



ANNUAL REPORT



**The Chamber of Commerce
of Metropolitan Montreal**

4	A word from the chair of the board
6	A word from the president and CEO
8	The Chamber at a glance
10	Our community
12	Highlights of the year
13	Events
20	Publications
22	Position statements
24	con vert gence
30	Business services
31	Francization
33	Talent and growth
34	International
40	The board of directors 2024-2025
41	Financial statements



A WORD FROM THE CHAIR OF THE BOARD



Over the past year, once again, the business community has demonstrated its resilience and ingenuity in the face of many challenges. Despite ongoing uncertainty and transformation, our city has been able to rely on the dedication of its economic players to maintain its vitality. By fulfilling its role as a catalyst and forum for discussion, the Chamber has positioned itself as a central pillar of this mobilization, reaffirming its essential role in our ecosystem.

Since stepping into the role of chair of the Chamber's board of directors, I have witnessed the remarkable ability of our ecosystem to rally around critical issues for our businesses – whether offering guidance to those on the front lines of the tariff war, supporting francization and upskilling efforts, or accelerating the green transition of our economy. Through impactful initiatives like **conver**tgence, Visées and J'apprends le français, the Chamber continues to lead, bringing together the driving forces that make Montréal a distinctive business hub.

In total, the Chamber organized some 60 events, bringing together around 16,000 members of the business community to discuss the major economic issues of the day. Highlights included appearances by the Honourable Mélanie Joly and the Honourable François-Philippe Champagne, then serving respectively as Minister of Foreign Affairs and Minister of Innovation, Science and Industry, as well as Christine Fréchette, Minister of Economy, Innovation and Energy, Minister Responsible for Regional Economic Development, and Minister Responsible for the Metropolis and the Montréal Region, who shed light on the government's vision and the support available to businesses amid an ongoing tariff war.

In addition to political figures, our events also featured prominent leaders from the city, including Julie Gascon, President and CEO of the Montreal Port Authority; Laurent Ferreira and Stéfane Marion, respectively President and CEO and Chief Economist and Strategist at National Bank; and Fady Dagher, Chief of Montréal's police force, the SPVM.

By fulfilling its role as a catalyst and forum for discussion, the Chamber has positioned itself as a central pillar of this mobilization, reaffirming its essential role in our ecosystem.

- Philippe Johnson

This past year, I have been especially proud to see the Chamber serve as a driving force in supporting Montréal's cultural vitality. By mobilizing the business community, publishing an exclusive study on the challenges and opportunities in the performing arts and cultural sector, and engaging with governments, we have helped spotlight the essential contribution of culture to our economy. This work culminated in a Strategic Forum that brought together over 800 participants – a strong turnout in a sector still facing urgent needs.

These accomplishments are made possible thanks to the support and trust of our members, business partners, and especially our pillar sponsors: Air Canada, AtkinsRéalis, National Bank, Bell, CGI, Hydro-Québec, the Caisse and Rio Tinto. I want to thank them for enabling the Chamber to expand both its reach and its impact on the vitality of our city and its businesses, year after year.

In closing, I want to express my deep gratitude to Michel Leblanc for his 16 years at the helm of the Chamber, marked by unwavering dedication to the organization's success. I would also like to extend a warm welcome to Isabelle Dessureault as the new President and CEO, and offer my heartfelt thanks to the entire Chamber team and the members of the board of directors for their steadfast commitment. It has been an honour and a privilege to serve as chair of the board for the past year.

The year 2025-2026 marks a strengthening of our business community, at the heart of a city in transition that is greener and more prosperous than ever.



Philippe Johnson

Chair of the Board of Directors

A WORD FROM THE PRESIDENT AND CEO



It is with great pride that I join the Chamber as President and CEO, after a year marked by both accomplishments and challenges. In recent months, we have faced a tough environment: a trade war, economic uncertainty and geopolitical instability. Our business community has shown remarkable resilience in the face of these challenges. In keeping with its mission, the Chamber amplified the voice of businesses, defended their priorities and rallied key players around concrete solutions. This report reflects the major issues we tackled and promising initiatives we collectively advanced. These form the solid foundation on which I look forward to continuing our work with you and beginning a new chapter for our organization.

Economic leadership in turbulent times

The past year has been marked by unprecedented economic tensions. The effects of this global context were quickly felt at home, which is why we wanted to give businesses a voice. The Chamber's team surveyed the business community and published a report outlining their concerns. This work was echoed through the Strategic Forum on market diversification. It has also informed our international trade activities, helping businesses better anticipate risks, build capacity and seize new business opportunities abroad.

Despite geopolitical instability, leading businesses in the city have remained committed to environmental action. The **convergence** Strategic Forum confirmed this shared determination to make progress: 48% of businesses believe the green transition has a positive impact on their competitiveness. To support this momentum, **convergence** is continuing to grow, with even more targeted resources, training and activities.

The cultural sector also experienced a major turning point. By bringing the cultural and business communities closer together, the Chamber helped move the conversation forward. Our study on the challenges and opportunities facing the performing arts and live venue sector, along with our Strategic Forum on the topic,

As we enter this new chapter, I want to thank you for your trust and extend my best wishes for a 2025-2026 marked by ambition: rising higher and moving forward, because together the future is ours.

- Isabelle Dessureault

generated remarkable engagement. These initiatives also generated significant media coverage. They helped advance public discourse and achieve concrete results. In Quebec's latest budget, more than \$544 million was allocated to culture over five years, including support for the Conseil des arts et des lettres du Québec. It is a collective victory worth celebrating.

To respond to the rapid transformation of the job market, the Chamber continued to develop Visées, our upskilling platform developed in partnership with the Fédération des chambres de commerce du Québec. Hundreds of people have accessed practical training programs tailored to the needs of key sectors in our economy. Visées has quickly become one of the most effective solutions to the workforce challenges our members are facing.

A strong voice in public debate

Throughout the year, the Chamber continued to make the voice of the business community heard on key structural issues for the city. As part of consultations on Montréal's 2050 Land Use and Mobility Plan, we emphasized the importance of reconciling ambition, predictability and efficiency. Similarly, the update of our "Obstacle Minimum" barometer pointed to persistent challenges in construction site management. This tool, which we will continue to update annually, is designed to hold both public and private decision-makers accountable and to improve traffic flow, particularly downtown. The Chamber also represented the business community's interests with the different levels of government, notably during consultations on Bill 74 regarding international students. We reaffirmed their essential contribution to Quebec's economic and demographic vitality.

A lasting legacy

I must take this moment to acknowledge the departure of Michel Leblanc, who led the Chamber for 16 years and who has left a profound mark on its history. Through his leadership and unwavering commitment to the prosperity of our city, he successfully positioned the Chamber as a key player in Montréal's economic development. He leaves a lasting legacy with the organization and the entire business community. I want to express my sincere gratitude for his outstanding contribution.

New momentum for the member experience

This past year once again reminded us of how strong, resilient and proactive our community is. Thanks to our members, partners and teams, the Chamber continues to play a leading role in economic development.

As the new President and CEO, I am committed to making the member experience a central priority. In the months ahead, we will undertake a structured effort to enhance our offerings, adapt our services and deliver even more added value to those who are the lifeblood of the Chamber.

As we enter this new chapter, I want to thank you for your trust and extend my best wishes for a 2025-2026 marked by ambition: rising higher and moving forward, because together the future is ours.



Isabelle Dessureault

President and CEO

THE CHAMBER AT A GLANCE

OUR MISSION

The Chamber of Commerce of Metropolitan Montreal's mission is to act as the voice of Montréal's business community and to promote the prosperity of the city and its businesses.

The Chamber is involved in key areas of economic development, advocating a philosophy of action based on engagement, credibility, proactivity, collaboration, and innovation.

OUR VISION

A strong, agile Chamber, proud to support the city's sustainable economic development through its impact on the resilience and success of its businesses, at home and abroad.

OUR VALUES

Taking action · Engagement
Excellence · Team spirit
Kindness

Our priority actions

Economic, fiscal and regulatory agility

Adapt fiscal and regulatory frameworks to today's economic realities, in a context of increased pressure on liquidity, supply chain reorganization, and intense global competition.

Modern, high-performance, and attractive infrastructure

Accelerate the development and strengthening of the metropolis's digital, urban, transport, and energy infrastructure to ensure its competitiveness and connectivity.

Market diversification and strengthening of domestic trade

Support business internationalization, diversification of exports and supply sources, and the growth of domestic trade across Canada to reduce dependence on unstable markets.



Innovation and adoption of advanced technologies

Foster innovation and the integration of advanced technologies into business models to enhance companies' performance and resilience.

Availability of a skilled workforce

Address labour shortages by investing in education, accelerated reskilling, economic immigration, and the attraction of international talent.

Green transition and sustainable productivity

Make the transition a driver of economic competitiveness by aligning decarbonization objectives with productivity gains, energy efficiency, and the development of local value chains.



OUR COMMUNITY



FOLLOWERS

45,000
LinkedIn

23,000
X (Twitter)

5,800
Instagram

The Chamber is a stimulating environment where we can have a concrete impact on the development of Montréal businesses.

