'arrière-pays	Delta dailyfood (Canada) inc.
Commission scolaire des Hauts-Bois de l'Outaouais	Coopérative des producteurs de pommes de terre de Péribonka-Ste-Marguerite	DEMCO En Couleurs inc.
Commission scolaire des Hauts-Cantons	Coopérative Horticole Groupex	Dep distribution exclusive Itée
Commission scolaire des Îles	CoopTel, coop de télécommunication	Derco Horticulture Inc.
Commission scolaire des Laurentides	Coq-O-Bec inc.	Dermalogica
Commission scolaire des Monts-et-Marées	Coranco Corporation Limited	Dermtek pharmaceutique Itée
Commission scolaire des Navigateurs	Corbeil Électroménagers	DESBO DISTRIBUTION INC.
Commission scolaire des Phares	Corporation AbbVie	Deschenes et fils Itée.
Commission scolaire des Portages-de-l'Outaouais	Corporation Bella Vita International	Design Creative International C.D.I. Inc.
Commission scolaire des Premières-Seigneuries	Corporation d'aliments Catelli	Despres Laporte inc.
Commission scolaire des Rives-du-Saguenay	Corporation de développement culturel de Trois-Rivières	Distinctive appliances inc.
Commission scolaire des Trois-Lacs	CORPORATION DE L'ABBAYE D'OKA	Distributel
Commission scolaire du Chemin-du-Roy	Corporation du Moulin Légaré inc.	Distribution Cpm Inc.
Commission scolaire du Fleuve-et-des-Lacs	Corporation Financière Mackenzie	Distribution Incognito 2002 Inc.
Commission scolaire du Lac-St-Jean	Corporation Genacol Canada inc.	Distributions Agri-Sol Inc.
Commission Scolaire du Val-des-Cerfs	Cosmo Communications Canada Inc.	Distributions Europeennes Canada Inc.
Commission scolaire Harricana	Costco Wholesale Canada Ltd.	Distributions Fillion Marquis International Ltée
Commission scolaire Lester-B.-Pearson	Côté-Réco inc.	Distributions J. Des Serres inc
Commission Scolaire Marguerite-Bourgeoys	Coty Canada inc.	Distributions Julia inc.
Commission scolaire Marie-Victorin	Couche-Tard inc.	Distributions Missum Inc.
Commission scolaire Sir-Wilfrid-Laurier	Coulombe Québec Limitée	Distributions Multi-Pro inc.
CommunauteX Inc	Counseltron Ltd.	Distributions Olive & Olives Inc.
Communications Camping Caravaning	Courchesne Larose Itée.	Dixon Ticonderoga Inc.
Como Pizzeria	Couvre-Planchers Flordeco inc.	DK Company
Compagnie d'assurance Standard Life du Canada	Crate and Barrel Canada Inc.	Dolce & Bianca Inc.
Compagnie d'Assurance-vie Croix Bleue du Canada	Crayola	Dole Foods of Canada Ltd.
Compagnie Globe Électrique inc.	Crème glacée Ital Gelati inc.	Dollarama L.P.
Compagnie Rafrâichissements Coca-Cola Canada	Crestar Ltd.	Domaine de l'Ardennais inc.
Compagnie Safdie inc. (La)	Crevier Lubrifiants	Domaine du Ski Mont-Bruno inc.
ConAgra Foods Canada Inc.	Croisières AML inc.	Domino's Pizza of Canada Ltd.
Concord Premium Meats Ltd.	Croque en bol inc.	Domtar inc.
Concordia University	Crossmark Canada Inc.	Dorfin distribution inc.
Condor Chimiques inc.	(Select Brand Distributor's Inc.)	Dorsey Marketing Inc
Confédération des syndicats nationaux	CTG Brands Inc.	Dover Finishing Products Inc.
Confiserie Mondoux Inc.	Cuisines Gaspésiennes de Matane Itée (Les)	Dow Chemical Company Canada Inc.
Confiseries Régäl inc.	Curateur public du Québec	Dr JO Lambert Itée
Conglom Inc.	Curtis International Ltd	Dr. Oetker Canada Ltd.
Conseil de Promotion de l'Agroalimentaire Québécois	Dairy Queen Canada Inc.	Drain-Vac International 2006 Inc.
Conseil des Arts et des Lettres du Québec	Daki Itée	Druide informatique inc.
Conseil des métiers d'art du Québec	Danawares Corp.	Duchesnay
Conseil du statut de la femme	Danby Products Ltd.	Duchesne et Fils Itée
Convatec Canada Ltd.	Danisco Inc	Dundas Jafine Inc.
Convectair-NMT Inc.	Danone inc.	Duproprio inc.
Cooper Industries(electrical) Inc.	Danson Decor Inc.	Dura housewares Inc.
	Dare Foods Limited	Dural, a division of Multibond Inc.
	Dart Canada	Dynamic Paint Products Inc.
	DAVIDsTEA Inc	Dyson Canada Limited
	De Portes en Portes inc.	E. I. du Pont Canada Company
	Déco surfaces Canada inc.	E.D. Smith Foods Ltd.
	Décor Au Vent Inc.	Eastern Townships School Board
	Décor de maison Commonwealth	Eaton Yale Company
	Décor Maison Versailles inc.	Eau Limpide Inc.
	Degil Safety Products (1989) Inc.	Eau Zone Huiles & Fragrances Ltée
	Délices d'Antan Inc	Eaux Vives Water inc.
		Ecco Shoes Canada Inc.
		ÉCOLE AUGUSTIN ROSCELLI
		École de musique Vincent-d'Indy
		École de technologie supérieure

École Nationale de Cirque
 École nationale de police du Québec
 École secondaire de Bromptonville
 École secondaire
 Mont-Saint-Sacrement
 Éditions Continuité inc.
 Éditions Gladius International Inc.
 Editions Phidal Inc.
 Éditions Pratico-Pratiques
 Efficom Inc.
 Ego Fashions
 El ran Furniture Ltd.
 Elco Fine Foods
 Électro-Tel Inc.
 Elfxpedition Inc
 Eli lilly Canada inc.
 Elizabeth Arden (Canada) Ltd.
 El-Ma-Mia inc.
 Elmer's Products Canada, Corp.
 Emco Corporation
 Emerson Electric Canada Limited
 Emeu Dundee Original
 Energex Pellet Fuel inc.
 English Montreal School Board
 Entrepôts fruigor inc. (les)
 Entreprises Ernest (Mtl) Itée (les)
 Entreprises Pâtes et Croûtes
 I.b. inc. (les)
 Entreprises Sea Monster inc. (les),
 une division de Diffusion Aquasport
 Envirogard Products Limited
 Équipements Adrien Phaneuf inc. (les)
 Esposito food market Ltd.
 Essex Continental Distributors inc.
 Estée Lauder Cosmetics Ltd.
 Etais Boblen Cases Inc.
 Euro-Excellence inc.
 Europasta Inc.
