An SAQ

Focused on the Future

Annual Report

SAQ 2026

The English-language version of the SAQ Annual Report 2026 does not include the Governance section or parts of the Finance section. For the complete report, please see the French-language version. In the event of discrepancy between the French- and English-language versions of this report, the French-language version shall prevail.

On the cover: Olivier Kouakou, Cashier-Salesclerk, SAQ Express Décarie – Côte-Vertu


EXCLUSIVE OFFER
DISCOVER THE EXCELLENCE OF CHILEAN WINES
NEW ARRIVALS
ONLINE ONLY
new products of the week
limited quantity
THIS WEEK IN THE APP
more personalized offers suited to your tastes!
BONUS POINTS
even more products to discover
exclusive offers
VIRTUAL GIFT CARD
the ideal gift is a click away
RECIPE
garlic shrimp over pesto risotto
SCORE POINTS WITH MOM
buy
COCKTAIL IDEA
LIQUEUR
ALMOND COSMO
New premixed cocktail
WARD VODKA
ONLY 4 DAYS LEFT
SAQ
Together, let's give back to Food Banks of Québec
donate at the checkout or buy an Origine Québec product
buy local
STOP LOOKING
READY-TO-DRINKS MADE WITH SPIRITS ARE AT THE SAQ.
GRAND APÉRO AUGUST 30-31
ENJOY A COCKTAIL
EAT A POKE BOWL
THE NEW MOVING DAY CLASSIC
READY-TO-DRINK COCKTAILS MADE WITH SPIRITS ARE AT THE SAQ
INSPIRATION
Burgundy on the table
POP
WINES AND SPIRITS IN THE SPOTLIGHT
from Thursday to Sunday
1881, avenue du Mont-Royal Est
NEW ARRIVALS
ONLINE ONLY
suggestions of the week
YOUR EXTRA OFFER IS HERE
new discoveries to taste and order online
discover
NEW PRODUCTS
Quebec distilleries discovery box
make them happy with the perfect gift!
buy online
ONLINE OR IN-STORE
ORIGINE QUÉBEC
ATELIERS SAQ
give a gift with taste
pop! and sip local bubblies
ORIGINE QUÉBEC
shop
a festive selection for gift-giving and hosting
discover
EMILIANA
reconnecting humans with nature
GIFT IDEAS
to score big with your hosts
0.5% alcohol or less
discover
PRODUCTS WITH 0.5% ALCOHOL OR LESS
embrace change with flavour and variety
discover
INSPIRATION
the magic of local cheeses and bubblies
what our experts Éric and Julie see in their crystal ball
read more
VALUE PICKS
small pleasures for your wallet
$11.40
$11.35
1 L
suggestions for Lunar New Year
shop
COCKTAILS
like sunshine in a glass
redeem your points for a chance to win
until March 11
shop
discover
INSPIRATION
discover all our classic or modern pairings
discover
INSPIRATION
0.5% products to enjoy or mix
COCKTAILS
sugar shack, but make it shaken
NEW
recipes and pairings right at your fingertips
CANTILLON GUEUZE
$13.30
LAPHROAIG CÀIRDEAS 2025, ISLAY SINGLE MALT
$145.75
enter
ARRIVALS
PRESTIGE
OUTSTANDING SPIRITS AND BEERS
UNTIL MARCH 8
INSPIRATION
cheers to St. Patrick's Day!
limited quantity
shop
NEW ARRIVALS
trending French wines
ONLINE ONLY
from March 19 to 25
INTERNATIONAL WOMEN'S DAY
a conversation with winemaker Éléonore Latour
read more
INSPIRATION
Quebec products for the sugar shack
low-alcohol
shop
LOW-ALCOHOL PRODUCTS
reduced alcohol content, full flavour
PROVA PORTUGAL
a Portuguese wine tasting
Wednesday, April 22 in Montréal
LAST CHANCE ONLINE
get your hands on the last bottles
INSPIRATION
5 taste tag–dish pairings for Easter
RECIPE
layered snow crab salad
saqinspire event
sign up
AT A 5 À 7 NEAR YOU
THE HEROES OF HAPPY HOUR

Financial Highlights

Fiscal years ended March 28, 2026, and March 29, 2025
(in millions of Canadian dollars and in millions of litres for volume sales)

	2026	2025	Change (%)
Financial results			
Sales	**$4,069.9**	$4,042.0	0.7 %
Gross margin	**2,061.2**	2,019.5	2.1
Net expenses	**672.0**	618.7	8.6
Net income	**1,389.2**	1,400.8	(0.8)
Comprehensive income	**1,388.3**	1,399.0	(0.8)
Financial position			
Total assets	**$1,374.0**	$1,398.9	(1.8)%
Property, plant and equipment and intangible assets	**426.8**	327.0	30.5
Net working capital	**(398.9)**	(296.5)	34.5
Long-term liabilities	**249.4**	268.4	(7.1)
Shareholder's equity	**31.4**	32.3	(2.8)
Sales by network			
Stores and specialized centres	**$3,707.8**	$3,682.1	0.7 %
Wholesale grocers	**362.1**	359.9	0.6
Total	**$4,069.9**	$4,042.0	0.7 %
Sales by product category			
Wines	**$2,773.4**	$2,745.7	1.0 %
	155.8 L	161.4 L	(3.5)
Spirits	**1,113.4**	1,126.5	(1.2)
	28.3 L	29.7 L	(4.7)
Beers, ciders and coolers	**183.1**	169.8	7.8
	25.7 L	25.3 L	1.6
Total	**$4,069.9**	$4,042.0	0.7 %
	209.8 L	216.4 L	(3.0)%
Additional financial data			
Government revenue	**$2,607.5**	$2,608.6	0.0 %

Complementary information will be found in the Finance section beginning on page 33 of this report.

Message from the Chair of the Board of Directors

For nearly 20 years now, I have had the privilege of contributing to the development of the Société des alcools du Québec (SAQ), a government corporation that holds a unique position in Quebec.

The SAQ owes this position to the importance it places on balancing its commercial mission with its social responsibility. Each year, the company pays significant amounts into the Quebec treasury, directly helping to fund public services. The SAQ ensures alcohol is sold responsibly, to the benefit of its customers and the community. It has also become actively involved in the communities around it by supporting causes and initiatives that matter to locals. It is in this mission to serve Quebecers that the SAQ's true value lies.

I attach special importance to governance and ethics, as I am convinced they are essential pillars of public trust in a government corporation. I firmly believe that the Board of Directors plays a strategic role in ensuring rigorous, accountable and transparent management in the best interests of Quebec, and I want each of our decisions to be aligned with this perspective.

Last year, I had the opportunity to be involved in the development of the Strategic Plan 2027-2030. This collaborative undertaking was a memorable experience, an opportunity that allowed us to reflect together on what we want the SAQ's future to be: a government corporation that is closer to its customers, more agile, more attentive and more responsive to rapidly changing needs, and just as present in the community.

The SAQ is in good hands, supported by engaged teams, a Management Committee and a Board of Directors ready to write the next chapter to the benefit of all Quebecers. I want to express my sincere gratitude to them for the professionalism, know-how and enthusiasm they bring to their daily work. Each of them contributes to the company's success and credibility.

I would also like to note the arrival of Dominique Savoie, Anne-Julie Lapensée and Dominique-Ann Coffin on the Board of Directors. Their expertise, commitment and fresh perspective will be worthy assets as we continue the work we have begun. I would also like to extend my warmest thanks to Roxanne Hamel and Marc Tremblay, whose terms ended in fiscal 2025-2026, for their invaluable contributions during their tenure.

Johanne Brunet
Chair of the Board of Directors

Message from the President and Chief Executive Officer

Satisfying our customers, creating value for Quebec and inspiring pride among Quebecers. If I had to summarize our 2025-2026 fiscal year in three key priorities, those are the ones I would choose. They reflect the work we have accomplished and they give us the momentum we need to move forward with ambition.

The SAQ has always done business in a changeable environment. Over the past 105 years, we have adapted to changing customer preferences, embraced new trends, leveraged technology and complied with constantly changing regulations. In recent years, a new challenge has emerged: a decline in alcohol consumption. While this decline is a positive development, it also presents a challenge for us because, as a government corporation, we are committed to maintaining our economic contribution to Quebec while selling products responsibly.

This year once again, the SAQ will pay nearly $1.4 billion into the Quebec treasury. This consistent performance confirms the soundness of our public model and the exceptional dedication of our teams, whom I want to thank. It is also the result of collective efforts made every day to better understand our environment and prepare for the future. Because this much we know: to create sustainable value, we need to be in the right place at the right time. To that end, the year just ended saw us positioning ourselves for what lies ahead.

In fiscal 2025–2026, in addition to serving our customers daily and achieving a remarkable 94% satisfaction rate, we conducted pilot tests that are already transforming our sales network, continued building our automated distribution centre in Montreal and held important discussions that informed the design of our Strategic Plan 2027-2030. I encourage you to read our Annual Report 2026 to appreciate the full scope of our achievements.

As the implementation phase of our Strategic Plan 2024-2026 draws to a close, we move forward with confidence in our vision, our teams and our ability to execute the new plan that lies ahead. But above all, we are moving forward with pride – pride in having prepared for the future while remaining an organization that's relevant and valuable for today's Quebecers. The SAQ is a unique public institution in which I deeply believe. Together with my colleagues, I am committed to ensuring its long-term sustainability.

I would also like to extend my warmest thanks to the entire SAQ team for their passion, agility and commitment. Thank you, too, to the members of the Board of Directors for their trust, support and valued recommendations under the chairmanship of Johanne Brunet.

Jacques Farcy
President and Chief Executive Officer

Management Committee

Front row:

Édith Filion
Vice-President and Chief Financial Officer

Jacques Farcy
President and Chief Executive Officer

Isabelle Dufour
Vice-President, Sales Network Operations

Marie-Hélène Lagacé
Vice-President, Public Affairs, Communications and Social Responsibility

Martine Comtois
Vice-President, Corporate Affairs and Secretary General

Sandrine Bourlet
Vice-President, Marketing and Merchandising

Back row:

Frédéric Carcopino
Vice-President, Information Technology

Luc Bourdeau
Vice-President, Strategic Development – Supply Chain

Alexandre Côté
Vice-President, Talent and Employee Experience

Martin Lévesque
Vice-President, Operations – Supply Chain

OUR MISSION

The mission of the Société des alcools du Québec (SAQ) is to sell beverage alcohol responsibly throughout Quebec. In fulfilling this mission, the company endeavours to offer a broad range of quality products while also being respectful of communities and the environment, creating value for all Quebecers and delivering an unparalleled customer experience.

OUR VISION

Inspiring Quebecer's pride

- By delivering a memorable, personalized experience to all our customers;
- By tapping into our employees' talent and creating an environment in which they can achieve their full potential;
- By applying the highest standards of management and performance to give the most back to Quebecers; and
- By placing the public good at the centre of our decision-making.

OUR VALUES

Passion

We like discovering, tasting and sharing. We like the stories behind the products and those that customers tell us. Our passion for people and what we do pushes us to improve and become the best we can be.

Collaboration

Because we go further together, collaboration, mutual aid and sharing are at the centre of our daily work. It is the relationships we cultivate – with each other and with the rest of the world – that drive us forward.

Inclusion

By recognizing everyone's value, we build a welcoming and respectful corporate culture that favours diversity and allows us to think bigger.

Responsibility

Because alcohol is no ordinary product, we are determined to have a positive impact on the world around us. It is this commitment to contribute to the public good that leads us to make enlightened, sustainable and responsible decisions

Note: The mission, vision and values presented in the Annual Report 2026 are taken from the Strategic Plan 2024-2026.

Review of Activities

2026

Focused on the future...

For our customers

Our customers are changing, and so are we! Last year, we expanded our initiatives and pilot projects to better meet consumers' evolving expectations. Our goal is to provide simple, accessible and consistent channels geared to customers' actual needs and, whenever possible, to deliver a more personalized experience.

Montreal automated distribution centre, November 2025

An automated distribution centre under construction

Selection, speed and simplicity are the way of the future. We know this and we're preparing for it. Last year, we took a major step forward when we expanded our Montreal distribution centre and began installing the automated storage and order-fulfillment equipment, which is slated for commissioning in the fall of 2027. When fully operational, in the fall of 2028, the centre will allow us to offer up to 20,000 products on SAQ.COM with expedited delivery. Behind this technological advance lies a deep desire to be even closer to our customers whenever they need us.

More choice is always a winner!

We offer customers an impressive selection of nearly 15,300 products, including some **4,000** on SAQ.COM, and nearly 38,000 in all when private imports are included. This unmatched assortment of wines, beers, spirits and coolers exists due to the strong relationships we have built with our partners and our approximately 5,900 suppliers across 77 countries.

Favourite products, now even more accessible

Coolers, products with 0.5% or less alc./vol., Quebec products and Value Pick options remain as popular as ever. Last year, we made sure to keep up with customers' evolving tastes by refreshing our product categories and bringing them more in line with what customers want to find in their glasses.

SAQ

Must-try Quebec products

Local products are delightful. They've become regulars on our shopping lists, and Quebecers' appreciation of them continues to grow. It's no wonder then that the "On September 12, buy a Quebec wine" theme day was such a huge success. That day, sales of local products were four times higher than on a typical Friday!

This year, we again celebrated the Semaine du cidre du Québec, taking advantage of the opportunity to spotlight local ciders. Our customers were delighted and turned out in droves!

We also revamped our selection of Quebec spirits, simplifying and streamlining it while still providing opportunities for introducing new products with high customer appeal.

For several months now, we've sold tonics and sodas from the Quebec-based 1642 brand in some of our stores to gauge customers' interest in adding these products to their shopping carts. The idea is simple: for the SAQ to offer customers everything they need to make delicious cocktails. Based on the enthusiastic response, we're planning to expand the initiative to our other stores.

Ten years of inspiration!

To celebrate the 10th anniversary of the SAQ Inspire program, thank our 1.8 million members and encourage even more people to sign up, we put together a series of don't-miss activities. The highlight? Le Grand Apéro, held on August 30 and 31 at the Grand Quay of the Port of Montreal. Nearly 5,900 people turned out to taste products, attend master classes and enjoy immersive experiences, all in festive surroundings with DJs, food trucks and much more!

During the fall, Inspire members also had the opportunity to enter several contests for a chance to win numerous prizes, including travel gift cards.

In-store discovery experiences

With its **401** stores, **460** SAQ Agency stores and **57** SAQ Zones across Quebec, the SAQ is where its customers are. We design every visit to offer a straightforward, welcoming and enjoyable experience.

Last year, we invested **$5.1 million** in modernizing and refreshing our stores to make them even more friendly, inspiring and conducive to providing advice.

In addition, to stay in touch with our customers' expectations, we tested various customer journeys, adapted store inventories to local tastes, made the shopping zones clearer and expanded our selection of the most popular items. Because these initiatives were very well received, we plan to ensure all Quebecers will be able to enjoy them by incorporating them, where appropriate, into our upcoming store renovations.

SAQ Zones for greater convenience

Our customers want greater accessibility. That’s why we created SAQ Zones, a selection of 30 to 40 SAQ products offered for sale in grocery and convenience stores located in urban areas. This new approach lets us reach people who don’t visit our stores or who simply need a quick solution outside of SAQ store hours. The pilot phase gave us the opportunity to make adjustments and confirm that the offer meets customers’ needs. The results were so convincing that we’re now rolling out more SAQ Zones to complement our store network!

SAQ POP: tailored recommendations

Would customers enjoy a truly personalized tasting experience, receive tailored recommendations and then complete their purchase online? That’s exactly what we wanted to explore with SAQ POP, which set up shop for a few months on Avenue du Mont-Royal in Montreal’s Plateau neighbourhood. The project gave us valuable insights into how to recommend products available only on SAQ.COM.

Édrik Moisan, Cashier-Salesclerk, SAQ Express Mont-Ryal Est – Mentana;
Luz Divina Del Gallego F., Operations Coordinator, SAQ Sélection Beaubien – St-André; and
Médéric Poupart, Cashier-Salesclerk, SAQ Express Mont-Royal Est – Mentana

SAQ Express 2.0 for quick and easy purchases

We’ve reimagined our SAQ Express banner and updated a few stores to better meet busy customers’ need for speed with a streamlined selection of targeted products, some of them chilled. To make it easier to find and choose products, we’ve tested three ways of organizing them: by origin, price and Taste Tag. And there's even more good news: customers can also take advantage of extended hours. A development to watch!

Convenience deliveries with Uber Eats

With more and more people turning to third-party delivery platforms to order goods and meals, we’ve launched a pilot project to test access to a selection of approximately 150 SAQ products on Uber Eats. With this initiative, customers can add an SAQ product to a meal order without leaving the platform or have products delivered fast when they don’t have time to visit a store.

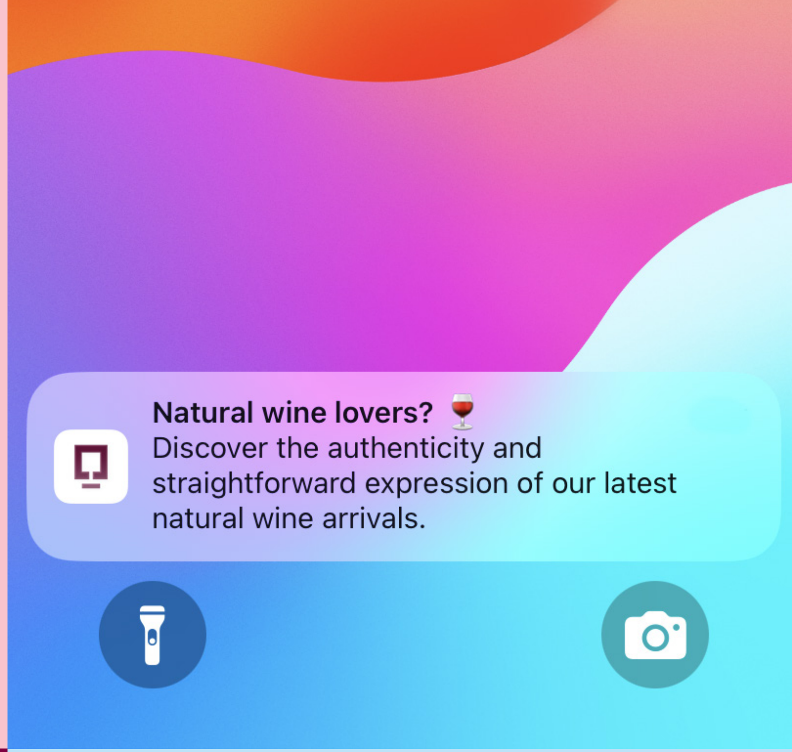
Besides complementing our existing services, the project lets us adapt to new consumer habits while ensuring that our partners meet our strict ethical sales standards.

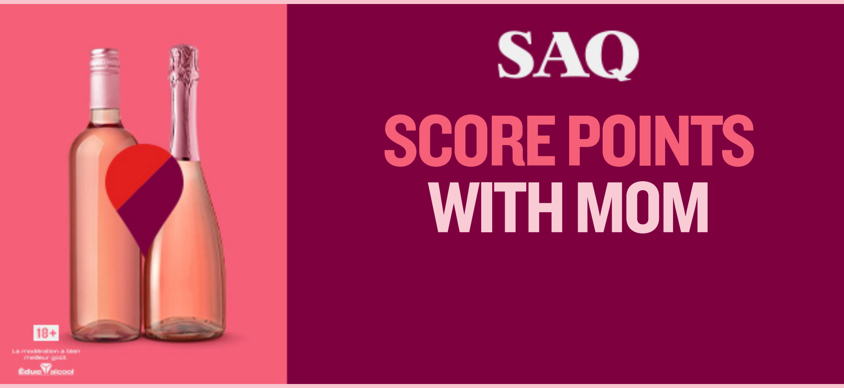
Purchases delivered when convenient for customers

Since February, SAQ customers have enjoyed a new delivery option for purchases made from among the some 4,000 products available on SAQ.COM. All they have to do is select one of the proposed dates. With this improvement, we’re making the online shopping experience even simpler and more practical.

Promotions that bring a smile to your face

To mark Mother’s Day, we devised a unique way to encourage Quebecers to dive into the world of rosé wines: transforming the Rouge FM radio station into Rosé FM for four days! Among other things, the initiative provided a showcase for the delectable rosé wines found in all our stores. A wonderful, upbeat way to celebrate Mother’s Day with good cheer.





An upgraded app for even more great ideas

Last year, to keep our Inspire members informed about the return of their favourite products and help them rediscover the Cellier section, we added an “In-store New Arrivals for Me” section to their Inspire profile. These notifications ensure members don’t miss out on great products arriving at their favourite store. They also make it easy to share new specialty arrivals aligned with members’ tastes.

Because customers also told us they like being kept up-to-date in real time, we tested sending push notifications through our mobile app. The notifications highlight seasonal trends, promotions, new arrivals, trending categories and Inspire events. We also took advantage of the opportunity to revamp features and make it easier for members to share their wish lists and access their purchase history. The upshot? Simple but much-appreciated improvements!

Efforts that get noticed

As we know, consumer habits are changing, and so are the expectations of the SAQ. That's why we're redoubling our efforts every day to stay connected with our customers. In addition to the exceptional work done in stores to guide, inform and advise shoppers, we continue to innovate. Personalization, updated product lines, themed events and initiatives to make us even more accessible: all this makes a difference that our customers notice! This year, their satisfaction with the in-store experience reached 94% – clear proof that our efforts are paying off and that our colleagues are pros.

The Inspire program ranked 10th overall in the 2025 LoyalT Study, first in the Engagement Index and Satisfaction with Mobile Experience categories in Quebec and fifth in Quebec for program generosity.[1]

The SAQ won Best of Show at Canada's Media Innovation Awards (MIA), taking home gold in the following categories:

- Best in Audio Platforms;
- Best in Regulated Products; and
- Best in Brand Integration (for its Rosé FM campaign).

The SAQ came 11th in the WOW Index for the best online experience, with a score of 90.5%.[2]

The SAQ received the grand prize in the Best Trade Show category at the Canadian Event Awards for its Le Grand Apéro event.

1. Study carried out by R3 Marketing and Adviso, LoyalT is a ranking of the top customer loyalty programs based on the responses of 10,000 Canadians.
2. Generated by Leger, the WOW Digital Index ranks the customer experience provided by retailers in Canada. In 2026, 346 websites and apps in 27 industries were evaluated on 14 dimensions by 24,000 Canadians.

Supporting our restaurant, hotel and bar partners

Restaurants, bars and hotels are pillars of our industry. To better support them, we're continuing to adapt our services to meet their specific needs. Beyond supplying beverage alcohol, we also aim to assist those interested with streamlining their operations and supporting their teams. We now provide online training modules that can be used to standardize practices within a team, guide new hires or simply satisfy curiosity, depending on each individual's needs and circumstances.

Review of Activities

2026

Focused on the future...

With our teams

Together with our 6,719 employees, we are shaping the future. But, first and foremost, we are meeting customers' needs right now. To do this, we need people who are trained, committed, motivated and ready to give their all.

Jean-Louis Laplante, Office Clerk, Laboratory

Quality experts

Because we are a government corporation, the quality of the products we offer is a non-negotiable. This is why we have expert employees who evaluate the flavour of our products and ensure the intrinsic quality of what we sell. Last fiscal year, our laboratory and quality management teams tested nearly

31,200 product samples.

As always, the excellence of their procedures and breadth of their expertise allowed us to maintain ISO 17025 accreditation for our laboratory and ISO 9001 certification for our quality control system.

Service experts

At the SAQ, we're proud to have in-store teams that are passionate about the products they sell and known for their expertise. We take the time to provide them with ongoing training, because we believe that providing excellent service is something that can be learned and perfected. To keep our teams at the top of their game, we developed training sessions on wines from Champagne, Ontario, Australia and New Zealand. We also provided sessions on Quebec distilleries and Quebec ciders.