I can measure the growing importance of the Chamber to our society, and I'm proud of that.

STÉPHANIE LEBLANC

Head, Partnerships and Memberships



A voice heard loud and clear

143

interviews
granted to
the media

58

press
releases

4

briefs

2

studies

2

opinion
pieces

4

representations
in public
consultations

The Chamber is an incubator for great businesses.

My business is still small, but I feel that I have a place alongside the big players. These experiences have allowed me to develop solid social capital with potential partners. Montréal is brimming with creative, passionate, accessible professionals, and I quickly realized that the network generously opens up to those who get involved.

THIERRY LACHAPELLE

CubeXpertise, Chamber member



What I like about my role at the Chamber is the human side of it. Offering practical support to businesses and entrepreneurs in rolling out a new strategy is often a turning point in their development.

It's gratifying to know that our work can have a positive impact on the growth and sustainability of businesses.

PAULINE MALLET

International Business Commissioner

HIGHLIGHTS OF THE YEAR

Activities

128

Participants in our activities

16,000

Political Forums

10

Business Forums

14

Strategic Forums

6

International trade missions

5

International trade seminars
and training workshops

33

EVENTS

Every year, the Chamber proposes a wide range of rewarding events with renowned speakers from the worlds of business and politics. It is the perfect place to reflect on and discuss topical issues.



Strategic Forums

Performing arts and culture

NOVEMBER 28, 2024 | 800 PARTICIPANTS

This forum was part of a broader mobilization strategy launched by the Chamber to support the performing arts and cultural sector. The goal: to bring key players together to reflect on concrete solutions. The Chamber also released a study at the forum highlighting the immense contribution of culture to our economy.

We are at a pivotal moment in the history of the arts in Montréal. We can take pride in everything that's been created and developed over the past decades.

NATHALIE MAILLÉ

Executive Director, Conseil des arts de Montréal



Business transfers and takeovers

DECEMBER 6, 2024 | 300 PARTICIPANTS

The first edition of the Strategic Forum on business transfers and takeovers gave participants a chance to explore the solutions available to them when it comes to selling or taking over a business. At a time when a shortage of buyers threatens the sustainability of many companies, it is essential to promote business transfers and provide sellers and buyers with the right tools, access to financing and tailored support.

Supporting small businesses and preserving their legacy is essential. These businesses are the backbone of our economy, and their transition presents an exciting opportunity for entrepreneurs. Let's work together to find ways to help them pass the torch.

RECHIE VALDEZ

Minister of Small Business

Major projects

MAY 2, 2025 | 450 PARTICIPANTS

For its 19th edition, the Strategic Forum on major projects highlighted the structuring initiatives transforming Greater Montréal, emerging trends and solutions to today's urban challenges.

There are plenty of options to finance housing. Affordability can be built over time. We need to start thinking about alternative models of financing.

FRANCE-ÉLAINE DURANCEAU

Minister of Housing



Diversification of markets

MAY 5, 2025 | 350 PARTICIPANTS

Co-developed by the Chamber of Commerce of Metropolitan Montreal (CCMM), Investissement Québec International (IQI), and Québec International (QI), the "Diversification of export markets for Quebec businesses" initiative is designed to increase the resilience of local businesses in the face of economic and political volatility. This forum addressed business concerns in our current climate of uncertainty.

Europeans are rethinking their international strategy, and Quebec can be part of the solution. We share common values, and there is both a sense of solidarity and a clear desire to have closer trade ties.

CHRISTINE FRÉCHETTE

Minister of Economy, Innovation and Energy;
Minister Responsible for Regional Economic Development;
and Minister Responsible for the Metropolis and the
Montréal Region

International Leaders

Under this banner, the Chamber hosts inspiring personalities from every horizon, who are internationally recognized and whose vision and achievements have changed our world.

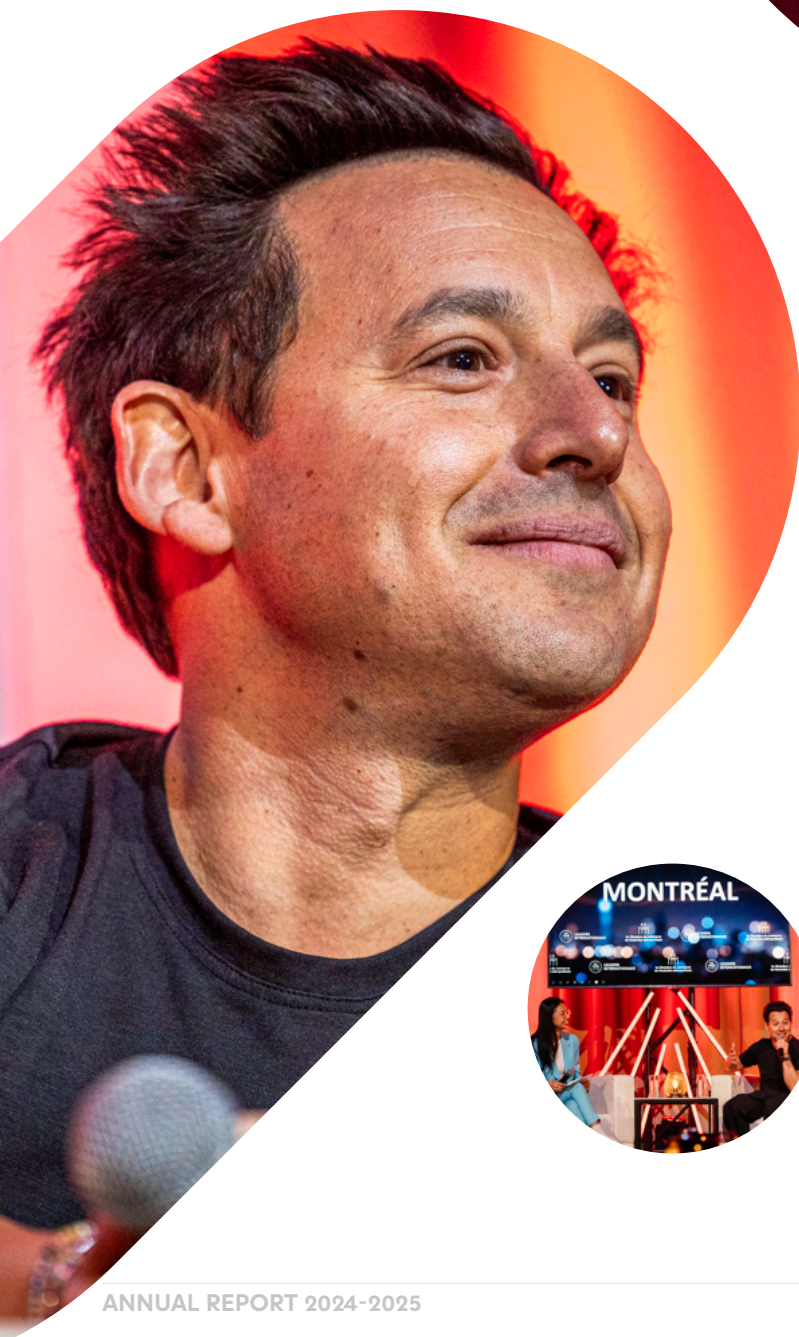


Harley Finkelstein President of Shopify

FEBRUARY 27, 2025 | 400 PARTICIPANTS

This event was a unique opportunity to hear from a remarkable talent in entrepreneurship and e-commerce. He propelled Shopify into a leading platform for entrepreneurs and businesspeople around the world.

His message to the business community and to the next generation was clear: you need to take risks, innovate and create value in business. Harley Finkelstein also chose to make Montréal his home, convinced that our city has the strongest entrepreneurial spirit in the world.



Talks



The Chamber's talks offer a platform for leaders from the business community and the political sphere.

These events are a unique opportunity to take part in discussions that fuel reflections about the issues that affect the city's economic vitality.



French at the heart of business

MAY 7, 2025 | ALMOST 200 PARTICIPANTS

As part of the Month of La Francophonie, the Ville de Montréal and the Chamber joined forces to host an activity to bring together businesses that are committed to promoting the daily use of French in their business model.

Through a panel of experts, inspiring testimonials and a networking session, the event highlighted the strategic role of French in Montréal's economic development.

Our commitments

More inclusive representation at our events

The Chamber partnered with the Afrodescendant Leadership Alliance (ALA), Groupe 3737 and the First Nations Executive Education (FNEE), three partnerships that ensured more inclusive representation, both on stage and in the audience, at our 2024-2025 events.

For several years now, the Chamber has been committed to promoting equity and inclusion in the business community. By actively bringing more diverse voices into its activities, it continues to affirm that inclusion is a powerful driver of growth, innovation and shared prosperity.

A continued commitment to homelessness

In 2024-2025, the Chamber continued its commitment to addressing homelessness.

We co-chair the business committee for the Mouvement pour mettre fin à l'itinérance à Montréal (movement to end homelessness in Montréal), which brings together key organizations to foster cooperation between the public, community and private sectors.

