

LET'S TRANSFORM OUR NEW REALITY INTO OPPORTUNITY!

2011 ANNUAL REPORT

New compensation
plan: from shared
responsibility to full
industry financing

Curbside recycling:
the most efficient
and effective recovery
system for Quebec

Voluntary Code for
the Optimization
of CP&PM: a fine
example of a
proactive initiative
by industry

"Recycling is
Remaking": the
first major public
awareness campaign



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Created at industry's initiative, Éco Entreprises Québec (ÉEQ) is a private, non-profit organization whose mission is to advocate for companies with regard to their responsibility to finance their share of the net costs of efficient and effective municipal curbside recycling and doing business in keeping with sustainable development principles.

Consequently, ÉEQ is responsible for establishing reasonable fees to ensure program financing and, in partnership with municipalities and RECYC-QUÉBEC, promote efforts to increase the volume of recovered materials through curbside recycling at the lowest possible cost.

Certified by RECYC-QUÉBEC since 2005, ÉEQ represents over 3,000 companies that put containers, packaging and printed matter on Quebec's market and generate some \$110 billion in sales.



ÉCO ENTREPRISES QUÉBEC



ANNUAL REPORT 2011



AN OPPORTUNITY TO PROGRESS AND TAKE ACTION

There's no doubt about it, 2011 was a pivotal year for ÉEQ. To succeed in such a context, it is essential to be able to count on a wisely balanced Board of Directors, a clear distribution of the respective roles played the Board and management, as well as rigorously applied risk management procedures.

A BOARD THAT IS COMPETENT, REPRESENTATIVE AND FOCUSED ON STRATEGIC ISSUES

ÉEQ's mission is to vigorously defend the interests of contributing companies. The two new Board Directors elected in the course of the year enhance both the spectrum of skills currently provided by Board Directors and the representativeness of contributors' business sectors with the addition, for the first time since its creation, of the distribution sector.

Moreover, in order to optimize its effectiveness, the Board decided to focus on highly strategic decisions and leave the organization's operational management to its President and CEO.

RISK MANAGEMENT - A PRIORITY

Finally, the Board set two priorities: first, the implementation of a process to analyze risks that could affect ÉEQ and, secondly, the development of a policy on informed risk management. Both are expected to be complete in the first quarter of 2012.



BILL 88 – ISSUES AND GAINS

Most of the first half of 2011 was dedicated to positioning ÉEQ and its contributing companies with regard to the new provisions proposed by the government as part of Bill 88. I can attest that ÉEQ spared no efforts in its advocacy of industry interests when making representations to each level of government, the thoroughness of the arguments put forth and the merits of requests for amendment, particularly with regard to the efficiency and effectiveness of the curbside recycling system and pressure to make municipalities accountable.

Bill 88, adopted on June 10, 2011, and sanctioned on June 13th of the same year, is a source of discontent and real concern for the industry.

However, companies did win some key points. Had it not been for ÉEQ's proposals, the heavy financial responsibility now imposed on industry would not be accompanied by a better definition of costs eligible for compensation or the abolition of net cost negotiations in favour of a process requiring municipalities to submit a report on their net costs signed by their external auditors. This situation provides an opportunity, in the longer term, to improve relations with municipal organizations and institute a solid system to ensure their accountability.

QUEBEC'S NEW RESIDUAL MATERIALS MANAGEMENT POLICY – A STEPPING STONE TOWARD A DIFFERENT CURBSIDE RECYCLING MANAGEMENT MODEL

Other avenues are available to better position the industry for tomorrow's curbside recycling challenges and control costs, particularly in the context of industry's obligation, as of 2013, to pay full compensation for the net costs of operating the system. ÉEQ will study various existing management models in order to make sound representations with regard to Action 19 of the 2011-15 Action Plan resulting from

Quebec's new Residual Materials Management Policy ('the government's Policy'). Action 19 stipulates that the government will evaluate the pros and cons of transferring the management of municipal recycling and reclamation programs for containers, packaging and printed matter to industry.

VOLUNTARY CODE FOR THE OPTIMIZATION OF CP&PM: AN INNOVATIVE TOOL FOR OUR MEMBERS

I cannot conclude without mentioning one of the achievements in 2011 that best demonstrates the full measure of ÉEQ's know-how and its status as a benchmark eco-organization, both here and internationally.

On September 15, 2011, ÉEQ released Part 1 of the *Voluntary Code for the Optimization of Containers, Packaging and Printed Matter* developed for the Food and Health & Beauty sectors – a Canadian first. This important best practices tool sets out an easily exportable process that has drawn favourable comments throughout the country and in Europe in addition to broadening ÉEQ's excellent reputation. In Quebec, 11 signatory companies have committed to implementing the proposed optimization strategies. It is proof that the industry is able to self-regulate without coercive legislative measures. I urge you to subscribe to the Code without delay. By rallying its members, industry will be in a position to demonstrate to everyone the positive effects that can be achieved when the industry takes the lead on this issue, from both environmental and economic standpoints.

ACKNOWLEDGEMENTS

Now that we are at the end of an intense year of hard work and negotiations, I would like to applaud the determination and ingenuity of ÉEQ's management team and personnel. These dedicated people have forged ahead through thick and thin to fittingly advocate for companies and provide them with guidance in responsibly managing their containers, packaging and printed matter. I also wish to thank my colleagues on the Board of Directors for their generous contribution and continuing support. In closing, I ask ÉEQ member companies to join us so that, together, we can transform our new reality into opportunity!

Denis Brisebois
Chair of the Board

MOVING FORWARD TO PREPARE FOR THE FUTURE

2011 marks the end of a long process that resulted in significant changes to Quebec's compensation plan for the curbside recycling of containers, packaging and printed matter. With the adoption of the new Residual Materials Management Policy and 2011-15 Action Plan ("the government's Policy") in March 2011 and the coming into force of Bill 88 on June 13, 2011, the Government of Quebec realized its objective to make companies more accountable for the end-of-life handling of the products they generate.

IMPLEMENTATION OF FULL COMPENSATION AS OF 2013

It is now a fact, the industry will assume full compensation of eligible net costs as of 2013. ÉEQ worked diligently to limit the increased financial burden placed on companies and to have control measures applied to the net costs of municipal programs. Companies have won key points in that eligible net costs are now limited to operational costs, and the "efficiency and effectiveness" factor, as proposed by ÉEQ, is entrenched in the Act. Unfortunately, the government did not follow up on ÉEQ's proposals for full industry financing of net costs to come into force starting only in 2015, and for accountability measures to be imposed on municipalities once full compensation is implemented.

We must now roll up our sleeves and forge ahead, as we have many challenges to take up!

A PROACTIVE STRATEGY TO STRENGTHEN CURBSIDE RECYCLING

Curbside recycling is the recovery system that has shown the best progress. In its 5-year Action Plan, the government set a recycling target of 70% for the recovery of paper, cardboard, plastic, glass and metal by the end of 2015. The recovery rate for recyclable materials in the residential sector was 65% in 2010, and we are optimistic that the new target will be reached by 2015.

However, ÉEQ will leave nothing to chance. We are proactive and have implemented a strategy to strengthen curbside recycling. Our actions include:

- creating a new department for Public Affairs, Strengthening of Curbside Recycling, that is focused on bringing together stakeholders in the system;
- developing and distributing best practices tools for companies;
- launching a vast public awareness campaign in cooperation with RECYC-QUÉBEC in order to encourage residents to make recycling a daily habit; and
- planning a tour of Quebec municipalities over the coming year to raise awareness about the roles ÉEQ and contributing companies play, as well as to promote best practices in curbside recycling management, therefore fostering an improved partnership with municipalities.

HARMONIZATION OF PRACTICES WITH COUNTERPARTS

ÉEQ is sensitive to requests by its members to work on harmonizing practices with counterparts in other provinces in order to, among other things, standardize company reporting and revise the methodology for developing the fee structure. Open and frank discussions in this regard began with Stewardship Ontario in 2011 and will continue throughout 2012.

EXPERTISE AVAILABLE TO COMPANIES AFFECTED BY ERP

Over the past six years, ÉEQ has developed solid and multi-faceted expertise. As part of its role as a benchmark *eco-organization*, ÉEQ endeavours to be attentive to companies affected by the obligations imposed by extended producer responsibility and share with them its experience and know-how. ÉEQ's door is wide open to explore how human resources and documentation may be shared with companies targeted by the new ERP regulation. The optimization of resources and the limitation of our operating expenses, both current and planned, are also at the heart of ÉEQ's concerns.

PREPARING FOR THE FUTURE

The industry's obligation to pay full compensation starting next year will, of course, bring ÉEQ to play a premier role in implementing Action 19 of the 5-year Action Plan for the government's Policy implementation. ÉEQ will study and objectively assess a possible industry take-over of municipal curbside recycling program management. We will need to work constructively and to call on various stakeholders to contribute their

knowledge and expertise. ÉEQ will therefore seek the services of recognized and highly credible experts to carry out this work.

A GREAT TEAM

Finally, I must acknowledge the valuable contribution of my faithful colleagues and ÉEQ's permanent staff, the unfailing support and dedication of our Board Chair, Denis Brisebois, as well as the constant involvement of all Board Members. Together, we are a tightly knit team that is driven by the values of the organization and of the members we represent.



Maryse Vermette
President and Chief Executive Officer

We must now roll up our
sleeves and forge ahead,
as we have many challenges
to take up!



CURBSIDE RECYCLING: THE MOST EFFICIENT AND EFFECTIVE RECOVERY SYSTEM FOR QUEBEC

A SIMPLE AND EFFICIENT COLLECTION SERVICE

DOOR-TO-DOOR COLLECTION, MIXED AND MULTI-MATERIALS	99% OF QUEBEC HOMES SERVED	380 GROUPS OF MUNICIPALITIES OFFERING CURBSIDE RECYCLING SERVICES	36 SORTING CENTRES
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Over the past decade, the curbside recycling of containers, packaging and printed matter has made very good progress. The system is deployed throughout the province and serves 99% of all Quebec homes with recovery equipment, which in most cases consists of a large capacity (360 litres) recycling bin.

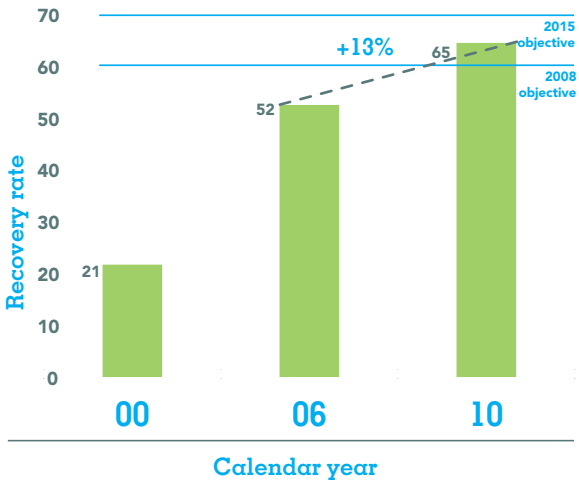
Everything is being done to simplify recycling by residents: it is not necessary to sort recyclable materials accepted by municipalities before placing them in the recycling bin. Residents just place all materials mixed together in their bin.

THE ONLY RECOVERY SYSTEM IN QUEBEC THAT SHOWS CONSISTENT PROGRESS

According to a 2011 Ipsos Décarie survey on recyclables recovery in Quebec ("Ipsos Décarie 2011 survey"), Quebecers believe they recover more than they did in 2010. Characterization studies of residual materials in the residential sector carried out by ÉEQ in cooperation with RECYC-QUÉBEC bears this out. Curbside recycling in Quebec is showing consistent progress, with about 50,000 more tonnes of recyclable materials recovered every year. In 2010, municipalities reported that 762,000 tonnes of recyclables were recovered by their curbside collection services: impressive performance when compared to the 43,000 tonnes of non-refillable containers recovered in the public deposit system.

Performance of curbside recycling in the residential sector

(in %)



Sources:
CHAMARD-CRIQ-ROCHE, *Caractérisation des matières résiduelles au Québec*, 2000, 454 p.
ÉCO ENTREPRISES QUÉBEC and RECYC-QUÉBEC, *Caractérisation des matières résiduelles du secteur résidentiel au Québec 2006-2007, 2007*, 32 p.
ÉCO ENTREPRISES QUÉBEC and RECYC-QUÉBEC, *2010 Characterization of Residual Materials in Quebec's Residential Sector; Summary Results*, 2011, 4 p.

762,000 TONNES OF MATERIALS were recovered in 2010 through curbside recycling, or 18 times more than the public deposit system for non-refillable containers.

Source:
2011 municipal reports filed on RECYC-QUÉBEC's residual materials management portal

THE RATE OF RECYCLABLE MATERIALS RECOVERY IN THE RESIDENTIAL SECTOR REACHED 65%

The findings of the *Étude de Caractérisation des matières résiduelles du secteur résidentiel au Québec 2010* (characterization of residual materials in Quebec's residential sector - the "2010 characterization study") show that the 60% recovery target set by the government was not only reached, but topped. In 2010, municipal curbside recycling recovered almost 65% of recyclable materials in the residential sector, compared to an average rate of barely 21% ten years before. It is therefore a fact that people no longer send most of their household residual materials to landfill.

SYSTEMATIC IMPROVEMENT IN THE RECOVERY RATE

The findings of the 2010 characterization study show that recovery rates for all categories of designated materials, without exception, have progressed from 2008 to 2010.

EVOLUTION IN THE RECOVERY RATE OF RECYCLABLE MATERIALS IN THE RESIDENTIAL SECTOR (in %)

Materials	Average recovery rate per material in the residential sector	Variation 2006-2007/2010
Paper and cardboard	70.8	+14
Glass	82.1	+18
Metal	52.7	+17
Plastic	32.6	+6
Overall recovery rate	64.8	+13

Source:
ÉCO ENTREPRISES QUÉBEC and RECYC-QUÉBEC, *2010 Characterization of Residual Materials in Quebec's Residential Sector, Summary Results*, 2011, 4 p.

A RECORD: 94% OF WINE AND LIQUOR BOTTLES ARE RECOVERED

A very interesting fact revealed by the 2010 characterization study is that materials as varied as wine bottles, cereal boxes and even tin cans all have recovery rates over 60%. Wine and liquor bottles have shown the best performance with 94% finding their way to household recycling bins. All designated materials have contributed to the overall rise in recovery rates.

70% MATERIALS RECOVERY RATE IN 2015: AN OBJECTIVE WITHIN OUR REACH

Quebec is well on its way to reaching the 70% target recovery rate in 2015, as set by Quebec's new Residual Materials Management Policy. This objective is within the reach of Quebecers who aspire to live in a waste-free society.

FRUITFUL INVESTMENTS TO STRENGTHEN THE SYSTEM

Such progress did not happen by chance. Since 2006, ÉEQ alone invested over \$8.5 million in studies and projects to support the system, which include the Table pour la récupération hors foyer (the "Table") and the Sorting Centre Assistance Program (Programme d'aide aux centres de tri - PACT).