Our teams' voices matter

Every year, the employee experience survey helps us better understand what our teams actually face on a daily basis. By taking time to share their views, employees provide us with valuable insights into adjusting our actions and strengthening engagement. This is essential, since it is our teams who bring the SAQ experience to life and, in the process, directly contribute to our success. By building on this feedback, we can continue to create, openly and in a collaborative spirit, a meaningful employee experience aligned with our goals. In the latest survey, the overall engagement score reached 7.3/10, an increase from the preceding year.

Engage at the local level

The SAQ is transforming itself at a rapid pace, in step with its customers. To ensure our teams remain motivated, informed and involved in the company's future, we've embarked on a shift focused on proximity. Our goal: to fully involve employees in the changes ahead. Through quarterly check-ins, we make time to have casual conversations with interested staff members and to answer their questions.

Véronique Durand, Cashier-Salesclerk, SAQ Mont-Laurier

A healthy and respectful work environment

This year, we launched the *On ouvre la discussion* (Let's start the conversation) initiative to foster a healthy and respectful work environment where everyone has a responsibility to take action. Through training and practical tools and by creating opportunities for dialogue, we continue to work together to create a workplace where everyone feels heard and respected.

We have also taken the time to listen and act. Following discussions with employees with disabilities, we centralized the available accessibility resources and took steps to address the needs expressed and make our workplaces more inclusive.

Front row: **Christian Belhumeur-Gross**, **Steve D'Agostino**, **Jacques Farcy** and **Karelle Goyette-Primeau**

Back row: **Julie Béland**, **Alexandre Côté**, **Manon Racine**, **Eric Rivard**, **Stéphane Paquin**, **Julie Bessette**, **Jean-François Gaudreault**, **Monia Langevin**, **Patrick Bray** and **Caroline Bibeau**

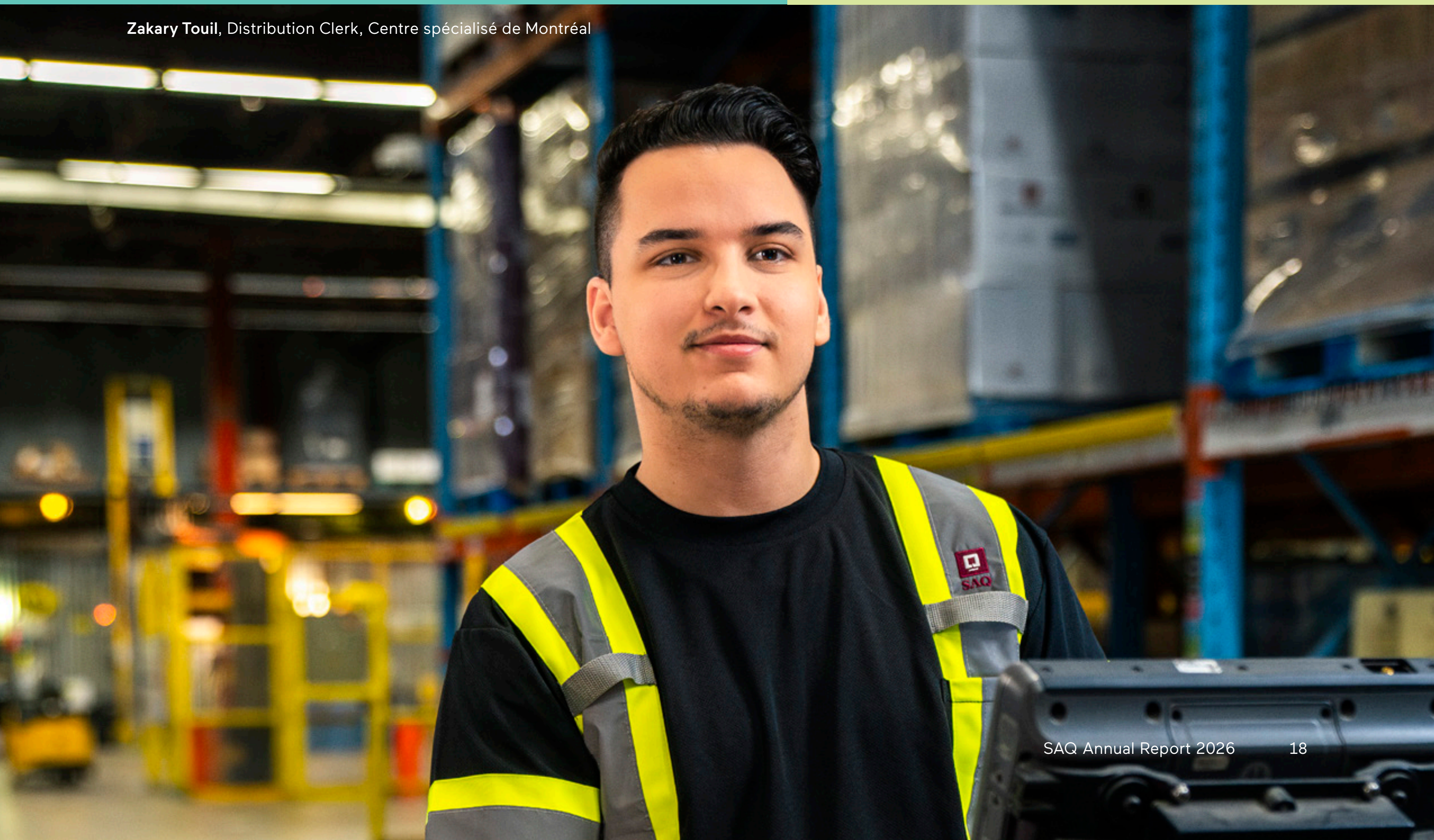
A collective agreement to continue moving forward

On December 18, 2025, the SAQ signed a new collective agreement with the Syndicat du personnel technique et professionnel, the technical and professional employees' union. Running from 2025 through 2031 and built on a spirit of collaboration, the new agreement enables us to move forward together in a climate of mutual respect and stability.

A safe workplace

Because we genuinely care about the health and well-being of our teams and because providing excellent service depends on having staff who are present, healthy and confident, we maintained our focus on health and safety. Training, safe load-handling and awareness campaigns: these best practices remain an integral part of our daily operations. We also acquired exoskeletons to make load-handling easier, reduce the effort required when lifting and help workers maintain ergonomic postures. The equipment has been deployed in our distribution centres. In addition, a newly acquired hydraulic lift makes mechanics' work easier and maintenance of the warehouse's rolling stock even safer.

Zakary Touil, Distribution Clerk, Centre spécialisé de Montréal



Review of Activities

2026

Focused on the future...

For the community

The SAQ is much more than just a retailer of beverage alcohol. We are a local, engaged, responsible and successful organization that makes a tangible contribution to Quebec's vitality. We believe our involvement in local communities, the profits we return to the government for the benefit of all Quebecers and our commitment to doing good around us make the SAQ an asset for Quebec.

Nearly $1.4 billion
for the benefit of all Quebec

This year again, the SAQ will pay a dividend of $1.389 billion to the Quebec government to support the province's finances. When sales taxes and the specific tax are added in, the amount totals

$2.110 billion,

all of which is paid into the Quebec treasury, the equivalent of nearly

$41 million a week.

These funds make a tangible difference in the areas that matter most to Quebecers: accessible healthcare, schools in our communities and essential services that improve the quality of life across the province.

In addition, some

$498 million

was remitted to the federal government in the form of taxes, excise duties and customs duties.

Responsible selling at all times

Last fiscal year, our store teams received visits from 728 young people tasked with anonymously evaluating our in-store practices. Ninety-three percent of these underage mystery customers were prevented from buying alcohol and denied access to tastings, a result we are constantly working to improve and one that clearly reflects the seriousness with which our teams enforce our responsible sales policies. Every day, they ensure that sales are refused to minors, to the intoxicated and to anyone attempting to purchase alcohol on their behalf.

Because prevention also involves raising awareness, the SAQ collected and remitted

$3.5 million to Éduc'alcool

in fiscal 2025-2026 to support this organization, which is dedicated to encouraging Quebecers to consume alcohol in a mindful and responsible manner.

Each year, the Quebec government allocates, from the dividend paid by the SAQ, $10 million to the Fonds de lutte contre les dépendances (fund to combat addiction). The contribution supports organizations that provide direct assistance to individuals and communities affected by these issues throughout Quebec.

$5.9 million
in donations and sponsorships

Last fiscal year, we also refocused our Donations and Sponsorship Policy to maintain our social and economic impact across 195 organizations and events in every corner of Quebec. We decided to renew our commitment to causes that matter deeply to us and are naturally connected to our industry: food assistance, culture and support for the wine and spirits industry.

In addition, following the removal of United States products from our stores and the SAQ.COM website on March 4, 2025, we took the opportunity to give them a second life. As a result, various organizations were able to receive, free of charge, products not intended for long-term storage. Interested organizations could contact the Donations and Sponsorships team to request the products, especially for charity events. When all was said and done, we approved 284 donation requests for U.S. beverage alcohol products valued at $1.2 million.

$3.8 million
to support food assistance

Last year, with the support of our customers and store teams, we raised $2.7 million for Food Banks of Quebec through our three fundraising campaigns featuring Quebec products. We are extremely proud of this contribution, because our teams are fully committed and work hard to raise the funds, which go toward assisting the most vulnerable members of their communities. In fiscal 2025–2026, we also made an additional contribution of $1.1 million following the sale, in our SAQ Dépôt stores and on SAQ.COM, of U.S. products whose quality could begin declining as of March 2027. Over the past 17 years, the SAQ has donated more than $25.3 million to this cause.

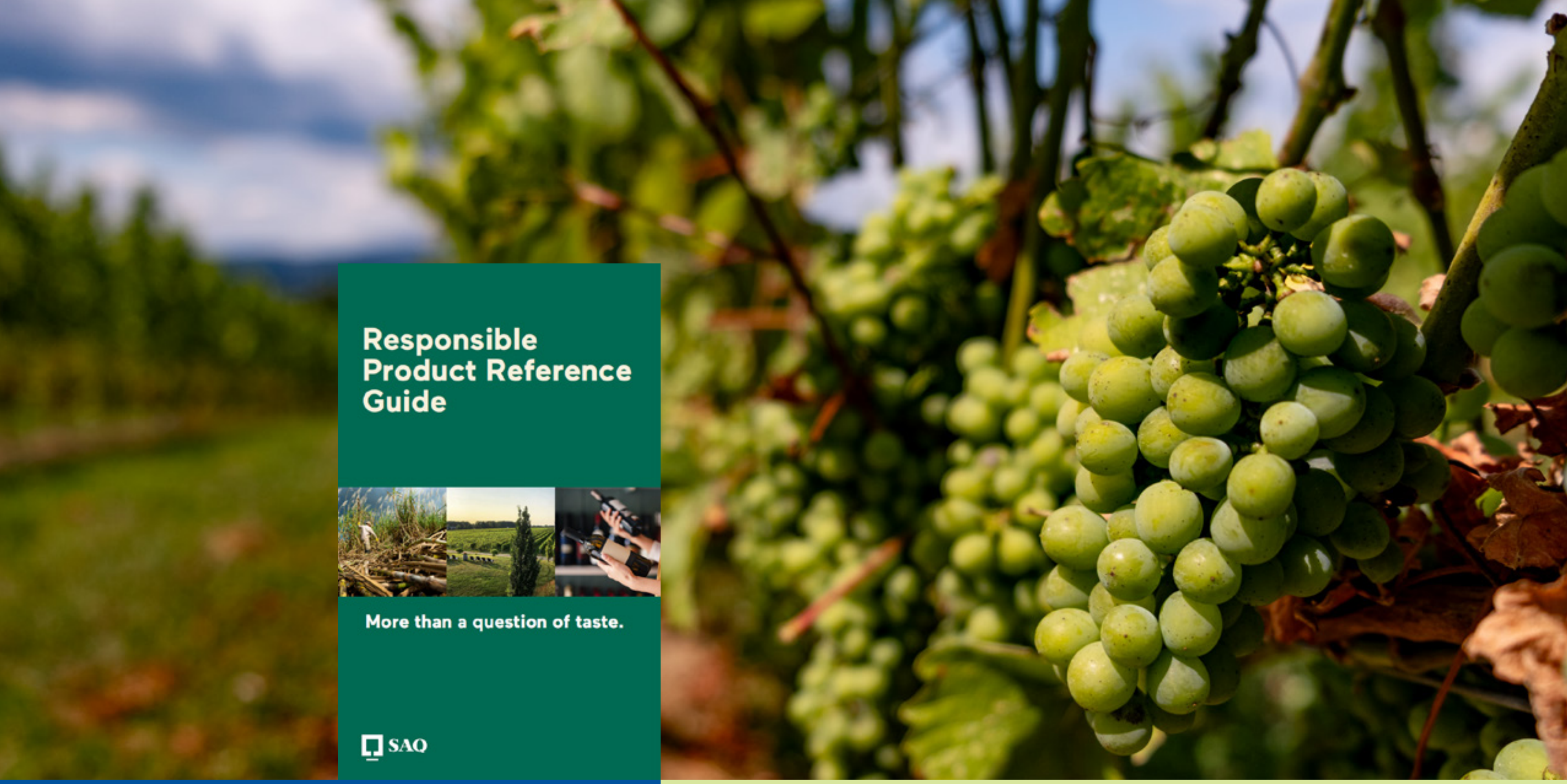
Jacques Farcy, SAQ President and Chief Executive Officer, and **Martin Munger**, Executive Director, Food Banks of Quebec

In addition to our traditional in-store fundraising campaigns, 10 metric tons of vegetables were grown on our head office grounds by the Cuisine collective Hochelaga-Maisonneuve and distributed to vulnerable families in the area. Our Montreal distribution teams also helped with the organization's food drive, and more than $140,000 was donated to La Tablée des Chefs.

Improving our practices to reduce our environmental impact

The SAQ recently joined the Sustainable Wine Roundtable (SWR), an international organization that brings together wine industry stakeholders interested in joining forces to make a difference. The goal is to set common objectives and share concrete solutions to make our practices around packaging, lightweight glass and logistics more sustainable. By engaging with other industry members and taking part in inspiring discussions and meetings, we are equipping ourselves to make even greater strides in reducing our environmental footprint.

We have also signed on to the SWR Bottle Weight Accord, which encourages signatories to reduce the weight of 750-ml wine bottles. Our goal is to help reduce the environmental impact of the entire wine supply chain by being part of a coordinated effort.



A new guide to encourage responsible practices

Because we want to continue rallying our local, Canadian and international partners around tangible, measurable goals and together advance sustainability in our industry, we recently published the Responsible Product Reference Guide. This new tool outlines the approaches we favour in our purchasing criteria, such as encouraging smaller environmental footprints through certifications and the eco-design of containers and packaging as well as promoting fair and safe working conditions in the supply chain.

Drawing inspiration from best practices

Every two years, the Tasting Climate Change conference brings experts from around the world to Montreal to discuss the impacts of climate change on the wine industry. This year, besides being the event's official presenter, the SAQ was able to share its expertise during several panel discussions. The event was also an opportunity to draw inspiration from others' innovative practices and fuel our thinking on how to better support the industry in an ever-changing landscape.

On stage: **Michelle Bouffard**, sommelier, journalist and organizer of the Tasting Climate Change conference, and **Jacques Farcy**, President and Chief Executive Officer of the SAQ

Better manage residual materials

Several of our store and distribution centre teams have worked hard in recent months to improve their waste management practices. Their commitment and sustained efforts have paid off, as 20 additional stores have received certification under RECYC-QUÉBEC's *ICI on recycle +* program. What's more, our distribution centres have improved their waste recovery rates. Two achievements our teams can be proud of!

Maria Morin, Social Responsibility Analyst, and **Dominique Bottex Ferragne**, Cashier-Salesclerk, SAQ Sélection Mont-Royal Est – Papineau

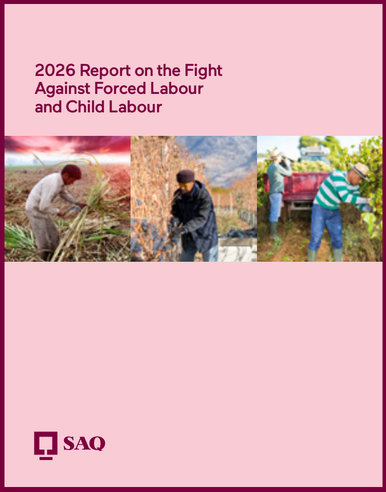
Sharing our know-how

Keeping our teams informed about what we do and why we do it remains a significant challenge, particularly when it comes to corporate social responsibility. This year, educational videos led by our experts provided concrete examples of our progress, particularly with respect to eco-friendly packaging, reducing our greenhouse gas emissions, product certifications, waste management and local bottling. Our goal: to better equip our teams in order to amplify the impact of our actions.

Better understand our impacts in order to take concrete action

Last year, we made time to think deeply about reducing our impacts. Among other things, we finalized our materiality assessment, which serves as the basis for our disclosure process. This important step has allowed us to better identify the issues that truly matter: those with the greatest impact on the economy, the environment and the public.

We also conducted a prioritization exercise to structure our action plan for preventing and fighting forced labour and child labour in our supply chain.



2026

Trends

Trends in 2026: more thoughtful choices

Our customers' shopping habits continue to evolve albeit gradually. This year, while they're still seeking enjoyment, they're also paying special attention to the quality, authenticity and price of the products they buy. We make a point of offering products for every taste and budget, as evidenced by our selection of nearly 100 still wines priced under $12.

Sparklers: all about finesse

Sparkling wines remain a must-have. Interest is growing in drier styles (Brut Nature and Extra Brut) and in appellations known for both their balance and their value for money. For example, Spanish cavas and Italian proseccos are attracting attention, and there are always little gems to be found among France's crémants: some bottlings, as crisp as they are elegant, are highly prized.

Wine: freshness and character

Light, approachable wines continue to gain in popularity. Customers have a soft spot for gentle winemaking techniques, less oaky wines and unconventional grape varieties. Organic wines retain their appeal, as do local wines, the latter fitting perfectly with the trend toward freshness and authenticity – thanks in large part to Quebec's unique climate.

Coolers: less sweet, more varied

Coolers are in – especially those made with spirits and featuring simpler, more natural and less sweet formulations. In the coming year, some coolers will even be available uncarbonated! Also worth watching for: smaller sizes (250 ml) that encourage spontaneous and moderate drinking.

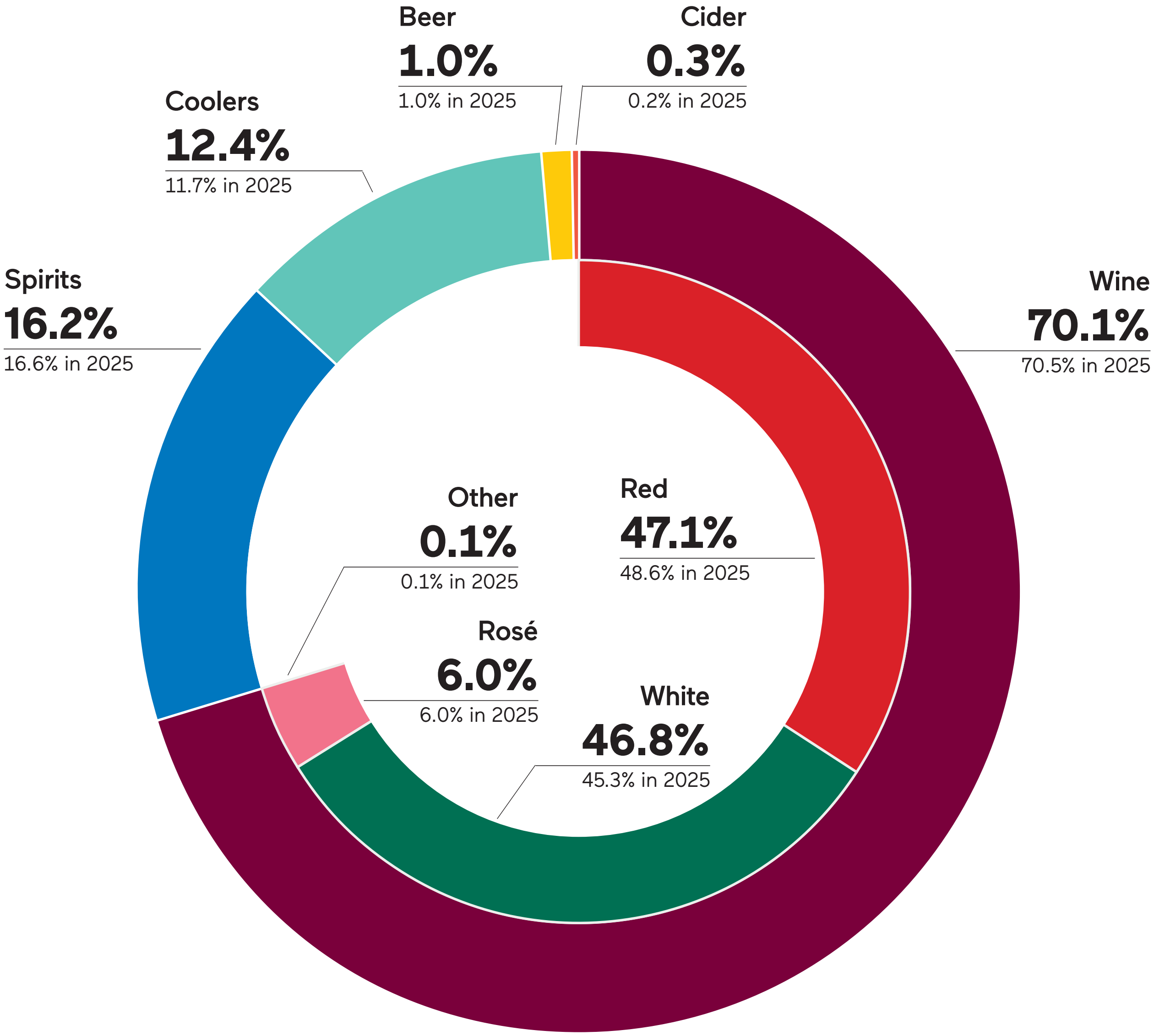
Spirits: a focus on identity and exclusivity

The trend is clear: the spirits that capture our attention tell a story and offer a memorable experience. We remain focused on local distilleries that highlight terroir and craftsmanship, seeking out products with a unique personality. Think whiskies with unconventional barrel finishes, cleaner botanical gins and aged rums. Tequila and mezcal also continue to gain traction. Limited editions and special collaborations appeal to curious customers in search of new experiences.

Cocktails: simple and fashionable

In 2026, simplicity goes hand in hand with elegance: easy-to-make recipes using just a few carefully selected ingredients. Local and northern flavours are increasingly making their way into reimagined classics.

Sales by Product Category and Wine Colour
(breakdown of litre sales)
(stores and specialized centres)



Wine origins: subtle changes are emerging

Overall, the traditional wine-making countries remain firmly entrenched in their respective positions. That said, last year did bring a few changes, mainly due to the withdrawal of United States products effective March 4, 2025. Fans of U.S. wines have turned to counterparts from other regions, making room on the list for other countries, including Canada, which has significantly benefited from this shift. Canadian wines, including Quebec wines, have gained popularity and now rank ahead of Australia's. What's more, Austrian wines, which are making their debut on the list, are attracting more and more attention, a sign that customers are curious and open to discovering new countries of origin. While subtle, these changes reveal tastes that are rapidly evolving.