 Euro-Pharm International Canada Inc.
 Événements GPCQM
 Exceldor Coopérative Avicole
 EXPERTOIRS INC.
 Experts Verts inc.
 Export dépôt div de Teleson
 electronique inc.
 Export Packers Company Limited
 Externat Mont-Jésus-Marie
 Faber et Co. inc.
 Fabricville Company Inc.
 Fafard et Frères Ltée
 Familiprix
 Favuzzi International Inc.
 FCA Canada inc.
 Federal-Mogul Canada Ltd.
 Federated Insurance Company
 of Canada
 Fédération des caisses Desjardins
 Fédération des médecins
 omnipraticiens du Québec
 Fédération des pourvoiries du Québec
 Fédération des travailleurs et
 travailleuses du Québec (FTQ)

Fédération interdisciplinaire
 de l'horticulture ornementale
 du Québec
 Fédération québécoise de camping
 et de caravanning inc.
 Felix Homme inc.
 Fellowes Canada Ltd.
 Fenêtres Élite inc. (les)
 Fenplast inc.
 Fer & Métaux des Bois-Francis inc.
 Ferme C.M.J.I. Robert Inc.
 Ferme des Voltigeurs inc.
 Ferme Farnham Itée
 Ferme François Blouin Inc
 Ferme François Gosselin
 Ferme Guy Lefrançois et fils inc
 Ferme H.Daigneault et Fils inc
 FERME J. OUMET INC.
 Ferme Jean-Pierre Plante inc.
 Ferme Onésime Pouliot inc.
 Ferme piscicoles des Bobines inc.
 Ferme Régil inc.
 Ferme Saint-Élie
 Ferme Van Velzen et Fils S.E.N.C.
 Ferme Vifranc Inc.
 Fermes J Coulombe et fils Itée
 Fermes Roger Gariepy et fils inc
 (FPMQ07)
 Fermes Trudeau Inc.
 Ferrero Canada Ltd./Itée
 Ferring inc.
 Ferti Technologies inc.
 Fèves au Lard L'Héritage Itée
 FGL Sports Ltd.
 Fiji Water of Canada Ltd.
 Financière Manuvie
 FleetMind Solutions
 Fleur D'Olive
 Fondation de la faune du Québec
 Fondation du Pensionnat du
 Saint-Nom-de-Marie
 Fondation Lucie et André Chagnon
 Fondation Québec Cinéma
 Fondation Vincent-d'Indy
 Fonds de placement immobilier
 Cominar
 Fonds de solidarité FTQ
 Fonds Promotionnel RE/MAX inc.
 Fonora Textile inc.
 Fontaine Santé Foods inc.
 Foot Locker Canada Corp.
 Ford Motor Company of Canada
 Forever 21
 Fou du cochon et Scie
 Furniture de bureau Denis inc.
 FraiseBec inc.
 Fraisière Faucher Inc.
 Fraisière Rou Gi et Fils inc.
 Fraisière Sylvie et Gilles Arsenault Inc.
 Francois et Lise Méthot inc.
 Frank Lyman Design Inc.
 Franklin Templeton Investments Corp.

Freeman Industries Inc.
 Frères Di Iola inc. (Les)
 Freud Canada, Inc.
 Frito-Lay Canada, une division
 de Pepsi-Cola Canada Itée
 Fromagerie Ancêtre inc.
 Fromagerie Bel Canada
 Fromagerie Bergeron inc.
 Fromagerie Boivin
 Fromagerie des Basques inc.
 Fromagerie L'Autre Versant
 Fromagerie Le Detour 2003 Inc.
 Fromagerie Lemaire Itée
 Fromagerie Madame-Chèvre Ltée
 Fromagerie Pimar / Hamel inc.
 Fromages La Chaudière inc.
 Fromagiers de la Table Ronde division
 de Ferme Raymond Alary et Fils
 (1981) Inc.
 Fruit Dome inc.
 Fruit d'Or inc.
 Fruit of the Loom Canada Inc.
 Fruits & Passion Boutiques Inc.
 Fruits de mer de l'est du Québec
 Fruits et légumes Gaétan Bono inc.
 Fujifilm Canada Inc.
 Fumoir Grizzly inc.
 Futura Manufacurier De Portes Et
 Fenêtres Inc.
 FYI SERVICES ET PRODUITS QUÉBEC
 INC
 G. Bergeron & fils inc.
 Galderma Canada Inc.
 Galerie Au Chocolat
 Gap (Canada) Inc.
 Garaga inc.
 Garant GP
 Gardena Canada Ltd.
 Gaston Charbonneau Floral Itée
 Gastronomica Aliments Fins inc.
 Gates Canada inc.
 Gaudet sweet goods inc.
 Gaz Métro
 Gazifère Inc.
 GB Micro Electronics
 GE Lighting
 Gemex Inc.
 Gemme Canadienne P.A. Inc
 General International Mfg (Co) Ltd.
 General Mills Canada Corporation
 General Motors of Canada
 General Nutrition Centres Company
 Genima inc
 Gentec International
 Genuine health inc.
 Geox Canada Inc.
 Germain Larivière (1970) Itée
 Gestion Carlos Torralbo Inc. /
 Les Fruits De Mer Ifc Inc.
 Gestion Dagwoods inc.
 Gestion Deloitte s.e.c.
 Gestion FÉRIQUE

Gestion Luc Doyle Inc.	Groupe Promutuel, Fédération de sociétés mutuelles d'assurance générale	Hygie Canada inc.
Gestion Maison Ethier Inc.	Groupe Qualinet inc.	Hylands Homeopathic Canada inc
Gestion RIC'ART Ltée	Groupe Restaurants Imvescor inc.	Hyundai Auto Canada Corp.
Gestion Sijoprec inc.	Groupe Restau-Service inc	I-D Foods Corporation
Gestion Touche Finale inc.	Groupe Rossignol Canada Inc.	Ideal Security inc.
Gestion Universitas inc.	Groupe Seb Canada	Idelle Labs
Gestion Yuzu inc.	Groupe Sima inc.	IKEA
Giant Tiger Stores Limited	Groupe Sogides inc.	Îlot 307 Inc.
Give and Go Prepared Foods Corp.	Groupe Son X Plus Inc.	Immanence Intégrale
Glaxosmithkline	Groupe Sportscene inc.	Dermo Correction inc.
Glaxosmithkline Consumer Healthcare	Groupe tabac Scandinave Canada	Immunotec Inc.
Global Upholstery Co. Inc.	Groupe Tecnic 2000 Inc.	Imperial Oil
Globe Union Canada Inc.	Groupe TVA inc.	Imperial Tobacco Canada Ltd.
Gloco inc.	Groupe Valentine	Importations & Distributions B.H. inc.