The Table encourages curbside recycling in public places as well as in hotels, bars and restaurants located on municipal and private collection routes in the province by providing expert advice and financial assistance for the installation of recovery equipment. As at March 21, 2011, over 2,700 commercial establishments in Montréal, Québec City and the Lanaudière region were being served. In addition, 141 recyclables drop-off points in municipal public areas were set up in over 435 cities in all regions of Quebec.

The Table is currently undergoing a period of transition. In order to ensure fairness among companies, ÉEQ will become the Table's only financial partner from the industry in 2012. ÉEQ and the Ministère du Développement durable, de l'Environnement et des Parcs (the MDDEP) will join forces to each invest \$6 million in this project over a period of 5 years.

The Table will work to encourage materials recovery along public roads as well as within industry, institutions and commerce (the "ICI") served by municipal curbside recycling.

ASSESSMENT OF CURBSIDE RECYCLING PERFORMANCE VS. THE DEPOSIT SYSTEM

Given Strategy 8 of the 2011-15 Action Plan that accompanied Quebec's new Residual Material Management Policy, ÉEQ worked hard in 2011 to solidify curbside recycling's position as the most efficient and effective system for managing the materials contributing companies put on Quebec's market. Indeed, the government decided to assess, by 2013, the performance of the two parallel recovery systems in Quebec, i.e. curbside recycling vs. the deposit system, in order to determine which is most effective.

As part of its participation in the Advisory Committee on Residual Materials, ÉEQ asked the MDDEP not to broaden the deposit system for non-refillable containers until an objective assessment has been made of the two systems.

CREATION OF A DEPARTMENT FOR PUBLIC AFFAIRS, STRENGTHENING OF CURBSIDE RECYCLING

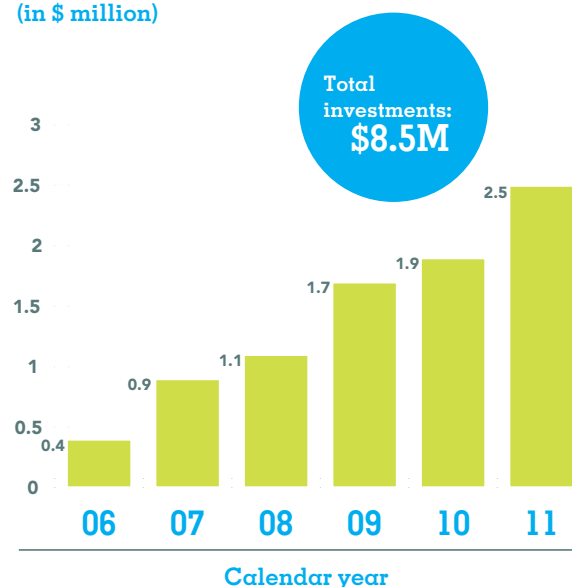
In June 2011, ÉEQ's Board of Directors approved the creation of a new department within the organization. The head of the department is mandated to develop and coordinate the implementation of an action plan and communications program to bring together a group

of stakeholders to strengthen curbside recycling and promote its visibility. A steering committee was constituted to guide ÉEQ in the start-up of the project and the development of talking points.

TOUR OF MUNICIPALITIES TO PROMOTE CURBSIDE RECYCLING BEST PRACTICES

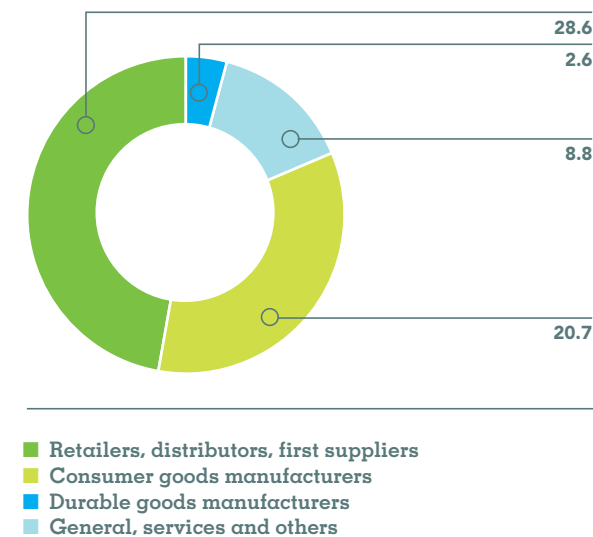
Strengthening curbside recycling is closely tied to the efficiency and effectiveness of municipal curbside recycling services. ÉEQ will therefore tour municipalities in 2012 to promote best practices and foster a strong partnership with municipalities and their organizations charged with managing curbside recycling programs in order to discuss not only best practices but also the role played by ÉEQ and contributing companies in financing municipal curbside recycling services.

R&D investments (in \$ million)

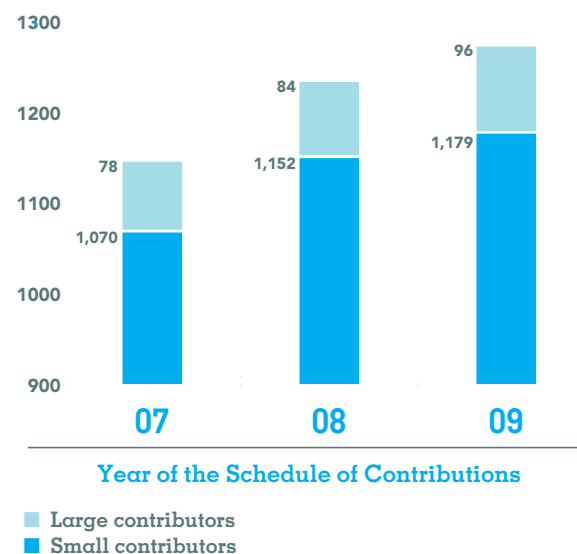


INDUSTRY'S FINANCIAL COMMITMENT

Contributions by sector of activities for the 2009 Schedule of Contributions (in \$ million)



Distribution of members by contribution year (number of members)



BUSINESS SECTORS OF CONTRIBUTING COMPANIES

Retailers, distributors as well as food products and consumer goods manufacturers make up 32% of contributing companies, while 22% are in the general sector and services, and 14% in the durable goods manufacturing sector.

RETAILERS AND DISTRIBUTORS PAY THE LARGEST SHARE OF CONTRIBUTIONS

Retailers, distributors and first suppliers paid \$28.6 million, which represent 47% of total contributions. This is explained by the fact that their contributions include both packaging added at the point of sale, printed ad materials and products frequently sold under private brands.

LARGE AND SMALL CONTRIBUTORS

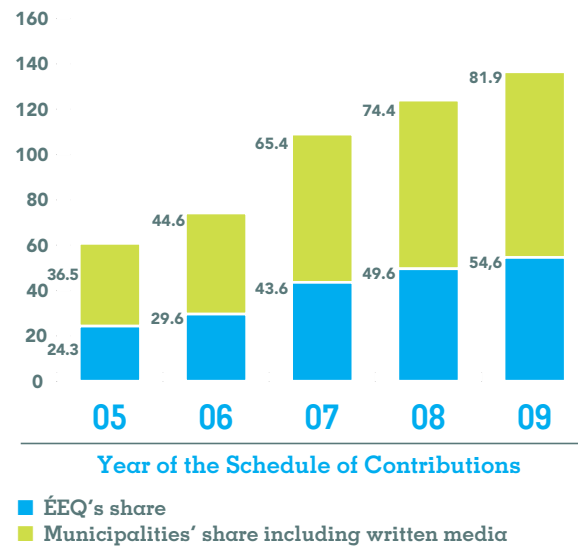
Any contributing company may become a member of ÉEQ. Companies that contribute under \$100,000 are considered small contributors and make up the great majority (92.5%) of ÉEQ members. Although fewer in number (7.5%), companies that contribute over \$100,000 pay most of the compensatable amount (81%) according to the 2009 Schedule of Contributions.

INDUSTRY FINANCING OF CURBSIDE RECYCLING: AN UNNOTICED REALITY!

Even though the sums involved are significant, the public is generally unaware that companies and organizations subject to the compensation plan finance municipal curbside recycling services.

From 2005 to 2009, companies paid \$201.7 million in compensation to municipalities, of which \$54.6 million in 2009. That amount will increase substantially with the larger financial share industry will shoulder following legislative changes to the compensation plan. It will be important to inform the public about the role ÉEQ and contributing companies play in the financing of their municipal curbside recycling programs.

Financing of the net costs of municipal curbside recycling (in \$ million)



COMPANY PARTICIPATION IN SCHEDULE DEVELOPMENT

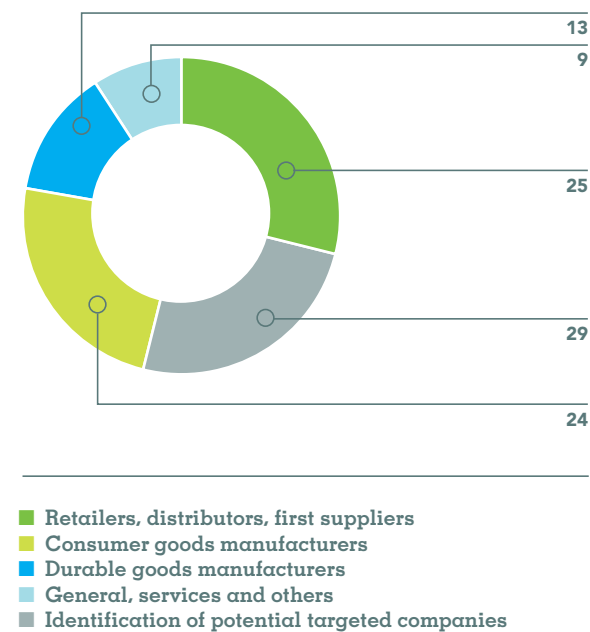
Again this year, contributing companies got involved in the process to develop the Schedules of Contributions. Two committees were set up: the Technical Committee for the Development of the 2010, 2011 and 2012 Schedules of Contributions, which provided guidance to the Board in a context of regulatory change, and the Special Committee for Magazines, to study specific issues relating to the addition of this material to the printed matter class. Once developed, the 2010, 2011 and 2012 Schedules were presented to companies as part of the consultation program as well as at many private meetings held with targeted companies and their associations.

FAIRNESS TO ALL

During 2011, ÉEQ continued to identify potential contributors in order to ensure that all targeted companies pay their fair share. About 30% of the 10,000 communications sent out by Member Services were for that purpose.

In addition, to ensure that Company Reports accurately cover designated materials, ÉEQ mandated Samson Bélair/Deloitte Touche to provide guidance in the development of a process to review agreed-upon procedures and improve internal report analysis processes. These will provide reasonable assurance that reported data and calculations are valid for determining payable contributions.

In 2011, 10,000 communications with current and future contributors (in %)



NEW COMPENSATION PLAN: FROM SHARED RESPONSIBILITY TO FULL INDUSTRY FINANCING OF NET COSTS

Pivotal from a legislative standpoint, 2011 will have significant repercussions on the respective responsibilities of targeted companies and municipalities with regard to financing curbside recycling programs for containers, packaging and printed matter ("CP&PM").

QUEBEC'S NEW RESIDUAL MATERIALS MANAGEMENT POLICY

In March 2011, the Government of Quebec adopted a new Residual Materials Management Policy and a 2011-15 Action Plan to fully apply the principles of extended producer responsibility.

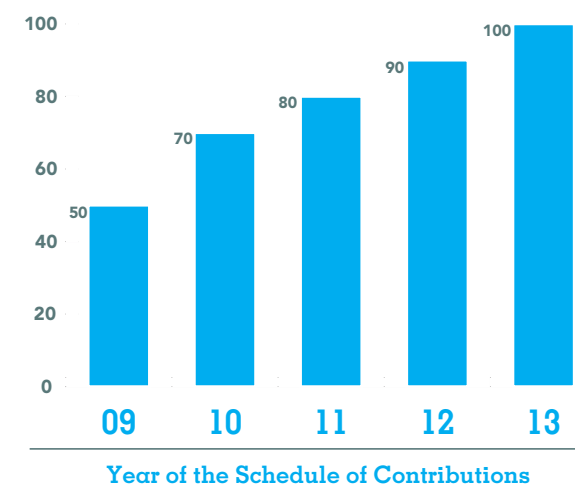
IN THE SHORT TERM, THE POLICY TRANSFERS FULL RESPONSIBILITY FOR FINANCING CURBSIDE RECYCLING TO INDUSTRY

The Policy prescribes the transfer, from municipalities to industry, of all costs related to recovering and reclaiming recyclable materials in order to encourage producers to consider the effects their products have on the environment. The *Act to amend the Environment Quality Act as regards residual materials management and to amend the Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* ("Bill 88"), adopted in 2011, gave concrete expression to that provision of the Policy.

POSSIBLE TRANSFER OF CURBSIDE RECYCLING SYSTEM MANAGEMENT TO INDUSTRY

By the end of 2013, Action 19 of the 5-year plan suggests that the government will go even further in its efforts to make companies more accountable by assessing the pros and cons of transferring the management of municipal curbside recycling of CP&PM to industry.

Progressive increase in industry financing (in %)



BILL 88: MAIN CHANGES TO THE COMPENSATION PLAN

More than 18 months after being tabled and diligent representations by ÉEQ, Bill 88 came into force on June 13, 2011, to make substantive changes to the compensation plan. The main points affecting ÉEQ are the following:

- Progressive increase in industry financing, reaching 100% in 2013
- Renaming "written media" class as "newspapers" and transfer of magazines to the "printed matter" class
- Change in how net costs are allocated to materials classes, as follows:

2005-2009 SCHEDULES OF CONTRIBUTIONS		2010-2012 SCHEDULES OF CONTRIBUTIONS	
Class of materials	Part of net costs	Class of materials	Part of net costs
Containers and packaging	60%	Containers and packaging	60%
Printed matter	20%	Printed matter (+ magazines)	30%
Written media	20%	Newspapers	10%

REALLOCATION OF COSTS TO MATERIALS CLASSES

The distribution of costs to classes of materials is entrenched in the Regulations for the 2010, 2011 and 2012 Schedules of Contributions. For the 2013 and subsequent Schedules of Contributions, ÉEQ is currently developing a new model of cost allocation per material in cooperation with RECYC-QUÉBEC and specialized firms. The resulting model will then be presented to government in a submission prepared by RECYC-QUÉBEC. The government could then decide to revise the allocation of costs to the "containers and packaging," "printed matter" and "newspapers" classes.

APPRECIABLE GAINS FOR INDUSTRY, BUT... SOME DEMANDS IGNORED

Although some demands were rejected by the government, ÉEQ won some key points on behalf of its members, and these were integrated in the final version of Bill 88.