Still Wines by Country of Origin
(breakdown of litre sales)
(stores and specialized centres)

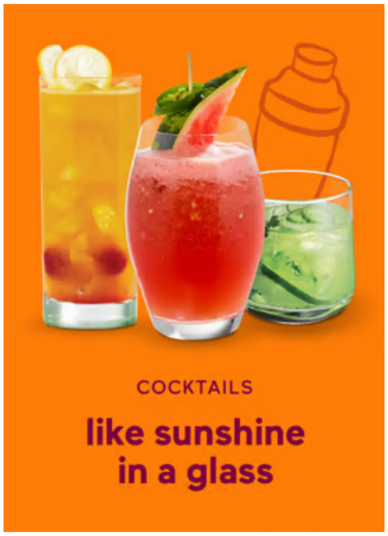
	2026	2025
France	**34.6%**	33.0%
Italy	**24.2%**	23.3%
Spain	**12.0%**	11.2%
United States	**N/A**	6.0%
Portugal	**5.5%**	5.1%
Canada	**4.1%**	3.7%
Australia	**4.0%**	3.7%
Chile	**3.5%**	3.0%
South Africa	**2.7%**	2.5%
Argentina	**2.3%**	2.1%
Austria	**1.7%**	1.5%
Other	**5.4%**	4.9%

Spirits: sales are down ...tequila excepted

On the spirits side of the aisle, the year was marked by a sharp slowdown in volume sales, with nearly all categories seeing declines. The one exception was tequila, which continues to hold its own. Against this backdrop, we also saw some shifts in the rankings. Vodka now outsells liqueurs, while tequila has confirmed its growing popularity by overtaking brandy. However, it is whiskey that has experienced the most significant decline, with a 10.1% drop in sales largely attributable to the withdrawal of U.S. products. This snapshot shows that, even during a downturn, preferences are shifting and certain spirits are still managing to stand out.

Sales by Type of Spirits
(breakdown of litre sales)
(stores and specialized centres)

	Market share	Change in litre sales
Vodka	**23.1%**	**(1.7)%**
Liqueur	**22.9%**	**(4.0)%**
Rum	**18.5%**	**(5.6)%**
Whisky	**12.6%**	**(10.1)%**
Gin	**12.4%**	**(7.2)%**
Tequila	**4.7%**	**4.1%**
Brandy	**4.4%**	**(1.5)%**
Other spirits	**1.4%**	**(7.1)%**



Quebec is finding its way into our glasses

We clearly see it in our stores: Quebec products are experiencing a boom. Customers are flocking to them, and the enthusiasm for buying local is very real. The removal of U.S. products from our shelves has also helped steer customers toward local products.

Origine Québec products in particular stood out, with an impressive 69.4% growth. This momentum is driven as much by customers' growing interest as by the reclassification of certain products previously assigned the Made in Québec identifier.

Bottled in Québec products are following the same positive trend. Their sales have grown 7.9%, proof that Quebecers increasingly appreciate this high-quality local selection.

Interesting fact: today, nearly a quarter of the SAQ 's volume sales (21.9%) comes from Origine Quebec, Made in Québec and Bottled in Québec products. This is a strong sign of customers' growing attachment to local products and their producers and their interest in supporting the local economy.

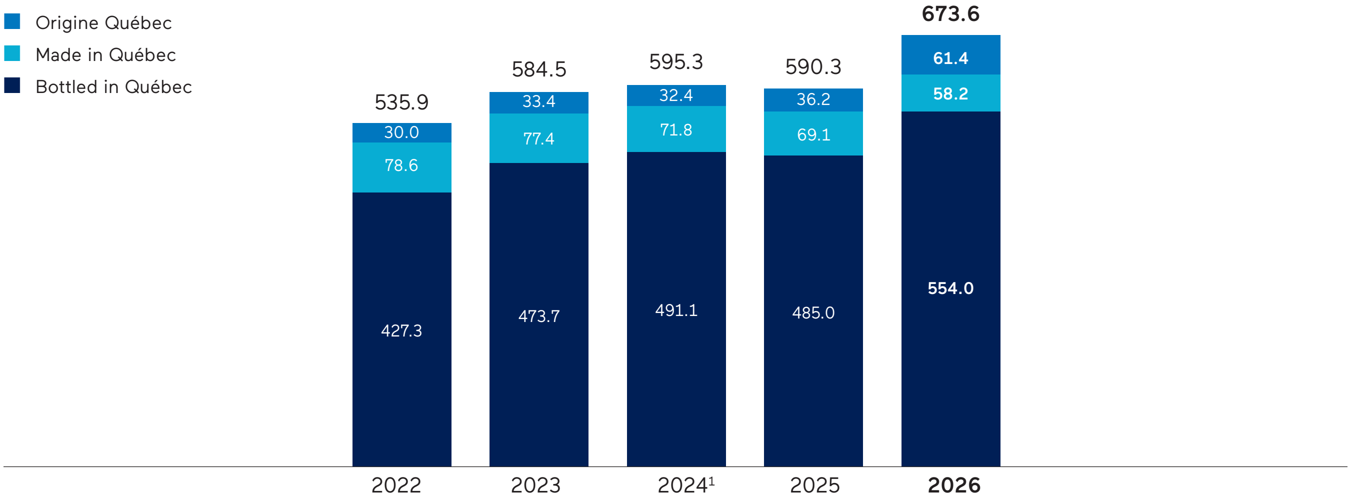
Quebec Product Sales by Identifier
(in thousands of litres)
(percentage change in litre sales)
(stores and specialized centres)

	Wines	Spirits	Beer, cider and coolers	Overall change per identifier
ORIGINE QUÉBEC	**976.2 L** 37.9%	**465.9 L** 119.0%	**1,033.7 L** 91.2%	**69.4%**
MADE IN QUÉBEC	**5.9 L** 3.5%	**1,153.2 L** (13.1) %	**654.5 L** (22.3) %	**(16.6)%**
BOTTLED IN QUÉBEC	**11,018.9 L** (2.0)%	**11,529.6 L** 17.1%	**11,272.0 L** 9.9%	**7.9%**
Total change per product category	**0.3%**	**15.5%**	**11.3%**	**8.9%**

Change in Quebec product sales

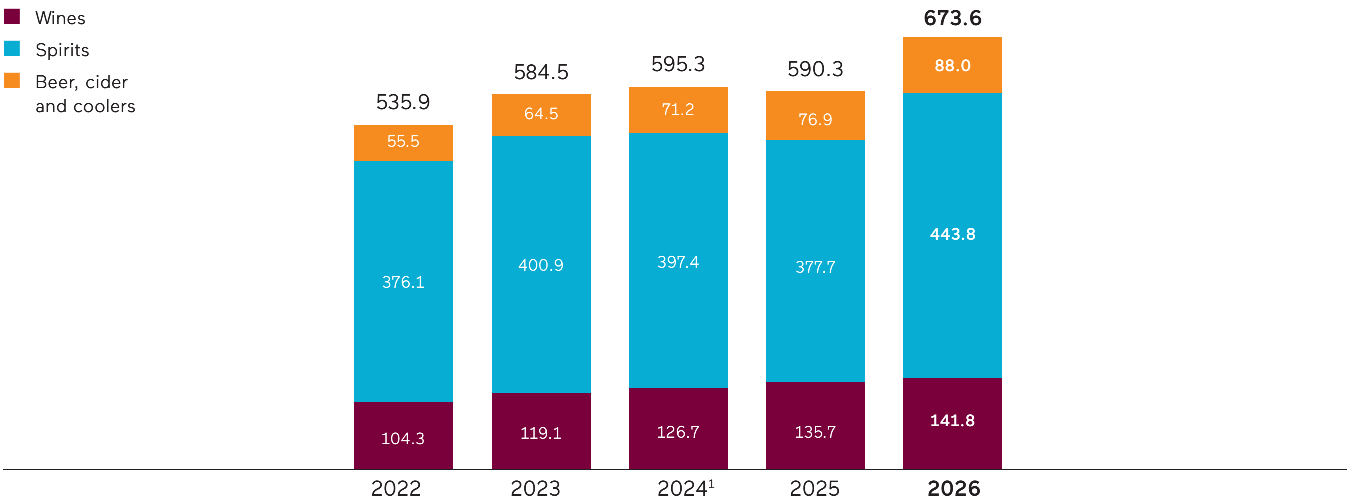
Change in Quebec Product Sales by Identifier

(stores and specialized centres)
(in millions of Canadian dollars)



Change in Quebec Product Sales by Product Category

(stores and specialized centres)
(in millions of Canadian dollars)



1. 53-week fiscal year

Alcohol consumption in Canada

Overview of Annual Alcohol Consumption in Canada According to Statistics Canada[1]
(2024–2025 fiscal year – data published March 5, 2026)
(Canadian consumption per person aged 15 and over)

	Total		Wine		Beer		Spirits		Ciders, coolers and other refreshment beverages		Amount	
	(in litres of absolute alcohol)	Rank	(in litres)	Rank	(in litres)	Rank	(in litres)	Rank	(in litres)	Rank	(in dollars)	Rank
Northwest Territories	10.9	1	8.9	9	66.3	3	13.8	1	17	3	$1,462.60	1
Yukon	10.5	2	11.8	3	79.4	1	9.5	2	24	1	$1,088.10	2
Newfoundland and Labrador	8.0	3	8.5	10	75.7	2	6.9	4	10	12	$1,072.90	3
Alberta	7.4	4	9.6	8	51.8	8	7.5	3	15	7	$696.90	10
Quebec	**7.3**	**5**	**21.0**	**1**	**62.3**	**4**	**3.9**	**12**	**3.0**[2]	**13**	**$837.00**	**4**
British Columbia	7.2	6	13.3	2	48.7	12	5.7	6	16	4	$660.40	11
Prince Edward Island	7.2	6	9.9	6	57.2	6	5.5	8	18	2	$644.50	12
Nova Scotia	6.9	8	10.2	5	55.6	7	5.5	8	14	8	$818.10	5
New Brunswick	6.6	9	9.8	7	59.7	5	4.6	10	14	9	$740.30	6
Manitoba	6.6	9	8.1	11	48.7	12	6.3	5	15	6	$714.60	8
Ontario	6.3	11	11.3	4	50.3	10	4.5	11	11	11	$711.50	9
Saskatchewan	6.2	12	6.8	12	50.4	9	5.6	7	16	5	$620.10	13
Nunavut	4.3	13	4.0	13	50.0	11	1.4	13	13	10	$723.10	7
Canada	**6.8**		**13.1**		**53.6**		**5.0**		**11.0**		**$736.80**	

Canadian Consumption per Person Aged 15 and Older from 2015 to 2025[1]
(total per inhabitant, in litres of absolute alcohol)

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Québec	**8.3**	**8.3**	**8.4**	**8.5**	**8.4**	**8.5**	**8.4**	**8.4**	**8.3**	**7.8**	**7.3**
Canada	8.0	8.1	8.2	8.2	8.0	8.1	8.3	8.1	7.8	7.3	6.8

1. Source: Statistics Canada, Table 10-10-0010-01: Sales of alcoholic beverages types by liquor authorities and other retail outlets, by value, volume and absolute volume
2. Excluding malt-based coolers sold outside the SAQ (in grocery and convenience stores), the data for which are included under beer

Finance

Accountability Report

Financial results
Fiscal years ended the last Saturday in March
(in millions of Canadian dollars)

	2026[1]		2025[1]		2024 (53 weeks)		2023	
	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast
Sales	**$4,069.9**	$4,125.0	$4,042.0	$4,114.0	$4,100.5	$4,155.0	$4,047.5	$3,911.0
Gross margin	**2,061.2**	2,098.0	2,019.5	2,064.0	2,031.7	2,089.0	2,039.6	1,966.0
Net expenses[2,3]	**672.0**	679.0	618.7	627.0	603.6	630.0	613.5	606.0
Net income	**1,389.2**	1,419.0	1,400.8	1,437.0	1,428.1	1,459.0	1,426.1	1,360.0
Comprehensive income	**$1,388.3**	$1,419.0	$1,399.0	$1,437.0	$1,424.2	$1,459.0	$1,425.7	$1,360.0

1. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
2. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges (income).
3. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year).

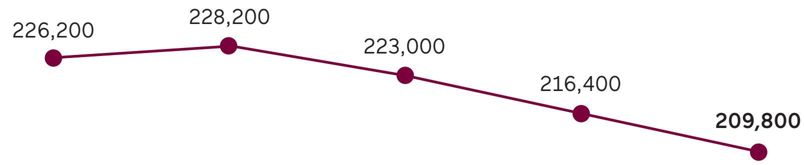
Investments in property, plant and equipment and intangible assets
Fiscal years ended the last Saturday in March
(in thousands of Canadian dollars)

	2026	2025	2024 (53 weeks)	2023
Capital projects – Distribution and administrative centres[1]	**$49,964.7**	$46,605.1	$11,668.4	$8,015.8
Store network	**5,120.2**	7,903.0	9,258.6	10,999.5
Information systems development[1]	**21,060.4**	15,215.5	18,701.5	11,670.1
Rolling stock and mobile equipment	**6,341.7**	9,330.6	6,099.6	5,294.9
Specific equipment[1]	**48,596.6**	9,746.7	37,111.6	6,455.9
Total	**$131,083.6**	$88,800.9	$82,839.7	$42,436.2

1. Investments in the 2025 and 2026 fiscal years include, among other things, costs related to the Montreal automated distribution centre (CAM) project.

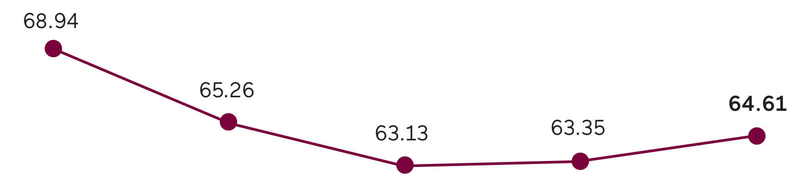
Commercial Data

Management Indicators for the Last Five Fiscal Years



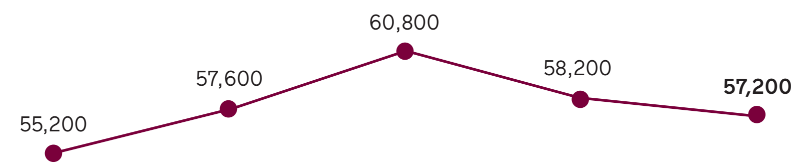
Change in Sales Volume
(in thousands of litres)

	2022[1]	2023	2024[2]	2025	**2026**
Change (%)	1.8	0.9	(2.3)	(3.0)	**(3.0)**



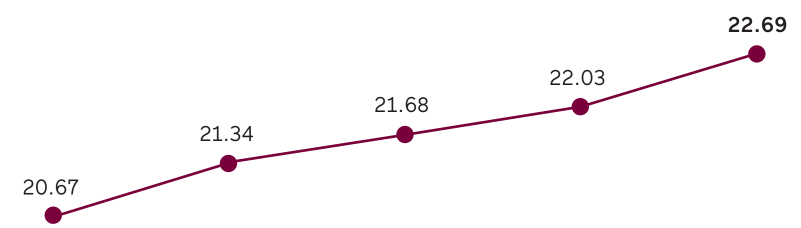
Change in Average Purchase in Stores and on SAQ.COM[3]
(in dollars)

	2022[1]	2023	2024[2]	2025	**2026**
Change (%)	(9.3)	(5.3)	(3.3)	0.3	**2.0**



Change in Traffic in Stores and on SAQ.COM[4]
(in thousands of transactions)

	2022[1]	2023	2024[2]	2025	**2026**
Change (%)	15.0	4.3	5.6	(4.3)	**(1.7)**



Change in Average Sales Price per Litre in Stores and on SAQ.COM[4,5]
(in dollars)

	2022[1]	2023	2024[2]	2025	**2026**
Change (%)	1.7	3.2	1.6	1.6	**3.0**

1. Operations in the 2022 fiscal year were impacted by the COVID-19 pandemic. These impacts had financial repercussions on the breakdown of sales to the various customer segments, on the related gross margin and on net expenses.
2. 53-week fiscal year.
3. Average expenditure by consumers (including sales taxes).
4. Consumers.
5. Excluding sales taxes.

Financial Review

This financial report reviews the operations of the Société des alcools du Quebec (SAQ) for the fiscal year ended March 28, 2026, and its financial position as at that date. This report should be read in conjunction with the financial statements and related notes found in the French-language version of the report. The information contained in this analysis includes all significant events that have occurred up to May 28, 2026.

Overview of results

The SAQ reported net income of $1.389 billion for the fiscal year ended March 28, 2026, an $11.6 million or 0.8% decrease from the prior fiscal year. The entire amount was remitted in the form of a dividend to the company's sole shareholder, the Ministre des Finances du Quebec. Government revenues from operations, in the form of excise taxes, customs duties, consumption taxes and the dividend, stood at $2.608 billion.

Sales

Sales in fiscal 2025–2026 were $4.070 billion, compared with $4.042 billion in the prior fiscal year, a slight $27.9 million or 0.7% increase. Volume sales stood at 209.8 million litres, versus 216.4 million litres in fiscal 2024–2025, a decrease of 6.6 million litres or 3%.

By sales network

Sales in the store and specialized centre network amounted to $3.708 billion, as opposed to $3.682 billion in fiscal 2024-2025, a slight increase of $25.7 million or 0.7%. Volume sales for this network decreased by 4.6 million litres or 2.6% to 174.2 million litres, compared with 178.8 million litres for the preceding fiscal year. Online sales, meanwhile, were $106.1 million, a $1.2 million or 1.1% decrease from the $107.3 million reported in fiscal 2024–2025. They account for 3.5% of consumer sales.

The value of consumers' average shopping cart was $64.61, compared with $63.35 for fiscal 2024–2025, a 2% increase. Overall, the average per-litre sale price to consumers rose to $22.69, versus $22.03 for the previous fiscal year.

In addition, sales in the wholesale grocer network stood at $362.1 million as opposed to $359.9 million for the previous fiscal year, a slight $2.2 million or 0.6% increase. Volume sales were 35.6 million litres, compared with 37.6 million litres in fiscal 2024–2025, a 2 million-litre or 5.3% decrease. It should be noted that the SAQ acts as a wholesaler to the Quebec grocery and convenience store network, meaning sales made in this network do not necessarily correspond to the sales these establishments made to consumers.

By product category

Wine sales during the fiscal year totalled $2.773 billion, compared with $2.746 billion in the preceding fiscal year, a $27.7 million or 1% increase. Volume sales in this category declined by 5.6 million litres or 3.5%, from 161.4 million to 155.8 million litres. Wine sales in the store and specialized centre network were up by $23.4 million or 1% from the prior fiscal year. Compared with the preceding fiscal year, volume sales of wine in this network dropped 4.1 million litres or 3.3% to 122 million litres.

Sales of spirits totalled $1.113 billion, compared with $1.127 billion in fiscal 2024–2025, a decrease of $13.1 million or 1.2%. The corresponding volume sales stood at 28.3 million litres, as opposed to 29.7 million litres for the preceding fiscal year, down by 1.4 million litres or 4.7%.

Sales of coolers rose by $11.2 million, or 7.7%, to $156.8 million in fiscal 2025–2026, versus $145.6 million in the preceding fiscal year. Volume sales rose by 0.3 million litres, or 1.3%, from 23 million to 23.3 million litres.

Lastly, the beer, cider and related products category posted sales of $26.3 million, compared with $24.2 million for fiscal 2024–2025, an increase of $2.1 million or 8.7%. Volume sales in this category totalled 2.4 million litres, compared with 2.3 million litres in the preceding fiscal year, a 0.1 million litre or 4.3% increase.

Cost of sales and gross margin

The cost of sales includes acquisition costs, freight costs for shipment to distribution centres and various points of sale, and the related customs duties and excise taxes.
In fiscal 2025–2026, the cost of sales stood at $2.009 billion, compared with $2.023 billion for the preceding fiscal year. This resulted in a gross margin of $2.061 billion, compared with $2.020 billion in fiscal 2024–2025, an increase of $41.7 million or 2.1%.

In percentage terms, the gross margin was 50.6%, versus 50% for the preceding fiscal year. The improvement is attributable to price increases, which were implemented, among other reasons, to compensate for higher costs.

Net expenses

Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges.

Net expenses for the fiscal year totalled $672 million, compared with the $618.7 million recorded in fiscal 2024–2025. Excluding non-recurring expenses attributable to the modernization of the curbside recycling system, evaluated at $47.3 million for fiscal 2025-2026 and $9.1 million for fiscal 2024-2025, the increase in net expenses was $15.1 million, or 2.5%, on a comparable basis. Using that same basis, expressed as a percentage of sales, the ratio of net expenses was 15.5%, up from 15.1% for the preceding fiscal year. When non-recurring expenses attributable to the modernization of the curbside recycling system are included, the ratio of net expenses was 16.5%, compared with 15.3% for fiscal 2024–2025.

Employee compensation, which is the SAQ's largest net expense category, was $447.6 million, compared with $442.5 million during fiscal 2024–2025, an increase of $5.1 million or 1.2%. Expressed as a percentage of sales, employee compensation amounted to 11%, versus 10.9% for the preceding fiscal year.

Building occupancy expenses, the second-largest net expense category, were $98 million, down $0.3 million or 0.3% from the $98.3 million posted in fiscal 2024–2025.

Expenses for equipment use and supplies totalled $46.4 million, compared with $40.6 million in the preceding fiscal year, a $5.8 million or 14.3% increase, attributable mainly to increased technology costs.

Delivery and communications expenses rose $3.7 million or 13.5%, from $3.7 million in the preceding fiscal year to $4.2 million.

Other charges, meanwhile, totalled $75.8 million, versus $33.6 million for fiscal 2024–2025. Excluding non-recurring expenses attributable to the modernization of the curbside recycling system, evaluated at $47.3 million for fiscal 2025-2026 and $9.1 million for fiscal 2024-2025, other charges increased $4 million, or 16.3% on a comparable basis.

Net income and comprehensive income

For the fiscal year ended March 28, 2026, the SAQ reported net income of $1.389 billion, compared with $1.401 billion for the previous fiscal year, down $11.6 million or 0.8%. Net income corresponded to 34.1% of sales, as opposed to 34.7% in fiscal 2024–2025.

Comprehensive income, for its part, declined $10.7 million to $1.388 billion in fiscal 2025–2026.

Government revenues

As a government corporation, the SAQ pays substantial amounts to both levels of government in the form of consumption taxes, excise taxes, customs duties and its net income from operations, remitted in the form of a dividend. In fiscal 2025–2026, these government revenues stood at $2.608 billion, compared with $2.609 billion in fiscal 2024–2025, a $1.1 million decrease. This change results from the lower specific tax, excise taxes and customs duties amounts collected, as well as lower net income, offset by higher amounts of consumption taxes collected. The change also reflects a positive impact of $27.6 million resulting from the federal goods and services tax (GST) break granted during the preceding fiscal year.

Government Revenues from Operations
(in millions of dollars)

	2026	2025
Government of Quebec		
Declared dividend	**$1,389.2**	$1,400.8
Provincial sales tax	**433.4**	431.9
Specific tax	**262.0**	272.1
Specific permit holder tax	**25.3**	25.4
	2,109.9	2,130.2
Government of Canada		
Excise taxes and customs duties	**280.4**	290.0
Goods and services tax	**217.2**	188.4
	497.6	478.4
Total	**$2,607.5**	$2,608.6

The amount owed to the Quebec treasury totalled $2.110 billion, a $20.3 million or 1% decrease from the $2.130 billion remitted the preceding fiscal year.

The amount owed to the Government of Canada was $497.6 million, a $19.2 million or 4% increase. The impact of the GST break granted during the preceding fiscal year accounted for $27.6 million of the higher amount.

Investments

Investments since the start of the fiscal year amounted to $131.1 million. This included investments in the Montreal automated distribution centre (CAM) project: $47.6 million for acquisition of automation equipment, $45.3 million for construction of the building and $4.8 million for implementation of the information systems related to the project. A further $16.3 million was invested in information systems development, along with $9.8 million in improvements to retail and administrative facilities and $7.3 million in upgrades to rolling stock and equipment.