Godiva Chocolatier	Groupe vegco inc.	Importations Biochala inc
Goedike Canada inc.	Groupe Voyages Québec inc.	Importations cjs
Goodyear Canada Inc.	Groupe Yellow Inc.	Importations Géocan inc. (les)
Gosselin Photo Vidéo Inc.	Guerlain (Canada) Itée	IMPORTATIONS STAVROPOULOS
Gourmet Nutrition F.B. Inc.	Guess? Canada Corporation	IMPRIMERIE OFFSET BEAUCE LTÉE
Gourmet Sauvage Inc	H&R Block Canada Inc.	Indigo Books & Music
GRANULCO inc.	H. Chalut Itée	Industrie gastronomique Cascajares
Granules LG inc.	H.A. Kidd and Company Limited	Industrielle Alliance, Assurance et services financiers inc.
Great Divide Corp	H.B. Promotion Inc.	Industries Dorel inc. (Les)
GreenLawn, Ltd	H.R.S. Global, a division of 9266-1677 Quebec Inc.	Industries John Lewis
Groupe Accès Électronique Inc.	Hachette Collections	Industries JSP inc.
Groupe Adonis inc.	Hachette Distribution Services (Canada) Inc.	Industries P.W.I. inc.
Groupe Bergeron-Thibault	Hain Celestial Canada	Ingram Micro Inc.
Groupe Birks inc.	Hall-Chem MFG inc.	INNOVATIVE TECHNOLOGY
Groupe Boyz Inc.	Hallmark Canada	Insertech Angus
Groupe Cam-J inc.	Hamilton Beach Brands Canada Inc.	Institut de la Statistique du Québec
GROUPE CANTREX NATIONWIDE INC.	Hasbro Canada Corporation	Institut de recherche biologique
Groupe Carreaux Céragrès inc.	Helen of Troy	Yves Ponroy Canada inc.
Groupe CDREM inc.	Héloïse Laboratoire inc	Institut de tourisme et d'hôtellerie du Québec
Groupe Commensal Inc	Henkel consumer adhesives	Inter Clotures Inc
Groupe d'alimentation MTY inc.	Henkel Consumer Goods Canada Inc.	Intermiel inc.
Groupe de Courtage Omni Ltée	Henry Canada inc.	International de montgolfières de Saint-Jean-sur-Richelieu
Groupe Dutailier Inc.	Herbalife of Canada Ltd.	Intervet Canada Corp.
Groupe Dynaco, Coopérative agroalimentaire	Heritage Home Fashions inc.	INTIMODE CANADA INC.
Groupe Dynamite Inc.	Hershey Canada Inc.	Invesco Trimark Itée
Groupe ERA inc.	Herzing College	Investors Group
Groupe ERP	Hibbert International Inc.	IPEX Electrical Inc.
Groupe Éthier inc.	HKR Collections	Ipex Inc.
Groupe financier AGA	Hoffmann-La Roche Limited	Irving Consumer Products Limited
Groupe Gagnon Frères inc.	Holt Renfrew	Isis Inc.
Groupe Intersand Canada inc. (le)	Home Depot Canada	Isolofoam group Inc.
Groupe JNC 1944 Inc.	Home Hardware Stores Limited	ITW Permatex Canada
Groupe Johanne Verdon Inc.	HoMedics Group Canada Co.	J L 2000 INC.
Groupe Lemercier inc.	Homéo Technique inc.	J. Benny Inc.
Groupe Lemur inc. (Le)	Honda Canada inc.	J. Sonic Services inc.
Groupe Lou-Tec inc.	Hostellerie les trois Tilleuls inc.	J.B. Poitras Inc.
Groupe Marcelle	Hôtellerie Champêtre	J.E. Mondou Itée
Groupe Opex inc.	HP Canada Co	J.L. Freeman S.E.C.
(Ashley Furniture HomeStore)	HSBC Bank Canada	J.M. Clément Itée
Groupe Optimum Inc.	Hubbell Canada LP	Jack Link's Canada Company
Groupe Party Expert	Hudson's Bay Company (HBC)	Jacques Laferte ltee
Groupe PharmEссор inc.	Humania Assurance inc.	Jacques Lemieux (grossiste) inc.
Groupe Phoenicia inc.	Husqvarna Canada Corp.	Jam Industries Ltd.
Groupe Plastika inc.	Hydro-Québec Distribution	Jamieson Laboratories
Groupe Première Moisson inc.		Jan K. Overweel Limited
(Centre administratif)		

Janes Family Foods-Sofina Foods Inc.
 Janssen Inc.
 Jardiniers Ideal Ltee (FPMQ07)
 Jardins Ste-Clotilde Enr.
 Jascor Housewares inc.
 JB Laverdure Inc
 Jean-Guy Bigras et Fils Ltée
 Jean-Paul Fortin (1997) lbc
 JELD-WEN of Canada Ltd.
 JELD-WEN, une division de
 Donat Flamand
 Jobboom Inc.
 John Deere Canada ULC
 John Forest / Rucher des framboisiers
 Johnson & Johnson
 Johnson & Johnson VisionCare, Inc.
 Johnson Level and Tools Inc.
 Johnvince Foods
 Journal Communautaire L'Attisée Inc.
 Journal communautaire Le Contact
 de Beaulac-Garthyby
 JOURNAL LA HAUTE CÔTE-NORD
 INC.
 Journal Le Charlevoisien inc.
 Journal Le Montagnard
 JOURNAL LE NORD-CÔTIER INC
 Jovi Sport Inc.
 Joylypso Inc.
 JPL MARAÎCHER INC
 JTI-Macdonald Corp.
 JTI-Macdonald TM Corp.
 Julie Sabourin Audioprothésiste
 Julien Beaudoin ltée
 Julien inc.
 Kamins Dermatologics
 Kao Canada inc.
 Kaycan Ltd.
 Kaz Canada Inc.
 KCI Medical Canada Inc.
 Keen Canada Outdoor, Inc.
 Kellogg Canada
 Keurig Canada Inc.
 Kia Canada Inc.
 Kidde Canada
 Kimberly-Clark inc.
 Kimpex inc.
 King Packaged Materials Company
 Klassen Bronze Limited
 Kleen-Flo Tumbler Industries Ltd.
 Knape & Vogt Canada Inc.
 Kodak Canada ULC
 Kodak Document/Personalized
 Imaging, a division of 111616
 Operations (Canada) Inc.
 Kodiak Group Holdings Co.
 Kohl & Frisch Limited
 Kosmic Distribution
 Kutoka
 L. Di Lallo et fils Inc.
 L. Villeneuve & Cie (1973) Ltée
 L.C. Meubles Inc.
 L.L.Lozeau Ltée

L'Ordre des sages-femmes du Québec
 La Capitale assurances générales inc.
 La Capitale Groupe financier inc.
 La Cie de Téléphone de Courcelles Inc.
 La Cie Matériaux de Construction
 BP Canada
 La cie McCormick Canada co.
 La Clef De Sol Inc.
 La Commission des relations du travail
 La Compagnie 2 Ameriks inc.
 La Compagnie d'assurance Belair Inc.