ÉEQ DEMANDS INTEGRATED IN BILL 88

Application of the efficiency and effectiveness factor on the net operating costs of curbside recycling programs

New definition of net costs eligible for compensation, which now consist only of net operating costs, i.e. the collection, sorting and conditioning of recyclable materials

Costs relating to recycling bins and information, awareness and education campaigns are excluded from net costs

Contribution payments for the 2010, 2011 and 2012 Schedules of Contributions may be spread out in several instalments

ÉEQ DEMANDS IGNORED IN BILL 88

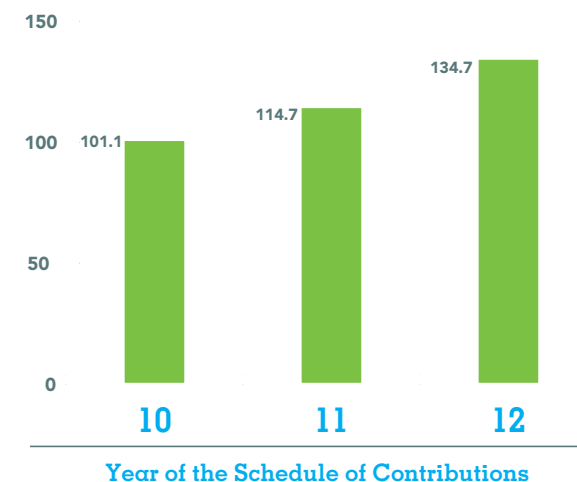
Progressive increase of industry financing to reach 100% only in 2015, rather than 2013 as proposed in the Bill

Cancellation of the annual allowance not to exceed \$3 million to be paid to RECYC-QUÉBEC to cover its management costs

Cancellation of the allowance amounting to 8.55% of eligible net costs to be paid to municipalities for management costs

Contributions to be collected

(in \$ million)



of Contributions, ÉEQ will need to estimate net costs to calculate the total to be collected, while municipalities will be compensated on the basis of real net costs. The risk of under-financing resulting from a discrepancy between estimated and real net costs will be offset by the creation of a risk fund equal to 10% of 2011 net costs, spread out over three years to be funded by the 2010, 2011 and 2012 Schedules of Contributions.

At the same time, the significant increase in contributions to be collected also raises the risk of bad debt. On the advice of its external auditors, ÉEQ therefore raised its reserve for bad debt from 1% to 2% of net costs for the 2010, 2011 and 2012 Schedules of Contributions.

The decree approving the 2010 and 2011 Schedules of Contributions is expected in the spring of 2012.

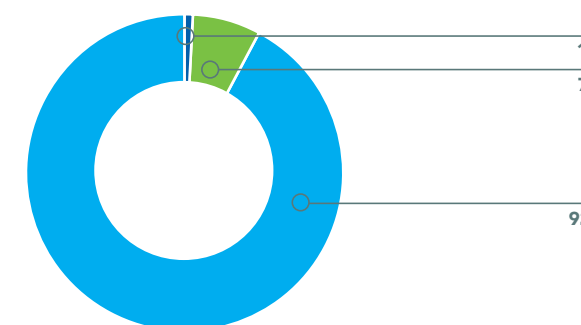
AMOUNTS TO BE COLLECTED FOR 2010, 2011 AND 2012 SCHEDULES OF CONTRIBUTIONS UNDER THE NEW COMPENSATION PLAN

Under the new legislative provisions, the total amount to be collected from companies for the 2010 and 2011 Schedules of Contributions will be \$215.8 million. The estimated total amount to be collected for the 2012 Schedule of Contributions will be \$134.6 million. The Regulation stipulates that, as of the 2012 Schedule

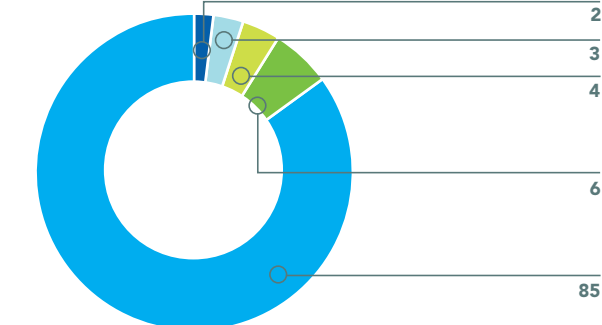
Comparison of the distribution of contributions in the 2009 and 2010 Schedules of Contributions

(in %)

2009 Schedule of Contributions



2010 Schedule of Contributions



- Bad debt
- Allowance to RECYC-QUÉBEC
- ÉEQ risk fund
- ÉEQ administration expenditures and R&D
- Net costs of municipal curbside recycling programs

VOLUNTARY CODE FOR THE OPTIMIZATION OF CP&PM: A FINE EXAMPLE OF A PROACTIVE INITIATIVE BY INDUSTRY

On September 15, 2011, ÉEQ released Part 1 of the *Voluntary Code for the Optimization of Containers, Packaging and Printed Matter* – a Canadian first – intended for companies in the Food and Health & Beauty sectors, which produce 80% of packaged products marketed in Quebec.

Inspired from international experience, the *Voluntary Code* constitutes the industry's first voluntary initiative in Canada under the extended producer responsibility program. The *Voluntary Code* was developed by ÉEQ in cooperation with contributing companies and eco-design experts. Pierre Arcand, Minister of Quebec's Développement durable, de l'Environnement et des Parcs, attended the launch and heartily applauded the initiative.

OBJECTIVES

The *Voluntary Code* was developed with a view to helping companies better understand and manage the environmental impacts of their packaging and printed matter. It provides a framework to improve the consistency of their various initiatives by optimizing packaging and stimulating innovation. It is designed to be a source of inspiration and reference for ecodesign and best practices in packaging optimization.

THREE AREAS FOR ACTION AND SEVEN PROPOSED STRATEGIES

Based on the principles of reduction at the source, ecodesign and recyclability, the areas for action cover seven strategies to guide companies in developing their optimization initiative: life cycle thinking, adopting responsible procurement criteria, improving the packaging/product ratio, designing for transport, improving the usage scenario, improving recyclability and communications.



SIGNATORIES – COMPANIES THAT SET THEMSELVES APART

Many companies have already applied optimization measures to their packaging. By becoming a *Voluntary Code* signatory, these companies will have an opportunity to promote their initiatives and, through ÉEQ, will share their best practices. In that regard, ÉEQ will publish a directory to recognize companies that have set themselves apart by implementing best practices in the optimization of their packaging. When they subscribe to the *Voluntary Code*, these companies are given access to a distinctive logo that may be displayed on communications tools to call attention to the commitment they have made to lighten their environmental footprint.

A BEST PRACTICES TOOL THAT IS EASILY EXPORTABLE

Garnering favourable comments throughout the country and in Europe, this important best practices tool sets out an easily exportable process and has contributed to broadening ÉEQ's excellent reputation.

As recognized by the Canadian Council of Ministers of the Environment, the *Voluntary Code* is perfectly aligned with that group's ecodesign objectives, as it is with those of Quebec's new Residual Materials Management Policy. In Quebec, 11 signatory companies have committed to implementing at least one of the proposed seven optimization strategies. It is proof positive that the industry is able to self-regulate without coercive legislative measures. Voluntary measures are a better option because they encourage companies to take responsibility and encourage improvements that are adapted to their individual reality.

VOLUNTARY CODE FOR THE

OPTI-MIZA-TION

OF CONTAINERS, PACKAGING AND PRINTED MATTER

SEPTEMBER 15, 2011



FIRST SIGNATORIES



“RECYCLING IS REMAKING”: THE FIRST MAJOR PUBLIC AWARENESS CAMPAIGN



“RECYCLING IS REMAKING”

INFLUENCING THE PUBLIC, A NECESSITY BORNE FROM INDUSTRY'S INCREASED ACCOUNTABILITY

ÉEQ's role has evolved greatly since the organization was certified in 2005. With the introduction of the new compensation plan, targeted companies will shoulder all the net costs of municipal curbside recycling services as of 2013. They wish to raise public awareness about the extent of the industry's financial support to curbside recycling and its commitment to packaging optimization. That, of course, requires ÉEQ to play a strong role in educating Quebecers about their role as citizens and consumers.

A THREE-YEAR MULTIMEDIA AWARENESS CAMPAIGN

With this in mind, ÉEQ, in cooperation with RECYC-QUÉBEC, launched a bilingual three-year multimedia public awareness campaign deployed throughout Quebec.



RALLYING THE PUBLIC TO THE CAUSE AND INCREASING AWARENESS ABOUT THE PLAYERS INVOLVED IN CURBSIDE RECYCLING

Launched on the theme of “Recycling is remaking”, the ad campaign uses a positive and rallying approach to making recycling a habit. The campaign stimulates enthusiasm for materials recovery and behaviour change by encouraging consistent effort. The ads use practical illustrations to show the significant results that can be achieved through individual effort.

The overarching objective is to increase the tonnage and quality of materials recovered through curbside recycling. The campaign's visibility will enhance the reputation of those involved in the curbside recycling system, particularly ÉEQ and its contributing companies.

CONCENTRATION OF TV AND RADIO ADS IN 2011

The campaign is distinctive in that its communications strategies are diversified. Priority was place on TV and radio ads in the first year, i.e. from the fall of 2011 to the fall of 2012, in order to start the campaign boldly. That far-reaching traditional media encourages a change of attitude right in the comfort of home. Radio, which is a media used recurrently, reaches out to both Anglophone and Francophone consumers outside their homes.

RECREER.CA WEBSITE: A LASTING MEDIUM FOR CHANGE

The bilingual “recreer.ca” website was launched in the fall of 2011 to establish a presence on the web. Both educational and entertaining, the site constitutes the centrepiece of our interactive strategy for the public awareness campaign as well as a lasting medium to promote change.



2011 HIGHLIGHTS

1st

HALF

January

Denis Brisebois becomes Chairman of ÉEQ's Board of Directors

February

Representations on Bill 130¹ made as part of special consultations before the Commission des finances publiques

March

Adoption of Quebec's new Residual Materials Management Policy and related 2011-15 Action Plan
Publication of the *Supplementary Analysis Report on Data Produced by the 2008-2009 Characterization of Residual Materials from Québec's Commercial Sector*

April

Call to action by companies subject to the compensation plan with regard to the latest amendments to Bill 88.
Official launch of technical fact sheets - impact of packaging

May

Launch of a pilot project for recycling polystyrene

June

Coming into force of the 2009 Schedule of Contributions
First involvement as partner in the Phénix de l'environnement awards
New representations made to the government on Bill 88
Adoption and coming into force of Bill 88

2nd

HALF

September

Presentation of the *Voluntary Code for the Optimization of Containers, Packaging and Printed Matter* at the Conference on Canadian Stewardship in Halifax.
Official release of the *Voluntary Code for the Optimization of Containers, Packaging and Printed Matter*
Launch of the multimedia awareness campaign on curbside recycling, in cooperation with RECYC-QUÉBEC

October

Public announcement of 2010 recovery rates for containers, packaging and printed matter in the residential sector
Company consultations on the 2010, 2011 and 2012 Schedules of Contributions
Launch of the "recreer.ca" site in cooperation with RECYC-QUÉBEC

November

Meetings with European counterparts on management models for the collection of containers, packaging and printed matter

December

Partnership renewal for the 2012 edition of the Phénix de l'environnement awards
Launch of the Glass Recycling Committee

¹ Bill 130: An Act abolishing the Société québécoise de récupération et de recyclage – RECYC-QUÉBEC - and to implement the government's 2010-14 action plan to reduce and control expenses through the abolishment and restructuring of certain organizations and funds

OUTLOOK FOR 2012

FEE STRUCTURE

- Manage company reporting for the 2010, 2011 and 2012 Schedules of Contributions once they come into force
- Review the financing formula, in cooperation with our counterparts in other provinces
- Develop, in cooperation with companies, application rules for the 2013 Schedule of Contributions, particularly with regard to municipal curbside recycling programs that serve ICIs.
- Consolidate the Company Report review process
- Intensify efforts to identify targeted companies that have not yet fulfilled their obligations

TECHNICAL REFERENCES FOR COMPANIES AND PROMOTION OF BEST PRACTICES

- Give members access to information gathered from ÉEQ's strategic and technological watch
- Continue developing and promoting the *Voluntary Code for the Optimization of Containers, Packaging and Printed Matter*
- Publish technical fact sheets on the impacts of packaging on curbside collection and recycling
- Publish a progress report on the application of the *Voluntary Code of Best Practices on the Use of Shopping Bags*
- Participate in Packaging Association of Canada initiatives
- Publish the findings of the life cycle assessment of plastic and fibre end-of-life streams
- Continue ÉEQ participation in the Joint Committee on Recyclable Materials

STREAMLINING CURBSIDE RECYCLING

- Bring together a group of stakeholders to champion relevant issues and streamline curbside recycling
- Update the analysis of best practices for municipal curbside recycling
- Conduct a tour of Quebec municipalities to raise awareness about ÉEQ and its contributing companies
- Develop a partnership with the municipal sector to identify and promote best curbside collection and recycling practices
- Determine markets and outlets for materials designated by the compensation plan
- Study existing models of curbside recycling management systems and assess the model best adapted to Quebec's situation
- Continue the work of the Glass Recycling Committee
- Implement a new governance structure at the Table pour la récupération hors foyer
- Deploy the second phase of the recycling awareness campaign in cooperation with RECYC-QUÉBEC

REPRESENTING THE INTEREST OF TARGETED COMPANIES

- Represent companies at the MDDEP's Advisory Committee on the Residual Materials Management Policy
- Make representations to government authorities to:
 - > promote curbside recycling as the most efficient and effective recovery system; and
 - > revise the structure of financing per material, following the implementation of Quebec's model for cost allocation per material

MODEL OF GOVERNANCE

GUIDING PRINCIPLES

To carry out its mission and meet its obligations, ÉEQ developed six guiding principles as part of its strategic plan on which its actions and interventions are to be based:

Obtain stakeholders’ commitment to ÉEQ’s objectives with regard to efficient and effective curbside recycling

Ensure that its decisions are founded on facts and objective studies and obtain, as required, independent expertise to support decision-making

Establish a fee structure that encourages materials recovery, takes account of the net costs of conditioning containers, packaging and printed matter, rates of recovery and environmental criteria