Financial position

As at March 28, 2026, the SAQ had total assets of $1.374 billion, compared with $1.399 billion as at March 29, 2025, a $24.9 million decrease. Since the end of the preceding fiscal year, current assets have decreased by $107.5 million, attributable mainly to the decreases of $96.9 million in the cash position, $8.5 million in deposits and prepaid expenses and $3.8 million in trade and other accounts receivable. Non-current assets have grown by $82.5 million since March 29, 2025, an increase due mainly to investments in the CAM project.

As at March 28, 2026, total liabilities stood at $1.343 billion, down $24.1 million from the $1.367 billion recorded at the end of the preceding fiscal year. Current liabilities have decreased $5.1 million since March 29, 2025. This change is explained primarily by decreases of $17.6 million in the dividend payable, $13 million in reserves and $6.5 million in accounts payable and other accrued liabilities. These decreases were offset in part by a $30.5 million increase in borrowings. Non-current liabilities have declined by $19 million, attributable mainly to repayments of lease liabilities.

Cash flows

Cash flows related to operating activities decreased $32.6 million from the preceding fiscal year to $1.488 billion. This drop is mainly due to a $26.8 million change in non-cash working capital items as well as to the $11.6 million decrease in net income.

The company's investment activities resulted in a cash outflow of $157.7 million during the fiscal year, $91.2 million more than in fiscal 2024–2025. The difference is mainly attributable to the $91 million increase in acquisitions of property, plant and equipment and intangible assets, which in turn was driven primarily by the investments in the CAM project.

In addition, financing activities required cash outflows totaling $1.428 billion in fiscal 2025–2026, compared with $1.433 billion in the prior fiscal year. This change is primarily attributable to a $30.5 million net change in borrowings partially offset by the $25.7 million increase in the dividend paid to the shareholder.

In fiscal 2025–2026, SAQ operations required $96.9 million in cash, resulting in a cash balance of $48 million as at March 28, 2026, compared with the preceding fiscal year, in which $21.9 million in cash was generated and for which the cash balance was $144.9 million.

Financing of operations

The SAQ manages the financing of its operations within certain limits set by the Quebec government and by the SAQ Board of Directors, as specified in Note 20 to its financial statements. As dividend advances are paid periodically to its shareholder, the Ministre des Finances du Quebec, the SAQ relies on external sources to finance its operations. Consequently, the company is authorized to take out short-term loans up to a maximum amount outstanding of $600 million. At fiscal year-end on March 28, 2026, the statement of financial position showed a loan in the amount of $30.5 million. As at March 29, 2025, the company had no borrowings outstanding.

Financing of the SAQ's money market activities resulted in net financial income of $1.5 million, versus $6 million in the preceding fiscal year. This change is due to a decrease in the average net surplus for treasury activities in fiscal 2025–2026.

Interest under lease obligations totalled $6 million, in line with the amount for the preceding fiscal year. Net interest related to liabilities and assets arising from employee benefit plans totalled $1.4 million, versus $1.3 million in the preceding fiscal year.

Future standards, amendments and interpretations

IFRS 18 *Presentation and Disclosure in the Financial Statements*

In April 2024, the International Accounting Standards Board (IASB) issued IFRS 18 *Presentation and Disclosure in the Financial Statements*, which replaces IAS 1 *Presentation of Financial Statements*. IFRS 18 sets out the presentation and disclosure requirements for general-purpose financial statements to ensure that the information they contain is relevant and faithfully represents an entity's assets, liabilities, share capital, income and expenses.

IFRS 18 will be effective for annual periods beginning on or after January 1, 2027, but early adoption is permitted. The company is in the process of assessing the impact of these amendments on its financial statements.

Accounting standards published but not yet in force

On the date that publication of these financial statements was authorized, new standards, amendments and interpretations of existing standards had been published but were not yet in force. The SAQ has not adopted them in advance but plans to adopt them as they come into effect. They are not expected to have a significant impact on the company's financial statements.

Disclosure controls and procedures

The SAQ's disclosure controls and procedures, under the supervision of the President and Chief Executive Officer and of the Vice-President and Chief Financial Officer, are designed to provide reasonable assurance that significant information about the company is communicated to management in a timely manner.

An evaluation of the design and effectiveness of these controls and procedures was performed on March 28, 2026, under management's supervision and with its participation. Based on this evaluation, the President and Chief Executive Officer and the Vice-President and Chief Financial Officer have concluded that the controls and procedures are properly designed and are operating effectively.

Internal control over financial reporting

The SAQ's internal control over financial reporting is designed to provide reasonable assurance that the financial information is reliable and that the financial statements were prepared, for financial reporting purposes, in accordance with IFRS Accounting Standards.

Company management, including the President and Chief Executive Officer and the Vice-President and Chief Financial Officer, has evaluated the design and effectiveness of the internal controls over financial reporting using the framework and criteria set out in the Treadway Commission document *Internal Control – Integrated Framework issued by the Committee of Sponsoring Organizations* (COSO 2013). Based on this evaluation, management has concluded that, as at March 28, 2026, the internal controls over financial reporting are properly designed and are effective in providing reasonable assurance as to the reliability of the financial information and the presentation of the SAQ's financial statements in accordance with IFRS Accounting Standards.

Risk and uncertainties

SAQ management follows best practices in risk management, having implemented an organization-wide risk management framework that is incorporated into its day-to-day activities. This ongoing process is used to mitigate the risks to which the SAQ is exposed in the normal course of business and which could have an impact on, among other things, its operating results, its financial position, the public's trust in it, and its reputation. Support for attainment of business objectives and for decision making are additional benefits of the process.

To provide a common reference framework, SAQ management collaborated with the Board of Directors to adopt an integrated risk management policy. The policy describes the SAQ's approach and strategy for managing corporate risks and establishes a formal structure for the process. This structured and effective approach allows risks to be identified, assessed, managed and monitored, both to anticipate situations of uncertainty and to respond proactively when they arise, through deployment of appropriate measures to minimize their impact. This process is supported by continuous surveillance of the internal and external environments, supplemented by the sharing of information across the organization. It also employs key risk indicators, which enable more accurate and ongoing assessment of risk levels. In addition, a comprehensive risk review was conducted as part of the drafting of the new Strategic Plan, to ensure close alignment of risk management, the strategic objectives and decision making, consistent with the organization's appetite and tolerance for risk.

In addition to the financial risks outlined in Note 23 to the financial statements, the SAQ is exposed to business risks, which are the focus of special attention. The most significant of these are described below.

Market and reduced demand

The SAQ operates in an environment characterized by declining sales volumes of beverage alcohol, attributable in particular to changing consumer habits, as well as to economic, demographic, and competitive factors.

The aging population, combined with greater awareness of health and wellness issues, as well as the different habits observed among younger consumers and cultural communities, are contributing to a decline in demand for beverage alcohol in Quebec, an existing trend that could accelerate in the coming years. Moreover, sales of these products are closely linked to prevailing economic conditions in Quebec and to household disposable income. Should there be a prolonged economic slowdown in Quebec, it could have adverse effects on sales of the products carried by the SAQ and, consequently, on its profitability. Lastly, growing demand for other beverage alcohol products and alternative products on the market, such as malt-based and non-alcoholic beverages as well as cannabis, could dampen demand for certain exclusive products sold by the company.

To mitigate the impacts of decreased demand, the company constantly studies customers' shopping habits and trends and implements business strategies designed to improve access to its product supply and maintain an integrated shopping experience that is consistent and aligned with customers' needs.

Regulatory framework

The company operates in a highly regulated market, with rules governing the importing, distribution and retail sale of beverage alcohol products. Any change in the regulatory framework or the business model for beverage alcohol enacted by public authorities could have an impact, either favourable or unfavourable, on the company's sales and revenue generation capacity.

In that regard, certain potential changes to the regulatory and business framework, such as the greater opening-up of interprovincial trade in beverage alcohol, expanded market access for foreign competitors pursuant to free-trade agreements, direct sales by producers to Quebec consumers or the liberalization of retail sales of certain products, could result in a decrease in revenue and profits for the SAQ.

Performance and operating chain

The context of slower growth could constrain the company's ability to achieve efficiency gains within its operating chain, for example in an environment characterized by constant pressure on costs. A decrease in customer traffic could also adversely affect the store network's performance.

The SAQ's operating chain performance is also dependent on a number of external factors, including the stability of global supply chains. The products sold by the company are sourced from various international markets, where procurement conditions may be affected by supply and demand fluctuations and logistical disruptions. Furthermore, when seeking products to sell, the SAQ is in competition with other buyers on international markets, which in the event of inadequate supply could make it more challenging to source certain products.

To mitigate these risks, the company cultivates long-standing relationships with its suppliers, deploys a procurement strategy designed to minimize the risk of stockouts and is undertaking structural initiatives to optimize its operating chain. These include the addition of a new centre involving the automation of some operations at the SAQ's Montreal distribution centre, with the aim of improving productivity, increasing operational resilience and meeting customers' needs.

Labour force and labour relations

To carry out its business activities, the SAQ employs more than 6,700 people across its store network, distribution centres and administrative centres. The company's ability to attract and retain a qualified labour force constitutes a risk that could have an impact on the conduct of its business, in the context of demographic change and a structurally tighter labour market. Various initiatives making it easier to attract and retain personnel enable the company to mitigate that risk and maintain the quality of its service offering.

A majority of the company's store network, distribution centre and administrative personnel is unionized. Collective bargaining may result in pressure tactics, work stoppages or slowdowns, which in turn could adversely affect the company's operations. The organization therefore remains committed to maintaining positive labour relations and a climate of collaboration so as to ensure its business continuity.

Product quality control

With a catalogue of nearly 38,000 products from some 5,900 suppliers around the globe, the SAQ must ensure that the quality of the products it sells is beyond reproach. The company applies stringent product quality control standards via its ISO 17025-certified laboratory and ISO 9001-certified quality control department. Various measures are also in place to ensure compliance with Health Canada regulations.

Technology environment and information security

As part of its operations, the SAQ has warehouses and a large network of stores and specialized centres that rely on an extensive information technology infrastructure. The continuity of the company's operations could be interrupted if its information systems were to become unavailable for an extended period.

The SAQ is also aware of the data-security risks within its information systems. The company has implemented robust controls and contingency plans to maintain the continuity of its operations and is constantly evaluating its protective measures to ensure the security and integrity of its data.

Lastly, the SAQ makes sure to protect the personal information of individuals associated with it, in compliance with the provisions safeguarding Quebecers' privacy.

Social responsibility

Society has high expectations of the SAQ with regard to its environmental, social and economic responsibilities. Failing to meet its obligations could expose the company to criticism, reprimands, demands and even lawsuits.

Social responsibility is one of the SAQ's key concerns, as can be seen in the central place it has been accorded in the company's successive strategic plans. Employee health and safety, responsible sales, glass recycling and climate change are very real concerns, not only for the SAQ but for society as a whole, and sustained efforts are made to reach ambitious goals in these areas.

The SAQ also plays an active role in community life by contributing to the economic and social well-being of Quebec society, be it through the company's Donations and Sponsorships Program, its campaign in support of Food Banks of Quebec or contributions – in combination with those of its employees – to the Entraide fundraising campaign. The SAQ is also fully engaged, across all of its operations, in promoting Quebec-sourced and responsible procurement.

Outlook

The SAQ is beginning the first year of its new Strategic Plan 2027–2030, whose vision is to offer customers unparalleled access to the widest range of beverage alcohol products while acting in the collective interest of Quebec. The plan reflects the SAQ's commitment to remain close to its customers, rely on its teams' expertise and act responsibly, all in the collective interest.

Against a backdrop of falling demand for beverage alcohol – a trend that is expected to continue – the SAQ is focusing its efforts on the quality of the customer experience, operational efficiency and sound cost management adapted to sales levels. The initiatives to be implemented under the Strategic Plan 2027–2030 aim to support the organization's overall performance while ensuring the sustainability of its economic and social role.

In its Strategic Plan, the SAQ places at the core of its relationship with customers a seamless and personalized shopping experience, along with access to a full and varied range of products. The arrival of the automated distribution centre, scheduled for fiscal 2027-2028, will help to diversify the available offer and improve access to it all across Quebec while also supporting operational efficiency. The organization is also making improvements to its sales networks so as to better serve all of its customer groups, with a view to promoting proximity and complementarity. To that end, the SAQ continues to place its teams at the heart of change, fostering a respectful, inclusive and safe work environment conducive to engagement and forward-thinking practices.

Lastly, the SAQ remains committed to its decarbonization plan, which was initiated during the previous strategic planning process. Overall, the actions laid out in the Strategic Plan 2027–2030 aim to create sustainable value that will benefit Quebec and to strengthen the SAQ's role as a benchmark when it comes to selling beverage alcohol products responsibly.

Sales by Network (in millions of Canadian dollars)	**2026**	2025	2024 (53 weeks)	2023	2022[1]
Stores and specialized centres	**$3,707.8**	$3,682.1	$3,772.5	$3,683.5	$3,507.7
Wholesale grocers	**362.1**	359.9	328.0	364.0	346.4
Total	**$4,069.9**	$4,042.0	$4,100.5	$4,047.5	$3,854.1

Sales by Product Category (in millions of Canadian dollars)	**2026**	2025	2024 (53 weeks)	2023	2022[1]
Wine	**$2,773.4**	$2,745.7	$2,790.4	$2,767.4	$2,674.2
Spirits	**1,113.4**	1,126.5	1,147.4	1,125.5	1,037.4
Beer, cider and coolers	**183.1**	169.8	162.7	154.6	142.5
Total	**$4,069.9**	$4,042.0	$4,100.5	$4,047.5	$3,854.1

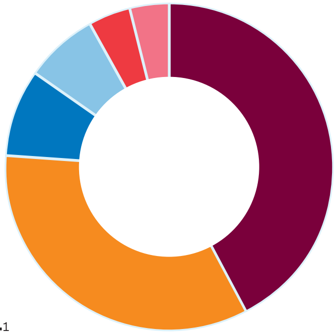
Financial Results (in millions of Canadian dollars)	**2026**[2]	2025[2]	2024 (53 weeks)	2023	2022[1]
Sales	**$4,069.9**	$4,042.0	$4,100.5	$4,047.5	$3,854.1
Cost of sales	**2,008.7**	2,022.5	2,068.8	2,007.9	1,920.1
Net expenses[3,4]	**672.0**	618.7	603.6	613.5	584.0
Net income	**1,389.2**	1,400.8	1,428.1	1,426.1	1,350.0
Comprehensive income	**$1,388.3**	$1,399.0	$1,424.2	$1,425.7	$1,349.9

Government Revenues from Operations (in millions of Canadian dollars)	**2026**	2025	2024 (53 weeks)	2023	2022[1]
Declared dividend	**$1,389.2**	$1,400.8	$1,428.1	$1,426.1	$1,350.0
Taxes and duties	**1,218.3**	1,207.8	1,264.8	1,270.4	1,231.0
Total	**$2,607.5**	$2,608.6	$2,692.9	$2,696.5	$2,581.0

Asset Mix (in millions of Canadian dollars)	**2026**	2025	2024 (53 weeks)	2023	2022[1]
Inventories	**$569.1**	$567.3	$558.5	$579.2	$541.1
Property, plant and equipment and intangible assets	**426.8**	327.0	266.8	212.4	201.4
Other assets	**378.1**	504.6	483.1	645.8	700.4
Total	**$1,374.0**	$1,398.9	$1,308.4	$1,437.4	$1,442.9

1. Operations in the 2022 fiscal year were impacted by the COVID-19 pandemic. These impacts had financial repercussions on the breakdown of sales to the various customer segments, on the related gross margin and on net expenses.
2. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
3. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges (income).
4. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year).

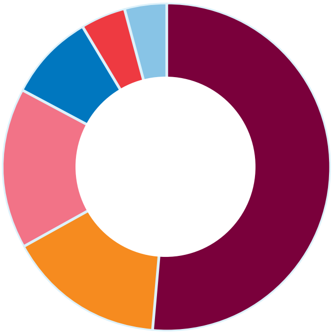
Breakdown of the Sales Price



Imported Wine,750 ml Format[1]
(in dollars and percentages)
March 28, 2026

Markup[2]	**$6,37**
Supplier price, in Canadian dollars, including shipping	**5,08**
Provincial sales tax	**1,30**
Specific tax paid to the Government of Quebec	**1,05**
Federal goods and services tax	**0,65**
Excise taxes and customs duties paid to the Government of Canada	**0,55**
Retail price (per bottle)	**$15,00**

1. Continuous replenishment products.
2. The markup covers selling, merchandising, distribution and administrative expenses and generates net income.



Local Spirits, 750 ml Format
(in dollars and percentages)
March 28, 2026

Markup[1]	**$13,38**
Supplier price, in Canadian dollars, including shipping	**4,03**
Excise taxes and customs duties paid to the Government of Canada	**4,15**
Provincial sales tax	**2,26**
Federal goods and services tax	**1,13**
Specific tax paid to the Government of Quebec	**1,05**
Retail price (per bottle)	**$26,00**

1. The markup covers selling, merchandising, distribution and administrative expenses and generates net income.

Quarterly Results

Fiscal years ended March 28, 2026, and March 29, 2025 (unaudited figures)	2026[1]				
	Fiscal year	Q4	Q3	Q2	Q1
Number of weeks	52	12	16	12	12
Financial Results (in millions of Canadian dollars)					
Sales	$4,069.9	$773.0	$1,433.4	$950.3	$913.2
Gross margin	2,061.2	384.1	727.7	485.5	463.9
Net expenses[2,3]	672.0	164.1	202.5	149.0	156.4
Net income	1,389.2	220.0	525.2	336.5	307.5
Comprehensive income	1,388.3	219.1	525.2	336.5	307.5
Dividend paid	1,406.8	429.0	380.0	211.8	386.0
Sales by Network (in millions of Canadian dollars)					
Stores and specialized centres					
Consumers – Stores	$2,907.1	$533.5	$1,024.1	$692.4	$657.1
Consumers – SAQ.COM	106.1	21.5	41.5	20.8	22.3
Consumers	3,013.2	555.0	1,065.6	713.2	679.4
Permit holders	497.7	94.1	155.1	123.3	125.2
Agency stores and other customers	196.9	37.3	63.8	52.2	43.6
	3,707.8	686.4	1,284.5	888.7	848.2
Wholesale grocers	362.1	86.6	148.9	61.6	65.0
Total	$4,069.9	$773.0	$1,433.4	$950.3	$913.2
Volume Sales by Network (in millions of litres)					
Stores and specialized centres					
Consumers – Stores	140.1 L	25.4 L	45.9 L	35.8 L	33.0 L
Consumers – SAQ.COM	3.0	0.6	1.0	0.7	0.7
Consumers	143.1	26.0	46.9	36.5	33.7
Permit holders	18.5	3.5	5.7	4.7	4.6
Agency stores and other customers	12.6	2.4	3.8	3.5	2.9
	174.2	31.9	56.4	44.7	41.2
Wholesale grocers	35.6	8.7	14.3	6.0	6.6
Total	209.8 L	40.6 L	70.7 L	50.7 L	47.8 L
Volume Sales by Product Category (in millions of litres)					
Wine	155.8 L	31.0 L	54.8 L	35.2 L	34.8 L
Spirits	28.3	5.4	9.8	6.7	6.4
Beer, cider and coolers	25.7	4.2	6.1	8.8	6.6
Total	209.8 L	40.6 L	70.7 L	50.7 L	47.8 L

1. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
2. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges.
3. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year).

Some comparative figures have been reclassified.

Fiscal years ended March 28, 2026, and March 29, 2025 (unaudited figures)	2025[1]				
	Fiscal year	Q4	Q3	Q2	Q1
Number of weeks	52	12	16	12	12
Financial Results (in millions of Canadian dollars)					
Sales	$4,042.0	$781.6	$1,410.3	$946.7	$903.4
Gross margin	2,019.5	396.8	703.8	474.2	444.7
Net expenses[2,3]	618.7	154.5	189.7	136.4	138.1
Net income	1,400.8	242.3	514.1	337.8	306.6
Comprehensive income	1,399.0	240.5	514.1	337.8	306.6
Dividend paid	1,381.1	423.0	380.0	204.1	374.0
Sales by Network (in millions of Canadian dollars)					
Stores and specialized centres					
Consumers – Stores	$2,905.7	$547.8	$1,027.6	$688.8	$641.5
Consumers – SAQ.COM	107.3	21.0	43.3	19.9	23.1
Consumers	3,013.0	568.8	1,070.9	708.7	664.6
Permit holders	480.2	90.8	151.5	116.3	121.6
Agency stores and other customers	188.9	35.3	60.4	49.4	43.8
	3,682.1	694.9	1,282.8	874.4	830.0
Wholesale grocers	359.9	86.7	127.5	72.3	73.4
Total	$4,042.0	$781.6	$1,410.3	$946.7	$903.4
Volume Sales by Network (in millions of litres)					
Stores and specialized centres					
Consumers – Stores	144.8 L	26.7 L	47.9 L	36.6 L	33.6 L
Consumers – SAQ.COM	3.2	0.7	1.1	0.7	0.7
Consumers	148.0	27.4	49.0	37.3	34.3
Permit holders	18.4	3.5	5.7	4.6	4.6
Agency stores and other customers	12.4	2.2	3.8	3.4	3.0
	178.8	33.1	58.5	45.3	41.9
Wholesale grocers	37.6	9.2	13.2	7.5	7.7
Total	216.4 L	42.3 L	71.7 L	52.8 L	49.6 L
Volume Sales by Product Category (in millions of litres)					
Wine	161.4 L	32.6 L	55.6 L	37.3 L	35.9 L
Spirits	29.7	5.7	10.3	7.1	6.6
Beer, cider and coolers	25.3	4.0	5.8	8.4	7.1
Total	216.4 L	42.3 L	71.7 L	52.8 L	49.6 L

1. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
2. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges.
3. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year).

Some comparative figures have been reclassified.

10-Year Historical Review

Fiscal years ended the last Saturday in March (unaudited figures)	**2026**[1]	2025[1]	2024 (53 weeks)
Financial Results (in millions of Canadian dollars)			
Sales	**$4,069.9**	$4,042.0	$4,100.5
Gross margin	**2,061.2**	2,019.5	2,031.7
Net expenses[3,4,5]	**672.0**	618.7	603.6
Net income[3]	**1,389.2**	1,400.8	1,428.1
Comprehensive income	**1,388.3**	1,399.0	1,424.2
Financial Position (in millions of Canadian dollars)			
Total assets[5]	**$1,374.0**	$1,398.9	$1,308.4
Property, plant and equipment and intangible assets	**426.8**	327.0	266.8
Net working capital[5]	**(398.9)**	(296.5)	(238.0)
Long-term liabilities[5]	**249.4**	268.4	278.2
Shareholder's equity	**31.4**	32.3	34.1
Cash Flows (in millions of Canadian dollars)			
Cash flows related to operating activities	**$1,488.4**	$1,521.0	$1,484.0
Acquisitions of property, plant and equipment and intangible assets	**157.7**	66.7	69.7
Dividend paid	**1,406.8**	1,381.1	1,501.1

1. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
2. Operations in the 2021 and 2022 fiscal years were impacted by the COVID-19 pandemic. These impacts had financial repercussions on the breakdown of sales to the various customer segments, on the related gross margin and on net expenses.
3. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges (income), and the share of net income from an equity-accounted interest that ended in 2018.
4. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year).
5. Reflecting the adoption of IFRS 16 *Leases*, on March 31, 2019.

Some comparative figures have been reclassified.