 La compagnie de Produits Favorite
 ltée/Oil Dri Canada
 La Compagnie de Téléphone
 de Lambton Inc.
 La Compagnie Mutuelle d'Assurance
 Wawanesa
 La Compagnie Regitan ltée
 La Cordée Plein Air inc.
 La Crevette du Nord Atlantique inc.
 La Fernandière s.e.c.
 La Financière Agricole du Québec
 La fourmi bionique Inc.
 La Fraisonnée inc.
 La Fromagerie Champêtre inc.
 La Fromagerie du terroir
 de Bellechasse Inc.
 La Fromagerie Polyethnique inc
 La Fromagerie Victoria inc.
 La Glace Frontenac rive sud ltée
 La Maison AML-CO (1981) inc.
 La Maison Crowin inc.
 La Maison Lavande Inc.
 La Maison Orphée inc.
 La magna inc.
 La Petite Bretonne (distribution) inc.
 La Petite Grange (Laurent Meury inc.)
 La Presse ltée
 La Régie du bâtiment du Québec
 La revue de cinéma Séquences
 La revue Möbius
 La rotisserie de Granby inc.
 La Scène Musicale
 La Societe Canadienne
 De La Croix Rouge
 La Trappe a Fromage
 La Villa du Ravioli inc.
 Laboratoire Atlas inc.
 Laboratoire Larima
 LABORATOIRE PIERRE
 MARCHILDON INC.
 Laboratoire Riva inc.
 Laboratoire St-Antoine
 Laboratoire Trianon
 Laboratoires Abbott
 Laboratoires Colba Inc.
 Laboratoires Natrum inc.
 Laboratoires Nicar inc.
 Laboratoires Reynard inc.
 Labrador Laurentienne inc.
 L'Académie Ste-Thérèse inc.
 LAFERTE ET LETENDRE INC

Laiterie Chagnon
 Laiterie Chalifoux inc.
 Laiterie de Coaticook ltée
 Laiterie de la baie ltée
 Laiterie de l'Outaouais
 Laiterie des trois vallées inc.
 Laiterie Royale inc.
 landau sacamoto
 Lantic inc.
 L'Arc-en-ciel du Paradis
 L'Aréna des Canadiens inc.
 Laroche Gaulin CPA inc.
 Laura Secord (4542410 Canada inc.)
 Laurent Chocolatier Belge Inc.
 LAUZON - Planchers de bois
 exclusifs inc.
 Lauzon Bois énergétique recyclé Inc.
 Lavo inc.
 Le Café Dépôt inc.
 Le Canard Goulu inc.
 Le Centre de Comptoir Coupe D'or Inc.
 Le Château inc.
 Le Club Piscine Plus Québec
 (C.P.P.Q.) inc.
 Le Coin Vert - Azzam Maksoud
 Le Directeur général des élections
 du Québec
 Le Gastronom Animal Inc.
 Le Groupe Alimentaire Nordique inc.
 Le Groupe Dans un jardin
 Le Groupe Harnois Inc.
 Le Groupe Innovak
 Le Groupe Jean Coutu (PJC) inc.
 Le Groupe Leader Média Inc.
 Le Groupe Legerlite inc.
 Le Groupe Multi Luminaire Inc.
 Le Groupe Vertdure Inc.
 Le Massif Inc.
 LE MONDE DU RAVIOLI INC
 Le Potager Riendeau inc.
 Le Protecteur du Citoyen
 Le Reflet du canton de Lingwick
 Le Sabord, revue culturelle inc.
 Le Salon International de l'Auto
 de Montréal ltée
 Le SuperClub Vidéotron ltée
 Le Théâtre de La Manufacture
 Le Verger Lamarche inc.
 Le Vignoble le Cep d'Argent inc.
 Leda Health Innovations Inc
 Ledvance Ltd.
 Lego Canada inc.
 Légumière Y C inc.
 Légunord inc.
 LEMBEX IMPORT
 Lenbrook
 LEO Pharma Inc.
 Leon's Furniture Limited
 Léopold Bouchard inc.
 L'Équipe Spectra
 Les Accessoires D`ordinateurs
 Exponent Microport Inc.

Les Agences Prodex enr.
 (168342 Canada inc.)
 Les Aliments 2000 inc.
 Les Aliments Bari inc.
 Les Aliments Bégin inc.
 Les Aliments Bercy inc.
 Les Aliments Blé d'Or
 Les Aliments CDS inc.
 Les Aliments Dainty Foods
 Les Aliments Lebel Inc.
 Les Aliments Magrebia inc
 Les Aliments Mejicano
 Les Aliments Nutri-Delice Inc.
 LES ALIMENTS OLYMPUS (CANADA)
 Les Aliments Orientalys Inc.
 Les Aliments O'sole Mio inc.
 Les aliments Parador inc.
 Les Aliments Pearlmark Foods Inc.
 Les Aliments Trophy inc.
 Les Aliments Whyte's Inc.
 Les Amis du Jardin botanique
 de Montréal
 Les Bijouteries Doucet 1993 Inc.
 Les Brasseries Sleeman Ltée
 Les Brasseurs GMT Inc.
 Les Breuvages Cott
 Les Câbles Ben-Mor
 Les Chaussures Rubino Inc.
 Les Chocolats Vadeboncoeur inc.
 Les Confections Lamartine inc.
 Les Cultures de Chez Nous inc.
 Les Distilleries Melville Ltée
 Les Distributions Avantgarde inc.
 Les Distributions Yvan Nadeau Inc.
 Les Douceurs de l'Érable Brien inc.
 Les Eaux Naya
 Les Eaux Saint-Léger Waters Inc.
 Les écrits de l'Académie des lettres
 du Québec
 Les Éditions Cap-aux-Diamants Inc.
 Les Éditions Nitram inc.
 Les Éleveurs de volailles du Québec
 Les Entreprises Amira inc.
 Les Entreprises Bizier Inc.
 Les Entreprises Catsports inc.
 Les Entreprises Leznoff 2011 inc.
 Les Entreprises Réjean Lavoie
 Les Entreprises Rolland inc.
 Les Entreprises Vagabond inc.
 Les Entreprises Vivre en Forme Inc.
 Les Fermes E. Notaro Et Fils Inc
 Les Fermes Leclair et frères Itée
 Les Fermes Lefort
 Les Fermes Lufa
 Les Fermes Rivest Bourgeois inc.
 Les Fines Herbes de Chez Nous inc.
 Les Franchises Panda Itée
 Les grands feux du Casino
 du Lac-Leamy
 Les Hôtels Villegia
 Les Hottes Gimi inc.
 Les Immeubles Roussin Ltée
 Les Importations Cavan inc.
 Les Importations Edika inc.
 Les Importations Herbasante Inc
 Les Impressions Borgia inc.
 Les Industries Amisco Itée
 Les Industries Beco Ltée
 Les Industries Bernard & Fils Itée
 Les Industries Bonneville Itée
 Les Industries Capitol Inc.