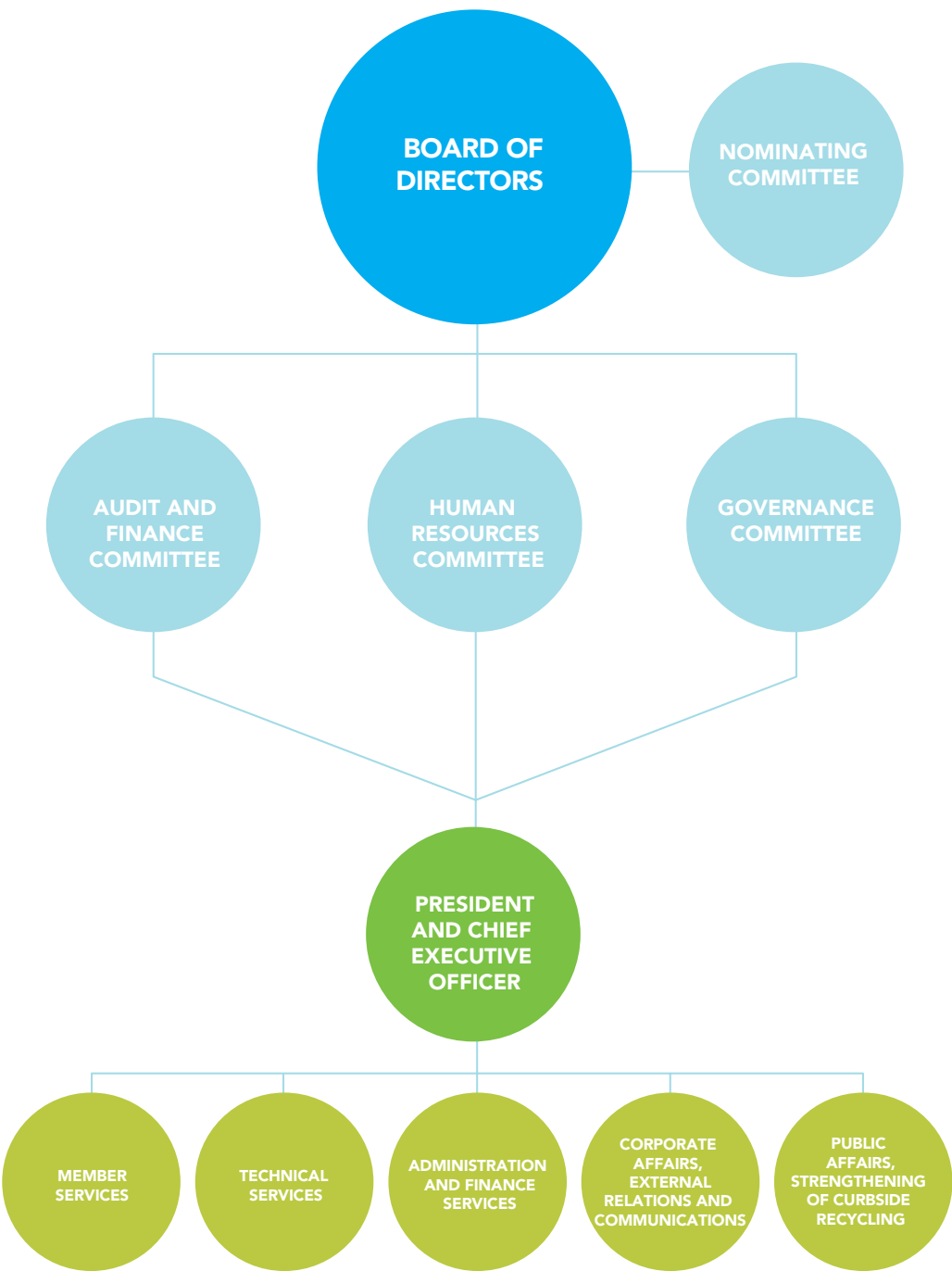
Encourage the adoption of best practices that will reduce the net costs of curbside recycling

Be recognized as a credible partner that focuses on achieving results and maintaining an excellent reputation

Limit costs related to studies, research and development and administration expenses to 10% of contributions. Administration expenses may not exceed 5% of total contributions

FAIRNESS INTEGRITY THOROUGHNESS

TRANSPARENCY



BOARD OF DIRECTORS²

FOOD AND CONSUMER PRODUCT MANUFACTURERS SECTOR

CONTRIBUTIONS OF OVER \$100,000



SYLVIE CLOUTIER
Member

- Appointed to the Board on January 21, 2011
- Member of the Nominating Committee
- Designated representative of the Conseil de la transformation agroalimentaire et des produits de consommation



SYLVAIN MAYRAND
Member

- Appointed to the Board on January 22, 2010
- Member of the Audit and Finance Committee
- Designated representative of A. Lassonde Inc.

CONTRIBUTIONS OF \$100,000 OR LESS



SUZANNE BLANCHET³
Vice-Chair of the Board

- Appointed to the Board on April 7, 2006
- Chair of the Audit and Finance Committee
- Designated representative of Cascades Tissue Group



PIERRE M. NADEAU
Member

- Appointed to the Board on January 25, 2008
- Member of the Nominating and Human Resources Committees
- Designated representative of the Quebec Dairy Council

RETAILERS AND DISTRIBUTORS SECTOR

CONTRIBUTIONS OF OVER \$100,000



DENIS BRISEBOIS⁴
Chair of the Board

- Appointed to the Board on June 12, 2009
- Chair of the Nominating and Human Resources Committees
- Member of the Governance Committee
- Designated representative of Metro Inc.



GASTON LAFLEUR
Member

- Appointed to the Board on March 30, 2003
- Member of the Nominating and Governance Committees
- Designated representative of the Quebec Retail Council

CONTRIBUTIONS OF \$100,000 OR LESS



FLORENT GRAVEL
Secretary-Treasurer

- Appointed to the Board on May 16, 2005
- Member of the Human Resources Committee
- Designated representative of Fromagerie Pimar/Hamel Inc.



MARTIN LABRECQUE
Member

- Appointed to the Board on April 27, 2011
- Designated representative of Uni-Select Inc.

GENERAL SECTOR - SERVICES - DURABLE GOODS

CONTRIBUTIONS OF OVER \$100,000



PAULINE D'AMBOISE⁵
Member

- Appointed to the Board on February 24, 2006
- Chair of the Governance Committee
- Member of the Nominating Committee
- Designated representative of Desjardins Group



JEAN-FRANÇOIS THÉRIAULT
Member

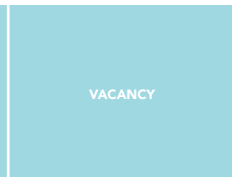
- Appointed to the Board on September 9, 2010
- Member of the Nominating and Audit and Finance Committees
- Designated representative of the Société des alcools du Québec

CONTRIBUTIONS OF \$100,000 OR LESS



JEAN LEFEBVRE
Member

- Appointed to the Board on April 7, 2006
- Member of the Audit and Finance Committee
- Designated representative of the Conseil des chaînes de restaurants du Québec



VACANCY

BOARD OF DIRECTORS

SYLVIE CLOUTIER

Ms. Sylvie Cloutier was appointed President and CEO of the Conseil de la transformation agroalimentaire et des produits de consommation (CTAC), after having been Vice-President, Communications and Public Affairs from 2003 to 2010. Previously, she worked with the Canadian Council of Grocery Distributors (CCGD), the Canadian Grand Prix New Product Awards and the Hill and Knowlton firm. Ms. Cloutier has in-depth knowledge of government issues given her employment with the federal government and Société Canada 125. She holds a Bachelor's Degree in Communications from the University of Ottawa and sits on the Boards of four food-sector associations.

SYLVAIN MAYRAND

Mr. Sylvain Mayrand is Executive Vice-President and General Manager, Operations, at A. Lassonde. He is responsible for the overall operations of six company facilities, including purchasing, engineering, project management and logistics. He has been employed by the group for 10 years. Before joining A. Lassonde, Mr. Mayrand worked for Les Eaux Naya and Shell Canada. In addition to a Bachelor's Degree in Mechanical Engineering and a Master's in Business Administration, he has over 25 years experience in the manufacturing sector. He sits on the Boards of the Association Québécoise des Consommateurs Industriels d'Électricité (AQCE) and Stewardship Ontario.

SUZANNE BLANCHET³

Ms. Suzanne Blanchet has been President and CEO of Cascades Tissue Group since 1997 and employed by Cascades Group for over 30 years. She has been part of Cascades Tissue Group's growth since its beginnings and has held various positions in the areas of finance, sales, operations, procurement and strategic planning. Ms. Blanchet studied accounting sciences at the Université du Québec à Trois-Rivières. She sits on the Boards of Food & Consumer Products of Canada (FCPC), the Conseil de la transformation agroalimentaire du Canada (CTAC), Innovassur (a division of Intact) and RONA.

PIERRE M. NADEAU

Mr. Pierre M. Nadeau was appointed President and CEO of the Quebec Dairy Council in 2003. Among other responsibilities, he negotiates marketing agreements relating to the procurement and purchasing of raw milk on behalf of 90 private dairy processors in Quebec. Mr. Nadeau held senior executive positions in various national associations from 1979 to 2003. He holds Bachelor's Degrees in Arts and in Philosophy and completed Master's level studies in Psychology. He is Vice-Chair of the Board of the Fonds de développement de la transformation alimentaire (FTDA) and Secretary of the Conseil de tutelle for the Curateur publique du Québec.

DENIS BRISEBOIS⁴

In 2011, Mr. Denis Brisebois was appointed Vice-President Retail Operations, Metro Banner, Quebec East, after 30 years with major food chains, including about a dozen years at Metro. He has been Vice-President of various departments within Metro over the past 13 years. As part of his current functions, he is deeply

involved in the application of Metro's Social Responsibility Policy, particularly measures relating to packaging, residual materials management, energy use reduction and sustainable fishing. Previously, he held a variety of management positions in the areas of finance and store operations. Mr. Brisebois has a Bachelor's Degree in Commerce from Université Laval. He has been sitting on the Boards of several charitable organizations, including Mira, for the past 10 years.

GASTON LAFLEUR

M^{re} Gaston Lafleur is the President and Chief Executive Officer of the Quebec Retail Council, with which he has been involved for the past 24 years. He is a member in good standing of the Quebec Bar and the Ordre des administrateurs agréés du Québec, holds a Bachelor's Degree in Civil Law (BCL) from McGill University and has been certified by the Collège des administrateurs de sociétés (ASC) as a company director. M^{re} Lafleur sits on the Board of Directors of a number of organizations, including the Bureau de la sécurité privée, the Commission des normes du travail and Détail Québec.

FLORENT GRAVEL

Mr. Florent Gravel has been President and CEO of the Association des détaillants en alimentation du Québec (ADAQ) since 2005, as well as a Board Director and Chair from 1994 to 2005. Previously, he was owner of Marché Jean-Marc Gravel et Fils (Metro) in Ville Saint-Laurent. Mr. Gravel is also President of the Conseil de promotion de l'agroalimentaire québécois (CPAQ), which manages the Aliments du Québec brand, and sits on a number of Boards, including Éditions du marchand québécois (Journal L'Alimentation),

the Comité sectoriel de main-d'œuvre du commerce de l'alimentation, the Canadian Council of Human Resources – Food Sector (CCRHS) and the Conseil des initiatives pour le progrès en alimentation (CIPA).

MARTIN LABRECQUE

Mr. Martin Labrecque is Vice-President, Finance and Control at Uni-Select Inc. As such, he ensures control of the assets of the company and the analysis and disclosure of its financial information. Being at Uni-Select for over 22 years, Mr. Labrecque has contributed to the acquisition and integration of over 90 companies, participated in the development of strategic plans and is actively involved in the implementation of the management information systems. He is a member of the management committee of the company. Mr. Labrecque holds both a Bachelor of Business Administration Degree from the Université du Québec à Montréal and the designation of certified management accountant (CMA).

PAULINE D'AMBOISE⁵

Ms. Pauline D'Amboise, Secretary, Strategic Management Committee and Corporate Secretary of Desjardins Group, has been working for Desjardins for the past 25 years. She is mandated with coordinating the development, implementation and evolution of governance programs, codes of ethics and sustainable development policies for the cooperative integrated financial group. She holds a Master's in Organizational Ethics from the Université de Sherbrooke and has been involved in a number of Boards of Directors. She sits on the Boards of the Centre interdisciplinaire de recherche et d'information sur les entreprises collectives-Canada (CIRIEC-Canada) and the David Suzuki Foundation.

JEAN-FRANÇOIS THÉRIAULT

Mr. Jean-François Thériault, Vice-President Information Technology, has been working for the Société des alcools du Québec for the past 12 years and has over 20 years experience in company logistics and consulting. He is mandated to ensure that the IT organization has the ability to contribute and respond efficiently to the business priorities of the Crown corporation. He holds a Master's Degree in Business Administration and a Bachelor's in Engineering.

JEAN LEFEBVRE

Mr. Jean Lefebvre joined the Conseil des chaînes de restaurants du Québec (CCRQ) ten years ago and is now the Council's Vice-President, Government Affairs. In that capacity, he promotes and defends the interests of major food service chains in Quebec as well as those of independent members with regard to various strategic issues. Having studied political science, history and communications, Mr. Lefebvre has been involved in association work for over 20 years.

² Members of the Board as of January 19, 2012. The mandates of Mr. Richard Darveau and of Ms. Sophie Gagnon ended on January 21 and February 23, 2011 respectively, and that of Ms. Pauline D'Amboise on January 20, 2012

³ Ms. Suzanne Blanchet was appointed Vice-Chair of the Board on January 21, 2011

⁴ Mr. Denis Brisebois was appointed Chair of the Board on January 21, 2011

⁵ Ms. Pauline D'Amboise resigned from EEO's Board on January 20, 2012

GOVERNANCE AND SUSTAINABLE DEVELOPMENT

NOMINATING COMMITTEE	GOVERNANCE COMMITTEE	HUMAN RESOURCES COMMITTEE	AUDIT AND FINANCE COMMITTEE
<ul style="list-style-type: none">New tool for selecting candidates for Board nomination	<ul style="list-style-type: none">New Board leadership: Appointment of Denis Brisebois as Chair and Suzanne Blanchet as Vice-ChairBoard member training programUpdate of the strategic plan	<ul style="list-style-type: none">New salary structurePolicy on employee performanceModified organizational structure	<ul style="list-style-type: none">New mandate for the committeeAnalysis of organizational risk management

COMPOSITION OF THE BOARD OF DIRECTORS

In accordance with the organization's General By-laws, the Board of Directors is constituted of 12 representatives from targeted companies and organizations, or their associations, distributed as follows:

- Two representatives for small, and two representatives for large retailers and distributors
- Two representatives for small, and two representatives for large food and consumer goods manufacturers
- Two representatives for small, and two representatives for large companies in the general sector, including the Société des alcools du Québec as well as members of sectors other than those previously mentioned, notably service providers and durable goods manufacturers

As at December 31, 2011, 11 directors sat on the Board and there was one vacancy. During fiscal year 2011, the Board of Directors met 7 times and Board committees, 12 times.

Members of the Board are appointed for two-year terms and their mandate is renewable. Elected by acclamation at the Annual General Assembly held on April 27, 2011, Board Directors fulfilled their duties throughout 2011; the February 23, 2011, vacancy created by the resignation of Sophie Gagnon was not filled during the year.

REMUNERATION

Even though the General By-laws allow it, the Board has chosen not to pay compensation to its members.