2023	2022[2]	2021[2]	2020	2019	2018 (53 weeks)	2017
$4,047.5	$3,854.1	$3,590.2	$3,488.7	$3,293.9	$3,251.7	$3,122.6
2,039.6	1,934.0	1,803.8	1,762.0	1,670.8	1,652.9	1,654.1
613.5	584.0	584.7	536.5	524.9	539.2	568.4
1,426.1	1,350.0	1,219.1	1,225.5	1,145.9	1,113.7	1,085.7
1,425.7	1,349.9	1,217.7	1,225.7	1,144.5	1,113.6	1,085.4
$1,437.4	$1,442.9	$1,362.4	$1,283.7	$913.8	$813.1	$827.7
212.4	201.4	204.3	196.0	193.8	201.9	222.4
(182.9)	(175.6)	(176.9)	(168.2)	(118.4)	(129.6)	(150.8)
300.0	293.5	288.0	289.5	35.8	33.0	32.4
38.1	38.5	38.5	39.9	39.7	41.1	41.2
$1,445.0	$1,429.9	$1,269.1	$1,353.8	$1,228.2	$1,095.5	$1,135.4
43.5	24.1	31.2	32.5	17.9	23.4	22.3
1,418.0	1,354.1	1,191.5	1,171.9	1,126.7	1,097.7	1,097.0

For the footnotes, see p. 46.

Fiscal years ended the last Saturday in March (unaudited figures)	**2026**	2025	2024 (53 weeks)
Sales by Network (in millions of Canadian dollars and in millions of litres)			
Stores and specialized centres			
Consumers – Stores	**$2,907.1**	$2,905.7	$2,986.8
	140.1 L	144.8 L	152.8 L
Consumers – SAQ.COM	**106.1**	107.3	104.6
	3.0 L	3.2 L	2.9 L
	3,013.2	3,013.0	3,091.4
	143.1 L	148.0 L	155.7 L
Permit holders	**497.7**	480.2	495.4
	18.5 L	18.4 L	19.4 L
Agency stores and other customers	**196.9**	188.9	185.7
	12.6 L	12.4 L	12.4 L
	3,707.8	3,682.1	3,772.5
	174.2 L	178.8 L	187.5 L
Wholesale grocers	**362.1**	359.9	328.0
	35.6 L	37.6 L	35.5 L
Total	**$4,069.9**	$4,042.0	$4,100.5
	209.8 L	216.4 L	223.0 L
Sales by Product Category (in millions of Canadian dollars and in millions of litres)			
Wine	**$2,773.4**	$2,745.7	$2,790.4
	155.8 L	161.4 L	166.4 L
Spirits	**1,113.4**	1,126.5	1,147.4
	28.3 L	29.7 L	31.3 L
Beer, cider and coolers	**183.1**	169.8	162.7
	25.7 L	25.3 L	25.3 L
Total	**$4,069.9**	$4,042.0	$4,100.5
	209.8 L	216.4 L	223.0 L

1. Operations in the 2021 and 2022 fiscal years were impacted by the COVID-19 pandemic. These impacts had financial repercussions on the breakdown of sales to the various customer segments, on the related gross margin and on net expenses.

Some comparative figures have been reclassified.

2023	2022[1]	2021[1]	2020	2019	2018 (53 weeks)	2017
$2,918.3	$2,935.7	$2,834.5	$2,528.3	$2,345.0	$2,328.7	$2,238.8
152.1 L	158.6 L	154.6 L	143.3 L	135.6 L	138.1 L	126.6 L
93.3	106.4	96.9	42.0	35.6	30.3	19.8
2.8 L	3.4 L	3.8 L	1.4 L	1.2 L	1.1 L	0.7 L
3,011.6	3,042.1	2,931.4	2,570.3	2,380.6	2,359.0	2,258.6
154.9 L	162.0 L	158.4 L	144.7 L	136.8 L	139.2 L	127.3 L
498.0	302.8	101.9	423.8	428.7	418.7	390.1
19.9 L	12.5 L	4.6 L	19.6 L	20.3 L	20.4 L	19.5 L
173.9	162.8	164.6	143.1	137.7	131.3	127.9
12.0 L	11.8 L	12.1 L	10.3 L	9.9 L	9.4 L	8.9 L
3,683.5	3,507.7	3,197.9	3,137.2	2,947.0	2,909.0	2,776.6
186.8 L	186.3 L	175.1 L	174.6 L	167.0 L	169.0 L	155.7 L
364.0	346.4	392.3	351.5	346.9	342.7	346.0
41.4 L	39.9 L	47.2 L	42.9 L	41.7 L	41.3 L	42.3 L
$4,047.5	$3,854.1	$3,590.2	$3,488.7	$3,293.9	$3,251.7	$3,122.6
228.2 L	226.2 L	222.3 L	217.5 L	208.7 L	210.3 L	198.0 L
$2,767.4	$2,674.2	$2,535.7	$2,503.8	$2,393.8	$2,387.9	$2,320.1
172.1 L	172.9 L	176.6 L	174.8 L	169.6 L	173.1 L	163.8 L
1,125.5	1,037.4	949.3	890.8	816.6	787.3	726.9
31.7 L	30.2 L	28.2 L	27.3 L	25.5 L	25.1 L	23.7 L
154.6	142.5	105.2	94.1	83.5	76.5	75.6
24.4 L	23.1 L	17.5 L	15.4 L	13.6 L	12.1 L	10.5 L
$4,047.5	$3,854.1	$3,590.2	$3,488.7	$3,293.9	$3,251.7	$3,122.6
228.2 L	226.2 L	222.3 L	217.5 L	208.7 L	210.3 L	198.0 L

For the footnotes, see p. 48.

Fiscal years ended the last Saturday in March (unaudited figures)	**2026**[1]	2025[1]	2024 (53 weeks)
Net Expenses[3,4] (in millions of Canadian dollars)			
Employee compensation[5]	**$447.6**	$442.5	$438.0
Building occupancy expenses[6,7]	**98.0**	98.3	97.1
Equipment use and supply expenses[6,7]	**46.4**	40.6	42.9
Freight out and communications	**4.2**	3.7	3.3
Other expenses[4,7]	**75.8**	33.6	22.3
Total	**$672.0**	$618.7	$603.6
Operating Ratios (as a percentage of sales)			
Gross margin	**50.6%**	50.0%	49.5%
Net income[7]	**34.1%**	34.7%	34.8%
Net expenses[3,4,7]	**15.5%**	15.1%	14.7%
Other Information (at fiscal year-end)			
Number of employees[8]	**5,088**	5,341	5,403
Number of stores	**401**	408	410
Number of SAQ Agency stores	**460**	429	423
Number of SAQ Zones spaces	**57**	–	–
Number of products offered for sale[9]	**15,300**	16,200	16,200
Surface Area of Business Premises (in thousands of square feet)			
Stores	**1,887.0**	1,899.4	1,907.6
Distribution centres and warehouses	**1,461.4**	1,461.4	1,461.4

1. Operations in the 2025 and 2026 fiscal years were impacted by the modernization of the curbside recycling system. These impacts had financial repercussions on sales, on the gross margin and on net expenses.
2. Operations in the 2021 and 2022 fiscal years were impacted by the COVID-19 pandemic. These impacts had financial repercussions on the breakdown of sales to the various customer segments, on the related gross margin and on net expenses.
3. Net expenses consist of selling, marketing, distribution and administrative expenses, from which advertising, promotional and miscellaneous revenues are deducted. They also include net financial charges (income) and the share of net income from an equity-accounted interest that ended in 2018.
4. Net expenses in the 2026 fiscal year include a non-recurring amount of $47.3 million related to the modernization of the curbside recycling system ($9.1 million in the 2025 fiscal year). On a comparable basis, excluding non-recurring expenses attributable to the modernization of the curbside recycling system, the ratio of net expenses for fiscal 2026 was 15.5% (15.1% for fiscal 2025). Without that adjustment, it was 16.5% (15.3% for fiscal 2025).
5. Employee compensation includes payroll, employee benefits, pension plan-related costs and other employee benefit-related charges.
6. Including amortization expenses and the amortization of right-of-use assets.
7. Reflecting the adoption of IFRS 16 *Leases*, on March 31, 2019.
8. The number of employees is determined on a full-time basis.
9. Number of products offered for sale during the fiscal year (excluding private imports).

Some comparative figures have been reclassified.

2023	2022[2]	2021[2]	2020	2019	2018 (53 weeks)	2017
$440.8	$413.0	$409.9	$383.4	$371.7	$380.9	$392.3
94.6	94.5	96.7	95.1	96.5	99.2	98.6
44.7	36.9	38.9	35.3	39.8	42.1	48.8
3.7	4.0	5.3	3.4	3.2	2.8	7.0
29.7	35.6	33.9	19.3	13.7	14.2	21.7
$613.5	$584.0	$584.7	$536.5	$524.9	$539.2	$568.4
50.4%	50.2%	50.2%	50.5%	50.7%	50.8%	53.0%
35.2%	35.0%	34.0%	35.1%	34.8%	34.2%	34.8%
15.2%	15.2%	16.3%	15.4%	15.9%	16.6%	18.2%
5,609	5,584	5,517	5,169	5,044	5,159	5,277
410	410	409	410	409	407	405
428	426	429	426	428	432	436
–	–	–	–	–	–	–
15,500	15,900	15,800	15,700	14,350	13,300	13,200
1,909.1	1,916.5	1,934.1	1,947.8	1,952.0	1,947.8	1,969.7
1,477.2	1,477.2	1,477.2	1,477.2	1,477.2	1,464.4	1,464.4

For the footnotes, see p. 50.

2026

Corporate Social Responsibility Report

To responsibly manage our environmental, social and governance issues at the SAQ, we have adopted a clear, structured and transparent approach to sustainable development.

In this section, we provide an update on the progress toward achieving our Sustainability Action Plan 2023–2028. We also include our environmental, social and governance (ESG) disclosure for the 2025–2026 fiscal year, specifically the results of our materiality assessment and the information we are disclosing in accordance with the Global Reporting Initiative (GRI) Standards.

In combination with our 2026 Report on the Fight Against Forced Labour and Child Labour in our supply chain, these documents concretely demonstrate what we have achieved, the progress we have made and our commitment to continuous improvement.

To learn more about our approach, please visit the sustainable development section on SAQ.COM

2025-2026 Report on Implementation of the

Sustainability Action Plan 2023-2028

At the SAQ, sustainable development is a dynamic, evolving process that we enjoy seeing transform over time as we learn and build relationships. It is a journey marked by continuous adjustments and driven by listening, action and collaboration.

In fiscal 2025-2026, we continued moving forward and adapting. For example, we updated our Sustainability Action Plan to align it with our current realities and future ambitions. We also assessed the sustainability of our Strategic Plan 2027-2030, a key step toward ensuring that our long-term directions fully take current and future environmental and social challenges into account.

The publication of our Responsible Product Reference Guide was another highlight of the past year. This new tool enhances our engagement with suppliers worldwide. It aims to encourage them to reduce their environmental footprint, most notably by reiterating the importance we place on certifications and the eco-design of containers and packaging while also promoting fair and safe working conditions in our supply chains. The goal: to move our industry toward an increasingly responsible future.

The following report highlights both the progress we made over the last fiscal year and our steadfast commitment to taking tangible action to reduce our impact.

The Four Priorities of Our Sustainability Action Plan

Offer responsible products	Reduce our environmental footprint	Support our community	Do things better
Leveraging our purchasing power and influence to increase the availability and showcasing of eco-responsible, local and low-alcohol products to support the ecological transition, meet customer expectations and reduce the collective environmental footprint of our supply chain	Reducing our environmental footprint by prioritizing the decarbonization of our operations and supply chain and through continuous improvement of management of our residual materials and construction, renovation and demolition sites	Supporting our community by providing our teams with a healthy, safe, inclusive and motivating work environment by boosting their engagement and actively contributing to the well-being of the communities we serve	Doing things better by ensuring beverage alcohol is sold responsibly, making sustainability principles a core part of our business model and strengthening our responsible procurement and sponsorship practices

Offer responsible products

ACTION 1

Expand the offer of products packaged in eco-responsible containers[1]

Indicator	2025-2026 target	Result	Target achievement
Percentage of continuous replenishment products packaged in eco-responsible containers	**51%**	**59%**	ACHIEVED

Summary of activities completed during the fiscal year

- Being part of the Sustainable Wine Roundtable (SWR) and the Bottle Weight Accord, which aims to encourage the wine industry to adopt, for still wines by the end of 2026, 750 ml bottles with an average weight of less than 420 g;
- Conducting workshops with SAQ buyer groups to address the challenges and opportunities associated with eco-responsible alternative containers;
- Maintaining efforts to reduce the weight of containers for sparkling wines priced at $200 or less in the regular product (RA) and continuous replenishment specialty product (SA) catalogues; and
- Publishing awareness videos for SAQ personnel about eco-responsible containers and local bottling.

1. A container that meets the SAQ's lightweight glass requirements or a recyclable alternative container whose carbon footprint is less than that of a traditional glass container based on the results of the container life cycle carried out by the International Reference Center for Life Cycle Assessment and Sustainable Transition (CIRAIG) in fiscal 2021-2022.

Offer responsible products

ACTION 2

Expand the offer of eco-responsible-certified products[1]

Indicator	2025-2026 target	Result	Target achievement
Annual increase in the number of eco-responsible-certified products	20%	4%[2]	NOT ACHIEVED

Explanation as to why the target was not achieved

The streamlining of our product lineup and the reduction in the number of new products limited our ability to meet the target. Furthermore, since information on certified products relies on self-reporting by suppliers, the data submitted to the SAQ are inconsistent. These factors have prevented us from fully achieving the expected progress, leading us to review our methods in order to improve data quality and achieve better results.

Summary of activities completed during the fiscal year

- Conducting workshops with SAQ buyer groups, with a particular focus on addressing the challenges and opportunities associated with responsible practice certifications;
- Developing a business plan to clarify the certifications recognized by the SAQ, enhance the selection criteria for new products and improve the validation process; and
- Holding meetings with various Canadian and Nordic alcohol monopolies to discuss best practices regarding the analysis and promotion of responsible business practice certifications.

1. Organically or biodynamically farmed products that have been granted a seal from a certification program recognized by the Canadian Food Inspection Agency (CFIA) under the Canada Organic Regime. Also included are products made using sustainable production practices (integrated farming, environmental management and socially responsible and equitable practices) certified by a body recognized by the SAQ. The SAQ currently recognizes some 40 certifications used by the beverage alcohol industry.
2. United States products were excluded from the preceding fiscal year's figures to ensure a consistent basis for comparison when analysing the annual growth in the number of certified eco-responsible products offered.

Offer responsible products

ACTION 3

Spotlight eco-responsible and local products in our sales networks

Indicator	2025-2026 target	Result	Target achievement
Annual growth in sales of eco-responsible-certified products, in litres	**10%**	**10%**	ACHIEVED

Summary of activities completed during the fiscal year

- Spotlighting of eco-responsible products in stores and across all our communications channels, including in our newsletters, on social media and on SAQ.COM; and
- Publishing an awareness video for SAQ employees on organic and responsible practice certifications.

Indicator	2025-2026 target	Result	Target achievement
Growth in Quebec product sales, in dollars[1]	**3.2%**	**14.8%**	ACHIEVED

Summary of activities completed during the fiscal year

- Implementing a category management system for Quebec spirits to ensure we have an optimal and streamlined product offer while also leaving room for new products that meet customer needs;
- Training store teams in Quebec vineyards, distilleries and cider mills;
- Giving a new online training session on Quebec spirits to more than 1,000 store employees;
- Providing several in-store training sessions led by the Conseil des vins du Québec (CVQ) with well-known ambassadors;
- Spotlighting Quebec products via numerous visibility campaigns in our newsletters, on SAQ.COM and in our stores;
- Linking Quebec product sales to our three fundraising campaigns for Food Banks of Quebec (FBQ) (one meal donated to the FBQ for each Quebec product sold);
- Running a visibility campaign to amplify the CVQ's efforts to celebrate the September 12th Buy a Quebec Wine theme day and those of Quebec cider makers as part of the Semaine du cidre du Québec; and
- Maintaining additional in-store shelf space dedicated to Quebec products following the removal of United States products in March 2025.

1. This indicator measures the change in sales in the store network, on SAQ.COM and at SAQ Agency stores for products qualifying for one of the following three identifiers: Origine Québec, Made in Québec and Bottled in Québec.

Offer responsible products

ACTION 4

Showcase low-alcohol products

Indicator	2025-2026 target	Result	Target achievement
Annual growth in sales of low-alcohol products, in litres	**15%**	**28%**	ACHIEVED

Summary of activities completed during the fiscal year

- Developing trending segments with high growth potential, including an increase in new product introductions in the low-alcohol cooler, white wine and sparkling wine categories;
- Continuing a major multimedia advertising campaign aimed at positioning the SAQ as a go-to destination for low-alcohol products;
- Raising in-store teams' awareness of the low-alcohol product category and prioritizing this category in our various in-store communication strategies (e.g. holidays campaign, summer campaign);
- Featuring low-alcohol products in a targeted promotion in January 2026;
- Expanding the promotional space allocated to low-alcohol products; and
- Publishing an awareness video for SAQ staff on low-alcohol products.

Reduce our environmental footprint

Straight truck powered by compressed natural gas

ACTION 5

Reach our objective of zero carbon emissions by 2040[1]

Indicator	2025-2026 target	Result	Target achievement
GHG reduction rate compared with fiscal 2021-2022	(18)%	11%	NOT ACHIEVED

Explanation as to why the target was not achieved

The greenhouse gas (GHG) emissions reduction target for the 2025-2026 fiscal year was not met. This outcome is primarily due to the shifting of GHG emissions from Scope 3 to Scope 1, which increased the total emissions associated with the latter indicator. The shift had no impact on the overall emissions associated with the SAQ's operations. The postponement of the purchase of electric trucks, the addition of new transportation activities previously performed by third parties and one-time emissions related to the construction of the Montreal automated centre also influenced this result.

Summary of activities completed during the fiscal year

- Updating our GHG inventory for fiscal 2025-2026;
- Commissioning of six compressed natural gas (CNG) straight trucks to replace diesel vehicles, thereby reducing our transportation-related GHG emissions; and
- Publishing an awareness video for SAQ staff on climate change and GHG emissions management.

1. Scope 1 and 2 emissions are those over which the SAQ has complete operational and financial control, namely the vehicles and buildings it owns or operates. The targets are based on the greenhouse gas inventory for fiscal 2021-2022.

Reduce our environmental footprint

ICI on recycle

ACTION 6

Improve our performance in managing our residual materials

Indicator	2025-2026 target	Result	Target achievement
Increase in the average diversion rate of residual materials from our distribution centres for recycling and conversion purposes	**3%**	**7.8%**[1]	ACHIEVED

Summary of activities completed during the fiscal year

- Conducting residual materials characterization studies at the Montreal and Quebec City distribution centres (the CDM and CDQ respectively);
- Optimizing the residual materials sorting system and signage at the various Montreal distribution centres;
- Raising awareness to improve sorting at source and reduction at source of residual materials;
- Implementing a sorting and signage system to improve residual materials management at outdoor events for administrative centre teams and those of the Montreal and Quebec City distribution centres;
- Renewing the Clé verte Platinum environmental certification program for the diesel mechanical workshops at the CDM and CDQ;
- Recycling of 1.2 metric tons of wood by the Centre de formation en entreprise et récupération (CFER)[2] Mgr-A.-M.-Parent; and
- Delivering six pallets of clothing and uniforms for recycling to the CFER des Patriotes.

Indicator	2025-2026 target	Result	Target achievement
Number of stores certified annually by the *ICI on recycle +* program	**20**	**20**	ACHIEVED

Summary of activities completed during the fiscal year

- Improving residual materials management processes at stores that have obtained *ICI on recycle +* attestation, including updating signage and training ambassadors;
- Installing cardboard balers in 15 of our stores to optimize reclamation of the material;
- Optimizing price tags to eliminate print materials displaying various identifiers (natural wine, organic wine, orange wine, etc.); and
- Publishing an awareness video for SAQ staff on residual materials management in stores.

1. Rate obtained by comparing the residual materials characterization in our distribution centres in fiscal 2025-2026 with the characterizations conducted earlier for the sites concerned.
2. The CFERs provide an opportunity to young people age 15 to 21 to develop the skills required to join the job market.

Reduce our environmental footprint

ACTION 7

Increase eco-responsible management of our construction and renovation sites

Indicator	2025-2026 target	Result	Target achievement
Annual diversion rate of construction, renovation and demolition (CRD) waste for recycling purposes[1]	**54%**	**95%**	**ACHIEVED**

Summary of activities completed during the fiscal year

- Adding stricter waste management requirements to calls for tenders for our head office construction and renovation projects;
- Reusing 1,664 metric tons of excavated material recovered on site for backfilling and leveling the ground prior to paving vehicular traffic areas around the CAM; and
- Incorporating 160.4 metric tons of glass powder into indoor slabs and nearby sidewalks at the CAM.

1. This indicator refers to the rate at which CRD waste is sent for recycling for store network development projects with a budget over $200,000.

Support our community

Charles-Etienne Arsenault, Distribution Clerk, Centre de distribution de Montréal

ACTION 8

Provide healthy and safe work environments

Indicator	2025-2026 target	Result	Target achievement
Rate of accident events with time-loss injuries[1]	4.9	6.3	NOT ACHIEVED

Explanation as to why the target was not achieved

The total number of incidents remained largely stable in fiscal 2025-2026 compared with the preceding fiscal year. The increase in the observed incidence rate over the preceding year is primarily attributable to a rise in psychological incidents, linked to an increase in situations involving difficult customers at store locations. We remain fully committed to a process of continuous improvement, with the protection of our colleagues' health and safety remaining at the centre of our concerns.

Summary of activities completed during the fiscal year

- Deploying 11 new lifting devices in 11 stores across our sales network;
- Developing occupational health and safety (OHS) training for sales network teams;
- Implementing specific action plans for selected districts and stores and providing support;
- Updating OHS risk assessments across our entire sales network;
- Implementing new joint observation checklists in stores, aimed in particular at preventing accidents and occupational illnesses;
- Deploying new exoskeletons in our distribution centres;[2]
- Providing safe load-handling training for distribution centre teams;
- Assessing psychosocial risks in various districts of our sales network and at head office and deploying customized action plans in these targeted locations;
- Creating reference tools to reduce the identified risk levels (workload, violence, harassment, etc.); and
- Launching a comprehensive health promotion campaign, including physical activity, suicide prevention and addiction prevention initiatives.

1. Rate per 200,000 hours of work
2. An exoskeleton is a mechanical device that provides physical assistance, doubling the strength of the human skeleton, to help in performing demanding or repetitive tasks.

Support our community

on ouvre la discussion

[respect et civilité]

ACTION 9

Provide a workplace conducive to diversity and inclusion

Indicator	2025-2026 target	Result	Target achievement
Representation rate of employees from diverse backgrounds[1]	10%	11.6%	ACHIEVED

Summary of activities completed during the fiscal year

- Holding a Management Committee workshop to identify priority issues related to equity, diversity and inclusion (EDI) and to define the EDI priorities and initiatives for our Strategic Plan 2027-2030;
- Rolling out the *On ouvre la discussion* (Let's start the conversation) initiative to foster a healthy and respectful workplace, including mandatory training for employees and managers, support workshops for managers and the provision of tools and resources;
- Consulting with employees with disabilities and creating a multidisciplinary working group to develop and implement the SAQ's 2025-2026 action plan for employment integration and the improvement of services for people with disabilities;
- Establishing discussion groups for our employees with disabilities;
- Establishing 14 new partnerships to attract more applicants, particularly from people from diverse backgrounds, including people with disabilities;
- Identifying and developing equitable and inclusive onboarding and integration practices;
- Identifying barriers to employment in stores for Indigenous people and proposing tailored solutions;
- Updating our training for seasonal hires to promote equitable and inclusive recruitment practices;
- Continuing communication initiatives to raise staff awareness (Asian Heritage Month, National Day of Truth and Reconciliation, Pride celebrations in Quebec, International Day of Persons with Disabilities, a theme day on Hispanic and Latin American food as part of Montreal's Latin American Heritage Month, etc.);
- Launching an initiative to encourage employees to share an aspect of their culture or heritage;
- Developing conversation guides to support our managers in addressing sensitive topics with their teams; and
- Collaborating with students from HEC Montréal's Agir Ensemble program for equity, diversity and inclusion, with the aim of developing innovative solutions to increase the positive impacts of our self-identification campaigns.