 Les Industries Jessar
 Les Industries Trovac Itée
 Les Insecticides Puroguard Ltée
 Les Jardins de la Montagne
 Les Jardins I.E.C. Dubuc inc.
 Les Magasins Korvette Itée
 Les Manufacturiers Brais et Frères inc.
 Les Marchands en Gros de Fruits
 Canadawide inc.
 Les Marques Kin Inc
 Les Marques Nuway inc.
 Les Matelas SSH Canada
 Les Matériaux de Construction
 Oldcastle Canada inc.
 LES MENTHES RITO LTEÉ
 Les meubles B.O.F.F. inc.
 Les Meubles de St-Félix inc
 Les Meubles Marchand inc.
 les meubles pel international ltee
 Les Meuneries Mondou
 Les Modes Klaus Steilmann Inc.
 Les Mousses de L'Estrie Inc.
 Les Oeufs Ovale S.E.C.
 Les oeufs Richard eggs inc.
 Les Pêcheries Ouellet inc.
 LES PIÈCES D'AUTO T.D.G. INC.
 Les Placements Arden inc.
 Les Plantes Et Décors Veronneau Inc.
 Les Plats du Chef inc.
 Les Producteurs de lait du Québec
 Les Producteurs laitiers du Canada
 Les Productions Horticoles Demers inc.
 Les Productions Margiric Inc
 Les Produits Aluminium P.S. Inc.
 Les Produits Armodec Itée
 Les Produits Daubois inc.
 LES PRODUITS DE LAITIER
 MEHADRAIN INC.
 Les Produits de Santé Audessa inc.
 Les produits de soins pour la peau au
 lait de chèvre Canus inc.
 Les Produits Industriels
 Jean-Paul Côté inc.
 Les produits Techniseal inc.
 Les Produits UNI J.G. Côté Inc.
 Les Produits Valfei inc.
 Les Promotions Atlantiques inc.
 Les Pros de la Photo (Québec) Inc.
 Les Publications Charron & Cie inc.
 Les Publications Groupe
 TVA-Hearst inc.
 Les Restaurants Lafleur inc.
 Les Rôtisseries Benny
 Les Rôtisseries St-Hubert Itée
 Les Serres Arundel S.E.N.C.
 Les serres Biologico inc
 Les Serres Ovation Inc.
 Les Serres Royales
 Les Serres Sagami inc.
 Les Serres Sagami Saguenay inc.
 Les Sols R. Isabelle inc.
 Les Sommets de la Vallée inc.
 Les Sources Saint-Elie inc.
 Les Sources Véo
 Les Spécialités Prodal (1975) Itée
 Les Surgelés Cool & Simple inc.
 Les Terres Maraîchères Norvie inc.
 Les Textiles Patlin inc.
 Les Tricots Duval & Raymond Itée
 Les Tuyaux Aston inc.
 Les Ventes Jenere Sales Corp.
 Les Vergers Cataphard et fils inc.
 Les Vergers Lafrance inc.
 Les Vergers Leahy inc.
 Les Vergers Pedneault
 Les Viandes Biologiques
 de Charlevoix Inc.
 Les Viandes Walcovit Inc.
 Lesters Foods Ltd.
 Lévesque éditeur
 Levi Strauss & Co. (Canada) Inc.
 LexisNexis Canada Inc.
 Lexmark Canada Inc.
 LG Electronics Canada Inc.
 Life Sciences Nutritionals Inc.
 Lifescan Canada Ltd.
 Lindt & Sprungli (Canada) Inc.
 Linen Chest inc.
 Lise Watier Cosmétiques inc.
 Litterie Primo inc.
 Litteries Universelles Paga Inc.
 Little Caesar of Canada Inc.
 Lobe Réseau inc
 Loblaw's inc.
 Location d'Outils Simplex
 Logiciels PMD inc.
 Logistik Unicorp inc.
 L'Oréal Canada inc.
 Loto-Québec
 Louis Elenakis
 Louis Fillion Électronique inc.
 Louis Garneau sports inc.
 LoyaltyOne, Co
 LUBECKI TECHNICAL HOLDINGS INC.
 Lumen, une division de Sonepar
 Canada inc.
 Lunetterie New Look Inc.
 L'Union des producteurs
 agricoles - Publications
 L'Union-Vie, Compagnie Mutuelle
 d'Assurances
 L'Unique, assurances générales inc.
 LUSH Handmade Cosmetics Ltd.
 Lussier Dale Parizeau
 M&M Meat Shops Ltd.

M4 Concordia 9252-3513 Québec Inc	Mercier wood flooring inc.	Murray Sales Inc.
MAAX Bath Inc.	Merck Canada inc.	Musée de la civilisation
Mademoiselle Ellégance Inc.	Messageries Dynamiques	Musée d'histoire d'ethnographie et d'art religieux
Magasins Lecompte inc.	Métaltech-Oméga Inc.	Musée national des beaux-arts du Québec
Magasins Trevi Inc.	Metro Richelieu inc.	Musique Select Inc.
Magazine Prestige inc.	Meubles BDM+ inc. / Groupe Bermex Inc.	National Herring Co.
Magtar Sales inc.	Meubles Branchaud inc.	National Smokeless Tobacco Company Ltd.
Maheu&Maheu Inc.	Meubles Concordia Itée	Nature 3M inc.
Maibec inc.	Meubles Domon Itée	Nature's Path Foods Inc.
Maison Chaleur Et Confort Inc.	Meubles Jaymar Corp.	Nature's Sunshine Products
Maison de la pomme de Frelighsburg Inc.	Meubles JC Perreault inc.	NaturoSources
Maison de thé Camellia Sinensis	Meyer Canada Inc.	NATURPAC
Maison des futailles S.E.C.	Mia foods inc.	Natursource Inc.
MAISON RUSSET INC.	Michael Rossy Itée	Nautilus Plus Inc.
Maison Théâtre	Michaels Stores Inc	Neatfreak Group Inc.
Maître Saladier inc.	Michel St-Arneault inc.	Nemcor Inc.
Makita Canada Inc.	Microsoft	Nergy Santé Inc.
Manhattan International Trade Inc.	Midlon foods inc.	Nespresso Canada
Mansfield Medical Distributors Ltd.	Midway Industries Ltd.	Nestle Canada Inc.
Manteaux Manteaux	Miel Labonté Inc.	Nestle Purina Petcare
Manu Vic inc.	Miele Limited	Nestle Waters Canada
Manufacture Leviton du Canada Itée	Ministère de la Culture, des Communications et de la Condition féminine	Newell Rubbermaid inc.
Mapei inc.	Ministère de la Famille	News Marketing Canada Corp.
Maple Leaf Foods	Ministère de la Justice du Québec	NII Northern International Inc.
Maple Lodge Farms Ltd.	Ministère de la Santé et des Services sociaux	Nike Canada Corp
Marc Anthony Cosmetics Ltd.	Ministère de la Sécurité publique	Nikol Poulin inc.