TABLE OF ATTENDANCE AT MEETINGS OF THE BOARD OF DIRECTORS

Participants	Board Meetings
Blanchet, Suzanne	8/8
Brisebois, Denis	7/8
Cloutier, Sylvie ⁶	6/7
D'Amboise, Pauline	4/8
Darveau, Richard ⁷	1/1
Gagnon, Sophie ⁸	1/2
Gravel, Florent	8/8
Labrecque, Martin ⁹	4/5
Lafleur, Gaston	7/8
Lefebvre, Jean	6/8
Mayrand, Sylvain	8/8
Nadeau, Pierre M.	8/8
Thériault, Jean-François	8/8

BOARD COMMITTEES AS AT DECEMBER 31, 2011

NOMINATING COMMITTEE

The composition of the Nominating Committee is entrenched in the General By-laws. Unlike other committees that have an advisory role, the Nominating Committee has decision-making authority.

COMPOSITION

Denis Brisebois, designated representative of Metro Inc., Chair¹⁰
Pauline D'Amboise, representative designated by ÉEQ's Board from members of the printed matter class, i.e. Desjardins Group
Sylvie Cloutier,¹¹ designated representative of the Conseil de la transformation agroalimentaire et des produits de consommation
Gaston Lafleur, designated representative of the Conseil québécois du commerce de détail
Pierre M. Nadeau, designated representative of the Conseil des industriels laitiers du Québec
Jean-François Thériault, designated representative of the Société des alcools du Québec

Mandate

- Identify persons working in active ÉEQ member companies and organizations, or their associations, who are qualified to sit on ÉEQ's Board of Directors
 - Establish a list of candidates to propose for election as members of ÉEQ's Board of Directors
- The Committee met on four occasions to establish a list of candidates for nomination.

GOVERNANCE COMMITTEE

COMPOSITION

Pauline D'Amboise, Chair
Denis Brisebois¹²
Sophie Gagnon¹³
Gaston Lafleur

Mandate

- Propose a policy on governance to the Board, monitor its application, formulate amendment recommendations to the Board as necessary, and approve the annual disclosure on governance in the annual report
- Oversee the development of the Code of Ethics and Professional Conduct for employees and management, monitor its application and formulate amendment recommendations to the Board, as necessary
- Propose a policy to the Board to frame the appointment of ÉEQ representatives to positions outside the organization, monitor its application and formulate amendment recommendations to the Board, as necessary
- Approve the appointment of the President and CEO to positions outside the organization and receive a report on authorizations given by the President and CEO to staff members
- Submit to the Board a strategic plan, monitor its application and formulate proposals for the update of objectives, goals and means used to ensure its application

⁶ Ms. Cloutier was appointed to the Board on January 21, 2011

⁷ Mr. Darveau's mandate ended on January 21, 2011

⁸ Ms. Gagnon resigned on February 23, 2011

⁹ Mr. Labrecque was appointed during the Annual General Assembly on April 27, 2011

¹⁰ Since January 20, 2012, the Chair of the Board is, by virtue of that position, Chair of the Nominating Committee

¹¹ Since January 21, 2011

¹² Since January 21, 2011

¹³ Until February 23, 2011

- Monitor the evaluation process applied to ÉEQ Board Members and formulate proposals to the Board regarding annual objectives to ensure the proper functioning of the Board and of its committees
- Submit to the Board proposals for the implementation of various administrative policies, including for donations and sponsorships, monitor their application and formulate amendment recommendations to the Board, as necessary
- Take note of proposals submitted by members and recommend proposals that the Board of Directors might wish submit to the General Assembly
- Report to the Board of Directors

The Committee met twice during the year.

Achievements

The Committee recommended approval of an update to the organization's 2010-12 Strategic Plan as well as the adoption of selection criteria for nominating candidates as ÉEQ Board Directors during the Annual General Assembly. The Committee also recommended the implementation of a Board Director training program and carried out performance evaluations. In addition, the Committee monitored the application of the Code of Ethics and Professional Conduct for employees and management and reviewed the annual disclosure on governance.

HUMAN RESOURCES COMMITTEE

COMPOSITION

Denis Brisebois, Chair

Florent Gravel

Pierre M. Nadeau¹⁴

Mandate

- Evaluate, on an annual basis, the Policy on Employee Working Conditions and formulate amendment proposals as appropriate
- Receive from management proposals for amending ÉEQ's organizational structure for analysis and recommendation to the Board
- Establish evaluation criteria applicable to the President and CEO's performance as well as operational objectives to be achieved
- Evaluate, at the end of the year, the President and CEO's performance with regard to the achievement of objectives and report to the Board of Directors
- Ensure that the organization's values and principles are applied to employee relations

The Committee met twice during the year.

Achievements

The Committee recommended to the Board that Technical and Administrative Services Department be split and to create the position of Coordinator, Finance and Administration. It also proposed amendments to the Policy on Employee Working Conditions. The Committee recommended the adoption of a new job classification, a salary structure that reflects the market, a salary management policy and a bonus plan. Finally, it reviewed the President and CEO's employment conditions and recommended the adoption of evaluation criteria that reflect her compensation.

AUDIT AND FINANCE COMMITTEE¹⁵

COMPOSITION

Suzanne Blanchet, Chair

Jean Lefebvre

Jean-François Thériault

Sylvain Mayrand¹⁶

Mandate

- Meet with external financial auditors to discuss their mandate, ensure their independence and formulate a recommendation regarding their fees
- Audit quarterly and annual financial statements and report to the Board and the Annual General Assembly
- Identify and monitor risks that may affect the organization's financial situation and reputation
- Ensure that adequate internal controls are put in place by management and report periodically to the Board
- Monitor the organization's fund management
- Monitor the application of the Board's administrative policies (policy on investments, delegation of authority, etc.), evaluate them and report to the Board
- Study the proposed annual budget, excluding payroll, before presentation to the Board of Directors
- Formulate recommendations to the Board

The Committee met four times during the year.

Achievements

During its working sessions, the Committee reviewed financial statements ending December 31, 2011, and the audit mandate for fiscal year 2011. It studied the organization's internal control procedures and began the process of assessing risks inherent to the organization in order to adopt a risk management policy. The Committee revised the Financial Commitment Policy

and reviewed investments and banking services. It also revised the Committee's mandate and analyzed 2011 and 2012 budget forecasts.

COMMUNICATIONS WITH VARIOUS PARTIES

With regard to targeted companies, the Board approved a contributors consultation program and received comments formulated during consultation meetings on the 2010, 2011 and 2012 Schedules of Contributions.

As part of the 2010-12 Strategic Plan, the Board of Directors:

- reviewed the Communications Plan to better identify the expectations of various outside clientele, including targeted companies and municipalities, with regard to ÉEQ;
- authorized a public awareness campaign on curbside recycling to publicize the industry's involvement in financing the system and promote the environmental and economic benefits of that involvement; and
- followed up on the implementation of the government relations plan.

During the first six months of 2011, ÉEQ made strong representations regarding Bill 130¹⁷ and Bill 88.¹⁸

ÉEQ representations to various government authorities on behalf of the companies and organizations it represents are made in respect of the *Lobbying Transparency and Ethics Act*.

¹⁴ Since January 21, 2011

¹⁵ The Audit Committee became the Audit and Finance Committee on January 21, 2011

¹⁶ Since January 21, 2011

¹⁷ Bill 130: An Act abolishing the Société québécoise de récupération et de recyclage – RECYC-QUÉBEC - and to implement the government's 2010-14 action plan to reduce and control expenses through the abolishment and restructuring of certain organizations and funds

¹⁸ Bill 88: An Act to amend the Environment Quality Act as regards residual materials management and to amend the Regulation respecting compensation for municipal services provided to recover and reclaim residual materials

SMALL TEAM, BIG RESULTS



FRONT ROW, FROM LEFT TO RIGHT:
Pascal Roy, Mylène Fugère, Micheline Lavallée, Geneviève Dionne, Élisabeth D'Auteuil, Mathieu Guillemette

BACK ROW, FROM LEFT TO RIGHT:
Hélène Samson, Éric Laplante, Marie-Eve Provost, Marguerite Karteris, Claude Boisvert, Maryse Vermette
Caroline Denis, Patrick Legault, Marie Julie Bégin, Marina Pietrosel, Hugo Lapointe, Marie-Andrée Prénoveau, Carole Grenier

EXECUTIVE MANAGEMENT	ADMINISTRATIVE SERVICES AND FINANCE	CORPORATE AFFAIRS, EXTERNAL RELATIONS AND COMMUNICATIONS	PUBLIC AFFAIRS – STRENGTHENING OF CURBSIDE RECYCLING	MEMBER SERVICES	TECHNICAL SERVICES
<p>Maryse Vermette B. Sc., MBA President and CEO</p> <p>Micheline Lavallée Executive Assistant</p>	<p>Hugo Lapointe CGA Coordonnator</p> <p>Éric Laplante Accounting Technician</p>	<p>Marie-Andrée Prénoveau BCL, MBA Director</p> <p>Élisabeth D'Auteuil B. Communications Communications Officer</p>	<p>Carole Grenier LL.B Director</p>	<p>Marie Julie Bégin Director</p> <p>Hélène Samson Data Analyst</p> <p>Claude Boisvert Data Analyst</p> <p>Patrick Legault Team Leader</p>	<p>Caroline Denis Agent</p> <p>Pascal Roy Agent</p> <p>Marguerite Karteris Agent</p> <p>Marina Pietrosel B. Gest., DESS, Sust. Devt. Director</p> <p>Mathieu Guillemette M. Env., M. Adm. P. Coordinator</p> <p>Marie-Eve Provost M. Sc. Gest., M. Sc. Env. Technical Analyst</p> <p>Mylène Fugère Ing., M. Sc. A. Adviser</p> <p>Geneviève Dionne BDI, M. Sc. A. Ecoconception Adviser</p>

EXCERPT OF PRELIMINARY FINANCIAL STATEMENTS

On March 16, 2012, the Board of Directors adopted ÉEQ's preliminary financial statements for fiscal year 2011. The financial report is available exclusively upon request. Financial statements for fiscal year ending December 31, 2011, were audited by BDO Canada, s.r.l./S.E.N.S.R.L., Certified Accountants and Advisers. Final issuance of financial statements is conditional on the publication of the 2010, 2011 and 2012 Schedules of Contributions in the *Gazette officielle du Québec*.

It is important to note that these financial statements cover two contribution years following the coming into force of Bill 88 amending the compensation plan.

Income statement	2011	2010
REVENUES		
Members' contributions		
• 2011 Schedule of Contributions (to be collected in 2012 and 2013)	\$114,672,689	—
• 2010 Schedule of Contributions (to be collected in 2012 and 2013)	101,094,130	—
• 2009 Schedule of Contributions	1,227,409	\$59,399,162
• 2008 Schedule of Contributions	1,467,767	(34,104)
• 2007 Schedule of Contributions	652,361	322,623
• 2005-2006 Schedule of Contributions	374,580	(101,327)
TOTAL REVENUES	\$219,488,936	\$59,586,354
EXPENDITURES		
Compensation due to municipalities (to be paid in 2012 and 2013)	\$185,806,260	\$54,572,326
Uncollectible contributions	5,569,934	845,799
Allowance paid to RECYC-QUÉBEC (to be paid in 2013)	5,400,000	—
Administration expenses	3,050,221	2,346,931
Schedule development process and studies	2,104,322	1,592,837
TOTAL EXPENDITURES	\$201,930,737	\$59,357,893
OTHER REVENUES	\$ 616,005	\$ 411,903
<i>Excess of revenues over expenditures for the year</i>	\$ 18,174,204	\$ 640,364

MEMBERS' CONTRIBUTIONS

Revenues include estimated contributions from companies and organizations relating to the 2010 and 2011 Schedules of Contributions that will be collected in 2012 and 2013; contributions received in 2011 following the publication of the 2009 Schedule of Contributions; as well as contributions from late-paying companies relating to the 2005, 2006, 2007 and 2008 Schedules of Contributions.

COMPENSATION DUE TO MUNICIPALITIES

Compensation due to municipalities under the 2010 and 2011 Schedules of Contributions is determined based on the cost of services provided by municipalities during a particular year for the materials or classes of materials eligible for compensation, such as curbside recycling, collection, transportation, sorting and conditioning adjusted according to the efficiency and effectiveness factor, plus an amount equal to 8.5% of compensatable net costs to cover management expenses.

Real net costs expended by municipalities in 2010 will serve as reference for both the 2010 and 2011 Schedules of Contributions. The compensation will be paid to RECYC-QUÉBEC after contributions for the 2010 and 2011 Schedules will have been received by ÉEQ from targeted companies and organizations during 2012 and 2013, in accordance with transition measures applicable to the payment and distribution of municipal compensation.

UNCOLLECTIBLE CONTRIBUTIONS

Uncollectible contributions for the 2010 and 2011 Schedules of Contributions have been estimated at 2% of projected contributions, compared to 1% for the 2009 Schedule, due to risks resulting from the greater share of municipal curbside recycling program financing to be shouldered by companies.

ALLOWANCE PAID TO RECYC-QUÉBEC

The new *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* stipulates that a maximum amount of \$2.7 million per Schedule of Contributions is to be paid to RECYC-QUÉBEC in 2013 to cover its management costs and other expenses related to the compensation plan.

ADMINISTRATION EXPENSES

The amount indicated corresponds to the cost of running the organization, including salaries and benefits, professional fees, communications and consultants, rent and other operating expenses during the year.

FEE DEVELOPMENT PROCESS AND STUDIES

The amount indicated corresponds to expenditures for studies to develop the Schedules of Contributions and for projects to strengthen the curbside recycling during the year.

OTHER REVENUES

The amount indicated corresponds to interest and collection revenues from late-reporting companies, as well as revenues from interest on investments.

EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR

The income statement for the year ending December 31, 2011, shows a positive balance of \$18,174,204. The surplus is a combination of:

	2011	2010
Risk Fund ¹	\$7,871,215	—
Temporary Fund - Working Capital ²	2,968,049	\$1,073,178
Temporary Funds - "Printed Matter" and "Containers and Packaging" ³	1,227,409	(34,104)
Permanent Funds - "Printed Matter" and "Containers and Packaging" ⁴	2,494,708	221,296
Unrestricted Funds	3,612,823	(620,006)
TOTAL	\$18,174,204	\$640,364

¹ Risk Fund: this Fund, established in an amount that corresponds to a percentage of the contributions to be collected under the 2010 and 2011 Schedules of Contributions, guards against the possible underestimation of the net costs when establishing subsequent Schedules.

² Temporary Fund - Working Capital: this fund serves to cover operational activities for a period of 12 months.

³ Temporary Funds - "Printed Matter" and "Containers and Packaging": these Funds, which are tied to the adjustment clause in the Schedule of Contributions, account for surplus amounts received or cover a shortfall in the amount estimated for Schedule years that have not expired. These amounts are held in these funds until Schedule deadlines expire. The funds are then redistributed, in respect of the rules, to contributors or transferred to the Permanent Funds according to category of materials.

⁴ Permanent Funds - "Printed matter" and "Containers and Packaging": these Funds correspond to the organization's permanent resources and include surplus amounts held for the "Printed Matter" and "Containers and Packaging" classes, after Schedule deadlines have expired.