1. Percentage of employees from underrepresented groups, based on voluntary self-identification by staff.

Support our community

Julie Lemire, Communications Advisor

ACTION 10

Increase employees' feeling of engagement and pride

Indicator	2025-2026 target	Result	Target achievement
Employee engagement index[1]	**7.1**	**7.3**	**ACHIEVED**

Summary of activities completed during the fiscal year

- Conducting the annual employee experience survey, sharing the results with all personnel in June 2025, and improving engagement (from 7.1 to 7.3) and pride (from 6.3 to 6.6) scores
- Offering numerous training sessions, talks and tastings as well as development tracks and workshops dedicated to managers, staff enrolled in the succession program and store operations coordinators;
- Organizing meetings and activities aimed at enhancing our teams' experience, including the new-year kickoff meetings, mid-year meetings, Connais-tu ta SAQ? (Do you know your SAQ?) meetings, connecting differently meetings, the Grand Pique-nique (big picnic), the holiday meal, etc.;
- Continuously improving the employee recognition process to foster dialogue between managers and staff members covered by this approach;
- Hosting our annual Millésime recognition event, which, in its latest edition, celebrated the outstanding contributions of 64 employees; and
- Renewing the collective agreement with the Syndicat du personnel technique et professionnel de la SAQ (SAQ technical and professional employees' union).

1. Overall rating out of 10.

Support our community

ACTION 11

Continue supporting food assistance

Indicator	2025-2026 target	Result	Target achievement
Annual funding remitted to organizations working in the food assistance field	**$2.5 million**	**$2.9 million**[1]	**ACHIEVED**

Summary of activities completed during the fiscal year

- Conducting three in-store fundraising campaigns for the Food Banks of Quebec network;
- Maintaining our partnership with the Cuisine collective Hochelaga-Maisonneuve (CCHM), including $50,000 in financial support, a contribution of more than $2,000 in products in fiscal 2025-2026 and lending a plot of land for an urban farm and greenhouse;
- Producing, in partnership with the CCHM, some 10 metric tons of fruit, vegetables and fresh herbs from the SAQ vegetable garden, mostly for distribution to needy members of the Hochelaga-Maisonneuve community;
- Providing more than $140,000 in financial support (a $100,000 donation and over $40,000 in products) and donating 4,807 servings (1,226 kg) of surplus food from the Montreal distribution centre cafeteria to La Tablée des Chefs; and
- Donating four SAQ commercial refrigerators to two organizations: Les Maisons Familiales par Amour in Chertsey and La Halte du coin in Longueuil.

1. Excluding donations made as a result of the sale of U.S. products whose quality could begin declining as of March 2027 and donations of U.S. products to organizations that requested them.

Do things better

ACTION 12

Sell beverage alcohol responsibly

Indicator	2025-2026 target	Result	Target achievement
Refusal rate of attempted purchases by underage mystery customers	**95%**	**93%**	NOT ACHIEVED

Explanation as to why the target was not achieved

Although responsible sales remain a constant priority for the SAQ, tests of our store teams conducted over the last year by underage mystery shoppers revealed a compliance rate slightly below the 95% target. In collaboration with representatives from our staff unions, measures have been taken to strengthen responsible sales practices, with a focus on continuous improvement and organizational accountability.

Summary of activities completed during the fiscal year

- Increasing by nearly 39% the offer of low-alcohol products and by 3.5% of the offer of small format products, which encourages switching and responsible drinking;
- Collecting and remitting $3.5 million to Éduc'alcool to support its awareness and education activities;
- Conducting 728 in-store visits by underage mystery customers across the SAQ sales network;
- Taking part in several forums and meetings with public health stakeholders regarding responsible alcohol sales; and
- Providing sales ethics training to all new employees as well as refresher courses.

Do things better

ACTION 13

Redouble the integration of sustainability principles into the core of our business model

Indicator	2025-2026 target	Result	Target achievement
Percentage of structuring initiatives that have undergone a sustainability assessment[1]	**65%**	**100%**	ACHIEVED

Summary of activities completed during the fiscal year

- Finalizing our materiality analysis to identify and communicate the issues that truly matter, namely those with the most significant impact on the economy, the environment and people and better aligning our strategies and actions accordingly;
- Conducting a prioritization exercise to develop an action plan for preventing and fighting forced labour and child labour in our supply chains;
- Assessing the sustainability of the Strategic Plan 2027-2030 and of each of its initiatives; and
- Developing a sustainability index to facilitate decision making and prioritizing the SAQ's strategic initiatives.

1. The sustainability assessment is used to analyze the structuring projects submitted to our project office and during the various steps of the strategic planning process.

Do things better

Patrick **Bray** and **Sophie Charpentier**, procurement officers

ACTION 14

Increase our responsible acquisition of goods and services

Indicator	2025-2026 target	Result	Target achievement
Percentage of acquisitions that incorporate responsible content[1]	50%	70%	ACHIEVED

Summary of activities completed during the fiscal year

- Providing continuous training on responsible procurement indicators to our buyers.

1. The result corresponds to the percentage of contracts worth $25,000 or more that meet the conditions of at least one of the Quebec government's 21 responsible-procurement indicators. In fiscal 2025-2026, this corresponded to 114 of the 163 contracts awarded by the SAQ. Expressed in terms of purchase volume, 74% of acquisition amounts met the conditions of at least one of the 21 responsible-procurement indicators, that is, $40 million of the $54 million awarded for these contracts.

Do things better

ACTION 15

Increase the percentage of sustainable sponsorships

Indicator	2025-2026 target	Result	Target achievement
Sustainable sponsorships as a percentage of total partnerships[2]	60%	95%[3]	ACHIEVED

Summary of activities completed during the fiscal year

- Supporting 73 target organizations (festivals, wine expos, fundraisers), 69 of which met all eco-conditions (e.g. spotlighting Quebec products, prioritizing local suppliers, improving residual materials management and encouraging the use of active and public transit) established by the SAQ.

2. Based on all sponsorships and donations of $20,000 and over involving organizations that meet the eco-conditions of the SAQ's Donations and Sponsorship Policy. The calculation excludes organizations that received donations of U.S. products.
3. The compiled results are based on the information provided by the applicants when submitting their sponsorship application.

ESG Disclosure

In fiscal 2023–2024, the SAQ began a voluntary environmental, social and governance (ESG) disclosure drawing on the Global Reporting Initiative (GRI) Standards.[1,2] This exercise in transparency is aimed at providing an overview of our practices and at clearly and precisely communicating what tangible action we've taken. We also see it as a tool enabling us to adopt a more holistic view of our overall impacts, identify the risks related to our business and support the continuous improvement of the SAQ.

Materiality impact

Identify the ESG topics that matter most

Last year, we conducted a materiality impact analysis to better identify the most significant ESG topics related to our operations. Carried out in accordance with the GRI Standards and best practices, this exercise helps us better understand our impact on the economy, the environment and people, including impacts on human rights.

This process allows us to guide our actions in a more responsible and sustainable manner while also clarifying which information to disclose when reporting on our non-financial performance, in accordance with the GRI Standards.

1. ESG disclosure involves an organization transparently communicating how it addresses environmental, social and governance (ESG) issues. It aims to present the actions, results and impacts related to these three key dimensions in order to inform stakeholders and demonstrate the rigour of the company's practices.
2. The Global Reporting Initiative (GRI) is an independent international organization that develops ESG disclosure standards, known as the GRI Standards, to enable public and private companies to report on the impacts of their operations in a consistent and transparent manner and to assume responsibility for them.

Understanding our business environment and the impacts

We first took the time to thoroughly analyze our business environment. Specifically, we focused on topics suggested by recognized disclosure standards, issues deemed important by companies similar to ours, trends in our industry and the expectations expressed by our stakeholders. Based on all of this, we drew up an initial list of ESG issues to analyse.

We then examined our core activities to better identify their actual and potential impacts on the economy, the environment and people at every stage in our supply chain: from production through the end of a product's life, including sourcing, warehousing, distribution and marketing. A summary of this analysis is presented in the Path Travelled by Products Sold at the SAQ diagram on page 95 of the SAQ Annual Report 2026.

Lastly, we linked each ESG theme to our strategic priorities, our commitments and the key risks we monitor at the corporate level. This allows us to ensure that the priorities we set are consistent with our objectives and our business reality.

Assessing and structuring the themes

Each theme was first assessed and broken down into specific topics to help us better identify the potential impacts of our activities on the economy, the environment and people, including human rights. For each of these topics, we developed impact descriptions that clearly explain how the SAQ's activities can influence these areas.

We then analyzed these descriptions using a method that assesses both the severity of the impacts and the likelihood of their occurrence. This exercise allowed us to prioritize the issues based on the relative significance of their impacts.

In-house validation

Though no external consultation was conducted as part of this exercise, we did rely on SAQ colleagues chosen for their knowledge of the issues under review. These individuals possess specialized expertise and are in regular contact with the company's external stakeholders, which allows them to relay the issues, concerns and opportunities communicated to them. Their contribution was essential to validating the accuracy of our assessment and ensuring that the selected issues credibly reflect the most significant impacts for the SAQ and, where relevant, its stakeholders.

Prioritization and selection of Material topics

We compiled all the results of our assessment into an impact materiality matrix, which allowed us to better visualize and compare the issues. By defining and then testing a materiality threshold, we were able to identify the topics with the greatest impact and designate them as "material topics" in accordance with GRI Standards.

The final list of these topics was then approved by the SAQ's executive committee to ensure that they are fully aligned with our strategic directions and commitments.

Our Material topics

On completing this process, we identified the topics that best reflect the most significant impacts of our activities, both upstream and downstream in our supply chain, as well as those likely to have a lasting impact on the SAQ. The internal analysis and validation work we conducted ensures the credibility of the process and serves as the basis for our ESG disclosures.

These topics will also serve as reference points for refining our strategies, particularly when we review our social responsibility approach.

Here is the list of material topics:

- adaptation and resilience to climate change;
- climate change mitigation;
- energy transition;
- eco-design of containers and packaging;
- biodiversity and ecosystems;
- water and pollution management;
- working conditions in the supply chain;
- forced labour and child labour;
- inclusion, diversity and equal opportunities;
- contribution to the government to the benefit of Quebecers;
- responsible procurement;
- responsible sales and customers' concerns around alcohol consumption; and
- resilient business model.

The issues deemed relevant are presented and linked to the GRI disclosures listed in the GRI Content Index on the following page.

We plan to review these issues regularly to take into account changes in our business environment, the expectations of our stakeholders and our own operations.

	GRI
Climate change	
Material topic - Adaptation and resilience to climate change - Climate change mitigation - Energy transition **Context and impacts** Greenhouse gas (GHG) emissions and energy consumption associated with our activities contribute to climate change and place pressure on the environment. They can exacerbate ecosystem degradation and the intensification of extreme weather events. The emissions also have broader economic impacts, as they impose costs on society as a whole, not least because of the investments required for adaptation and the energy transition. By taking action to reduce our GHG emissions, improve the energy efficiency of our operations and adapt our infrastructure, we are making a tangible contribution to the transition toward a low-carbon economy and supporting the government's climate goals. Our mitigation and adaptation efforts also have positive impacts on people: they help reduce climate risks for communities, support more resilient agricultural practices in our supply chain and preserve the quality of life for future generations.	201-2 302-1 302-4 305-1 305-2 305-3 305-5
Responsible products	
Material topic - Eco-design of containers and packaging **Context and impacts** The eco-design of our containers and packaging is a key strategy for reducing our environmental footprint, as their production accounts for a significant portion of our GHG emissions. By prioritizing lighter or recyclable materials and those produced using more responsible processes, we reduce pressure on resources, the amount of waste and the impacts associated with manufacturing and transportation. Economically, these choices also help us better manage costs related to extended producer responsibility and contribute to the circular economy. Finally, eco-design has positive benefits for people. Lighter containers reduce health and safety risks for our team members by decreasing the loads they must handle.	301-3 308-1 308-2
Ecosystems, biodiversity and water	
Material topic - Biodiversity and ecosystems - Water and pollution management **Context and impacts** The production of the products we sell places pressure on ecosystems, biodiversity and water resources. Land use, resource extraction and agricultural and industrial practices can lead to various forms of pollution and undermine natural environments. In the medium to long term, these environmental impacts can also harm the profitability of the alcohol industry by weakening the ecosystems on which it depends. They also affect people and communities in production regions, most notably by contributing to health issues, the loss of economic opportunities and a decline in collective well-being. By selecting and promoting products made using more responsible practices, we can reduce these pressures, help preserve natural environments and foster positive impacts for local communities.	101-4 308-1 308-2

	GRI
Human rights and working conditions in the supply chain	
Material topic - Working conditions in the supply chain - Forced labour and child labour **Context and impacts** As a major buyer of beverage alcohol products, we have real influence over our supply chain. This allows us to make a tangible contribution toward improving working conditions and ensuring respect for human rights in the agricultural, manufacturing and logistics industries. By promoting responsible practices and complying with legal requirements, particularly those aimed at combating forced labour and child labour, we reduce risks for the company and support more equitable development for workers and communities. Social issues are at the heart of this approach. Substandard working conditions as well as forced labour and child labour have a direct impact on the health, safety and quality of life of workers and their families. By implementing due diligence measures and promoting compliance with international human rights standards, we are taking action to prevent these situations and contribute to people's well-being all along our supply chain.	407-1 408-1 409-1 414-1 414-2
Equity, diversity and inclusion	
Material topic - Inclusion, diversity and equal opportunities **Context and impacts** An inclusive workplace, where diversity is recognized and practices are fair and equitable, fosters engagement, creativity and innovation within teams. All of this contributes to the SAQ's vitality and performance, benefiting Quebec society as a whole. As an employer, we create conditions that support the well-being of people from all walks of life and implement initiatives to ensure that the makeup of our teams better reflects the diversity of Quebec society. By valuing this diversity, both within the company and in the customer experience we offer, we are building a more inclusive, modern organization in tune with the realities and expectations of the communities we serve.	202-1 405-1 405-2 406-1
Community engagement and benefits for society	
Material topic - Contribution to the government to the benefit of Quebecers **Context and impacts** Each year, we pay dividends and taxes to the Quebec government, which directly contribute to the funding of essential public services, such as healthcare, education and community support. This contribution enables the government to provide high-quality, accessible services that benefit the entire population. On a social level, this public revenue also plays a vital role in improving collective well-being, particularly for the most vulnerable individuals and groups, by supporting programs and infrastructure that address the essential needs that Quebec society is committed to meeting.	201-1

	GRI
Procurement and supplier relations	
Material topic - Responsible procurement	203-2 204-1
Context and impacts By adopting a responsible procurement approach, we aim to reduce our negative impacts and generate positive benefits for the economy, the environment and people. In practice, this involves choosing suppliers that adopt sustainable practices or are part of the social economy, prioritizing local purchasing and selecting materials and products with a smaller environmental footprint. We also rely on rigorous management of our supply chain. As a major buyer, we have the ability to positively influence our partners, in particular by evaluating them, monitoring their performance and making them aware of more responsible practices. Together, these initiatives help support socially responsible companies, reduce the environmental impact of inputs and production processes and promote fairer and safer working conditions throughout the supply chain.	
Responsible merchandising of beverage alcohol	
Material topic - Responsible sales and customers' concerns around alcohol consumption	413-2
Context and impacts Responsible alcohol sales are taking place at a time when more and more Quebecers are concerned about the effects of alcohol consumption on their health, safety and quality of life. We are well aware of these concerns and continue to fulfill our mandate by selling alcohol responsibly. Specifically, we strictly enforce our ethical sales practices, notably by refusing to sell to minors, to intoxicated individuals and to those attempting to purchase on their behalf. We also pay particular attention to the quality and safety of the products we bring to market. At the same time, we support prevention efforts by contributing to Éduc'alcool with the aim of promoting more informed and moderate alcohol consumption by the Quebec public.	
Business model and innovation	
Material topic - Resilient business model	201-1 203-2
Context and impacts In a constantly evolving political, social, environmental and economic landscape, we are working to strengthen the resilience of our business model so that it remains relevant, effective and sustainable. This ability to adapt allows us to continue fulfilling our mission and meeting Quebecers' needs. In practical terms, this resilience is based on the continuous improvement of our practices, proactive risk management and the integration of sustainability criteria into our decision making. It also involves evolving our business model so that it remains in step with present and future realities. We are also exploring new business opportunities, developing innovative technologies and practices and adopting artificial intelligence responsibly, always with a view to creating long-term value. By focusing on innovation and adaptability, we are equipping ourselves to meet the evolving needs of our customers and remain relevant and strong in our industry.	

GRI Content Index

The GRI Content Index clearly and systematically organizes the ESG information we disclose in accordance with GRI standards.[1,2] It includes all information related to the topics deemed relevant based on our materiality impact analysis.

This index reflects our commitment to transparency, to ensuring the rigour of our practices and to improving the comparability of our sustainability reporting. The preparation of this index and the information disclosed therein is based on application of the GRI Standards' disclosure principles, which aim to ensure the quality, reliability and relevance of the information presented.

Statement of use
The SAQ has reported in accordance with the GRI Standards for the period from March 30, 2025, to March 28, 2026.

GRI 1 standard used
GRI 1: Foundation 2021

1. For organizatgions, ESG disclosure involves transparently communicating how it addresses environmental, social and governance (ESG) issues. The disclosure aims to present the actions, results and impacts related to these three key dimensions in order to inform stakeholders and demonstrate the rigour of the company's practices.
2. The Global Reporting Initiative (GRI) is an independent international organization that develops ESG disclosure standards, i.e. the GRI Standards, helps that organizations use to consistenly and transparently report on and take responsibility for the impacts of their activities by providing them with a common language for communicating their performance.

GRI 2: General Disclosures 2021

2-1 Organizational details	For the organizational details of the SAQ, see Note 1 (*Généralités, statuts et nature des activités*) on page 52 of the Finance section of the French-language version of the SAQ Annual Report 2026 and page 7 of the Review of Activities section of the English-language report.
2-2 Entities included in the organization's sustainability reporting	Our ESG disclosure covers our own operations only. For more information, see Note 1 (*Généralités, statuts et nature des activités*) on page 52 of the Finance section of the French-language version of the SAQ Annual Report 2026.
2-3 Reporting period, frequency and contact point	The period covered by the ESG Disclosure is identical to that of our fiscal year. In 2026, the SAQ Annual Report covers the period from March 30, 2025, to March 28, 2026. These reports are published annually in early June.
2-4 Restatements of information	**Information in the 305-1, 305-2 and 305-3 disclosures for fiscal 2023-2024 and 2024-2025 and greenhouse gas (GHG) emissions for the base year** In fiscal 2025-2026, the SAQ adjusted its methodology for accounting for GHG emissions. The company now adopts an operational control-based approach, which ensures greater consistency in tracking its emissions and better identifies opportunities for reduction. This methodological update notably involves the reclassification of emissions associated with energy consumption in leased vehicles and leased commercial spaces when the SAQ bears the energy costs. These emissions are now accounted for in direct Scope 1 emissions. This methodological change has led to a reclassification of emissions across the different scopes, which has altered the distribution of emissions attributed to each scope. GHG inventories have been retroactively revised for the base year (fiscal 2021-2022) as well as for the fiscal years 2023-2024 and 2024-2025. Although the SAQ's total carbon footprint remains unchanged, the reclassification has resulted in a transfer of emissions from Scope 3 to Scope 1. Specifically, this represents: - 1,223 metric tons of CO_2 equivalent transferred from Scope 3 to Scope 1 in fiscal 2023-2024, an amount 18% higher than previously reported; and - 759 metric tons CO_2 equivalent transferred from Scope 3 to Scope 1 in fiscal 2024-2025, an amount 10% higher than previously reported. Following this revision, emissions for the base year are now established as follows: - direct emissions (scope 1): 8,224 metric tons of CO_2 equivalent; - energy-related indirect emissions (Scope 2): 106 metric tons of CO_2 equivalent; and - other indirect emissions (Scope 3): 275,492 metric tons of CO_2 equivalent.
2-5 External assurance	Non-financial information is not audited by an external firm. However, it does undergo a rigorous internal process to validate the reliability of the data, with the support of internal audit, followed by a review and approval by the Management Committee and the Board of Directors.

2-6 **Activities, value chain and other business relationships**	For information regarding the SAQ's business sector and supply chain, see Note 1 (*Généralités, statuts et nature des activités*) on page 52 of the Finance section of the French-language SAQ Annual Report 2026 and the Path Travelled by Products Sold at the SAQ diagram on page 95.
2-7 **Employees**	The SAQ has 6,719 employees corresponding to 5,088 full-time equivalents. Of this number, 45% are women. All SAQ employees work in Quebec at one of our 401 stores, one of our distribution centres or one of our administrative offices in Montreal and Quebec City. The data disclosed regarding personnel reflects the situation as at the last day of the fiscal year. The number of people on our teams fluctuates seasonally, specifically as the end-of-year holidays approach and during the summer to cover the vacation period. For more information, see pages 92 of the Finance section and 116 of the Governance section of the French-language SAQ Annual Report 2026. **Reason for omission: Information not available** The disclosed information does not allow for the presentation of the total number of employees in the requested categories (permanent, temporary, on-call, full-time and part-time employees) nor their breakdown by gender. The data provided offer an overall picture of SAQ personnel on the last day of the fiscal year. Due to significant seasonal fluctuations in headcount and the current limitations of our data systems, it is not possible at this stage to produce a detailed and consolidated breakdown that meets all disclosure requirements.
2-8 **Workers who are not employees**	Service contracts allow the SAQ to meet needs for which its personnel lack the necessary expertise. The most commonly contracted services are related to project development, particularly information technology services, and security services. For more information, see page 116 of the Governance section of the French-language version of the SAQ Annual Report 2026. **Reason for omission: information not available** Information regarding workers who are not employees is disclosed in terms of the number of service contracts rather than the number of workers. The SAQ monitors and reports in accordance with the *Act respecting workforce management and control within government departments, public sector bodies and networks and state-owned enterprises*, which requires the disclosure of service contracts of $25,000 or more, without allowing for identification of the exact number of people involved in these contracts.
2-9 **Governance structure and composition**	Our governance structure and the various committees of the Board of Directors are explained on pages 95 to 113 of the Governance section of the French-language version of the SAQ Annual Report 2026.
2-10 **Nomination and selection of the highest governance body**	For information on the process for appointing and selecting the members of the Board of Directors, see page 95 of the Governance section of the French-language SAQ Annual Report 2026 and the Governance page on SAQ.COM

2-11 Chair of the highest governance body	The chair of the Board of Directors is appointed by the Quebec government and is an independent member.
2-12 Role of the highest governance body in overseeing the management of impacts	Within the Board of Directors, the Governance, Ethics and Communications Committee (GECC) is responsible for fostering discussion and analyzing issues related to corporate social responsibility (CSR). It oversees implementation of initiatives and reviews the reporting produced by the SAQ. The GECC recommends approval of sustainability plans and reports to the Board of Directors. For its part, the Management Committee develops the CSR strategy and ensures that cross-departmental CSR objectives are properly understood and integrated into the business objectives of the company's various divisions. It submits quarterly reports to the GECC on topical issues. It also maintains relationships with stakeholders to identify and manage the SAQ's impacts on the economy, the environment and individuals. For information on social responsibility governance at the SAQ, see page 6 of the Sustainability Action Plan 2023-2028.
2-13 Delegation of responsibility for managing impacts	The Vice-President, Public Affairs, Communications and Social Responsibility (VP, PAC-CSR), is responsible for developing and presenting a vision to the Management Committee that defines the strategic orientations for social responsibility and mobilizes SAQ employees around shared objectives. The VP, PAC-CSR is also responsible for reporting on the company's progress to the Management Committee and the GECC. Progress, challenges and relevant issues related to corporate social responsibility are presented to the GECC on a quarterly basis.
2-14 Role of the highest governance body in sustainability reporting	The GECC monitors the implementation of initiatives and the Sustainability Action Plan and reviews the company's sustainability reports. It also recommends the approval of sustainability reports to the Board of Directors. The VP, APC-CSR periodically presents to the GECC the progress made on the Sustainability Action Plan and the results achieved. The SAQ's social responsibility efforts are presented in its annual report, which is approved by the Board of Directors prior to publication. The list of relevant themes was approved by the Management Committee in April 2026 to ensure alignment with the company's organizational priorities, strategies and commitments. It is not subject to Board of Directors approval, as the Board focuses on overall oversight of performance and risks, while the determination of topics is the result of an operational and strategic analysis conducted by internal teams dedicated to corporate social responsibility.
2-15 Conflicts of interest	All the members of the Board of Directors are required to adhere to the Code of Ethics and Professional Conduct for the Directors of the Société des alcools du Québec and also pledge to comply with the ethics and conduct principles enshrined in law. All directors also sign a declaration of interests so as to avoid actual or potential conflicts of pecuniary or associative interest as well as such conflicts on the part of their immediate family members. The SAQ Secretary General also ensures that issues are raised. The content of the Code of Ethics and Professional Conduct for the Directors of the Société des alcools du Québec is available (in French only) in the About the SAQ section of SAQ.COM.