Marc Bovet inc.	Ministère de l'Éducation, du Loisir et du Sport	Nikon Canada Inc.
Marcan Adhesives Corporation	Ministère de l'Emploi et de la Solidarité sociale	Nissan Canada Inc.
MARCHÉ DE POISSON SHERBROOKE INC.	Ministère de l'Énergie et des Ressources naturelles	Nivel inc.
Mariette Clermont inc.	Ministère de l'Immigration, de la Diversité et de l'Inclusion	NORTHFORK BISON DISTRIBUTIONS INC.
Marimac inc.	Ministère des Finances	Nouvelles Ski-Presse Inc.
MARISE VICTORIAVILLE INC	Ministère des Forêts, de la Faune et des Parcs	Novalab Inc.
Marketing Albert Mann Inc	Mint Green Group Inc.	Novartis consumer health Canada inc.
Mars Canada inc.	MIRABÚCHES INC.	Novartis pharmaceuticals Canada inc.
Mary Kay Cosmetics Ltd.	Mitsubishi Motor Sales of Canada Inc.	Novexco inc.
MAS & FILS JARDINIERS LTÉE	MIXTE MÉDIA INC.	Novik Inc.
Masco Canada limited	Mobilia Intérieurs inc.	Novo Nordisk Canada Inc.
Matériaux Bonhomme inc.	Mode Le Grenier inc.	NUMAGE QUEBEC
Matériaux de construction CanWel tée	Moen inc.	Nutrinor-Secteur lait et eau
Matériaux Laurentiens inc.	Moishes Inc.	Nutri-Oeuf inc.
Mattel Canada inc.	Molson Canada 2005	Nutri-Zoo Inc.
Maurice St-Laurent Itée	Mondelez International	Objectif Monde
Mayrand Itée.	Mondor Itée	Occy Laboratoire Inc
Mazda Canada inc.	Mont Blanc S.E.C.	Ocean Spray International Inc.
McCain Foods Canada	Mon-tex Mills Ltd.	Octroi de licences Félix & Norton inc.
McCaughey Consumer Products Management, inc.	Montour Itée	Odan Laboratories Ltd.
McDonald's Restaurants of Canada Limited	Montreal Pita	Office de la protection du consommateur
Mcmahon distributeur pharmaceutique inc.	Morin & Rouleau inc.	Office des personnes handicapées du Québec (OPHQ)
Mead Johnson Nutrition (Canada) Co.	Morris national inc.	Office franco-québécois pour la jeunesse
MEGA Brands Inc.	Mountain Equipment Co-op	Office Général des Eaux Minérales Ltée
Mega Group Inc.	Mr Lube Canada LP	OFFICE QUEBEC-AMÉRIQUES POUR LA JEUNESSE
Mégaburo inc.	MTD products limited	Office Québec-Monde pour la jeunesse
Megalak Finition inc.	Multi-Portions inc.	Office québécois de la langue française
Meilleures Marques Itée		OFFICE QUÉBEC-WALLONIE BRUXELLES POUR LA JEUNESSE
Menu-Mer Ltée		
Merangue International Limited		
Mercedes-Benz Canada Inc.		

Old Dutch Foods Ltd.	Paris Glove of Canada Ltd.	Pro-amino international inc.
Old Navy (Canada) Inc.	Parmalat Canada Inc.	Procter & Gamble inc.
Olymel S.E.C.	Pastene Inc.	Produit Original Renato
Olympia Tile International Inc.	Patates Dolbec inc.	Produits Alimentaires Berthelet inc.
Omer Deserres Inc.	Pâtisserie Le Fraisier inc.	Produits alimentaires Sager inc
Opto-Plus Inc.	Patricia Lingerie	Produits Alimentaires Viau inc.
Oral Science Inc.	Patrick Morin Inc.	Produits Andalos
Ordre des agronomes du Québec	Pébéo Inc.	Produits de pâtisserie orientale,
Ordre des audioprothésistes	Pediapharm Inc.	une division de 140740 Canada inc.
du Québec	Peds Legwear inc	Produits de santé Delano Itée
Ordre des chimistes du Québec	Peinture Micca Inc.	Produits Kruger S.E.C.
Ordre des chiropraticiens du Québec	Pensionnat du Saint-Nom-de-Marie	Produits pour animaux Yamas inc.
Ordre des conseillers et conseillères	Pensionnat Notre-Dame-des-Anges	Produits sanitaires unique inc.
d'orientation du Québec	Pépinière Charlevoix Inc.	Produits Shell Canada
Ordre des CPA du Québec	Pépinière L'Avenir	Produits Vegkiss Inc
Ordre des CRHA	Pepsi Bottling Group Canada	Produits Zinda Canada inc.
Ordre des dentistes du Québec	Pepsi-qtg	Proprio direct inc.
Ordre des ergothérapeutes du Québec	Perrin Inc.	Protégez-Vous
Ordre des évaluateurs agréés	Pfizer Canada Inc.	Provisions Marquis inc.
du Québec	Pfizer Consumer Healthcare, a division	Prym Consumer Canada Inc.
Ordre Des Hygiénistes Dentaires	of Pfizer Canada Inc.	Publications BLD inc.
Du Québec	PH Canada Company	Puma Canada inc.
Ordre des infirmières et infirmiers	Pharmacies Gregoire Arakalian	Pure Treats Inc
auxiliaires du Québec	Pharmascience inc.	Purity Life Health Products
Ordre des infirmières et infirmiers	Philippe Gosselin & Associés Limitée	Quadrant Cosmetics Corp.
du Québec	Phyto-Santé Itée	Québec Loisirs inc.
Ordre des ingénieurs du Québec	Pièces d'autos Transit inc.	Quickie Convenience Stores Corp.
Ordre des ingénieurs forestiers	Pied-Mont Dora inc.	Quickstyle industries inc.
du Québec	Pierre Belvedere Inc.	Quiznos Canada Restaurant Corp.
Ordre des opticiens d'ordonnances	Pierre Fabre Dermo Cosmétique	Radiator Specialty Company
du Québec	Canada inc.	of Canada
Ordre des podiatres du Québec	Pierre-Olivier Dion	Rapid Snack inc.
Ordre des psychoéducateurs et	Pizza Pizza Limited	RBF International Itée
psychoéducatrices du Québec	Plaisirs gastronomiques inc.	RCR International Inc.
Ordre des psychologues du Québec	PlastiFab Ltd	RE/MAX LAURENTIDES INC.
Ordre des technologues en imagerie	Plastique DCN Inc.	Reader's Digest Canada
médicale, en radio-oncologie et en	PLB International inc.	Reckitt Benckiser (Canada) inc.
électrophysiologie médicale	PMTROY Assurances et services	Recochem Inc.
du Québec	financiers inc.	Red Bull Canada Ltd.