MEMBERS

FOLLOWING IS A LIST OF MEMBERS IN GOOD STANDING OF ÉCO ENTREPRISES QUÉBEC AS OF MARCH 16, 2012. TO BE IN GOOD STANDING, COMPANIES AND ORGANIZATIONS MUST HAVE FILED A COMPANY REPORT AND PAID THEIR CONTRIBUTION IN ACCORDANCE WITH THE 2009 SCHEDULE OF CONTRIBUTIONS AND HAVE CONFIRMED, AS PRESCRIBED IN ÉEQ'S BY-LAWS, THEIR WISH TO BE A MEMBER OF ÉEQ WHEN THEY SUBMITTED THEIR COMPANY REPORT.

RETAILERS, DISTRIBUTORS, FIRST SUPPLIERS

105766 Canada Inc., Mega Watt Hydro
149667 Canada Inc., on account of
Centre Hi-Fi
3019969 Canada Inc. (LOIS Jeans (Canada))
3095-6395 Québec Inc.
3095-7450 Quebec Inc., Distribution Directa
3163946 Canada Inc.
3461491 Canada Inc.
9030-5418 Québec Inc.
A & V 2000 Inc.
A. Setlakwe Itée
Abond Plastics Corp.
Acces Floral Inc.
Accessoires pour vélos O.G.C. Itée
Acema Importations inc.
Aliments Leika inc. (les)
Administration LVER inc.
Aliments Merci (les)
Albert Perron inc.
Aliments Patiboul inc.
Allergan Inc.
Amerella of Canada Ltd.
Ameublements Tanguay, Centre de
distribution
AMG Medical Inc.
Amscan Distributors (Canada) Ltd.
Anglo-Canadian Housewares, L.P.
Antirouille Métropolitain
APRES L'IMAGE Éditions
Ares Equipment & Distribution
Associated National Brokerage Inc.
Aubaine du Tapis Saucier Inc.
Automobility Distribution Inc.
Autruche
Avon Canada inc.
Avril
Bath Fitter Distribution Inc.
Beauté Star Bédard Montréal inc.
Bell-Gaz Itée
Benix & Co.
Benny B.B.Q. Longueuil inc.
Bentley Leathers Inc.
Best Buy Canada Ltd.
Bestseller Wholesale Canada Inc.
Bijouterie Monaco
Bio Lonreco Inc.
Bio-Actif inc. et compagnies affiliées
Biorforce Canada inc.
Birks & Mayors Inc.

Bizou International Inc.
Bombay & Co.
Bouclair
Boulangerie Coop du Royaume
Boulangerie La Mère Michèle inc.
Boulangerie Repentigny inc.
Boulangerie Snowdon
Boulangerie-Pâtisserie Dumas inc.
Boutique Jacob inc.
Boutique le Pentagone inc.
Boutique Marie-Claire inc.
Boutique Signal inc.
Bowring & Co. Inc.
Brault & Bouthillier Itée
Browns Shoes Inc.
Burgham Sales Ltd.
Burton Snowboards
C. B. Powell Ltd.
Cams Inc.
Canac-Marquis Grenier Itée
Canadian Tire Corporation Limited
Canaropa (1954) inc.
Carquest Canada Ltd.
Casa Cubana/Spike Marks Inc.
CDMV inc.
Centre du pneu M.C. inc.
Centura Québec Itée
Céramique Décor MSF inc.
Ceratec inc.
Chalifour Canada
Chaussures Bo-Pied inc.
Chaussures Brown du Canada Itée
Chaussures Rubino inc. (les)
Chidaca International Inc.
Clark Drouin Lefebvre inc.
Coats & Clark
Cobalt Pharmaceuticals Inc.
Colabor S.E.C.
Compagnie Safdie inc. (La)
Conseil canadien du commerce de
détail (CCCD)
Convectair-NMT Inc.
Co-op Atlantic
Coopérative Agricole de la Baie des Chaleurs
Coopérative Agricole Régionale Parisville
Coopérative d'Alentour
Coopérative Horticole Groupex
Coranco Corporation Limited
Corbeil Électroménagers
Corneau et Cantin Itée
Corporation Bella Vita International
Corporation La Senza
Costco Wholesale Canada Ltd.
Côté-Réco inc.
Couche-Tard inc.
Counseltron Ltd.
Danier Leather Inc.
Dannycor Trading (Canada) Ltd.
Danson Decor Inc.
Déco Surfaces Canada inc.
Décors Maison Versailles inc.

Derco Horticulture inc.
Design Creative International C.D.I. Inc.
Despres Laporte inc.
Devanlay Canada Inc.
Distinctive Appliances Inc.
Distributions Mondoux inc. (les)
Dollarama L.P.
Dow Chemical Company Canada Inc.
Dorfin Distribution inc.
Dr JO Lambert Itée
Druide Informatique inc.
Dutal inc.
Duvernay inc.
Ecco Shoes Canada Inc.
Elco Fine Foods
Emco Corporation
Enesco Canada Corporation
Entreprises Ernest (Mtl) Itée (les)
Entreprises Sea Monster inc. (les), a division
of Diffusion Aquasport
Entreprises M.D. inc.
Esposito Food Market Ltd.
Euro-Excellence inc.
Extreme Pita Corporation Quebec Inc.
Fabricville Company Inc.
Familiaprix
Favuzzi International Inc.
Federal-Mogul Canada Ltd.
Ferring Inc.
Fonora Textile Inc.
Foot Locker Canada Corp.
Fourniture de bureau Denis inc.
Frères Di Ioia inc. (Les)
Fromagerie Pimar / Hamel inc.
Galderma Canada Inc.
Gap (Canada) Inc.
GB Micro Electronics
GEOX Canada Inc.
Germain Larivière (1970) Itée
Giant Tiger Stores Limited
Glasgow Manufacturing, a division
of Laser Sales Inc.
Goedike Canada Inc.
Golf Town Operating Limited Partnership
Goodyear Canada Inc.
Gourmet Nutrition F.B. Inc.
Groupe Archambault inc.
Groupe B.M.R. inc.
Groupe Bikini Village inc.
Groupe Cantrex inc.
Groupe CDREM inc.
Groupe Dynaco, Coopérative
agroalimentaire
Groupe Dynamite inc.
Groupe Éthier inc.
Groupe Gagnon Frères inc.
Groupe International Travelway inc.
Groupe Matériaux Coupal inc.
Groupe PharmEssor inc.
Groupe Rossignol Canada inc.
Groupe Sogides inc.

Groupe Vegco inc.
Groupe Yellow inc.
H. Chalut Itée
H. Paulin & Co. Limited
H.B. Promotion Inc.
Harry Rosen Inc.
Helen of Troy
Henkel Consumer Adhesives
HMV Canada Inc.
Holt Renfrew
Home Depot Canada
Home Hardware Stores Limited
HoMedics Group Canada Co.
Hudson's Bay Company (HBC)
IC Company's Canada Inc.
IKEA
Îlot 307 Inc.
Imperial Oil
Importations & Distributions B.H. inc.
Indigo Books & Music
J.E. Mondou Itée
J.L. Freeman S.E.C.
Jacques Lemieux (grossiste) inc.
Jardel Distributors Inc.
Jamieson Laboratories
John Deere Limited
Joshua Perets Group Inc.
Kao Canada inc.
Kidde Canada
Kimpex Inc.
Kosmic Distribution
La Boule-Miche, Micro-Boulangerie inc.
La Boutique L'Ensemblier inc.
La Compagnie Regitan Itée
La Coop Fédérée
La Coop Lac Mégantic Lambton
La Cordée Plein Air inc.
La Fruiterie du Jardin inc.
La Maison AMI-CO (1981) inc.
La Maison du Meuble Corbeil inc.
Laboratoire G.M.F.
Laboratoires Colba Inc.
Lalumière Foods Inc.
Le Château inc.
Le Glacier Bilboquet inc.
Le Groupe Dans un Jardin
Le Groupe Jean Coutu (PJC) inc.
Le Groupe Multi Luminaire inc.
Le Marché Végétarien inc.
Le Naturiste Jean-Marc Brunet inc.
Le SuperClub Vidéootron Itée
Le Veau Charlevoix
Lenbrook
Leon's Furniture Limited
Les Ailes de la Mode inc.
Les Attaches Sunpak Canada inc.
Les Aubaines Choc Alma Itée
Les Bijouteries Doucet 1993 inc.
Les Chocolats Favoris inc.
Les Cultures de Chez Nous inc.
Les Distributions Amiel Itée
Les Distributions Saeco Itée
Les Entreprises Vagabond inc.
Les Industries Pantorama inc.
Les Magasins Korvette Itée
Les Meuneries Mondou
Les Produits Aromatiques Clair de Lune inc.
Les Produits de Santé Audessa inc.
Les Produits Saint-Henri inc.
Les Publications Modus Vivendi inc.
Les Serres Arundel S.E.N.C.
Les Serres Royales

Lifescan Canada Ltd.
Lindor Inc.
Linen Chest Inc.
Linge de maison Lawrence inc.
Loblaw Companies Limited
LS Travel Retail North America
Lululemon Athletica Canada Inc.
Lumen, a division of Sonepar Canada inc.
Lunetterie New Look inc.
Luxottica Retail
M&M Meat Shops Ltd.
Mademoiselle Ellégance inc.
Magasins Lecompte inc.
Magasins Trevi inc.
Maison Éthier
Marc Bovet inc.
Margarine Golden Gate-Michca Inc.
Matelas Bonheur
McMahon Distributeur Pharmaceutique inc.
Mégaburo inc.
Meilleures Marques Itée
Messageries Dynamiques
Metro Richelieu inc.
Meuble Idéal Itée
Meubles Branchaud inc.
Meubles Démon Itée
Meubles JC Perreault inc.
Michael Rossy Itée
Mode Le Grenier inc.
Michelin Amérique du Nord (Canada) inc.
Midlon Foods inc.
Mitsubishi Motor Sales of Canada Inc.
Mobilia Intérieurs inc.
Mode Le Grenier inc.
Montreal Kosher Bakery
Moores The Suit People Inc.
Mountain Equipment Co-op
National Herring Co.
National Importers Canada Ltd.
Nature's Sunshine Products
Nergy Santé inc.
New York Fries
Novelis Foil Products
Nutri-Zoo Inc.
Old Navy (Canada) Inc.
Olympia Tile International Inc.
Omer Deserres inc.
Oval International Inc.
P. K. Douglass Inc.
Pâtisserie Duquette inc.
Patrick Morin inc.
Payless Shoesource Canada L.P.
Philippe de Vienne et ass. inc.
Pièces d'autos Transit inc.
Pier 1 Imports (U.S.), Inc.
Pierre Fabre Dermo Cosmétique Canada inc.
Pizza Pizza Limited
Pneus Unimax Itée
Poissonneries Odessa inc.
Potvin & Bouchard inc.
Prestilux Inc.
Prime CarCare Group Inc.
Produits Adonis inc.
Produits Phoenixia inc.
Produits Shell Canada
Promotion Kaboom inc.
Purity Life Health Products
QPro Canada Inc.
Québec Loisirs inc.
Quebecor MediaPages Inc.
Quincaillerie Richelieu Itée
Reinhart Foods Ltd.
Reitmans (Canada) Limited

Renaud-Bray
Résines Sefaco inc.
Retail Council of Canada
Roche Diagnostics
Rona inc.
Ronor International Inc.
Rozon Batteries Inc.
Running Room Canada Inc.
S.D. Variations inc.
Sail Plein Air inc.
Saint-Hilaire inc.
SCA La Seigneurie
Sears Canada Inc.
Serum International Inc.
Shafer-Haggart Ltd.
Shaklee Canada Inc. - DSA
Shiseido (Canada) Inc.
Shoppers Drug Mart Inc.
Simons Inc.
Slush Puppie Canada Inc.
Sobeys Québec
Société Coopérative Agricole
Des Bois-Francis
Sony Pictures Home Entertainment
Sopar Cosmetics Inc.
Sport Dinaco Inc.
Sports Experts 2000 inc.
Springs Canada Inc.
Stevens Omni Inc.
STIHL Limited
Structube Ltd.
Sugi Canada Itée
Suncor Énergie inc.
Sunopta inc.
Supertek Canada inc.
Suzy's Inc.
Swarovski Canada Ltd.
Synnex Canada Limited
Tech-Mix, a division of Bauval inc.
Terra Café et Thé Itée
The Aldo Group Inc.
The Brick Warehouse L.P.
The Business Depot Limited
The Children's Place (Canada) L.P.
The Mibro Group
The North West Company L.P.
The Pampered Chef - Canada Corp.
The Shopping Channel, a division of Rogers
Broadcasting Limited
The Source (Bell) Electronics Inc.
Thomas, Large & Singer Inc.
Toys R Us Canada
Tree of Life Canada Inc.
Truserv Canada
TVA Films, member of Groupe TVA
UAP inc.
Ultramar Itée
Uniprix inc.
Uni-Sélect inc.
Utex Corporation
Vast-Auto Distribution Itée
Vidéo et Boutique Sexxx Plus
Wal-Mart Canada Corp.
Warnaco of Canada Company
Wella Canada Inc.
Winners Merchants International L.P.
Yves Rocher Amérique du Nord inc.
Zwilling J.A. Henckels Canada Ltd.

GENERAL SECTOR (SERVICES AND MANUFACTURERS, DURABLE PRODUCTS)

A & W Food Services of Canada Inc.
A. Richard G.P./S.E.N.C.
Accent-Fairchild Factory Group
Acer America Corporation
Adfast Distribution et ventes aux détails inc.
Agence de la santé et des services sociaux de la Mauricie et du Centre-du-Québec
Agence de la santé et des services sociaux de l'Outaouais
Agence de santé et de services sociaux de l'Abitibi-Témiscamingue
Agence Métropolitaine de Transport
Air Canada Vacations
AkzoNobel Canada inc.
Altex Decoration Ltd.
Amerispa Inc.
Amex Bank of Canada
Anchor Hocking Canada
Apple Canada
Applica Canada
Armoires de Cuisines Action, a division of 2757-5158 Québec inc.
Arrow Games Inc.
Ashton Casse-Croûte inc.
Assemblée Nationale
Association de Villégiature de la Station Mont-Tremblant
Association des jardiniers maraîchers du Québec
Association Maritime du Québec
Association Touristique des Laurentides
Association Touristique Régionale de Charlevoix
Association Touristique Régionale Saguenay-Lac-Saint-Jean
Autorité des Marchés Financiers
Aviva
AXA Assurances inc.
Bain Ultra inc.
Bank of Montreal
Banque Laurentienne du Canada
Banque Nationale du Canada
BeaverTails Canada Inc.
Bélanger VT Laminates
Bell Canada
Bell Canada - Marketing et communications
Bell Distribution Inc.
Benjamin Moore & Co.
BHM Medical Inc.
Bissell Canada Corporation
Black & Decker Hardware & Home Improvement
Black and Decker Canada Inc.
BMW Group Canada
Boa-franc S.E.N.C.
Boiseries Rousseau inc.
Bombardier Produits Récritatifs
Boomerang Tracking Inc.
Boshart Industries Inc.
Bostik Canada Ltd.

