

Immatriculée Does Not Mean Compliant

What the Quebec enterprise register actually tells you about your company

Your company says *Immatriculée*. That is the only thing it says.

CorpCentre measured Quebec's enterprise register to find out what sits behind that word.

The answer: 18.20% of registered Quebec business corporations are in default of their annual obligation — each one measured against its own filing deadline.

Nearly one in five is already behind

109,909 of the 603,880 corporations past their filing deadline have not filed the annual declaration the Act requires. Unlike a common-cutoff test, this measures each corporation against its own deadline — no corporation is counted before its time.

A further 34,110 have never filed a declaration at all.

Nearly one in five registered Quebec corporations is in default right now. All of them still read *Immatriculée*.

It is not just empty shells

The natural objection to any registry compliance statistic is that the defaulters are dormant shells with nothing to report. Quebec's register carries a declared employee count, which lets the objection be tested directly.

Corporations declaring one to five employees default at 20.59%.

Corporations declaring no employees default at 18.08%.

Operating businesses with employees default more often than empty ones. The problem is not dormancy. It is maintenance.

The register removes more than it keeps

Over its life, Quebec's register has struck off 696,902 corporations — more than the 694,339 currently registered. 86.7% of all removals were involuntary: the corporation did not wind up; it was removed.

More corporations have been struck from Quebec's register than are on it today.

And enforcement has just accelerated

Strike-offs run in campaigns, not on conduct. In all of 2025, 3,201 corporations were struck off ex officio. In the first seven months of 2026: 30,894.

A default that sat unpunished last year can be fatal this year. The register decides when to move; the corporation decides only whether it is exposed.

What actually prevents this

None of it is difficult. It is a maintenance problem that looks like a legal problem, and it fails for the same reason maintenance always fails — nobody owns the calendar.

Know the dates. The annual updating declaration, changes of directors and addresses, beneficial-ownership information — each has its own deadline, and none of them announce themselves.

Fix what is already behind. A late declaration is an afternoon. A struck-off company is a revocation application — and a gap in your legal existence that has to be explained to every bank, insurer

and counterparty who looks.

Then keep it that way, deliberately, with someone accountable for it.

Incorporating takes an afternoon. Staying registered takes a system.

If you want to know where your own company — or your clients' companies — sit against these measurements, we can tell you. CorpCentre works with businesses and their professional advisors on keeping the corporate record current.

BY THE NUMBERS

18.20% of registered Quebec corporations in default — 109,909 of 603,880

34,110 have never filed a declaration at all

86.7% of lifetime removals were involuntary

30,894 struck off in the first seven months of 2026 — against 3,201 in all of 2025

IN THIS SERIES

Report 1 — Active Does Not Mean Compliant. The federal register, measured the same way. Published.

Report 3 — Countdown to Dissolution. How Canadian corporations actually cease to exist. Next.

All research free to subscribers: corpcentre.ca/research-reports-library

Contact us

Lionel J. Perez

BA, JD, LL.L • CEO, CorpCentre

lionel@corpcentre.ca • 1-866-906-2677 x 222 • corpcentre.ca

Research note. Figures are computed from the Registre des entreprises open dataset via Données Québec, extract of 1 August 2026. Full methodology, confidence grading and limitations are in Report 2. Quebec-derived material is used as non-commercial research with attribution (CC BY-NC-SA 4.0).

Disclosure. Prepared by Lionel J. Perez, CEO of CorpCentre, which provides the corporate compliance services described above; readers should weigh that interest. No allegation is made against any corporation: non-compliance with a corporate filing obligation is an administrative condition, not evidence of wrongdoing.