We also supported the launch of the movement's campaign to end homelessness in Montréal during our Strategic Forum on major projects and across the Chamber's networks, to mobilize the business community around this social priority.

A new President and CEO at the Chamber

Isabelle Dessureault joined the Chamber of Commerce of Metropolitan Montreal as President and CEO in June 2025, after serving as Québec's delegate in Barcelona, Atlanta and Miami from 2019 to 2025.

Prior to that, she spent 25 years in the private sector, where she held senior management positions in communications, public affairs, marketing and innovation, including at Videotron, Quebecor, Groupe Sélection and NATIONAL Public Relations, where, at age 33, she became the youngest partner in the firm's history.

With her international experience, deep understanding of global issues, and ability to build bridges across economic ecosystems, she brings ambition and determination to advancing the economic development of the metropolitan region.



Her vision:
to elevate Montréal's profile and strengthen its economic leadership.

From her very first days in office, Ms. Dessureault made her mark by engaging directly with the business community and influential political leaders. She held numerous meetings with business executives of all sizes and key actors across Montréal's economic base to better understand their challenges and priorities.

She notably welcomed to the Chamber's stage the Honourable Mélanie Joly, Minister of Industry and Minister responsible for Economic Development Canada for the Regions of Quebec; Montréal Mayor Valérie Plante; and Yannick Gervais, President and CEO of Olymel. She also represented the Chamber internationally at the Paris Air Show, reaffirming her commitment to positioning Montréal on the global economic stage.



Her appointment and early public statements generated strong media interest, leading to several interviews and features that helped share her vision and priorities as the Chamber's new leader.

PUBLICATIONS

Studies

OCTOBER 2024

Montréal, métropole culturelle :
protéger et développer
nos atouts culturels

(Montréal, city of culture: protecting and developing
our cultural assets, in French only)

This study explores the challenges and opportunities
facing the performing arts sector and cultural venues,
while offering concrete avenues for action to bolster
the city's cultural vitality.

NOVEMBER 2024

2024 Obstacle minimum barometer

This study provides an update on the key indicators
from the *Minimum Traffic Jams* study published in
January 2023. Its goal is to track annual progress in
improving traffic flow and mobility in the city.

Briefs

SEPTEMBER 2024

Plan d'urbanisme et de mobilité :
densifier intelligemment la ville et
rétablir la fluidité des déplacements

(land use and mobility plan: increasing density in
the city intelligently and re-establishing traffic flow,
in French only)

This brief was submitted to the Office de consultation
publique de Montréal as part of consultations on the
Ville de Montréal's 2050 Land Use and Mobility Plan.

NOVEMBER 2024

Étudiants internationaux :
des catalyseurs de croissance
et de vitalité

(international students: catalysts for growth and
vitality, in French only)

The Chamber presented this brief to the Commission
des relations avec les citoyens as part of the analysis
of Bill 74, An Act mainly to improve the regulatory
scheme governing international students.

FEBRUARY 2025

Budget du Québec 2025-2026 :
renforcer la base économique du
Québec dans un contexte de tensions
commerciales et géopolitiques accrues

(2025-2026 Quebec budget: strengthening Quebec's
economic base against a backdrop of heightened
trade and geopolitical tensions, in French only)

Three recommendations were made to the Government
of Quebec ahead of the 2025-2026 budget.

MARCH 2025

Tempête Trump :
protéger notre économie et passer
à l'offensive

(the Trump storm: protecting our economy and going
on offense, in French only)

This brief made recommendations to the Government
of Canada ahead of its 2025-2026 budget.

Reports

MARCH 2025

La transition verte en période d'incertitude :

défis, occasions et priorités pour les entreprises du Grand Montréal

(the green transition in times of uncertainty: challenges, opportunities and priorities for Greater Montréal businesses, in French only)

This survey, conducted as part of the convergence initiative, provides a snapshot of the progress, challenges and needs of Greater Montréal businesses in integrating environmental considerations into their business models.

APRIL 2025

Incertitude économique et guerre commerciale :

les préoccupations des entreprises du Grand Montréal

(economic uncertainty and trade wars: the concerns of Greater Montréal businesses, in French only)

This survey offers a snapshot of the business community's concerns about economic stability, access to the U.S. market and the potential impact of new protectionist measures.

APRIL 2025

Élections du Canada 2025 :

attentes du milieu des affaires de la métropole du Québec

(2025 Canadian elections: the business community of Quebec's largest city's expectations, in French only)

This report outlined the priorities and expectations of the city's business community ahead of the federal election in April 2025.

Opinion pieces

SEPTEMBER 2024

Lettre à la communauté :

le milieu des affaires s'engage pour la culture

(letter to the community: the business community commits to culture, in French only)

This letter to the community points to the fragility of Montréal's cultural ecosystem and calls on the business community and public authorities to join forces to ensure its sustainability and prosperity.

FEBRUARY 2025

Lettre à la communauté :

réussir, malgré la tempête Trump

(letter to the community: succeeding, despite the Trump storm, in French only)

This letter to the community calls on businesses and politicians to rethink their strategies in light of the disruptions in international trade and to get more out of free trade agreements.

POSITION STATEMENTS

SEPTEMBER 27, 2024

Grève au Port de Montréal :
le chantage économique doit cesser
(strike at the Port of Montreal: the economic blackmail must stop, in French only)
The Chamber is concerned about new strike threats at the Port of Montreal.

NOVEMBER 29, 2024

La Chambre interpelle les gouvernements en soutien au secteur des arts vivants et de la culture
(the Chamber calls on governments to support the performing arts and cultural sector, in French only)
The Chamber releases an action plan to support the performing arts and cultural sector.

DECEMBER 12, 2024

Accord de principe de Churchill Falls :
la Chambre salue une entente qui sécurise nos futurs besoins énergétiques
(Churchill Falls agreement in principle: the Chamber welcomes an agreement that assures our future energy needs, in French only)
The Chamber welcomes the signature of the agreement in principle for hydroelectric production.

FEBRUARY 24, 2025

TGV Québec-Toronto :
un projet nécessaire, mais requérant de la rigueur
(Quebec City-Toronto high-speed train: a necessary project that requires careful planning, in French only)
The Chamber welcomes the confirmation of the project.

APRIL 1, 2025

Plan directeur et de mise en valeur de Bridge-Bonaventure :
la Chambre salue l'étape franchie pour revitaliser un secteur stratégique de la métropole
(Bridge-Bonaventure development plan: the Chamber welcomes the completion of this step to revitalize a strategic part in the city, in French only)
The Chamber responds to the Bridge-Bonaventure development plan.

APRIL 9, 2025

Guerre commerciale :
les entreprises du Grand Montréal craignent une récession
(trade war: Greater Montréal businesses worry about a recession, in French only)
The Chamber releases an exclusive new survey.

JUNE 6, 2025

Planification pluriannuelle en immigration 2026-2029 :
la Chambre préoccupée par les scénarios de réduction des seuils
(2026-2029 multi-year immigration plan: the Chamber is concerned about threshold reductions, in French only)
The Chamber is concerned about the scenarios presented.

JUNE 9, 2025

Rehaussement des dépenses militaires :
une occasion stratégique pour Montréal
(increase in military spending: a strategic opportunity for Montréal, in French only)
The Chamber welcomes the Prime Minister's announcement regarding the major increase in national defense spending.

JUNE 12, 2025

Adoption du Plan d'urbanisme et de mobilité 2050 :
une vision intégratrice qui doit s'accompagner de conditions claires pour réussir
(adopting the 2050 Land Use and Mobility Plan: a unifying vision that must be backed by clear conditions for success, in French only)
The Chamber welcomes the adoption of the 2050 Land Use and Mobility Plan.



IMPACT INITIATIVES



convertgence offers businesses in Greater Montréal and Quebec specialized resources, services, training, tools and support to help them in their green transition.

In 2024-2025, the business environment was marked by significant uncertainty. The U.S. administration's announced withdrawal from green transition efforts has raised concerns, especially for Quebec SMEs, many of which rely heavily on that market.

Despite the tensions,
the Chamber's work and consultations
with the community showed
**that companies remain
committed to the green
transition.**

76%
say they're
concerned about
the climate crisis.

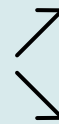
Additionally, our data shows
that nearly half of businesses

**(48%) believe the
green transition
boosts their
competitiveness,**

both within their own business
and industry.



To take their efforts further,
**businesses identify
two main levers for
adopting a green
transition strategy.**



47%

training from
green transition experts

32%

support in applying
for government funding

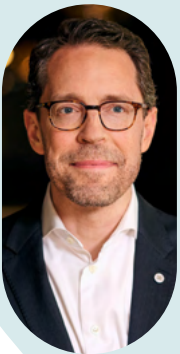
This is why the Chamber and BMO launched the convertgence initiative in 2023-2024, with the support of 27 partners and collaborators.

After months of strong engagement, the initiative continues to move forward, building new partnerships, driving concrete projects and embedding the green transition at the core of economic performance.