Boston Pizza International Inc.
Briques Hanson ltée
Brother International Corporation (Canada) Ltd.
BSH Home Appliances Ltd.
Bureau d'audiences publiques sur l'environnement
Burger King Restaurants of Canada Inc.
Bytheowner Inc. / Duproprio inc.
C.L.D. de Portneuf
CAA-Québec
Cabanons Fontaine inc.
Câble Axion Digitel inc.
Caisse de dépôt et placement du Québec
Canadel Furniture Inc.
Canadian Thermos Products Inc.
Canarm Ltd.
Canon Canada Inc.
Cara Operations Ltd.
Caron & Guay inc.
Casio Canada Ltd.
Caztel Communications
Centre d'animation, de développement et de recherche en éducation (CADRE)
Centre des Mets de Montmagny ltée
Century 21 Canada, Société en commandite
Certainteed Gypsum Canada Inc.
CGC Inc.
Chambre des notaires du Québec
Chaussures De Luca Montréal inc.
Choice Hotels Canada Inc.
Cholesterol Plus Inc.
Chrysler Canada Inc.
CIBC
Cirque du Soleil
Citifinancière Canada Inc.
Club Med Sales Canada Inc.
Cobra Anchors Co. Ltd.
Cogeco Cable Québec S.E.N.C.
Collège Durocher Saint-Lambert
Collège International Marie de France
Collège Letendre
Collège Mont-Saint-Louis
Collège Notre-Dame
Collège Regina Assumpta (1995)
Collège Stanislas inc.
Colonial Elegance Inc.
Commensal S.E.C.
Commission Administrative des Régimes de Retraite et d'Assurances
Commission de la construction du Québec
Commission de la Santé et de la Sécurité du Travail du Québec
Commission des lésions professionnelles
Commission des normes du travail
Commission scolaire Au Coeur-des-Vallées
Commission scolaire de Charlevoix
Commission scolaire de Kamouraska-Rivière-du-Loup
Commission scolaire de la Baie-James
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 Rivéraine
Commission scolaire de la Vallée-des-Tisserands
Commission scolaire de l'Énergie
Commission scolaire de Montréal
Commission scolaire de Portneuf
Commission scolaire de St-Hyacinthe

Commission scolaire des Appalaches
Commission scolaire des Bois-Francs
Commission scolaire des Chênes
Commission scolaire des Draveurs
Commission scolaire des Grandes-Seigneuries
Commission scolaire des Hautes-Rivières
Commission scolaire des Hauts-Bois de l'Outaouais
Commission scolaire des Hauts-Cantons
Commission scolaire des Monts-et-Marées
Commission scolaire des Navigateurs
Commission scolaire des Portages-de-l'Outaouais
Commission scolaire des Premières-Seigneuries
Commission scolaire des Trois-Lacs
Commission scolaire du Chemin-du-Roy
Commission scolaire du Fleuve-et-des-Lacs
Como Pizzeria
Compagnie d'Assurance-vie Croix Bleue du Canada
The Standard Life Insurance Company of Canada
Compagnie Jean Duceppe
Conair Consumer Products Inc.
Concept SGA inc.
Conseil des Arts et des Lettres du Québec
Conseil des chaînes des restaurants du Québec (CCRQ)
Conseil des métiers d'art du Québec
Conway Jacques Courtiers d'Assurances inc.
Corporation de développement culturel de Trois-Rivières
Cryopak Industries (2007) ULC
Cuisines Rochette (1976) inc. (les)
Curateur public du Québec
Dairy Queen Canada Inc.
Dale Parizeau Morris Mackenzie Inc.
Danby Products Ltd.
Daubois inc.
De Longhi America Inc.
Décors de maison Commonwealth inc.
Dell Canada Inc.
Distribution Madico inc.
Domaine du Ski Mont-Bruno inc.
Drain-Vac International 2006 Inc.
Duchesne et Fils ltée
Dyson Canada Limited
École de musique Vincent-d'Indy
École nationale de police du Québec
El Ran Furniture Ltd.
Electrolux Canada Corp.
Elfe Juvenile Products
Emerson Electric Canada Limited
Énergie Cardio
Envirogard Products Limited
Épargne Placements Québec
Epson Canada Ltd.
Équita, Commerce équitable Oxfam Québec
Expomax Canada Inc.
Federated Insurance Company of Canada
Fédération canadienne de l'entreprise indépendante
Fédération des pourvoies du Québec
Fédération des producteurs de lait du Québec
Fédération des producteurs de pommes de terre du Québec
Fédération des producteurs de porcs du Québec
Fédération interdisciplinaire de l'horticulture ornementale du Québec

Fédération québécoise de camping et de caravaning inc.
Fenplast inc.
Festival du Nouveau Cinéma de Montréal
Fonds Promotionnel RE/MAX inc.
Ford Motor Company of Canada
Franchises Cora inc.
Franklin Templeton Investments Corp.
Garaga inc.
Garant GP
Gardena Canada Ltd.
Gates Canada Inc.
Gaz Métro
GE Lighting
General Motors of Canada
Gentec International
Gestion Férique
Goodfellow Inc.
Gracious Living Industries
Groupe Carreaux Céragres inc.
Groupe Dutailier inc.
Groupe GMCR Canada S.E.C.
Groupe Lou-Tec inc.
Groupe Lyras inc.
Groupe Optimum inc.
Groupe Promutuel, Fédération de sociétés mutuelles d'assurance générale
Groupe Seb Canada
Groupe Sportscene inc.
Groupe TVA inc.
Groupe Voyages Québec inc.
Groupe Yves Légaré inc.
H&R BLOCK Canada Inc.
Hamilton Beach Brands Canada Inc.
Hasbro Canada Corporation
Henry Canada Inc.
Hewlett-Packard (Canada) Co.
Honda Canada Inc.
Honeywell Asca Inc.
HSBC Bank Canada
HSBC Finance
Hydro-Québec Distribution
Yundai Auto Canada Corp.
Ideal Security Inc.
Industrielle Alliance, Assurance et services financiers inc.
Industries JSP inc.
Institut de Formation Professionnelle inc.
Institut de tourisme et d'hôtellerie du Québec
Intact Compagnie d'assurance
International de montgolfières de Saint-Jean-sur-Richelieu
Invesco Trimark ltée
Investors Group
IPEX Electrical Inc.
Ipex Inc.
Ivanhoé Cambridge Inc.
J. Benny Inc.
Jascor Housewares Inc.
JELD-WEN, a division of Donat Flamand
JELD-WEN of Canada Ltd.
Johnson Level and Tools Inc.
Julien Beaudoin ltée
Kaycan Ltd.
Kia Canada Inc.
Klassen Bronze Limited
KODAK Canada Inc.
Kruger Products Limited
L'Équipe Spectra
La Capitale assurances générales inc.
La Capitale Groupe financier inc.

La Cie Matériaux de Construction BP Canada
La Commission des relations du travail
La Compagnie d'Assurance Belair Inc.
La Compagnie d'Assurance Primerica du Canada
La Compagnie Mutuelle d'Assurance Wawanesa
La Corporation Internationale Masonite
La Financière Agricole du Québec
La Régie du bâtiment du Québec
La Société du Vieux-Port de Montréal
La Survivance, compagnie mutuelle d'assurance-vie
Laurentide Ressources inc.
LBC Canada Inc.
Le Café Dépôt inc.
Le Directeur général des élections du Québec
Le Groupe Innovak
Le Groupe Vertdure inc.
Le Massif inc.
Le Muffin Plus inc.
Le Québec Maritime
Le Salon International de l'Auto de Montréal ltée
Lenovo (Canada) inc.
Lego Canada Inc.
Les Abris Harnois inc.
Les Bois de plancher PG inc.
Les Éditions du Boréal
Les Éleveurs de volailles du Québec
Les grands feux du Lac-Leamy
Les Industries Bonneville ltée
Les Industries Trovac ltée
Les Produits Aluminium P.S. inc.
Les Produits Armodec ltée
Les Promotions Atlantiques inc.
Les Restaurants D.Lafleur inc.
Les Rôtisseries St-Hubert ltée
Les Stations de la Vallée de Saint-Sauveur inc.
Les Textiles Patlin inc.
Les Tourbières Berger ltée
Lexmark Canada Inc.
LG Electronics Canada Inc.
Lincoln Electric Company of Canada L.P.
Literie Ciddings ltée
Little Caesar of Canada Inc.
Loto-Québec
Louis Garneau Sports inc.
Loxreen Canada
Loyalty Management Group Canada Inc.
L'Union-Vie, Compagnie Mutuelle d'Assurances
Lussier cabinet d'assurances et services financiers inc.
MAAX Bath Inc.
Mabe Canada Inc.
Mackenzie Financial Corporation / Corporation Financière Mackenzie
Magazine Prestige
Maison des Futailles S.E.C.
Makita Canada Inc.
Manoir du Lac Delage
Manufacture Leviton du Canada ltée
Manufacturier Techcraft Inc.
Manuvie Financial
Mapei inc.
Masco Canada Limited
Masonite International Quebec Stiles and Rails Division
Master Lock Company

Matériaux de construction Probox inc.
Mattel Canada Inc.
Mazda Canada Inc.
McDonald's Restaurants of Canada Limited
MEGA Brands Inc.
Meloche Monnex inc.
Mercedes-Benz Canada Inc.
Mercier Wood Flooring Inc.
Messageries De Presse Benjamin inc.
Métaltech-Oméga inc.
Meubles Concordia ltée
Microsoft
Ministère de la Culture, des Communications et de la Condition féminine
Ministère de la Justice du Québec
Ministère de la Santé et des Services sociaux
Ministère de l'Éducation, du Loisir et du Sport
Ministère de l'Emploi et de la Solidarité sociale
Ministère de l'Immigration et des Communautés culturelles
Ministère des Finances
Ministère des Ressources naturelles et de la Faune
Moen Inc.
Moniteurs Angelcare inc.
Mon-tex Mills Ltd.
Mont Blanc S.E.C.
Motorola Mobility Canada Ltd.
Mouvement Desjardins
Mr Lube Canada LP
Musée de la civilisation
Musée national des beaux-arts du Québec
National Manufacturing of Canada Inc.
NCR Corporation
Nikon Canada Inc.
Nintendo of Canada Ltd.
Nissan Canada Inc.
Nokia Products Limited
Nuera Air Inc.
Office de la protection du consommateur
Office franco-québécois pour la jeunesse
Office québécois de la langue française
Panasonic Canada Inc.
Peintures M.F. inc.
Peinture Micca inc.
Pensionnat du Saint-Nom-de-Marie
Permacon Montco
Pioneer Electronics of Canada Inc.
Plastival inc.
PMTROY Assurances et services financiers inc.
PPG Canada Inc.
Produits Neptune inc. (les)
Projets Saint-Laurent/ Jour de la Terre Québec
Proprio Direct inc.
Quickstyle Industries Inc.
Quiznos Canada Restaurant Corp.
Raleigh Canada Ltd.
Raymond Chabot Grant Thornton, S.E.N.C.R.L.
RCR International Inc.
Reader's Digest Canada
Redberry Resto Brands Inc.
Régie de l'assurance maladie du Québec
Régie des alcools, des courses et des jeux
Régie des installations olympiques
Régie des rentes du Québec

Régie du logement
Remboursement RE-NO
René Corriveau et Fils inc.
Réseau de transport de la Capitale - RTC
Restaurants Giorgio (Amérique) Itée
Restogain inc.
Revenu Québec
Rogers Communications
Rogers Publishing Limited
Roland Boulanger & Cie Itée
Rôtisserie Fusey (1983) inc.
Royal Bank of Canada
Royal International Corp.
Salle André-Mathieu
Salton Canada
Samson Bélair/Deloitte & Touche inc.
Sanyo Canada Inc.
Schneider Canada inc.
Sennheiser (Canada) Inc.
Services Québec
Sharp Electronics of Canada Ltd.
Shop-Vac Canada Ltd.
Simmons Canada Inc.
Sivaco Québec, a division of Sivaco Wire Group 2004 L.P.
Ski Sutton inc.
Société de franchises La Piazzetta inc.
Société de l'assurance automobile du Québec
Société de transport de Montréal
Société des alcools du Québec
Société des Établissements de Plein Air du Québec
Société des Traversiers du Québec
Société du Musée d'archéologie et d'histoire de Montréal
Société Laurentide inc.
Société pour la promotion d'événements culturels du Haut-Richelieu inc.
Sony Ericsson Mobile Communications International AB
Sony of Canada Ltd.
South Shore Industries Ltd.
Spacemaker Limited
Spectra Premium Industries Inc.
Sport Maska inc.
Sports ATF inc.
SSQ, Société d'assurance-vie inc.
Stanley Canada Corp.
Starbucks Coffee Company
Station Mont Tremblant - Intrawest
Stelpro Design Inc.
Stoves Builder International Inc.
Stratos Pizzeria (1992) Inc.
Subaru Canada Inc.
Sun Life Assurance Company of Canada
Sunbeam Corporation Canada Limited
Sûreté du Québec
Suzuki Canada Inc.
T.S. Simms & Co. Limited
Tarkett Inc.
Taymor Industries Ltd.
TD Bank Financial Group
Teac Canada Ltd.

Technoform Industries Itée
Télébec Société en commandite
TELUS Corporation
The Bank of Nova Scotia
The Empire Life Insurance Company
The Great-West Life Assurance Company
The Second Cup Ltd.
The Sherwin Williams Co.
The TDL Group Corp.
Thomas & Betts Limited
Thomas Cook Canada Inc.
Ticketpro Canada
Timex Canada Inc.
Toshiba of Canada Limited
Tourisme Abitibi-Témiscamingue
Tourisme Bas-Saint-Laurent
Tourisme Cantons-de-l'Est
Tourisme Centre-du-Québec
Tourisme Chaudière-Appalaches
Tourisme Lanaudière inc.
Tourisme Laval
Tourisme Mauricie
Tourisme Montréal
Tourisme Outaouais
Toyota Canada Inc.
Trader Corporation
Transcontinental Inc.
TransUnion Canada
Trudeau Corporation 1889 Inc.
TVA Publications inc.
TVAchats Inc.
Ulextra inc.
Union du Canada Assurance-Vie
Urgel Bourgie
USP Structural Connectors
Valvoline Canada
Vanico Maronyx Inc.
Vélo Québec
VELUX Canada inc.
Vicwest Operating Limited Partnership
Vidéotron S.E.N.C.
Vincor (Québec) inc.
Vivier Pharma Inc.
Volkswagen Group Canada Inc.
VTech Telecommunications Canada Ltd.
W. Ralston Canada Inc.
Wahl Canada Inc.
Wakefield Canada Inc.
Weight Watchers Canada Ltd.
Whirlpool Canada L.P.
Woods Industries (Canada) Inc.
World Kitchen Canada (EHI) Inc.
Xerox Canada Limited
Yamaha Canada Music Ltd.