Ordre des travailleurs sociaux et	Pneus André Touchette Inc.	Régie de l'assurance maladie du
des thérapeutes conjugaux et	Pneus Unimax Itée	Québec
familiaux du Québec	Poissonnerie du havre Itée.	Régie des alcools, des courses
Ordre professionnel de la	Poissonneries Odessa Inc.	et des jeux
physiothérapie du Québec	Poivre des Iles (Le)	Régie des installations olympiques
Ordre professionnel des	Polyculture Plante 1987 inc.	Régie du logement
inhalothérapeutes du Québec	Polyethics Industries Inc.	Reinhart Foods Ltd.
Ordre professionnel des technologistes	Pommes Ma-gic inc.	Reitmans (Canada) Limited
médicaux du Québec	Porter Airlines	Reliable Parts Ltd.
Outillages King Canada inc.	PPG Revêtements Architecturaux	Rembourrage RE-NO
Outils A.Richard Co.	Canada inc.	Renaud-Bray
Ovation Médias Inc.	Premier Tech Home & Garden Inc.	Renew Life Canada Inc.
Ove Decors ULC	Premiere Products Brands of	Réseau de transport de la
Owens Corning Celfortec L.P.	Canada, Ltd	Capitale - RTC
Owl's Head Development inc.	Prestilux Inc.	Réseau de transport de
P. K. Douglass inc.	Prestolam inc.	Longueuil (RTL)
Pajar production Itée	Primeau Metal inc	Résines Sefaco Inc.
Paladin labs Inc.	Primerica Financial Services	Restaurants Giorgio (Amérique) Ltée
Palason Billard Inc.	(Canada) Ltd.	Restaurants Topla inc.
Panasonic Canada Inc.	Primo Foods Inc.	Restogain inc.
Paramount Training Canada Inc.	Primo Instrument Inc	Retraite Québec (Régie Des Rentes
Parasuco Jeans Inc.	Pro Circuit High Tech Nutrition inc.	Du Québec)
Parfumerie Paris inc.	Pro Doc Itée	Revenu Québec

Revlon Canada Inc.
 Reynolds Consumer Products Canada Inc.
 RGR Guinois Inc.
 Ricardo Média inc.
 Richard Taschereau CA
 Ridha cosmétiques inc.
 Roadrunner Apparel Inc.
 Roberge & Fils inc.
 Robert Bosch inc.
 Robert St-Jacques
 Roche Soins du diabète, division de Hoffmann - La Roche Limitée
 Rogers Media Inc.
 Roland Boulanger & Cie ltée
 Rolf c. Hagen inc.
 Rona inc.
 Ronor international inc.
 Rothmans, Benson & Hedges Inc.
 Rôtisserie Fusey (1983) inc.
 Rôtisseries Rémi Martin Inc.
 Roxon medi-tech ltd
 Royal Bank of Canada
 Royal Institution for the Advancement of Learning
 Royer inc. (l.p.)
 Rozon Batteries inc.
 Ruchers promiel inc. (les)
 Running Room Canada Inc.
 S. Boudrias inc.
 S.C. Johnson and Son Limited
 S.D. variations inc.
 Sable Marco inc
 Sail Plein Air inc.
 Saladexpress inc.
 Salton Canada
 Samsung Electronics Canada Inc.
 Sandoz Canada inc.
 Sani-Marc Inc.
 Sanofi Consumer Health / Sanofi Santé grand public
 Sanofi-aventis Canada Inc.
 Santa Maria-Sofina Foods Inc.
 Santé Naturelle A.G. ltée
 Santrel International inc.
 Saputo Dairy Products Canada G.P.
 Sardo Foods
 SATAU INC.
 Savons Prolav Inc.
 Sca Personal Care, une division de Sca North America - Canada Inc.
 Schluter Systems (canada) Inc.
 Scotts Canada Ltd.
 Sealy Canada ltée
 Sears Canada inc.
 Secrétariat d'État des Chevaliers de Colomb du Québec
 Sel Warwick Inc.
 Sennheiser (Canada) Inc.
 Sephora Canada
 Serdy Média inc.
 Serres Yargeau inc.
 Serum International Inc.
 Service Alimentaire Desco Inc.
 Services d'investissement FÉRIQUE
 Servier Canada inc.
 Shafer-Haggart Ltd.
 Shaklee Canada Inc.
 Sharp Electronics of Canada Ltd.
 Shaw Satellite G.P.
 Sher-Wood Athletics Group Inc.
 shivas watches inc.
 SHOLA Inc.
 Shopper+Inc
 Shoppers Drug Mart inc.
 Shop-Vac Canada Ltd.
 Sifto Canada Corp.
 SIGVARIS Corp
 Simons inc.
 SIMPATICO TOURS
 Sivaco Québec, une division de Sivaco Wire Group 2004 L.P.
 Skechers USA Canada Inc.
 SKINNER & NADEAU INC
 Slush puppie Canada inc.
 SML CANADA ACQUISITION CORP
 Smucker Foods of Canada co.
 Snap-on Tools of Canada
 Sobeys Québec
 Société Bristol-Myers Squibb Canada (la)
 Société d'assurance générale Northbridge
 Société de développement commercial Destination centre-ville
 Société de développement des périodiques culturels québécois (SODEP)
 Société de franchises La Piazzetta inc.
 Société de l'assurance automobile du Québec
 Société de transport de Laval
 Société de transport de l'Outaouais
 Société de transport de Montréal
 Société de transport de Sherbrooke
 Société de transport du Saguenay
 Société de Vin Internationale ltée
 Société des alcools du Québec
 Société des Établissements de Plein Air du Québec
 Société des Traversiers du Québec
 Société d'habitation du Québec
 Société du Musée d'archéologie et d'histoire de Montréal
 Société en commandite Services FMD
 Société MC commercial Inc.
 Société Place des Arts de Montréal
 Société pour la promotion d'événements culturels du Haut-Richelieu inc.
 Société Sylvicole de St-Nicolas inc.
 Sogetel inc.
 sogetel mobilité inc.
 SOLUTIONS ÉCO INC
 Solutions Greentag Inc.
 Sony of Canada Ltd.
 Sony Pictures Home Entertainment
 Sopar cosmetics inc.
 Soprema Canada Inc.
 Souris Verte inc.
 South Shore Industries Ltd.
 SPCA (canadienne)
 Spécialités Lassonde inc.
 Spécialités mb inc.
 Spectra Premium Industries inc.
 SPG International Ltée
 Spicers, une division de Paperlinx Canada ltée
 Spin Master Ltd.
 Sport dinaco inc.
 Sport maska Inc.
 Sports ATF inc.
 Springs Canada Inc.
 SSQ, Société d'assurance-vie inc.
 St. Joseph Media
 Standard Products Inc.
 Starbucks Coffee Company
 Station Mont Tremblant - Intrawest
 Stella Pharmaceutical Canada Inc.
 STIHL Limited
 Storck Canada inc.
 Storex Industries
 Stoves builder international inc.
 Stratos Pizzeria (1992) inc.
 Structube Ltd.