A promotional campaign for leaders in the transition

A wide-reaching campaign called "A Word for the Future" was launched to inspire businesses and encourage them to take action by highlighting committed leaders who are driving the green transition in the city.

By showing strong collective mobilization, the campaign spotlighted the kind of leadership needed to drive a successful transition and reached a wide audience, generating 7.3 million impressions.



I am optimistic about the current shock that is pushing us to accelerate the green transition.

ANDRÉE-LISE MÉTHOT

Cycle Capital

We must create a movement towards a better world, more aware of its environmental impact.

GRÉGOIRE BAILLARGEON

BMO Financial Group, Quebec
BMO Capital Markets

Rallying events

convergence Strategic Forum

MARCH 21, 2025 | 500 PARTICIPANTS

On March 21, 2025, over 500 people took part in the convergence Strategic Forum. During a full day of conferences and workshops, businesses clearly reaffirmed their commitment to the green transition, despite a context of great economic and geopolitical uncertainty. The experts invited to the Forum were unanimous in their message: scientific truth is not opinion.

The Honourable Steven Guilbeault, then Minister of Canadian Identity and Culture, Minister responsible for Parks Canada and Quebec Lieutenant, talked about concrete ways for companies to benefit from the green transition to create lasting value.



Strategic Forum on the future of energy in Quebec

JUNE 2, 2025 | 350 PARTICIPANTS

2nd
Edition

On June 2, 2025, over 350 people took part in the second edition of this Strategic Forum. During a full afternoon of conferences, key players had the opportunity to take stock of Quebec's energy landscape and explore strategies to benefit from the green transition, which offers incredible economic opportunities.



Clean technology workshops

FEBRUARY 5 AND JUNE 5, 2025 | 50 PARTICIPANTS

Working with Écotech Québec, the Chamber held two business activities on February 5 and June 5, 2025, focused on energy management and waste management, respectively.

These events gave companies looking for ways to accelerate their green transition the chance to meet with providers of concrete solutions.

Over 50 participants had the opportunity to explore five innovative solutions, presented by business-supplier duos: Labatt and Ecosystem, Fusion and Hôtel Saint-Sulpice, Vapor Rail and Aisen, Fairmont The Queen Elizabeth and Solucycle, as well as Soprema and L'Oréal. These discussions not only showcased local innovations ready for deployment but also opened the door to exploring clean technology acquisition strategies.



We actually met at an event just like this one.

That's why it's so important to host these kinds of events, which give us a chance to talk to buyers to showcase our technologies and innovations.

VAPOR RAIL AND AISEN

Resources for businesses

To date, nearly 30,000 users have taken advantage of these resources, a clear indicator of their value.

The Chamber offers businesses a full range of resources and tools to support their green transition efforts.

Toolbox

Over 60 resources (services, financing, guides, emissions calculators and more) are available to guide businesses in their green transition. This toolbox highlights resources developed by the **conver**tgence initiative and the ecosystem. It is regularly updated as projects evolve and as our partners receive proposals.

2,505

visits in the past year



Centre-tenir podcast

This podcast (in French) is an exclusive source of information to support businesses in their green transition. It spotlights the success stories and the expertise of leaders in the field to start or accelerate a green transition.



7

episodes produced and aired

Webinars

To guide businesses in their efforts, the Chamber pursued its new series of free webinars in 2024-2025 on a range of topics about the green transition, such as financing and resources available to businesses, the importance of communicating about a business's transition, the circular economy and more. Each webinar is led by an expert or leader who shares their experience, a case study, lessons learned and winning strategies.

Over
1,500
views, live and on-demand

Training developed in partnership with Concordia

In 2024-2025, the Chamber and Concordia University launched a new training offering, consisting of two programs: one designed for directors and officers, and the other for professionals and anyone responsible for integrating sustainable practices within organizations. The first cohort, made up of six companies, successfully completed training in spring 2025, with a second cohort planned for fall 2025. Designed to strengthen climate leadership, this training focuses on practical tools, specialized resources and proven approaches to build trust within teams and develop effective climate strategies.

Support program

This program, developed and implemented in partnership with HEC Montréal's Pôle IDEOS and KPMG Québec, is designed to help businesses in their own decarbonization efforts and those of their value chain.

As part of this program, participating businesses receive training and consulting services to tackle a specific challenge related to their green transition. With the help of experts, they develop a roadmap and identify key success indicators. The resulting collaborations are among the most appreciated aspects for participating businesses.

The Chamber spotlights what participating businesses have learned during different business activities.

We need to keep dreaming and innovating to bring the greatest possible value to the Montréal community.

SOCIÉTÉ DU PARC JEAN-DRAPEAU

The program gave us a chance to pause and reflect on the project we wanted to develop.

It also helped us broaden our horizons and ask questions we might not have considered during the usual project planning process.

GROUPE PETRA

A first engaged cohort of 6 participating businesses

Bell

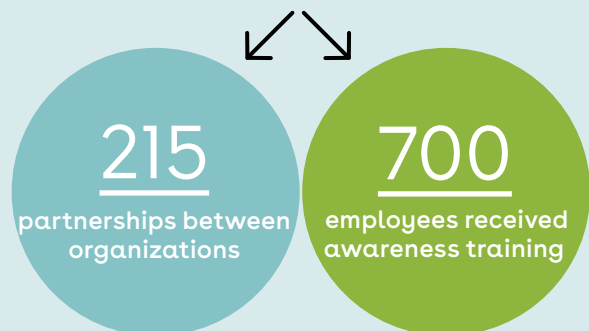
Fairmont The Queen Elizabeth

Groupe Petra

Port of Montreal

Société du parc Jean-Drapeau

Théâtre du Nouveau Monde



The second cohort is completing the program during summer 2025; results will be available in fall 2025.

TCI+

Lemay

Veolia

SAT and MUTEK

Lumen

LE CENTRAL

BUSINESS SERVICES



Francization

Talent and growth

Support for exports

Business development

**The Chamber's business services
offer a host of services to support growth
and the internationalization of businesses.**

FRANCIZATION

J'apprends le français

J'apprends le français is a pairing program carried out with the financial support of the Ministère de l'Immigration, de la Francisation et de l'Intégration as part of Francisation Québec.

It brings together mentors who are university students and people who work in neighbourhood businesses to improve their French, at their place of work during business hours.

351
pairings

82
mentors

193
businesses
supported



92%

of people recruited as mentors report having developed professional and social skills.

98% of them recommend the program.

90%

of students surveyed practice French every day, whether with their families, at work or through apps and games.

80%

of students surveyed reported having made significant or moderate progress after two or more rounds of participation.

Thanks to the J'apprends le français program, I can advance in my career while becoming more integrated to my community.

It's been a transformative experience.

LAM

J'apprends le français student

French, in the present and future

The program “French, in the present and future” connects mentors with anglophone Secondary 3 and 4 students to help them thrive in a French-speaking professional environment and build confidence in their language and intercultural skills.

Through workshops and internships, we help young people develop the confidence they need to express themselves in French and take full advantage of the opportunities Quebec has to offer.

The initiative was launched in partnership with Montreal Hooked on School, with financial support from the Government of Quebec.

Holding two workshops

for mentors

(mentoring objectives, awareness raising about linguistic insecurity)

Hosting 5 workshops

for youth to prepare them to join the working world

Internships with 12 businesses

62% of youth said the initiative and its activities boosted their confidence in their professional and personal future in Quebec.

They developed a sense of linguistic security and resilience, better preparing them to use French in a range of social and professional settings.

Le français, un choix payant!

The goal of “Le français, c’est payant!” is to inform members of the Chamber and the Greater Montréal business community of

amendments to the Charter of the French Language, their rights and obligations, as well as tools and resources to support them in francization efforts.

604

businesses with 25 to 49 employees were met with

The initiative is financed by the Office québécois de la langue française.

75.5% of businesses

report having a better understanding of the legislative requirements stemming from recent changes to the Charter of the French Language, thanks in part to the information and tools provided by the Chamber of Commerce of Metropolitan Montreal.

TALENT AND GROWTH

Initiatives to help businesses tackle challenges and continue their growth.

Visées

building a more productive future for local businesses

In a context of talent shortages and rapidly evolving skills, Visées stands out as a concrete solution to Quebec's workforce challenges. Designed to build a prosperous future for local businesses and talent, the program offers tailored support and personalized guidance that directly address market needs.



Training targeted for key sectors

Since 2024, Visées has been offering short-term training programs in strategic fields such as cybersecurity and digital technology, advanced manufacturing, bioproduction, clean technology and agricultural technology.

Jointly developed by the Chamber of Commerce of Metropolitan Montreal and the Fédération des chambres de commerce du Québec, with financial support from Upskills Canada (powered by Palette Skills) and the Government of Canada, the program relies on a broad network of public and private partners to maximize its impact.