MANUFACTURERS, CONSUMER PRODUCTS

2318-4211 Québec inc.
3309916 Canada inc.
3M Canada
9015-4931 Québec inc.
9020-2292 Québec inc.
9055-7588 Québec inc.
9090-4962 Québec inc.
A. Lassonde inc.
Abbaye Saint-Benoît-du-Lac
ACH Food Companies Inc.
Acti-sol inc.
Adidas Canada Limited
AEF Global inc.
Agropur Coopérative
Alberto Culver Canada Inc.
Alcon Canada Inc.
Aliments Karnie inc. (les)
Aliments Koyo inc.
Aliments Krinos Foods Itée
Aliments Krispy Kernels inc.
Aliments la Bourgeoise inc.
Aliments Nutrisoya inc.
Aliments Ouimet-Cordon Bleu inc.
Aliments Trans Gras inc. (les)
Aliments Ultima inc.
Alliance Mercantile inc.
Amaro inc.
Apotex inc.
Arctic Glacier Inc.
AstraZeneca Canada Inc.
Atron Electro Industries Inc.
Avery Dennison Canada Inc.
Axcan Pharma Inc.
Bariatric Nutrition
Bausch & Lomb
Bayer Inc.
Beau-Lieu Instantané inc.
Becton Dickinson Canada Inc.
Beiersdorf Canada Inc.
Bic Inc.
Bio Biscuit inc.
Bio-K Plus International Inc.
Biscuits Leclerc Itée
Bluewater Seafoods Inc.
Boehringer Ingelheim (Canada) Ltd.
Bonduelle Amérique du Nord inc.
Boulangerie Au Pain Doré
Boulangerie Normétal inc.
Boulangerie St-Méthode inc.
Brasserie McAuslan
Brasseurs du nord inc (les)
Breuvages Radnor Itée
Bridor Inc.
Bro-quali inc.
Brossard Frères inc.
Broue Alliance inc.
Cadbury Adams Canada Inc.
Café Napoléon inc.
Café Vittoria inc.
Campbell Company of Canada
Canada Dry Motts Inc.
Canadelle Limited Partnership
Carlton Cards Ltd.
Cascades Groupe Papiers Fins inc.
Cascades Tissue Group, a division of Cascades Canada inc.
Cascades Inopak, a division of Cascades Canada inc.

Cavendish Farms
Centura Brands Inc.
Chanel inc.
Chapman's Ice Cream
Charcuterie La Fernandière inc.
Chattem Canada
Chocolat Arvisais inc.
Chocolat Belge Heyez Père & fils inc.
Chocolat Lamontagne inc.
Chocolaterie la Cabosse d'Or inc.
Church & Dwight Canada Corp.
Cidre Michel Jodoin
Citadelle Coopérative de producteurs de sirop d'érable
CKF Inc.
Clarins Canada
Clef des Champs inc.
Clover Leaf Seafoods L.P.
Codet inc.
Colgate Oral Pharmaceuticals
Colgate Palmolive Canada Inc.
Compagnie Rafrachissements Coca-Cola Canada
Conagra Foods Canada Inc., a division of V-H Foods
Conglom Inc.
Conseil de la transformation agroalimentaire et des produits de consommation (CTAC)
Conseil des industriels laitiers du Québec (CILQ)
Convatec Canada Ltd.
Corporation Alimentaire Whyte's inc.
Corporation Genacol Canada inc.
Coty Canada Inc.
Coulombe Québec Limitée
Crayola
Crestar Ltd.
Cuisines Gaspésiennes de Matane Itée (les)
Danone inc.
Daki Itée
Dare Foods Limited
Del Monte Canada
Distributions Missum Inc.
Dr. Oetker Ltd.
Duchesnay
E.D. Smith Foods Ltd.
Eau Everest inc.
Eaux Vives Water inc.
Eli Lilly Canada inc.
Elizabeth Arden (Canada) Ltd.
El-Ma-Mia inc.
Energizer Canada
Entreprise Dominion Blueline inc.
Entreprises Pâtes et Crouûtes L.B. inc. (les)
Estée Lauder Cosmetics Ltd.
Euro-Pharm International Canada Inc.
Exceldor Coopérative Avicole
Fafard et Frères Itée
Fempro inc.
Ferme des Voltigeurs inc.
Ferme Farnham Itée
Ferme Onésime Pouliot inc.
Ferme Régil inc.
Ferme St-Zotique
Ferme Van Velzen et Fils S.E.N.C.
Fermes J Coulombe et fils Itée
Ferrero Canada Ltd./Itée
Ferti Technologies inc.
Fèves au Lard L'Héritage Itée
Fontaine Santé Foods inc.
ForLab Inc.
Fossil Canada Inc.

Frito-Lay Canada, a division of Pepsi-Cola Canada Itée
Fromagerie Bel Canada
Fromagerie Bergeron inc.
Fromagerie Clement inc.
Fromagerie Côte-de-beaupré inc.
Fromagerie Lemaire Itée
Fromages La Chaudière inc.
FUJIFILM Canada Inc.
Fumoir Grizzly inc.
G.A. Boulet inc.
Gaudet Sweet Goods Inc.
General Mills Canada Corporation
Genuine Health Inc.
Gestion Première Moisson
Glaxosmithkline
Glaxosmithkline Consumer Healthcare
Graymont (Qc) inc.
Groupe Bergeron-Thibault
Groupe Cam-J inc.
Groupe ERA inc.
Groupe Intersand Canada inc. (le)
Groupe Marcelle
Guerlain (Canada) Itée
Guess? Canada Corporation
Hain Celestial Canada
Hallmark Canada
H-E-E-L Canada inc.
Herbalife of Canada Ltd.
Hershey Canada Inc.
High Liner Foods Inc.
Hoffmann-La Roche Limited
Homéocan inc.
I-D Foods Corporation
Imperial Manufacturing Group
Imperial Tobacco Canada Ltd.
Intermil inc.
Irving Tissue Corporation
Isabelle inc. (Jack Link's Canada Company
Jamp Pharma Corporation
Janes Family Foods Ltd.
Janssen Inc.
Jig-A-Loo Canada Inc.
Johnson & Johnson
JTI-Macdonald Corp.
JTI-Macdonald TM Corp.
Kanuk inc.
Kaz Canada Inc.
Kellogg Canada
Kimberly-Clark Inc.
Kleen-Flo Tumbler Industries Ltd.
Kraft Canada Inc.
La Brasserie Labatt Limitée
La Cie McCormick Canada Co.
La compagnie de Produits Favorite Itée/Oil
Dri Canada
La Compagnie H.J. Heinz du Canada S.E.C.
La Face Cachée de la Pomme inc.
La Maison Clayton Shagal Inc.
La Maison Crown inc.
La Maison d'Affinage Maurice Dufour inc.
La Maison Orphée inc.
La Margna inc.
La Meunerie Milanais inc.
La Petite Bretonne (distribution) inc.
La Soyarie inc.
Laboratoire Atlas inc.
Laboratoire Dr Renaud inc.
Laboratoire Riva inc.
Laboratoire Trianon
Laboratoires Abbott

Laboratoires Nicar inc.
Laboratoires Reynard inc.
Labrador Laurentienne inc.
Laiterie Chagnon
Laiterie Chalifoux inc.
Laiterie Charlevoix inc.
Laiterie de Coaticook Itée
Laiterie de la Baie Itée
Laiterie des Trois Vallées inc.
Laiterie Royale inc.
Lantic inc.
Lavo inc.
Le Canard Goulu inc.
Le Groupe Alimentaire Nordique inc.
Le Groupe Fruits & Passion
Le Groupe Legerlite inc.
Le Potager Riendeau inc.
Légumière Y C inc.
Légunord inc.
Les Aliments 2000 inc.
Les Aliments Aquafuchsia Food inc.
Les Aliments Bari inc.
Les Aliments Bégin inc.
Les Aliments CertiPro inc.
Les Aliments Dainty Foods
Les Aliments La Mère Poule
Les Aliments Lebel inc.
Les Aliments Mejicano
Les Aliments O'Sole Mio inc.
Les Aliments Parador inc.
Les Aliments Roma Itée
Les Aliments Pearlmark Foods Inc.
Les Breuvages Cott
Les Chocolats Vadeboncoeur inc.
Les Douceurs de l'Érable Brien inc.
Les Eaux Naya
Les Fermes du Soleil inc.
Les Fermes Lefort
Les Industries Bernard & Fils Itée
Les Industries Touch inc.
Les Laboratoires Suisse (1995) inc.
Les Oeufs BEC-O inc.
Les Oeufs Ovale, s.e.c.
Les Oeufs Richard Eggs inc.
Les Plats du Chef inc.
Les Productions Horticoles Demers inc.
Les produits de soins pour la peau au lait de chèvre Canus inc.
Les Produits Identific inc.
Les Produits Industriels Jean-Paul Côté inc.
Les Produits Techniseal inc.
Les Pros de la Photo (Québec) inc.
Les Sources Saint-Elie inc.
Les Tricots Duval & Raymond Itée
Les Vergers Leahy inc.
Les Viandes Walcovit Inc.
Lesters Foods Ltd.
Liberté
Lilydale Inc.
Lindt & Sprungli (Canada) Inc.
Lise Watier Cosmétiques inc.
L'Oréal Canada inc.
Louben Sportswear Inc.
Lundbeck Canada Inc.
Magtar Sales Inc.
Maître Saladier S.E.C.
Maple Leaf Foods
Maple Lodge Farms Ltd.
Marie Morin Canada
Mary Kay Cosmetics Ltd. (DSA)
Maurice St-Laurent Itée

Maxell Corporation of America,
DBA Maxell Canada
McCain Foods Canada
Mead Johnson Nutrition (Canada) Co.
Melitta Canada Inc.
Merck Frosst Canada ltée
Michel St-Arneault inc.
Miel Labonté inc.
Molson Canada 2005
Momentive Performance Materials Canada
ULC
Mondrol ltée
Montreal Pita
Morris National inc.
National Smokeless Tobacco Company Ltd.
Nature 3M inc.
Nature's Path Foods Inc.
Naturesource Inc.
Nestle Canada Inc.
Nestle Purina Petcare
Nestle Waters Canada
Newell Rubbermaid Inc.
Nihon Kenko Zoushin Kenkyukai,
Canada Corp
Norchem Industries, a division of Avmor Ltd.
Novalab Inc.
Novartis Consumer Health Canada Inc.
Novartis Pharmaceuticals Canada Inc.
Novo Nordisk Canada Inc.
Nutrinor- Secteur lait et eau
Nutri-Oeuf inc.
Ocean Spray International Inc.
Odan Laboratories Ltd.
Old Dutch Foods Ltd.
Olymel S.E.C.
Orapi Canada ltée
Ouimet-Tomasso Inc.
Pactiv Canada Inc.
Pajar Production ltée
Paris Glove of Canada Ltd.
Parmalat Canada inc.
Pastene Inc.
Patates Dino inc.
Pâtisserie Le Fraisier inc.
Pébéo inc.
Pepsi Bottling Group Canada
Pepsi-QTG
Pfizer Canada Inc.
Pharmascience inc.
Pied-Mont Dora inc.
Plaisirs Gastronomiques inc.
PLB International inc.
Pommes Ma-gic inc
Pro Doc Ltée
Premier Horticulture ltée
Premier Tech Home & Garden Inc.
Pro-amino International inc.
Procter & Gamble inc.
Produits de nos Grand-Mères N.D. inc.
Produits de pâtisserie orientale,
une division de 140740 Canada inc.
Produits de Plancher Finitec inc.
Produits Naturels Leblanc inc.

Produits Sany inc.
Puma Canada inc.
Purdue Pharma Canada
Rapid Snack inc.
RBF International ltée
Réal Pinsonneault & Fils ltée
Reckitt Benckiser (Canada) inc.
Recochem Inc.
Red Bull Canada Ltd.
Reebok Canada Inc.
Renées Gourmet Foods Inc.
Revlon Canada Inc.
Robert et Fils (Québec) inc.
Ronsoni Foods Canada
Rothmans, Benson & Hedges Inc.
Royer inc. (l.p.)
Ruchers Promiel inc. (les)
S.C. Johnson and Son Limited
S.C.A. Ile-aux-Grues
Saladexpress inc.
Salaïson Lévesque inc.
Salaïson Vic (1990) inc.
Sandoz Canada Inc.
Sanofi-Aventis Canada Inc.
Santé Naturelle A.G. ltée
Saputo Boulangerie inc.
Saputo Dairy Products (Canada) G.P.
Sara Lee Household and Body Care
Sardo Foods
Savons Prolav Inc.
Sca Personal Care, a division of Sca North
America - Canada Inc.
Schering-Plough Canada Inc.
Schwarzkopf & Henkel
Scotts Canada Ltd.
Sel Warwick inc.
Serres du St-Laurent inc. (les)
Serres et Jardins Girouard inc.
Servier Canada inc.
Sifto Canada Corp.
Skechers USA Canada Inc.
Sleeman Unibroue inc.
Smucker Foods of Canada Co.
Société Bristol-Myers Squibb Canada (la)
Société de Vin Internationale Ltée
Solvay Pharma Inc.
Spécialités Lassonde inc.
Spécialités MB inc.
Spicers, une division de Paperlinx
Canada ltée
Stella Pharmaceutical Canada Inc.
Storck Canada Inc.
Sun Products Canada Corporation
Sun-Rype Products Ltd.
Sunstar Americas Inc.
Supremex inc., division Lasalle
Taro Pharmaceuticals Inc.
Teva Canada Ltd.
The Canadian Salt Co. Ltd.
The Clorox Company of Canada Ltd.
The Dial Corporation
The Mentholum Company of Canada Ltd.
The Minute Maid Company Canada Inc.
Thulé Canada inc.
Tilley Endurables Inc.
Topring Inc.
Trans-herbe inc.
Trudell Medical International
Turkey Hill Sugarbush Ltd.
Unico Inc.
Unilever Canada
Unisoya 1986 inc.

Verger du Minot Inc.
Vergers Paul Jodoin inc.
VF Outdoor Canada
Viande Richelieu inc.
Vibac Canada inc.
Victorian Epicure Inc.
Vignoble de l'Orpailleur inc.
Voortman Cookies Limited
Warner Chilcott Canada Co.
Water Pik Inc.
Watts Industries (Canada) Inc.
WD-40 Products (Canada) Ltd.
Weston Bakeries Ltd.
Win-Sir Textiles Inc.
WN Pharmaceuticals Ltd.
Wolverine World Wide Canada ULC
Wrigley Canada
Wyeth Pharmaceutiques
YM Inc.
YSL Beauté Canada inc.

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WWW.ECOENTREPRISES.QC.CA,

ONLINE AS OF APRIL 25, 2012, FOR
FURTHER INFORMATION ON OUR
ORGANIZATION

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