 St-Viateur Bagel
 Subaru Canada Inc.
 Subway Franchise Systems of Canada, Ltd.
 Sugi Sports inc.
 Sun Life Assurance Company of Canada
 Sun Products Canada Corporation
 Sunbeam Corporation Canada Limited
 Suncor Énergie inc.
 Sunice Inc.
 Sun-Maid Growers of California
 Sunopta inc.
 Sun-Rype Products Ltd.
 Sunstar Americas Inc.
 Sûreté du Québec
 Suzuki Canada Inc.
 Suzy's Inc.
 Symak Sales Co. Inc.
 Synnex Canada Limited
 Tabac ADL inc
 TallGrass Distribution
 Targus Canada Ltd.
 Taro Pharmaceuticals inc.
 Taymor Industries Ltd.
 TBM Holdco
 TD Bank Financial Group
 Tech-Mix, une division de BAUVAL inc.
 Technoform Industries ltée
 Télébec société en commandite
 Téléphone de St-Ephrem inc.

TÉLUQ (Télé Université)
 TELUS Corporation
 Tender Corporation
 Terra Café et Thé Itée
 Teva Canada Ltd.
 Texas Instruments Inc.
 The Aldo Group Inc.
 The Allan Candy Company Limited
 The Bank of Nova Scotia
 The Body Shop Canada Limited
 The Brick Warehouse L.P.
 The Business Depot Limited
 The Canadian Salt Co. Ltd.
 The Clorox Company of Canada Ltd.
 The Dominion of Canada General Insurance Company
 The Empire Life Insurance Company
 The French's Food Company
 The Genuine Canadian Corp
 The Great-West Life Assurance Company
 The Hartz Mountain Corporation
 The Hillman Group Canada ULC
 The Mentholatum Company of Canada Ltd.
 The Mibro group
 The Minute Maid company Canada Inc.
 The North West Company L.P.
 The Second Cup Ltd.
 The Sherwin Williams Co.
 The Source (Bell) Electronics Inc.
 The Study
 The TDL Group Corp.
 Thermor Ltd.
 Thomas & Betts limited
 Thomas, Large & Singer inc.
 Thriftys Inc. (2005)
 Thulé Canada inc.
 Tilley Endurables Inc.
 Top Franchise MS Inc.
 TOPRING Inc.
 TOPS Products Canada
 Toshiba of Canada Limited
 Tour East Holidays Canada Inc.
 Tourbieres Lambert inc.
 Tourisme Abitibi-Témiscamingue
 Tourisme Baie-James
 Tourisme Bas-Saint-Laurent
 Tourisme Cantons-de-l'Est
 Tourisme Centre-du-Québec
 Tourisme Lanaudière inc.
 Tourisme Laval
 Tourisme Mauricie
 Tourisme Montréal
 Tourisme Outaouais
 Tours Chanteclerc inc.
 Tours New York Inc. (fas Alio)
 Tous les Jours
 Toyota Canada inc.
 Toys R Us Canada
 Trader Corporation
 Transat A.T. inc.
 Transcontinental Média S.E.N.C.
 Trans-herbe inc.
 Travail et Santé
 Tree of Life Canada Inc.
 Tribunal administratif du travail
 Trica inc.
 Trudeau corporation 1889 inc.
 Trudell Medical International
 Truserv Canada
 Turkey Hill Sugarbush Ltd.
 TVA Films, membre du Groupe TVA
 TVA Publications inc.
 Tyco healthcare group Canada inc.
 U.S. Cotton (Canada) Co.
 UAP inc.
 Ulextra inc.
 Ultima Foods Inc. (Olympic Dairy Products Inc.)
 Ultramar Itée / CST Canada Co.
 Uniboard Canada Inc.
 Unica Canada inc.
 Unico Inc.
 Unilever Canada
 Uniprix inc.
 Uni-sélect inc.
 Unisource Canada, Inc.
 Unisoya 1986 inc.
 Université de Montréal
 Université de Sherbrooke
 Université du Québec à Montréal
 Université du Québec à Rimouski
 Université du Québec en Abitibi-Témiscamingue
 Université du Québec en Outaouais
 Urgel Bourgie
 USP Canada Inc.
 Vacances Sunwing Inc.
 Valener
 Valentino Furniture Manufacturing Inc
 Valeurs mobilières Banque Laurentienne
 Value Village Stores
 Van de Water-Raymond Ltd./Itée
 Vanico Maronyx inc.
 Variétés Pierre Prud'homme inc. (les)
 Vast-Auto Distribution Itée
 Veg Pro International Inc.
 Vélo Québec
 Vélo Québec Éditions
 VELUX Canada inc.
 Vendirect Inc
 Venmar Ventilation Inc.
 Veranda Jardin R.P. inc.
 Verbatim Americas LLC
 Verger du Minot Inc.
 Verger Hamel distribution Inc.
 Verger Lacroix
 Verger Yvan Duchesne inc.
 Vergers Paul Jodoin inc.
 vergers st-paul inc.
 Vertex Pharmaceuticals (Canada) Inc.
 Vétoquinol N.-A. inc.
 VF Outdoor Canada
 Via Samson Inc.
 Viande Richelieu inc.
 Vibac Canada inc.
 Victor Innovatex
 Victorian Epicure Inc.
 Vicwest Operating limited Partnership
 Vidéotron S.E.N.C.
 ViewSonic Corporation
 Vignoble de l'Orpailleur Inc.
 Vignoble Morou - 9131-8642 Québec Inc
 Villa Maria
 Vin & Passion inc.
 Vincent S. Variété Itée
 Vita Health Products Inc.
 Vitalité Québec Mag inc
 VITRERIE LEVIS INC.
 Vitrierie Pro-Verre Inc.
 Volières Baie-St-Paul Inc.
 Volkswagen Group Canada Inc.
 Voortman Cookies Limited
 Voyages d'une Vie
 Voyages Professionnels VP inc
 VTech Telecommunications Canada Ltd.
 W. Ralston Canada Inc.
 Wal-Mart Canada Corp.
 Water Pik Inc.
 WD-40 Products (Canada) Ltd.
 Wendy's Restaurants of Canada Inc.
 Wenger Ltee
 Weston Bakeries Ltd.
 Whirlpool Canada L.P.
 Williams-Sonoma Canada
 Winners Merchants
 Win-Sir Textiles Inc.
 Wismettac Asian food, Inc.
 Woods Industries (Canada) Inc.
 World Kitchen Canada (EHI) Inc.
 World to World Trading inc.
 Wrigley Canada
 Xerox Canada Limited
 XYZ. La revue de la nouvelle
 Yachting Québec Inc
 Yamaha Canada Music Ltd.
 YM Inc.
 YP NextHome
 Yves Rocher Amérique du Nord inc.
 Zoetis Canada Inc
 Zorah bio cosmétiques
 Zuo Modern Canada Inc.
 Zwilling J.A. Henckels Canada Ltd.



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