Tangible results for businesses and talent

Nearly 400 businesses

benefitting in Quebec, over 200 of them in the metropolitan area

905 people trained

or registered for training

A full catalogue of over 190 training courses

offered by over 35 recognized partners

Over 800 participants from 564 businesses

bringing together for a memorable launch

18 partnership agreements

established with chambers of commerce in the metropolitan area to increase the program's reach

A springboard to the future

With its innovative and collaborative approach, Visées helps boost business competitiveness while expanding career opportunities for talent.

By focusing on continuous learning and adaptability, the program reflects the Chamber's commitment to preparing Quebec's economy for the challenges of tomorrow.

Visées quickly proved its effectiveness:

INTERNATIONAL

We help local SMEs refine the development or consolidation of a project outside Quebec, through tailored support and high-calibre events.

Every year the international trade business services organize close to 50 activities - trade missions, seminars on business opportunities, hosting potential buyers and training - to increase the capacity of businesses to market and export products or services.



Our team
of international
trade experts
is:

A MEMBER OF

Commerce International Québec

A network of regional export promotion organizations (ORPEX)

AFFILIATED WITH THE

World Trade Centers Association

An international trade network with a presence in over 300 cities

PART OF THE NETWORK OF

Private Network Liaison Officers (PNLO)

A group that facilitates contact with the World Bank and its business opportunities

Export support activities and international trade missions

The escalation of U.S. tariffs in early 2025 created an unprecedented climate of uncertainty.

A survey conducted by the Chamber in spring 2025 showed that two out of three companies do business with the United States.

At the time,
only 17%
had already
implemented
protection
strategies,
while
64% were
planning
to do so.

Market diversification has been identified

as the most effective strategy for dealing with American protectionist policies.

Given this new reality, the Chamber adapted its training and support services and took action to actively support businesses.

To help companies break into new markets, the Chamber launched several international trade initiatives and organized new trade missions abroad, made possible through the support of its ecosystem partners.

These efforts are meant to provide businesses with practical leverage to increase their resilience and strengthen their global presence.

More broadly, the Chamber offers a range of resources to anticipate impacts, adapt their business plans and seize opportunities both in Canada and abroad.

We remain attentive to their needs so we can support them even more effectively in a constantly evolving environment.

International trade missions: solid results

The Chamber's international trade missions receive financial support from Canada Economic Development for Quebec Regions.



International Paris Air Show–Le Bourget

JUNE 16 – 22, 2025

The Chamber took part in this major international trade show for the first time. The trade mission was made possible through the collaboration of Aéro Montréal, Investissement Québec International, and Montréal International, with support from the Québec Government Office in Paris.

It served as a springboard for opportunities in one of the city's key sectors, opening the door to possible partnerships.

BIM World Paris

MARCH 31 – APRIL 4, 2025

For the fourth consecutive year, this trade mission was jointly organized by the Chamber and Groupe BIM Québec.

It was a great opportunity for participating businesses to increase their visibility, to form new business ties and to showcase their expertise to key industry players.



Taking part in the trade mission fosters international discussions, technological innovation and networking with key players in digital construction.

CIMA+



Hannover Messe

MARCH 31 – APRIL 4, 2025

Led by Next Generation Manufacturing Canada (NGen), this trade mission was part of a global showcase for Industry 4.0. As the partner country at this major trade show, Canada proudly showcased its expertise in innovation and advanced manufacturing.

The presence of the Premier of Quebec further boosted the visibility of Quebec businesses, allowing them to position themselves as innovative, reliable and competitive partners.

Colombia: trade mission led by the mayor of Montréal

FEBRUARY 11 – 15, 2025

Led by Mayor Valérie Plante, this trade mission was intended to strengthen economic ties between Montréal and South America by tapping into the strong potential of the cultural and creative industries, a cornerstone sector in Montréal's economy.

In Bogotá and Medellín, the Montréal delegation met with key players and took part in immersive visits to Colombia's cultural hubs, paving the way for new partnerships.



Having the chance to connect in such a well-organized international setting opened up many business opportunities for the coming seasons.

CHLOÉ BESNER



BATIMAT 2024

SEPTEMBER 30 – OCTOBER 4, 2024

This trade mission gave businesses the chance to take part in one of the construction industry's largest trade shows, bringing together key players from around the world.

It offered a unique opportunity to form ties with the main players in the ecosystem and strengthen the international visibility of their expertise.

Export consulting service and export assistance programs

The export consulting service offers businesses tailored guidance to support their export efforts. Our offer includes diagnostics and export plans, market studies and support selecting target markets, applying for financing, research and prequalifying commercial partners.

This support for businesses is made possible through the financial contribution of the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE) and Canada Economic Development for Quebec Regions.

Our team works on many projects with the ecosystem

It showcases Montréal's SMEs exporters within the Quebec ecosystem. As part of the MercadOr gala, hosted by Commerce International Québec (the ORPEX network), our team nominated three companies who received our support.

All of them distinguished themselves, with Makila AI winning an award in the Market Diversification category.

Meetings
with over
230 businesses
during networking
activities and
events.

Supported
15 cultural and
creative industry
businesses
in developing
their export strategy
as part of the Creative and
Cultural Activation Strategy,
funded by Canadian Heritage.

International trade acceleration program

The Trade Accelerator Program (TAP) supports SMEs in their ambitions for foreign expansion. It is made possible through the support of Innovation, Science and Economic Development Canada (ISED).

The TAP offers businesses training, advice and mentoring for the joint development of a complete export plan.

In Quebec, the Chamber's services to businesses formed partnerships with regional promotion and export organizations (ORPEX), in part to deliver cohorts in the regions.

Outstanding results

97%

of participants graduated

98.5%

feel better equipped and prepared for exporting

55%

of the cohorts were specialized:

- Manufacturing
- Technology
- Agri-food
- Aerospace and aeronautics
- Focus on Europe

99%

are satisfied with the program

9

cohorts delivered

This program helped me feel much more prepared to launch our own export projects.

FRANDON SEAFOOD INC.



TAP x Aéro Montréal

A specialized cohort focused on the aerospace and aeronautics sectors was launched in partnership with Aéro Montréal as part of the TAP - a first!

This initiative brought together around ten innovative companies from the sector looking to grow their international presence.

Participating companies received strategic, personalized support tailored to their sector, with a strong focus on business development and export readiness.



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CCMM 2024-2025

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Davies Ward Phillips & Vineberg

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Prével

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KPMG in Canada

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Co-founder and CEO
Airudi

FINANCIAL STATEMENTS 2024-2025



RAPPORT DE L'AUDITEUR INDÉPENDANT

Aux administrateurs de la
Chambre de commerce du Montréal métropolitain

Opinion

Nous avons effectué l'audit des états financiers non consolidés de la Chambre de commerce du Montréal métropolitain (l'« organisme »), qui comprennent le bilan non consolidé au 30 juin 2025, et les états non consolidés des résultats, de l'évolution des actifs nets et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables.

À notre avis, les états financiers non consolidés ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière non consolidée de l'organisme au 30 juin 2025, ainsi que des résultats non consolidés de ses activités et de ses flux de trésorerie non consolidés pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers non consolidés » du présent rapport. Nous sommes indépendants de l'organisme conformément aux règles de déontologie qui s'appliquent à l'audit des états financiers non consolidés au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Autres informations

La responsabilité des autres informations incombe à la direction. Les autres informations se composent des informations contenues dans le rapport annuel, mais ne comprennent pas les états financiers non consolidés et notre rapport de l'auditeur sur ces états non consolidés.

Notre opinion sur les états financiers non consolidés ne s'étend pas aux autres informations et nous n'exprimons aucune forme d'assurance que ce soit sur ces informations.

En ce qui concerne notre audit des états financiers non consolidés, notre responsabilité consiste à lire les autres informations et, ce faisant, à apprécier s'il existe une incohérence significative entre celles-ci et les états financiers non consolidés ou la connaissance que nous avons acquise au cours de l'audit, ou encore si les autres informations semblent autrement comporter une anomalie significative. Si, à la lumière des travaux que nous avons effectués, nous concluons à la présence d'une anomalie significative dans les autres informations, nous sommes tenus de signaler ce fait. Nous n'avons rien à signaler à cet égard.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers non consolidés

La direction est responsable de la préparation et de la présentation fidèle des états financiers non consolidés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers non consolidés exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers non consolidés, c'est à la direction qu'il incombe d'évaluer la capacité de l'organisme à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider l'organisme ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière de l'organisme.

DEMERS BEAULNE, S.E.N.C.R.L.
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 **MOORE**
Un membre indépendant de
Moore North America, Inc.