2-16 Communication of critical concerns	The Internal Audit Department exercises its activities under the authority of the Audit Committee. As the person assigned responsibility for management of ethics and integrity, the internal audit director receives and processes complaints and reports periodically to the GECC. Pursuant to a legislative amendment, public bodies such as the SAQ are no longer required to receive and process disclosures of wrongdoings, which are now handled by the Public Protector of Quebec, who in turn reports on them to the National Assembly. That said, the SAQ still provides employees, customers and business partners with an impartial, confidential hotline for complaints or contractual conflicts. Should these include any disclosures of wrongdoings, it forwards them to the Public Protector. **Reason for omission: not applicable** The SAQ is no longer responsible for receiving and handling reports of wrongdoing, and no major concerns of this nature were brought to the attention of the highest governing body during the reporting period.
2-17 Collective knowledge of the highest governance body	To ensure that the members of the GECC and the Board have the necessary knowledge to make informed decisions on sustainability issues, the members of the senior management team make sure to draw up a comprehensive overview, including detailed contextual information, of the issues requiring their approval. In addition, as part of the strategic planning process, a facts base is compiled, providing a detailed, in-depth analysis of sustainability issues. The members of the GECC have access to it at all times.
2-18 Evaluation of the performance of the highest governance body	The performance evaluation of the Board of Directors, its Chair, the committees and their chairs does not directly address the organization's impacts on the economy, the environment or people. Rather, it focuses on the Board of Directors' overall work. Consequently, no specific improvement measures related to these impacts are planned. For more information, see the Governance, Ethics and Communications Committee Activity Report on page 95 of the Governance section of the French-language SAQ Annual Report 2026.
2-19 Remuneration policies	Details regarding the compensation of directors and members of the Management Committee will be found on pages 113 to 115 of the Governance section of the French-language SAQ Annual Report 2026.
2-20 Process to determine remuneration	The process for developing compensation policies and determining compensation at the SAQ falls under the purview of the Talent and Employee Experience Division. This division is specifically responsible for analyzing, developing and preparing recommendations regarding compensation. Any recommendation aimed at changing compensation policies or practices is submitted to the appropriate decision-making bodies in accordance with the applicable governance framework. Once the orientations and decisions are approved, they are translated into organizational directives. They are then implemented by the Talent and Employee Experience Division through collective bargaining agreements or the working conditions manual for managers, store managers and non-unionized staff. **Compensation for management employees and non-unionized staff** For managers and non-unionized staff, working conditions and compensation are specified in the SAQ's compensation policy. Any changes to this policy are subject to an approval process in accordance with the established governance mechanisms. **Compensation for unionized employees** For unionized employees, working conditions and compensation are established in collective agreements. Upon renewal, the Board of Directors approves a bargaining mandate recommended by management, which is authorized by the competent authorities before discussions with the union begin.

2-21 Annual total compensation ratio	**Reason for omission: information not available** The SAQ does not disclose the total annual compensation ratio because the median total compensation for all employees is not compiled by the SAQ.
2-22 Statement on sustainable development strategy	See the statement by the SAQ's President and Chief Executive Officer on the importance of social responsibility on page 3 of our Sustainability Action Plan 2023-2028.
2-23 Policy commitments	See the Putting Ethics at the Heart of Our Business Relationships section of the SAQ.COM website and our 2026 Report on the Fight Against Forced Labour and Child Labour.
2-24 Embedding policy commitments	The SAQ complies strictly with its policy commitments regarding responsible business conduct, in both its operating activities and its business relationships. Its activities are subject to a wide range of international and national legislation, covering both commercial aspects and working conditions for its employees. To ensure that its employees and partners act in accordance with its policy commitments, the company makes available, on its intranet, on SAQ.COM and on its website dedicated to suppliers, codes of ethics along with several policies, procedures and directives that set out the behaviour expected of its stakeholders. This documentation is shared with its teams, and the people in charge are clearly identified. The SAQ also makes sure to communicate effectively with its business partners through weekly newsletters, twice-yearly meetings, appointments and personalized correspondence where necessary. Training is available for various needs and topics and is dispensed to the target audience.
2-25 Processes to remediate negative impacts	The SAQ is committed to preventing and remediating negative impacts that it identifies as being caused by its activities or to which it contributes. Once an impact is confirmed, the organization implements appropriate corrective measures and collaborates, when necessary, with the relevant stakeholders or competent authorities to ensure an adequate resolution. The SAQ provides its employees, customers and suppliers with mechanisms for filing a complaint or reporting an issue. The SAQ also ensures, through a designated individual, that the necessary information is provided regarding the possibility of making a disclosure to the Public Protector when a situation raises the risk of a reprehensible act as defined by the Act. **Operational complaint mechanisms** The SAQ relies on the expertise of its Customer Service Centre (CRC) team and the Business Relations Assistance Service (SARA) to receive and promptly address feedback and complaints from its customers and business partners. Employees have several channels available to express their concerns, including their manager, their union representatives or their business partner from the Talent and Employee Experience team. They also have access, via the intranet, to clear procedures for filing a complaint regarding various types of issues, including those covered by the Policy to Promote Civility and Prevent Harassment and Violence. Complaints are investigated independently and, when necessary, anonymized to protect those who raise an issue. When a complaint is filed by a stakeholder, the SAQ ensures it is addressed in accordance with the processes established in its internal policies, its Supplier Code of Conduct and its Codes of Ethics. Corrective measures may include operational adjustments, interventions with a supplier, disciplinary actions and improvements to internal processes. The SAQ regularly consults with its stakeholders to improve its complaint mechanisms, particularly through satisfaction surveys, discussions with union representatives and meetings with suppliers. The feedback gathered helps adjust processes and enhance their accessibility and effectiveness. The SAQ also has an Ethics Committee that ensures suppliers and their products align with the organization's values and do not infringe upon human rights. In fiscal 2024-2025, its mandate was expanded to include human rights due diligence, particularly regarding forced labour and child labour. Any potential issues must be submitted to the committee for evaluation and recommendations.

2-25 Processes to remediate negative impacts (cont.)	**Body responsible for the reporting channel** In addition to the operational complaint mechanisms outlined above, customers, employees and business partners may file a complaint or raise concerns directly with a body responsible for a completely impartial and confidential whistleblower hotline, which is available at all times. The contact information for this hotline is posted on SAQ.COM and the intranet. Furthermore, in certain circumstances, a complaint received by SARA or the CRC may be referred for handling to this body, which reviews each situation brought to its attention within a reasonable time frame. A biannual report on the complaints received and the types of stakeholders involved is presented to the Ethics, Governance and Communications Committee (EGCC). **External mechanism: Public Protector** In addition to the above, stakeholders may contact the Public Protector to file a complaint or report a wrongdoing. By law, the Public Protector is an external, independent and confidential mechanism responsible for receiving, reviewing and addressing disclosures of wrongdoing committed within the SAQ. His role is to ensure the integrity, transparency and sound management of public bodies. **Measuring the effectiveness of complaint mechanisms and other remedial processes** The SAQ does not publish quantitative indicators on the effectiveness of its complaint and remediation mechanisms, as the number of complaints received each year is small and does not allow for the identification of notable trends or the development of robust indicators. In this context, implementing a formal statistical tracking system is not considered relevant. However, the organization does conduct a qualitative review of each case brought to its attention and implements the necessary corrective measures in accordance with its internal policies, Supplier Code of Conduct and governance mechanisms. The SAQ would consider establishing more formal indicators if the volume or nature of complaints were to change.
2-26 Mechanisms for seeking advice and raising concerns	The SAQ's Code of Ethics and Conduct for Employees and its Supplier Code of Ethics and Conduct are available at all times on SAQ.COM for consultation by employees and partners. If in doubt about a decision to make or an action to initiate, our stakeholders are urged to contact the SAQ's Secretary General for guidance. Contact information for the latter is provided on the last page of each document. In addition, wrongful acts involving the SAQ, its employees or its partners may be reported at any time and completely confidentially to the Public Protector.
2-27 Compliance with law and regulations	Cases of non-compliance with laws and regulations considered significant are those brought to the attention of the SAQ's senior management or Board of Directors. For the 2025-2026 fiscal year, no significant cases of non-compliance with legal or regulatory requirements were reported to senior management or the Board of Directors. **Reason for omission: information not available** Data on non-compliance cases for prior fiscal years are not consolidated in a format that meets the requirements of the GRI standard.
2-28 Membership associations	The SAQ's executives are involved on behalf of the company in the following associations and on the boards of directors of the following organizations: – The **Quebec Beverage Container Recycling Association**, which is mandated to develop, implement, fund and manage Quebec's modernized deposit system in keeping with the principle of extended producer responsibility;

2-28 Membership associations (cont.)	– **Food Banks of Quebec**, whose mission is to support its network of food banks by increasing and pooling resources and expertise to ensure access to nutritious foodstuffs by vulnerable people across Quebec; – The **Retail Council of Quebec**, whose mission is to represent, promote and enhance the retail sector in Quebec so as to develop resources to foster the advancement of its members and the industry in general; – **Éco Entreprises Québec**, whose mission is to represent producers that market packaged products, containers and print materials regarding their responsibility to fund curbside recycling; – **Écotech Québec**, whose mission is to accelerate the development, commercialization and adoption of innovative clean technologies from Quebec; – The **International Alcohol Monopolies Environmental Roadmap**, each signatory to which is committed to being a change agent in the beverage alcohol industry, implementing sustainable solutions for the products it sells while inspiring its customers to make responsible choices; and – The **Sustainable Wine Roundtable**, whose mission is to bring together wine industry stakeholders to promote sustainable practices, harmonize standards and catalyze measurable progress through collaboration, innovation and joint initiatives.
2-29 Approach to stakeholder engagement	As a government-owned business corporation, the SAQ is part of a vast and complex ecosystem. High expectations are placed on it, both socially and commercially. As such, it strives to create value and inspire pride in Quebecers. The company has a number of stakeholders with whom it maintains close and ongoing ties, while others are engaged on a more occasional basis. The following are the SAQ's key stakeholders: – shareholder and representatives of the various levels of government; – customers; – business partners (agents and suppliers, landlords, carriers); – employees and the labour unions to which they belong; – the media and the Quebec public; – municipalities; – joint sector-based associations; – public health organizations; and – other partners (sponsored organizations, associations which it is a member of [see item 2-28], etc.). Our goal is the same with each of our stakeholders: to establish a lasting relationship of trust in order to foster collaboration and generate positive outcomes for all parties. Depending on needs and context, the SAQ can engage with its stakeholders in various ways: individual or quarterly meetings, emails, newsletters, surveys, focus groups, annual events, in-store meetings, social media, etc.
2-30 Collective bargaining agreements	SAQ employees belong to different labour unions depending on the nature of their work: – the **Syndicat des employé(e)s de magasins et de bureaux de la Société des alcools du Québec**, which represents 4,683 persons (70% of the workforce), most of whom work in the company's stores; – the **Syndicat des travailleurs et travailleuses de la Société des alcools du Québec**, which represents 908 persons (14%), most of whom work in the company's distribution centres; and – the **Syndicat du personnel technique et professionnel de la Société des alcools du Québec**, which represents 497 persons (7%), most of whom work in the company's administrative centres. The SAQ's 631 managers and non-unionized employees (9%) are not covered by any collective agreement. Their working conditions are described in a manual of working conditions for executives, store managers and non-unionized personnel, which is available on the company's intranet.

GRI 3: Material Topics 2021

3-1 Process to determine material topics	The process for determining relevant ESG (environment, society and governance) topics ("material topics" as defined in the GRI Standards), including analysis of the SAQ's business environment, the identification and assessment of its key impacts on the economy, the environment and people, the internal validation performed and the prioritization and selection of material topics, is presented in the introduction to the Corporate Social Responsibility (CSR) section on pages 68 to 71.
3-2 List of material topics	The list of material topics is presented in the introduction to the Corporate Social Responsibility section on pages 68 to 71.
3-3 Management of material topics	The way in which the SAQ manages each of the identified material topics is described in the introduction to the CSR section on pages 68 to 71 and in the 3-3 Management of material topics sections presented on the following pages for each of the GRI Standards.

GRI 100: Universal Standards

GRI 101: Biodiversity 2024

3-3 Management of material topics	The SAQ notes that the impacts associated with the biodiversity topic stem primarily from the activities of its suppliers. To address this issue, it leverages its influence with its business partners. This involves selling and promoting products certified for their responsible practices, including biodiversity protection, as well as supporting initiatives aimed at improving industry practices. This process is part of the company's commitment to continuous improvement aligned with evolving practices and customer expectations.
101-4 Identification of biodiversity impacts	The SAQ's main impacts on ecosystems and biodiversity occur upstream in its supply chain, particularly in agricultural production, raw material extraction, product processing, packaging manufacturing and product transportation. Although the SAQ has no direct control over these phases, they generate significant environmental pressures that can affect biodiversity, particularly through land and natural resource use, pollution, water stress and contribution to climate change. In the medium and long term, these pressures are likely to lead to the degradation of ecosystems essential to agricultural production and land resilience.

GRI 200: Topic Standards – Economic Series

GRI 201: Economic Performance 2016

3-3 Management of material topics	Economic performance is a central pillar of the mission of the SAQ, which acts as a government corporation responsible for creating value for the benefit of Quebec society. The SAQ manages its economic performance through rigorous financial governance supported by planning, budget monitoring and accountability mechanisms that comply with government and international requirements, including IFRS accounting standards. This approach ensures sound management of generated revenue, operating costs, the dividend paid to the government and investments made in the community. In response to the ongoing climate and economic transition, the SAQ is progressively integrating the risks and opportunities associated with climate change into its strategic planning, the goal being to strengthen the resilience of its supply chain and operations in the medium and long term.
201-1 Direct economic value generated and distributed	At the SAQ, the direct economic value generated and distributed corresponds to the company's net income. For more information, see the Financial Highlights on page 2. **Operating costs** See the Financial Highlights on page 2 and Note 7: *Rémunération du personnel* on page 64 of the French-language version of the SAQ Annual Report 2026. **Amounts remitted to government** For more information, see the Financial Highlights on page 2. **Investments in support of the community** For more information, see pages 21 and 22 of the Review of Activities. **Economic value retained** For more information, see the statement of changes in shareholder's equity on page 49 of the Finance section of French-language version of the SAQ Annual Report 2026.
201-2 Financial implications and other risks and opportunities due to climate change	Climate change is a strategic issue for the SAQ, given the company's reliance on global agricultural supply chains and climate-sensitive raw materials. The physical, regulatory and economic impacts associated with climate change can affect the availability, quality and cost of the products we offer as well as the resilience of our logistics operations and infrastructure. The SAQ is currently developing a climate change resilience and adaptation plan. The plan will help us strengthen our ability to anticipate and manage the impacts of climate change, protect the continuity of our supply chains and seize opportunities related to this period of transition. A preliminary risk and opportunity analysis has identified issues that could affect the SAQ's business continuity. At the same time, we are developing systems to better quantify their potential impacts. The main risks and opportunities identified at this stage are as follows: **Physical risks** Physical risks related to climate change are already evident in countries that produce wine, spirits and other beverage alcohol products. More specifically, these include: – increased water stress in several wine-growing regions; – extreme weather events (drought, heat waves, floods, wildfires); – increased spread of parasites, insect pests and diseases due to changing climate conditions; and – supply chain disruptions due to lower water levels in shipping lanes, flooding, disruptions to port traffic and damage to road infrastructure. These physical risks may lead to temporary disruptions in product manufacturing, increased procurement costs and, ultimately, price fluctuations for customers.

201-2 Financial implications and other risks and opportunities due to climate change (cont.)	**Transition risks** Transition risks stem from regulatory, economic and technological changes associated with the transition to a low-carbon economy. The main risks identified at this stage are: - changes in environmental regulations in producing countries, particularly regarding pesticide use, water management and GHG emissions reduction; – changes in the product offer in some wine-growing regions due to changing climate conditions; – potential impacts on the classification of controlled appellations of origin; – changing customer expectations regarding sustainability; and – the need to adapt supply chain infrastructure to meet new climate and regulatory requirements. These risks may result in increased operating costs for our suppliers and adjustments to the SAQ's purchasing practices. **Opportunities related to the climate transition** The climate context also opens up opportunities for the SAQ, including: - diversification of supply regions as some emerging areas become more suitable for wine and spirits production; – growing demand for sustainable, certified and regenerative agriculture products; – the modernization and adaptation of the SAQ's logistics practices to improve the resilience of its supply chain; and – innovation in packaging to reduce the carbon footprint and logistics costs. These opportunities help guide the SAQ's actions to meet its customers' expectations and increase the resilience of its supply chain. **Reason for omission: information not available** Some of the information required under GRI 201-2, particularly that relating to the financial implications of climate-related risks and opportunities, is not available at this time. The necessary analyses are underway, and disclosure will be completed when this information can be provided.
GRI 202: Market presence 2016	
3-3 Management of material topics	The SAQ considers fair compensation conditions to be essential drivers of its attractiveness and responsibility as an employer. The company offers competitive and consistent wage conditions everywhere it operates. The SAQ's compensation practices are based on structured, gender-blind internal policies and pay scales. This approach aims to ensure internal equity, transparency and compliance with legal requirements regarding compensation.
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	All of the organization's employees are based in the province of Quebec and are subject to the same compensation policies. Entry-level salaries are determined according to internal pay scales, which vary depending on the type of position. No position starts at the legal minimum wage, as all entry-level salaries are higher than the minimum wage in effect in Quebec. As at May 1, 2025, the minimum wage set by the Quebec government was $16.10 per hour. The hourly rate for an entry-level position at the SAQ was $24.04 as at April 1, 2025, which is 49% higher than the minimum wage.

GRI 203: Indirect Economic Impacts 2016

3-3 Management of material topics	The SAQ is aware of its important role in the Quebec economy and in the beverage alcohol industry. It seeks to increase the positive impacts of its operations and to support the economic development of Quebec regions and its industry. It does so by, among other things, collaborating with numerous partners, including suppliers, Quebec producers, agents, retailers and other economic stakeholders. Through its store network and its logistics operations, the SAQ supports economic activity across Quebec. Indirect economic impacts are taken into account in its strategic orientations, procurement practices and relationships with its partners.
203-2 Significant indirect economic impacts	Our ecosystem is a large, structuring beverage alcohol industry that provides the local Quebec economy with many quality jobs, including some 6,700 positions, and generates substantial economic benefits each year for Quebec's regions, this in addition to the $1.389 billion dividend paid entirely to the Ministre des Finances du Québec. Located throughout Quebec, SAQ stores contribute to the local economy in every region of the province. We work closely with 5,900 suppliers of beverage alcohol in 77 countries, with the Quebec-based agents that represent those suppliers from the world over, with restaurant owners, with Quebec-based producers, who are developing an increasingly robust industry by offering quality products, with the grocery and convenience store network, which includes some 7,100 additional points of sale for customers, with the local bottling industry, which bottles wines sold in grocery stores, and with the many professionals engaged in product connoisseurship and tasting, such as columnists, sommeliers and mixologists. In addition to the beverage alcohol industry, an entire ecosystem of goods and services suppliers (e.g. carriers, port services, consultants) also benefits from the SAQ's activities. We are thus part of a structured industry that is vital to the local economy.

GRI 204: Procurement Practices 2016

3-3 Management of material topics	Procurement practices are an important way for the SAQ to support the Quebec and regional economy while also ensuring its operations run smoothly. They comply with government regulations applicable to public bodies, particularly regarding local purchasing and regionalization. In procuring products, goods and services, the SAQ gives preference to Quebec and regional suppliers whenever possible. This approach aims to increase local economic benefits and encourage responsible supply chains. Purchases are governed by internal monitoring and compliance mechanisms to ensure adherence to government and organizational guidelines.
204-1 Proportion of spending on local suppliers	**Product procurement** For the sales figures for Quebec products, see pages 30 and 31 of the Trends section. **Purchases of goods and services** Since November 2023, the Quebec government's Stratégie gouvernementale des marchés publics (government procurement strategy) has encouraged public bodies to give preference to procurement within Quebec and to regionalization based on defined criteria for contracts valued at less than the public tendering threshold, with the exception of real estate leases. For the SAQ, that threshold is set at $627,200 (changed to $653,200 since January 1,2026). Whenever possible, the SAQ must now give preference to companies in the region covered by a contract and issue a call for tenders to qualified bidders in that region. For goods and services and construction contracts, bidding companies are also required to give preference to goods sourced in Quebec and to workers residing in Quebec. In fiscal 2025-2026, the SAQ awarded more than $19.9 million in Quebec and region-based procurement contracts. This corresponds to 20.3% of procurement amounts for the awarded new contracts under the $627,200 threshold. The SAQ's major sites of operation include its administrative centre, distribution centres and sales network.

GRI 300: Topic Standards – Environment Series

GRI 301: Materials 2016

3-3 Management of material topics	The SAQ recognizes the importance of properly managing containers and packaging in order to reduce the environmental impact of the products it sells and of its logistics operations. This approach aligns with the principles of the circular economy and producer responsibility in Quebec. Its approach combines regulatory, operational, and organizational measures. For containers and packaging it places on the market, the SAQ participates in provincial recovery and recycling systems. For its internal operations, it implements initiatives aimed at recovering and recycling materials used for transportation and handling. The SAQ is gradually improving its practices and monitoring tools to reduce its environmental impact and better manage residual materials at its facilities.
301-3 Reclaimed products and their packaging materials	**Recovery and reclamation of containers and packaging placed on the retail market** Éco Entreprises Québec and the Quebec Beverage Container Recycling Association (QBCRA) are designated by the Quebec government to manage, respectively, the curbside recycling (selective collection) and deposit systems through which the SAQ's containers and packaging are recovered and sent for recycling. **Recovery and reclamation of transport and handling packaging not intended for the retail market** Various materials are used to transport products to the SAQ's distribution centres and handle them there. These are primarily plastic wrap for palletizing, fibreboard and wood. The SAQ also uses plastic wrap to palletize products and transport them to its retail locations and customers. At this time, it is not possible to establish an overall recovery rate for these materials, as the SAQ has not recently conducted a residual materials characterization in its store network. However, in fiscal 2025-2026, the SAQ did carry out residual materials characterizations at its distribution centres, enabling it to establish the following recovery rates for the main materials comprising the packaging used for transport and handling: - plastic wrap: 70.4%; – fibreboard: 94.2%; and - wood: 81,3%. **Reason for omission: information not available** The SAQ does not have specific data regarding the quantity of containers and packaging that it puts on the market and that is actually recovered or recycled, as these data are reported in aggregate and not specifically for the SAQ by the management organizations designated by the Quebec government. The organization is therefore unable to disclose this information.