Responsabilit  s de l'auditeur    l'  gard de l'audit des   tats financiers non consolid  s

Nos objectifs sont d'obtenir l'assurance raisonnable que les   tats financiers non consolid  s pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci r  sultent de fraudes ou d'erreurs, et de d  livrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond    un niveau   lev   d'assurance, qui ne garantit toutefois pas qu'un audit r  alis   conform  ment aux normes d'audit g  n  ralement reconnues du Canada permettra toujours de d  tecter toute anomalie significative qui pourrait exister. Les anomalies peuvent r  sulter de fraudes ou d'erreurs et elles sont consid  r  es comme significatives lorsqu'il est raisonnable de s'attendre    ce que, individuellement ou collectivement, elles puissent influencer sur les d  cisions   conomiques que les utilisateurs des   tats financiers non consolid  s prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit r  alis   conform  ment aux normes d'audit g  n  ralement reconnues du Canada, nous exer  ons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- nous identifions et   valuons les risques que les   tats financiers non consolid  s comportent des anomalies significatives, que celles-ci r  sultent de fraudes ou d'erreurs, concevons et mettons en   uvre des proc  dures d'audit en r  ponse    ces risques, et r  unissons des   l  ments probants suffisants et appropri  s pour fonder notre opinion. Le risque de non-d  tection d'une anomalie significative r  sultant d'une fraude est plus   lev   que celui d'une anomalie significative r  sultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses d  clarations ou le contournement du contr  le interne;
- nous acqu  rons une compr  hension des   l  ments du contr  le interne pertinents pour l'audit afin de concevoir des proc  dures d'audit appropri  es aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacit   du contr  le interne de l'organisme;
- nous appr  cions le caract  re appropri   des m  thodes comptables retenues et le caract  re raisonnable des estimations comptables faites par la direction, de m  me que des informations y aff  rentes fournies par cette derni  re;
- nous tirons une conclusion quant au caract  re appropri   de l'utilisation par la direction du principe comptable de continuit   d'exploitation et, selon les   l  ments probants obtenus, quant    l'existence ou non d'une incertitude significative li  e    des   v  nements ou situations susceptibles de jeter un doute important sur la capacit   de l'organisme    poursuivre son exploitation. Si nous concluons    l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les   tats financiers non consolid  s au sujet de cette incertitude ou, si ces informations ne sont pas ad  quates, d'exprimer une opinion modifi  e. Nos conclusions s'appuient sur les   l  ments probants obtenus jusqu'   la date de notre rapport. Des   v  nements ou situations futurs pourraient par ailleurs amener l'organisme    cesser son exploitation;
- nous   valuons la pr  sentation d'ensemble, la structure et le contenu des   tats financiers non consolid  s, y compris les informations fournies dans les notes, et appr  cions si les   tats financiers non consolid  s repr  sentent les op  rations et   v  nements sous-jacents d'une mani  re propre    donner une image fid  le.

Nous communiquons aux responsables de la gouvernance notamment l'  tendue et le calendrier pr  vus des travaux d'audit et nos constatations importantes, y compris toute d  ficiance importante du contr  le interne que nous aurions relev  e au cours de notre audit.

Demers Beaulne, S.E.N.C.R.L.⁽¹⁾

Soci  t   de comptables professionnels agr   s

Montr  al, le 18 septembre 2025

⁽¹⁾ CPA auditeur, permis de comptabilit   publique n   A133805

Chambre de commerce du Montréal métropolitain

Résultats non consolidés

Exercice terminé le 30 juin 2025

3

	CCMM	FCCMM	Ajustements	2025	2024
				(note 2)	(cumulés) (note 2)
	\$	\$	\$	\$	\$
Produits					
Projets spéciaux	7 502 811	-	-	7 502 811	5 149 467
Activités	3 644 898	-	-	3 644 898	4 250 423
Services aux membres	3 074 348	-	-	3 074 348	3 002 542
Autres produits	1 242 481	-	(430 698)	811 783	887 503
	15 464 538	-	(430 698)	15 033 840	13 289 935
Revenus de placements (relevé A)	463 156	483 416	-	946 572	721 625
	15 927 694	483 416	(430 698)	15 980 412	14 011 560
Charges d'exploitation					
Apport à la CCMM - initiatives stratégiques	-	300 000	(300 000)	-	-
Projets spéciaux	1 897 570	-	-	1 897 570	1 858 536
Activités	2 027 066	-	-	2 027 066	2 584 716
Services aux membres	352 754	-	-	352 754	308 495
Frais d'exploitation	12 036 387	53 906	(8 004)	12 082 289	9 337 093
Amortissement des immobilisations corporelles	228 059	-	-	228 059	246 523
Amortissement des actifs incorporels	135 876	-	-	135 876	131 555
Dépréciation des actifs incorporels	-	-	-	-	7 867
	16 677 712	353 906	(308 004)	16 723 614	14 474 785
Excédent (insuffisance) des produits sur les charges	(750 018)	129 510	(122 694)	(743 202)	(463 225)

Les notes complémentaires font partie intégrante des états financiers non consolidés.

Chambre de commerce du Montréal métropolitain

Évolution des actifs nets non consolidée

Exercice terminé le 30 juin 2025

4

	Investis en immobilisations corporelles	Investis en actifs incorporels	Non affectés	2025 Total	2024 Total (cumulés)
	\$	\$	\$	\$	\$
Solde au début	1 647 275	191 345	5 380 169	7 218 789	7 682 014
Insuffisance des produits sur les charges	(228 059)	(135 876)	(379 267)	(743 202)	(463 225)
Acquisition d'immobilisations corporelles	33 368	-	(33 368)	-	-
Acquisition d'actifs incorporels	-	113 323	(113 323)	-	-
Solde à la fin	1 452 584	168 792	4 854 211	6 475 587	7 218 789

Les notes complémentaires font partie intégrante des états financiers non consolidés.

Chambre de commerce du Montréal métropolitain

Bilan non consolidé

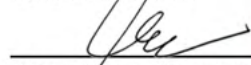
Au 30 juin 2025

5

	2025	2024
	\$	(cumulés) \$
Actif à court terme		
Encaisse	1 342 563	3 196 995
Débiteurs (note 4)	1 859 816	1 339 925
Apports à recevoir	899 871	158 361
Frais payés d'avance	72 640	75 697
	4 174 890	4 770 978
Placements (note 5)	7 237 290	7 337 539
Immobilisations corporelles (note 6)	1 452 584	1 647 275
Actifs incorporels (note 7)	168 792	191 345
	13 033 556	13 947 137
Passif à court terme		
Créditeurs (note 9)	2 874 361	1 954 752
Comptes fournisseurs - Centre de commerce mondial de Montréal inc.	800 616	536 557
Cotisations reportées	1 229 007	1 517 662
Produits reportés (note 10)	932 945	1 885 089
	5 836 929	5 894 060
Incitatifs à la location reportés	721 040	834 288
	6 557 969	6 728 348
Actifs nets		
Investis en immobilisations corporelles	1 452 584	1 647 275
Investis en actifs incorporels	168 792	191 345
Non affectés	4 854 211	5 380 169
	6 475 587	7 218 789
	13 033 556	13 947 137

Les notes complémentaires font partie intégrante des états financiers non consolidés.

Au nom du conseil



_____, administrateur
Benoît Lacoste Bienvenue

demersbeaulne
alliés en affaires



Chambre de commerce du Montréal métropolitain

Flux de trésorerie non consolidés

Exercice terminé le 30 juin 2025

6

	2025	2024
	\$	(cumulés) \$
Activités de fonctionnement		
Rentrées de fonds provenant des apports	5 060 601	4 483 610
Rentrées de fonds provenant des cotisations des membres	2 388 231	2 776 332
Rentrées de fonds provenant des placements	213 437	207 498
Rentrées de fonds provenant des événements et des autres produits	4 407 596	5 233 540
Sorties de fonds destinées aux paiements des salaires, charges sociales et vacances	(8 900 346)	(7 126 624)
Sorties de fonds destinées aux paiements des biens et services reçus des fournisseurs	(5 710 644)	(6 744 980)
	(2 541 125)	(1 170 624)
Activités d'investissement		
Produit de la disposition de placements temporaires	-	1 000 000
Acquisition d'immobilisations corporelles	(33 368)	(26 631)
Acquisition d'actifs incorporels	(113 323)	(3 119)
Acquisition de placements	(725 980)	(1 233 941)
Produit de la disposition de placements	1 746 400	3 075 658
	873 729	2 811 967
Augmentation (diminution) de la trésorerie et des équivalents de trésorerie	(1 667 396)	1 641 343
Trésorerie et équivalents de trésorerie au début	3 240 804	1 599 461
Trésorerie et équivalents de trésorerie à la fin	1 573 408	3 240 804
Constitution de la trésorerie et des équivalents de trésorerie		
Encaisse	1 342 563	3 196 995
Encaisse présentée dans les placements	230 845	43 809
	1 573 408	3 240 804

Les opérations sans effet sur la trésorerie comprennent des revenus de placements réinvestis de 187 319 \$ en 2025 (191 070 \$ en 2024), ainsi que le gain sur la disposition de placements et la variation non réalisée de la juste valeur des placements.

Les notes complémentaires font partie intégrante des états financiers non consolidés.

Chambre de commerce du Montréal métropolitain**Notes complémentaires****30 juin 2025****7****1. Constitution et objectifs de l'organisme**

L'organisme, constitué le 23 juin 1992 en vertu de la Loi sur la Chambre de commerce de Montréal et régi par la Loi canadienne sur les organisations à but non lucratif, compte environ 8 000 membres et a pour mission principale d'être la voix du milieu des affaires montréalais et d'agir pour la prospérité des entreprises et de la métropole. L'organisme s'engage dans des secteurs clés du développement économique en prônant une philosophie d'action axée sur l'engagement, la crédibilité, la proactivité, la collaboration et l'avant-gardisme.

L'organisme n'est pas assujéti à l'impôt sur le revenu et n'est pas un organisme de bienfaisance enregistré.

2. Regroupement d'organismes apparentés

La Chambre de commerce du Montréal métropolitain (la « CCMM » ou l'organisme) contrôlait un organisme à but non lucratif, la Fondation de la Chambre de commerce du Montréal métropolitain (la « FCCMM » ou la Fondation).

Au cours de l'exercice terminé le 30 juin 2024, le Conseil d'administration de la FCCM a recommandé la décision stratégique de liquider la Fondation dans la CCMM et de dissoudre la Fondation par la suite, dans le but de simplifier la structure et la gouvernance des entités apparentées à la CCMM.

La liquidation a eu lieu le 30 juin 2025 après la ratification de la proposition par les membres de la Fondation. La dissolution aura lieu dans les prochains mois.

Ce regroupement d'organismes sous contrôle commun est comptabilisé comme une fusion, conformément au chapitre 4449 – Regroupements d'organismes sans but lucratif de la Partie III du Manuel de CPA Canada.

Les résultats non consolidés de l'exercice terminé le 30 juin 2025 ainsi que les informations comparatives reflétant les résultats non consolidés de l'exercice précédent correspondent aux résultats cumulés de la CCMM et de la FCCMM, alors que ces entités fonctionnaient de façon indépendante, comme si elles avaient toujours été regroupées. Ces résultats tiennent compte des ajustements aux fins d'élimination des opérations réciproques.

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

8

2. Regroupement d'organismes apparentés (suite)

Le bilan non consolidé au 30 juin 2025 ainsi que les informations comparatives reflétant le bilan non consolidé au 30 juin 2024 correspondent aux bilans cumulés de ces deux entités, alors qu'elles fonctionnaient de façon indépendante, comme si elles avaient toujours été regroupées. Ces bilans tiennent compte des ajustements aux fins d'élimination des soldes réciproques.

Bilan non consolidé regroupé au 30 juin 2024

	CCMM	FCCMM	Ajustements	Total (cumulés)
	\$	\$	\$	\$
Total des actifs	10 571 444	4 623 140	(1 247 447)	13 947 137
Total des passifs	6 890 613	1 259 731	(1 421 996)	6 728 348
Actifs nets				
Investis en immobilisations corporelles	1 647 275	-	-	1 647 275
Investis en actifs incorporels	16 796	-	174 549	191 345
Non affectés	2 016 760	3 363 409	-	5 380 169

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

9

2. Regroupement d'organismes apparentés (suite)

Résultats non consolidés regroupés de l'exercice terminé le 30 juin 2024

	CCMM	FCCMM	Ajustements	Total (cumulés)
	\$	\$	\$	\$
Produits				
Projets spéciaux	5 149 467	-	-	5 149 467
Activités	4 250 423	-	-	4 250 423
Services aux membres	3 002 542	-	-	3 002 542
Autres produits	1 263 005	-	(375 502)	887 503
Total des produits	13 665 437	-	(375 502)	13 289 935
Revenus de placements	256 720	464 905	-	721 625
Charges d'exploitation				
Projets spéciaux	1 858 536	-	-	1 858 536
Activités	2 584 716	-	-	2 584 716
Services aux membres	308 495	-	-	308 495
Frais d'exploitation	9 299 912	45 185	(8 004)	9 337 093
Amortissement des immobilisations corporelles	246 523	-	-	246 523
Amortissement des actifs incorporels	131 555	-	-	131 555
Dépréciation des actifs incorporels	7 867	-	-	7 867
Total des charges d'exploitation	14 437 604	45 185	(8 004)	14 474 785
Autres éléments				
Apports de la FCCM - opérations	516 147	-	(516 147)	-
Apports à la CCMM - initiatives stratégiques et opérations	-	(766 147)	766 147	-
Excédent (insuffisance) des produits sur les charges	700	(346 427)	(117 498)	(463 225)

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

10

2. Regroupement d'organismes apparentés (suite)

Bilan non consolidé regroupé en date de regroupement, soit au 30 juin 2025

	CCMM	FCCMM	Ajustements	Total
	\$	\$	\$	\$
Total des actifs	9 528 399	5 080 633	(1 575 476)	13 033 556
Total des passifs	6 597 586	1 587 714	(1 627 331)	6 557 969
Actifs nets				
Investis en immobilisations corporelles	1 452 584	-	-	1 452 584
Investis en actifs incorporels	116 937	-	51 855	168 792
Non affectés	1 361 292	3 492 919	-	4 854 211

À la date de regroupement, aucun ajustement n'était nécessaire aux fins d'uniformisation des méthodes comptables.

Au 30 juin 2025, des produits reportés de la CCMM au solde de 51 855 \$ (174 549 \$ en 2024) ont été reclassés dans les actifs nets investis en actifs incorporels puisqu'ils provenaient d'apports de la FCCM. Les résultats de l'exercice 2025 de la CCMM incluaient un amortissement de ces produits reportés au montant de 122 694 \$ (117 498 \$ en 2024) comptabilisé dans les autres produits.

3. Méthodes comptables

Les états financiers ont été établis conformément aux Normes comptables canadiennes pour les organismes sans but lucratif (NCOSBL). Les NCOSBL font partie des PCGR canadiens.

*Constatation des produits**Apports*

L'organisme applique la méthode du report pour comptabiliser les apports. Selon cette méthode, les apports affectés sont constatés à titre de produits de l'exercice au cours duquel les charges connexes sont engagées. Les apports non affectés sont constatés à titre de produits lorsqu'ils sont reçus ou à recevoir si le montant à recevoir peut faire l'objet d'une estimation raisonnable et que son encaissement est raisonnablement assuré.

Chambre de commerce du Montréal métropolitain**Notes complémentaires****30 juin 2025**

11

3. Méthodes comptables (suite)*Constatation des produits (suite)**Apports sous forme de biens et services*

L'organisme applique la méthode du report pour comptabiliser les produits tirés d'apports sous forme de biens et services. Ceux-ci sont constatés lorsque leur juste valeur peut faire l'objet d'une estimation raisonnable et que l'organisme aurait dû se procurer autrement ces biens et services pour son fonctionnement courant.

Placements

Les produits tirés des placements sont constatés au fur et à mesure qu'ils sont gagnés et que le recouvrement est raisonnablement assuré.

Autres produits

Les revenus de billetterie provenant des frais d'inscription aux événements et les commandites sont constatés lors de la tenue de l'événement lorsque l'encaissement est raisonnablement assuré.

Les cotisations des membres sont constatées selon la méthode linéaire sur la période des cotisations. La portion des cotisations facturées afférente à l'exercice suivant est comptabilisée à titre de cotisations reportées.

Trésorerie et équivalents de trésorerie

La trésorerie et les équivalents de trésorerie incluent l'encaisse et les placements temporaires, très liquides et facilement convertibles en un montant connu de trésorerie, ayant une échéance initiale de trois mois et moins.

Organisme contrôlé non consolidé

L'organisme a choisi de ne pas consolider l'autre organisme qu'il contrôle et de fournir de l'information pour cet organisme contrôlé par voie de notes aux états financiers.

Autres placements

L'organisme comptabilise ses autres placements selon la méthode de la comptabilisation à la valeur d'acquisition.

Chambre de commerce du Montréal métropolitain

Notes complémentaires
30 juin 2025

12

3. Méthodes comptables (suite)

Immobilisations corporelles

Les immobilisations corporelles sont comptabilisées au coût. Elles sont amorties selon la méthode de l'amortissement linéaire et les périodes indiquées ci-dessous :

	Périodes
Matériel informatique	3 ans
Mobilier et équipement	3 à 10 ans
Améliorations locatives	Durée résiduelle du bail

Actifs incorporels

Les actifs incorporels sont comptabilisés au coût. Ils sont amortis selon la méthode de l'amortissement linéaire sur une période de trois ans.

Le coût de l'actif incorporel inclut des frais de développement qui respectent les critères requis pour la capitalisation.

Dépréciation d'actifs à long terme

Les immobilisations corporelles et les actifs incorporels sont soumis à un test de recouvrabilité lorsque des événements ou des changements de situation indiquent que leur valeur comptable pourrait ne pas être recouvrable. Une perte de valeur est comptabilisée lorsque leur valeur comptable excède les flux de trésorerie non actualisés découlant de leur utilisation et de leur sortie éventuelle. La perte de valeur comptabilisée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa juste valeur.

Incitatifs à la location reportés

Les incitatifs à la location reportés sont les avantages incitatifs à la location qui sont amortis selon la méthode de l'amortissement linéaire sur la durée résiduelle du bail.