GRI 302: Energy 2016	
3-3 Management of material topics	Given the size of its buildings and its distribution and transportation operations, energy consumption is a significant issue for the SAQ. The SAQ seeks to use energy responsibly while maintaining the efficiency of its operations. The company tracks energy consumption in its buildings and vehicles using recognized methods aligned with government practices. This provides reliable data and guides internal analyses. The SAQ has already initiated energy reduction measures and continues to strengthen its monitoring tools to better measure energy savings and identify new avenues for improvement in the medium to long term.
302-1 Energy consumption within the organization	In fiscal 2025-2026, the SAQ consumed a total of 350,786,173 megajoules of energy. This amount includes the consumption of: – 146,370,070 megajoules of fuel from non-renewable resources (natural gas, diesel, gasoline); and – 204,416,103 megajoules (56,782,251 kWh) of hydroelectricity. Although steps are being taken to evaluate the supply of fuel from renewable sources, the SAQ does not currently use any. The SAQ's energy consumption stems from its fleet of 77 heavy-duty trucks and 16 light-duty vehicles, from leased vehicles used to transport merchandise and support its operations and from its real estate portfolio consisting of eight buildings, including three stores that it owns or for which it directly bears the costs. The SAQ does not source cooling or steam from external providers and does not sell any energy. To calculate its energy consumption from various sources, the SAQ tallied all energy bills from its suppliers and, to a lesser extent, used estimates for its auxiliary equipment. To ensure consistency across government bodies, the conversion factors used to establish consumption in joules are those in the Table des facteurs d'émissions de conversion published by the Quebec Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP) in 2019.
302-4 Reduction of energy consumption	**Reason for omission: information not available** The information required by GRI 302-4 is not available. Although the SAQ has implemented several measures to reduce energy consumption, the company is not yet able to quantify the associated energy savings.

GRI 305: Emissions 2016	
3-3 Management of material topics	Reducing greenhouse gas (GHG) emissions is a priority for the SAQ, both for its direct activities and for its highly globalized supply chain as a whole. The company aims to measure, reduce and track changes in its direct and indirect GHG emissions. The SAQ conducts an inventory of its GHG emissions for Scopes 1 and 2 and for certain priority categories of Scope 3 in accordance with GHG Protocol guidance. This approach provides a reliable baseline to guide its decisions, track its progress, and support the development of reduction targets. Its emission reduction efforts are based on specific initiatives, particularly in transportation and real estate. The SAQ is progressively integrating climate considerations into its investments and practices to ensure a consistent approach.
305-1 Direct (Scope 1) GHG emissions	According to the SAQ's fiscal 2025-2026 greenhouse gas (GHG) inventory, direct (Scope 1) GHG emissions totalled 9,125 metric tons of CO_2 equivalent. The inventory includes all GHGs (CO_2, CH_4, N_2O, HFC) emitted by the SAQ. The SAQ's GHG inventory was conducted using the GHG Protocol Scope 1, Scope 2 and Scope 3 Inventory Guidance. The chosen emissions consolidation methodology is the operational control approach. The GHG Global Warming Potentials are taken from the IPCC Sixth Assessment Report (AR6). The inventory was subjected to internal review. The baseline year used for the SAQ's strategic reduction targets and reduction efforts accounted for is fiscal 2021-2022.
305-2 Energy indirect (Scope 2) GHG emissions	According to the SAQ's fiscal 2025-2026 GHG inventory, its indirect GHG emissions (Scope 2) totalled 108 metric tons of CO_2 equivalent. These emissions are exclusively related to hydroelectricity consumption. They were calculated using data from the National Inventory Report: Greenhouse Gas Sources and Sinks in Canada (Part 3). The SAQ's GHG inventory presents data in metric tons of CO_2 equivalent but includes all GHGs (CO_2, CH_4, N_2O, HFC) indirectly emitted by the SAQ. For information regarding the consolidation method, standards, methodologies and assumptions used to account for the SAQ's GHG emissions, refer to the last paragraph of the description of GRI 305-1.
305-3 Other indirect (Scope 3) GHG emissions	According to the SAQ's fiscal 2025-2026 GHG inventory, its other indirect GHG emissions (Scope 3) totalled 253,643 metric tons of CO_2 equivalent. The categories and activities taken into account in the calculation of its other indirect GHG emissions correspond to the priority categories determined by the CDP (formerly the Carbon Disclosure Project): – Category 1 – Purchased goods and services: 228,483 metric tons of CO_2 equivalent; – Category 4 – Upstream transportation and distribution: 22,776 metric tons of CO_2 equivalent; – Category 8 – Upstream leased amounts: 1,191 metric tons of CO_2 equivalent; and – Category 9 – Downstream transportation and distribution: 1,193 metric tons of CO_2 equivalent. The SAQ's GHG inventory presents data in metric tons of CO_2 equivalent but includes all GHGs (CO_2, CH_4, N_2O, HFC) indirectly emitted by the SAQ. For information regarding the consolidation method, standards, methodologies and assumptions used to account for the SAQ's GHG emissions, refer to the last paragraph of the description of GRI 305-1.
305-5 Reduction of GHG emissions	In fiscal 2025-2026, the SAQ launched a project aimed at reducing its GHG emissions, namely the commissioning of six compressed natural gas-powered (CNG-powered) straight trucks to replace diesel-powered vehicles. Although the fuel switch may lead to a reduction in the associated GHG emissions, the limited number of vehicles involved, combined with their introduction late in the fiscal year, did not result in significant emission reductions in fiscal 2025-2026.

GRI 308: Supplier Environmental Assessment 2016	
3-3 Management of material topics	The SAQ recognizes that the most significant environmental impacts associated with the beverage alcohol products it markets occur upstream in its supply chain. Consequently, it incorporates environmental criteria into its procurement and supplier-selection practices. For beverage alcohol products, the SAQ is progressively integrating environmental requirements and criteria into its call-for-tenders and product-selection processes, especially as regards certifications related to agricultural practices and the characteristics of containers and packaging. This approach aims to encourage suppliers to adopt more responsible practices. With respect to purchasing goods and services, the SAQ complies with government guidelines on responsible procurement by incorporating environmental indicators into its awarding of contracts.
308-1 New suppliers that were screened using environmental criteria	**Product procurement** The SAQ has established guidelines that require its beverage alcohol suppliers to adopt best practices, including bottling their products using lightweight glass and eliminating overpackaging. As part of its call-for-tenders process for new products, the SAQ uses its annual Assortment Plan to incorporate requirements related to organic and responsible practice certifications, whether as mandatory criteria or as advantages. Suppliers are therefore asked to declare their environmental practices when submitting an offer to the SAQ. When the offers are analyzed, our Quality Control Department validates the documentary evidence of the claimed certifications. To be considered organic, products distributed by the SAQ must comply with Quebec and Canadian laws and regulations. Suppliers are required to provide a certificate attesting to their products' organic status and to have their labels approved by their certification body before shipping the goods. In fiscal 2025-2026, 16% of new products selected by our teams were certified organic in compliance with the standards in effect. **Purchases of goods and services** The Quebec government adopted the Stratégie gouvernementale des marchés publics (public procurement strategy, or SGMP) in 2022 and the Stratégie gouvernementale de développement durable (sustainable development strategy, SGDD) in 2023, confirming that it prioritizes responsible procurement. Pursuant to this, the SAQ began applying the government's responsible-procurement indicators to new contracts worth more than $25,000 so as to better monitor the progress of our responsible-procurement practices and assist the government in doing the same for all public organizations. As a result, all new SAQ contracts in excess of $25,000 are evaluated against the Quebec government's 10 environmental indicators for responsible procurement. In fiscal 2025-2026, 33.7% of the new contracts awarded (55 out of a total of 163), now including transportation contracts, met the criteria for at least one of the 10 environmental indicators for responsible procurement.

308-2 **Negative environmental impacts in the supply chain and actions taken**	The SAQ recognizes that certain stages of the beverage alcohol supply chain can have negative environmental impacts. The impacts are primarily associated with the production of agricultural raw materials, the transformation of beverage alcohol product, and the manufacturing and end-of-life of containers and packaging. **Biodiversity and ecosystems** The cultivation of raw materials used in the production of beverage alcohol products (grains, grapes, sugarcane, aromatic plants, etc.) can contribute to ecosystem degradation when sustainable practices are not used. Risks include the loss of natural habitat, a decline in local biodiversity and the use of pesticides that may affect some plant and animal species. **Water management** Alcohol production is a very water-intensive activity, be it for crop irrigation or for fermentation, distillation and cleaning. Poor water management can lead to overexploitation of local water resources or the degradation of water quality. **Pollution and emissions** Production and processing methods can generate organic waste, airborne emissions and by-products that may contribute to air, water and soil pollution. **Containers and packaging** Containers and packaging associated with alcoholic beverages, including glass, aluminum, fibreboard and plastics, account for a significant portion of the SAQ's overall environmental footprint. Their production requires the extraction and consumption of natural resources and generates emissions, while their end-of-life disposal can contribute to pollution if the materials are not properly recovered and recycled. **Reason for omission: information not available** At this stage, the SAQ does not have the quantitative data needed to indicate the number or percentage of suppliers assessed for their environmental impacts. Current monitoring and data collection systems do not yet allow for the comprehensive compilation of these indicators for all suppliers of beverage alcohol products on the market.

GRI 400: Topic Standards – Social Series

GRI 405: Diversity and Equal Opportunity 2016

3-3 **Management of material topics**	As a government corporation and major employer in Quebec, diversity, equity and equal opportunity are integral to the SAQ's culture. The SAQ aims to provide inclusive workplaces that are representative of Quebec society and free from discrimination. Its approach is based on compliance with its legal obligations and on practices governing recruitment, talent management and compensation. To track changes in the representation of the groups concerned, the SAQ collects diversity data through a voluntary self-identification process. To maintain fair compensation practices based on objective criteria, it also monitors pay equity through formal mechanisms and periodic reviews in accordance with Quebec law.

405-1 **Diversity of governance bodies and employees**	To obtain an accurate portrait of its employee makeup and be in compliance with the *Act respecting equal access to employment in public bodies*, the company must collect, using a voluntary self-identification process, data on representation of the following groups: women, Indigenous people (First Nations, Inuit and Metis in Canada), people from visible minorities (non-white and non-Indigenous), people from ethnic minorities (whose mother tongue is neither French nor English and who are not Indigenous or members of a visible minority) and people with disabilities, as defined in the *Act to secure handicapped persons in the exercise of their rights with a view to achieving social, school and workplace integration*. The distribution of individuals within the organization is as follows: **Management Committee – 10 members** – 5 women (50%) – 0 persons under 30 (0%) – 4 persons age 30 to 50 (40%) – 6 persons over 50 (60%) – 0 persons from diverse backgrounds (0%) **Senior management – 563 employees** – 260 women (46%) – 16 persons under 30 (3%) – 408 persons age 30 to 50 (72%) – 139 persons over 50 (25%) – 53 persons from diverse backgrounds (9%) **Office personnel – 616 employees** – 332 women (54%) – 35 persons under 30 (6%) – 365 persons age 30 to 50 (59%) – 216 persons over 50 (35%) – 100 persons from diverse backgrounds (16%) **Supply chain personnel – 908 employees** – 53 women (6%) – 111 persons under 30 (12%) – 547 persons age 30 to 50 (60%) – 250 persons over 50 (28%) – 163 persons from diverse backgrounds (18%) **Sales network personnel – 4,622 employees** – 2,375 women (51%) – 1,371 persons under 30 (30%) – 1,722 persons age 30 to 50 (37%) – 1,529 persons over 50 (33%) – 468 persons from diverse backgrounds (10%) For the available information about the diversity of the members of the SAQ's Board of Directors, see page 95 of the Governance section of the French-language version of the SAQ Annual Report 2026. **Reason for omission: confidentiality constraints** The members of the SAQ's Board of Directors are independent directors appointed by the Quebec government. The SAQ does not retain personal information about them unless required for the performance of their duties. To respect their privacy and comply with its personal information protection obligations, the SAQ publishes only the information required by the *Act respecting the governance of state-owned enterprises* (AGSE).

405-2 **Ratio of basic salary and remuneration of women to men**	The SAQ ensures fair treatment of all its employees and applies compensation practices free from any gender-based discrimination. As such, the SAQ regularly conducts pay equity reviews in accordance with Quebec's *Pay Equity Act*. These reviews aim to compare job categories dominated by women and men to ensure they receive equivalent pay for work of comparable value. Furthermore, the rules governing the determination of starting wage and wage progression are clearly established. For unionized employees, these rules are set forth in collective agreements and are based primarily on objective criteria such as seniority. For managers and non-unionized staff, they are defined in the SAQ's compensation policy and take into account factors such as job responsibilities, experience, skills and performance. **Reason for omission: confidentiality constraints** The SAQ does not disclose the ratio of base salary and total remuneration for women and men, since this indicator, when presented in aggregate form, does not adequately account for key compensation factors such as seniority, experience, skills and the rules set out in collective agreements and internal policies. In this regard, the SAQ prioritizes compliance with the applicable legal framework regarding pay equity and the structured mechanisms it implements to ensure equitable compensation.
GRI 406: Non-discrimination 2016	
3-3 **Management of material topics**	The SAQ attaches great importance to preventing and managing discrimination, harassment and violence in the workplace. The company aims to provide all employees with a healthy, safe, respectful and inclusive work environment. To achieve this, the SAQ relies on internal policies and mechanisms that govern the handling of reported situations. Several confidential channels are available to allow employees to file a complaint or report a concerning situation. Cases are handled confidentially and rigorously, in accordance with established procedures. The SAQ continues to improve its monitoring mechanisms to better understand reported situations and strengthen its prevention, awareness and continuous improvement efforts across the organization.
406-1 **Incidents of discrimination and corrective actions taken**	**Reason for omission: information not available** Given the variety of channels available for filing complaints, the SAQ does not currently have a centralized system to track all cases of discrimination. This situation limits its ability to provide an accurate count for fiscal 2025-2026. However, the SAQ wishes to improve the structure for monitoring and compiling cases of discriminatory harassment in order to obtain a more comprehensive and integrated view of the situation.

GRI 407: Freedom of Association and Collective Bargaining 2016	
3-3 **Management of material topics**	The SAQ recognizes freedom of association and the right to collective bargaining as fundamental workers' rights, both within its organization and throughout its supply chain. It aims to maintain responsible labour relations that comply with applicable laws. In its relations with suppliers, the SAQ sets out its expectations through its Supplier Code of Conduct, which requires respect for freedom of association and the right to collective bargaining, in accordance with the laws of the countries where the supplier operates.
407-1 **Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk**	The SAQ does not currently have a mechanism to specifically identify or monitor operations or suppliers where these rights may be at risk. However, these principles are incorporated into our formal expectations of suppliers. The SAQ Supplier Code of Conduct explicitly requires that the companies with which we do business recognize and respect freedom of association, the right to organize and the right to collective bargaining, in accordance with the laws applicable in the countries in which they operate. The Code constitutes a clear commitment to promoting responsible labour practices and protecting the fundamental rights of workers throughout our supply chain. **Reason for omission: information not available** The SAQ does not currently compile data that would identify suppliers where freedom of association and the right to collective bargaining may be at risk. No specific monitoring system is in place to document this issue.
GRI 408: Child Labour 2017 **GRI 409: Forced or Compulsory Labour 2017**	
3-3 **Management of material topics**	Forced labour and child labour are subject to a structured due diligence process that complies with Canadian law and international human rights standards. The process, which is outlined in a public annual report, identifies high-risk areas and industries in the supply chain as well as the measures to be taken in the event of a problem. When a situation is reported, the SAQ prioritizes dialogue and collaboration to correct the offending practices, while also reserving the right to review its business relationships if necessary. The SAQ acknowledges the current limitations of its monitoring tools and, in collaboration with its partners, continues to progressively improve its practices to better prevent, detect and manage high-risk situations.
408-1 **Operation and suppliers at significant risk for incidents of child labour** **and** **409-1** **Operations and suppliers at significant risk for incidents of forced or compulsory labour**	See the SAQ's 2026 Report on the Fight Against Forced Labour and Child Labour and its Handling of Claims of a Forced Labour and/or Child Labour Situation in the Supply Chain procedure, both of which can respectively be found in the Publications and Available Documents sections of SAQ.COM. **Reason for omission: information not available** The data currently available allow us only to identify, with sufficient precision, specific geographic regions presenting a significant risk of forced labour or child labour where some of our suppliers are located. In addition, the data do not differentiate underage workers who may be exposed to work that is hazardous to them in the strict sense of international standards. The SAQ does not conduct on-site assessments of suppliers. However, it does take action when a problematic situation is raised or confirmed, notably by requesting corrective measures or by reassessing its business relationship with the offending supplier when deemed necessary. Furthermore, despite its commitment to workers' rights, the SAQ does not disclose the identity of suppliers that may present issues in this area, as it prioritizes an approach focused on dialogue, collaboration and continuous improvement of practices rather than publicly calling out business partners.

GRI 413: Local Communities 2016	
3-3 Management of material topics	The SAQ recognizes that alcohol is not an ordinary product. That being the case, it strengthens its role as a responsible retailer to address its customers' concerns regarding their alcohol consumption and maintains a structured dialogue with relevant stakeholders. The SAQ continually adjusts its practices and policies to meet the expectations of society and maintain a balance between the accessibility of beverage alcohol products, protecting the public and respect for communities.
413-2 Operations with significant actual and potential negative impacts on local communities	**Background for the SAQ's use of GRI 413-2** GRI 413-2 addresses a company's territorial and operational impacts on local communities. The SAQ, however, has adopted an adapted interpretation based on how it fulfills its responsibilities regarding the merchandising of its products. Given that alcohol is not an ordinary product, this disclosure item is used to present the measures implemented by the SAQ regarding responsible merchandising. **Mitigation measures incorporated into business practices** Because alcohol is a product unlike any other, responsibility is a core part of the SAQ's identity. Since 1989, the company has collaborated with Éduc'alcool, for which it collects and remits a significant financial contribution to support campaigns aimed at promoting informed, moderate and socially responsible alcohol consumption. The SAQ remains attentive to Quebecers' concerns regarding the potential health consequences of alcohol consumption and ensures that this is reflected in its business practices. The SAQ also offers alternative products, including: - low alcohol and 0.5% or less alcohol products; and - small format products. The SAQ also provides content that encourages customers to discover lighter products and alternate between alcoholic beverages and low-alcohol products. The company also ensures that Éduc'alcool is featured in all its marketing content. The company maintains a structured dialogue with external partners to better understand social expectations, ensure its practices remain appropriate and adjust its approaches in response to changing customer concerns. To learn about the mitigation measures incorporated into the SAQ's business practices, see the Sales Ethics section on SAQ.COM.
GRI 414: Supplier Social Assessment 2016	
3-3 Management of material topics	The SAQ recognizes that the main social risks associated with the beverage alcohol products it markets lie upstream in its supply chain. It promotes responsible practices regarding working conditions, respect for human rights and relations with local communities. Its approach is based on integrating societal expectations into its business relationships, particularly through its policy commitments, Supplier Code of Conduct and due-diligence processes targeting the highest-risk issues, including forced labour and child labour.
414-1 New suppliers that were screened using social criteria	**Reason for omission: information not available** The grid used by the SAQ to select new beverage alcohol products does not include specific social criteria, although it does take into account certain responsible practice certifications that may include social dimensions. At present, the requested information cannot be provided.

414-2 **Negative social impacts in the supply chain and actions taken**	Social risks are particularly prevalent in the agricultural and wine industries, where working conditions can be difficult and where reliance on seasonal labour and the growing use of staffing agencies can increase workers' vulnerability. Cases of human rights violations have been reported in some vineyards in recent years, including in countries generally considered low-risk according to various vulnerability indices. However, we have not been able to ascertain that any of our suppliers are directly involved in these cases. Social risks are not limited to exploitation. They can also take the form of labour management practices and employment conditions that do not fully respect workers' fundamental rights, particularly regarding equity, protection against discrimination, governance of labour relations and respect for trade union freedoms. These issues are likely to vary depending on the regulatory and socioeconomic conditions in the producing countries. **Occupational health and safety** The weather conditions to which agricultural workers are exposed are a major concern. The increasing frequency of heat waves, exacerbated by climate change, raises the risk of heat stress, chronic dehydration and other health issues. Recent studies highlight the serious consequences associated with a lack of drinking water, long workdays and the lack of shade in the fields. Beyond accident prevention, occupational health and safety issues also encompass the establishment of adequate and protective working conditions, including access to appropriate preventive measures, skills development, the ability to respond appropriately in the event of an incident and the creation of a safe and respectful workplace free from discrimination. **Relations with local communities** Wine-growing operations can also have social impacts on local communities, particularly regarding noise, traffic, land use and disruptions related to agricultural activities and infrastructure. Maintaining harmonious relations with communities is an important aspect of the overall social performance of companies in the industry. **Reason for omission: information not available** At this stage, the SAQ does not have the quantitative data necessary to indicate the number or proportion of its suppliers assessed for their social impacts. Current monitoring and data-collection systems do not yet allow for the comprehensive compilation of these indicators for all suppliers of beverage alcohol products placed on the market.

Path travelled by products sold at the SAQ

Production

Farming activities
(grapes, grains, apples, honey, sugarcane, etc.) and farm inputs

Extraction of raw materials
(sand, wood, petroleum, bauxite, cork, etc.)

VI HI EI S3

Stakeholders
- Farmers
- Producers
- Sector associations
- Raw material extraction companies

VI S3

Transformation

Product transformation
(maturation, blending, brewing, fermenting, distilling, ageing, etc.)

Manufacturing of containers and packaging

VI HI EI S3

Stakeholders
- Beverage alcohol producers
- Local producers
- Joint sector-based associations
- Container and packaging producers

5,900 suppliers in **77 countries**

VI S3

Packaging

Product packaging
(bottling, labelling, packaging)

VI HI EI S3

Stakeholders
- Bottlers
- Producers

Nearly **38,000 products** from the four corners of the globe

VI HI S3

SAQ

HI EI

Stakeholders
- Ministre des Finances
- Governments
- Quebec public
- Media outlets
- Public health organizations

Procurement

SAQ call for tenders
(product offer analysis and selection periods)

Quality control of accepted products

VI HI EI S1 S2 S3

Stakeholders
- SAQ employees
- Labour unions
- Representation agencies and suppliers
- Representation agency associations
- Régie des alcools, des courses et des jeux (RACJ)
- Law enforcement forces

Stakeholders
- Freight suppliers (land, sea and rail)
- Port of Montreal
- Customs

Warehousing and distribution

Warehousing
(Distribution centres)

Distribution
(to our stores and partners)

Stakeholders
- SAQ employees
- Labour unions
- Freight suppliers

$4.070B in sales
6,719 employees
401 SAQ stores
460 SAQ Agency stores
57 SAQ Zones

VI EI S1 S3

Merchandising

Sales to the SAQ's various customers

Product marketing and personalization

VI HI EI S1 S2 S3

Stakeholders
- SAQ employees
- Labour unions
- Customers
- Permit holders
- SAQ Agency stores
- Representation agencies
- Authorized distributors
- Municipalities
- Landlords

Nearly **18.8 million cases delivered** to our points of sale

VI S3

Use and end of life

Use

Recovery
(deposit and curbside pick-up)

Sorting and conditioning

Recycling or disposal

VI HI EI S3

Stakeholders
- Quebec Beverage Container Recycling Association (QBCRA)
- Éco Entreprises Québec
- Waste management companies
- Municipalities

VI S3

VI Environmental impact
HI Impact on humans
EI Economic impact
S1 Scope 1 GHG emissions
S2 Scope 2 GHG emissions
S3 Scope 3 GHG emissions

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SAQ