Instruments financiers

Les actifs et les passifs financiers sont évalués initialement à la juste valeur, sauf dans le cas de certaines opérations entre apparentés. Par la suite, les actifs et les passifs financiers sont évalués au coût après amortissement, à l'exception des placements dans des instruments de capitaux propres cotés sur un marché actif et des dérivés qui sont évalués à la juste valeur.

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

13

3. Méthodes comptables (suite)*Instruments financiers (suite)**Choix d'évaluer ultérieurement certains actifs et passifs financiers à la juste valeur*

L'organisme évalue les actifs et les passifs financiers suivants à la juste valeur :

- fonds communs de placement

Utilisation d'estimations

La préparation d'états financiers exige que la direction fasse des estimations et des hypothèses qui touchent les éléments d'actif et de passif présentés, la divulgation de l'actif et du passif éventuel à la date des états financiers et les produits et les charges présentés pour l'exercice. Les résultats réels pourraient différer des estimations.

4. Débiteurs

	2025	2024
	\$	(cumulés) \$
Comptes clients	562 243	376 608
Comptes clients - Centre de commerce mondial de Montréal inc.	1 319 512	987 246
Provision pour mauvaises créances	(32 037)	(24 125)
	1 849 718	1 339 729
Taxes à la consommation à recevoir	10 098	196
	1 859 816	1 339 925

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

14

5. Placements

	2025	2024
		(cumulés)
	\$	\$
Encaisse	230 845	43 809
Fonds communs de placement		
Marché monétaire	476	280 648
Obligations	2 082 757	2 114 609
Actions canadiennes	2 188 660	2 310 837
Actions étrangères	2 337 993	2 300 804
Capitaux privés	389 059	279 332
	6 998 945	7 286 230
Autres placements	7 500	7 500
	7 237 290	7 337 539

6. Immobilisations corporelles

	2025		2024
	Coût	Amortissement cumulé	Valeur nette
	\$	\$	(cumulés) \$
Matériel informatique	332 438	272 461	59 977
Mobilier et équipement	509 049	261 714	247 335
Améliorations locatives	1 844 189	698 917	1 145 272
	2 685 676	1 233 092	1 452 584
			1 647 275

Au cours de l'exercice, du matériel informatique complètement amorti dont le coût était de 25 302 \$ (50 592 \$ en 2024) a été radié.

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

15

7. Actifs incorporels

	2025		2024
	Coût	Amortissement cumulé	Valeur nette
	\$	\$	(cumulés) \$
Logiciels et sites Web	675 721	560 604	115 117
Système de gestion informatique de la relation client	371 201	317 526	53 675
	1 046 922	878 130	168 792
			191 345

8. Facilités de crédit

L'organisme dispose de facilités de crédit disponibles sous la forme d'une marge de crédit d'un montant maximal autorisé de 500 000 \$, portant intérêt au taux préférentiel plus 0,9 %, garantie par une hypothèque mobilière de premier rang sur l'universalité des débiteurs présents et futurs et sous la forme de cartes de crédit corporatives d'un montant maximal autorisé de 25 000 \$. Au 30 juin 2025, la marge de crédit n'est pas utilisée.

9. Crédoiteurs

	2025	2024
	\$	(cumulés) \$
Comptes fournisseurs et charges à payer	949 625	771 546
Salaires et vacances à payer	1 924 736	1 175 716
Taxes à la consommation à payer	-	7 490
	2 874 361	1 954 752

Au 30 juin 2025, les crédoiteurs incluent une somme de 100 727 \$ (51 113 \$ en 2024) à remettre à l'État.

Au cours de l'exercice, l'organisme s'est engagé à défrayer des charges liées à des obligations contractuelles. Ces charges sont incluses dans les frais d'exploitation. Une portion de ces charges était impayée au 30 juin 2025 et est incluse dans les salaires et vacances à payer.

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

16

10. Produits reportés

	2025	2024
	\$	(cumulés) \$
Solde au début	1 885 089	2 071 259
Apports affectés aux projets spéciaux encaissés	7 287 894	3 772 050
Apports affectés aux projets spéciaux constatés à titre de produits de l'exercice	(6 215 920)	(3 728 583)
Variation nette des produits reportés autres que des apports	(2 024 118)	(229 637)
Solde à la fin	932 945	1 885 089

11. Opérations entre apparentés

L'organisme a effectué les opérations suivantes avec le Centre de commerce mondial de Montréal inc., un organisme contrôlé. Ces opérations ont eu lieu dans le cours normal des activités et sont mesurées à la valeur d'échange, qui est le montant de la contrepartie établie et acceptée par les apparentés.

	2025	2024
	\$	(cumulés) \$
Honoraires de gestion (autres produits)	272 410	279 880
Revenus de location (autres produits)	175 000	192 500
Autres produits	87 939	81 376

12. Apports sous forme de biens et services

Au cours de l'exercice, l'organisme a reçu des apports d'une valeur totale de 677 183 \$ (690 441 \$ en 2024) sous forme de services de publicité et d'autres services. Ces apports sous forme de biens et services sont comptabilisés dans les produits, et les services reçus sont comptabilisés dans les charges.

Chambre de commerce du Montréal métropolitain

Notes complémentaires

30 juin 2025

17

13. Organisme contrôlé non consolidé

L'organisme contrôle le Centre de commerce mondial de Montréal inc. L'organisme contrôlait la Fondation de la Chambre de commerce du Montréal métropolitain. La Fondation a été regroupée avec la CCMM, tel qu'il est indiqué à la note 2.

Conformément aux méthodes comptables décrites à la note 3 aux états financiers, l'organisme susmentionné n'a pas été consolidé dans les états financiers de l'organisme. Les états financiers condensés de cet organisme se trouvent ci-dessous.

Centre de commerce mondial de Montréal inc.

Cet organisme a pour mission principale d'appuyer, de former et de conseiller les entreprises, les associations sectorielles, les institutions et les organismes de développement de marchés extérieurs.

	31 mars 2025	31 mars 2024
	\$	\$
Bilan		
Total de l'actif	1 693 826	1 500 734
Total du passif	1 735 138	1 389 177
Actif net	(41 312)	111 557
	1 693 826	1 500 734
Résultats		
Total des produits	2 898 262	2 252 860
Total des charges	3 051 131	2 334 943
Insuffisance des produits sur les charges	(152 869)	(82 083)
Flux de trésorerie		
Activités de fonctionnement	423 647	56 654
Activités de financement	-	(30 000)
Activités d'investissement	(6 455)	(2 362)
Variation nette de la trésorerie et des équivalents de trésorerie au cours de l'exercice	417 192	24 292

Chambre de commerce du Montréal métropolitain

Notes complémentaires
30 juin 2025

18

14. Engagements contractuels

Les engagements pris par l'organisme en vertu de baux totalisent 10 325 795 \$ et les versements à effectuer au cours des cinq prochains exercices sont les suivants :

	\$
2026	1 081 597
2027	1 120 702
2028	1 173 113
2029	1 186 813
2030	1 204 228

L'organisme s'est engagé, en vertu d'un autre bail qui s'échelonne jusqu'en avril 2047, à verser un montant d'environ 120 000 \$ par année. Par ailleurs, l'organisme sous-loue ce bail.

15. Instruments financiers

Les instruments financiers exposent l'organisme à divers risques financiers. Les risques financiers importants découlant d'instruments financiers sont résumés ci-dessous :

Risque de liquidité

Le risque de liquidité est le risque que l'organisme éprouve des difficultés à honorer des engagements liés à des passifs financiers. L'organisme est exposé au risque de liquidité en raison de ses passifs financiers.

Risque de crédit

Le risque de crédit est le risque qu'une partie à un instrument financier manque à l'une de ses obligations et amène de ce fait l'autre partie à subir une perte financière. L'organisme est exposé au risque de crédit en raison de ses actifs financiers. L'organisme est exposé à ce risque principalement à cause de ses comptes clients.

Chambre de commerce du Montréal métropolitain**Notes complémentaires****30 juin 2025**

19

15. Instruments financiers (suite)***Risque de prix***

Le risque de prix est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison des variations des prix du marché (autres que celles découlant du risque de taux d'intérêt ou du risque de change), que ces variations soient causées par des facteurs propres à l'instrument en cause ou à son émetteur, ou par des facteurs affectant tous les instruments financiers similaires négociés sur le marché.

L'organisme est principalement exposé au risque de prix en raison de ses fonds communs de placements en actions puisque les titres sous-jacents sont des actions cotées en Bourse.

Risque de taux d'intérêt

Le risque de taux d'intérêt est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison des variations des taux d'intérêt du marché. Les instruments financiers à taux fixe exposent l'organisme à un risque de juste valeur, alors que ceux à taux variable exposent l'organisme à un risque de flux de trésorerie.

Chambre de commerce du Montréal métropolitain**Renseignements complémentaires non consolidés****Exercice terminé le 30 juin 2025**

20

	2025	2024
		(cumulés)
	\$	\$
Relevé A - Revenus de placements		
Revenus de placements	400 756	398 568
Variation non réalisée de la juste valeur des placements	443 981	97 349
Gain sur la disposition de placements	101 835	225 708
	946 572	721 625



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