

The cover features a dark blue background with a large, light blue circle in the center. Inside the circle is a dark blue vertical oval. The text 'ACTIVITY REPORT 2021' is centered within the oval. The year '2021' is significantly larger than the words 'ACTIVITY REPORT'. Faint, light blue wavy lines are visible in the background, particularly on the right side.

ACTIVITY  
REPORT  
2021

QUEBECOR

The Quebecor logo consists of the word 'QUEBECOR' in a bold, white, sans-serif font. Below the text is a stylized blue swoosh that starts under the 'Q' and curves under the 'R'.

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# 2021 IN BRIEF

# \$4.55B

Quebecor's revenues in 2021,  
up 5.5% from 2020

## LEADER

in telecom, media and  
entertainment in Québec

# +8.2%

Mobile phone lines

# +2.4%

Internet access subscribers

# 503,000

subscribers to Club illico  
and Vrai over-the-top  
video services

# \$830M

invested to acquire  
3500 MHz spectrum  
for the development of  
Videotron's 5G network,  
half of it outside Québec

# No. 1

Internet service provider  
in Québec

# 37,000

Québec households with  
poor Internet service to be  
connected to high-speed  
by Videotron

# 1.6M

subscriber connections  
to Videotron's  
mobile network

# 1.2M

revenue-generating units  
converted to Helix

**+\$212M**

for content production and acquisition in 2021

Largest

**MEDIA GROUP**

in Québec in the digital space

**39.8%**

market share in 2021 for TVA and its specialty channels, No. 1 in Québec

**400+**

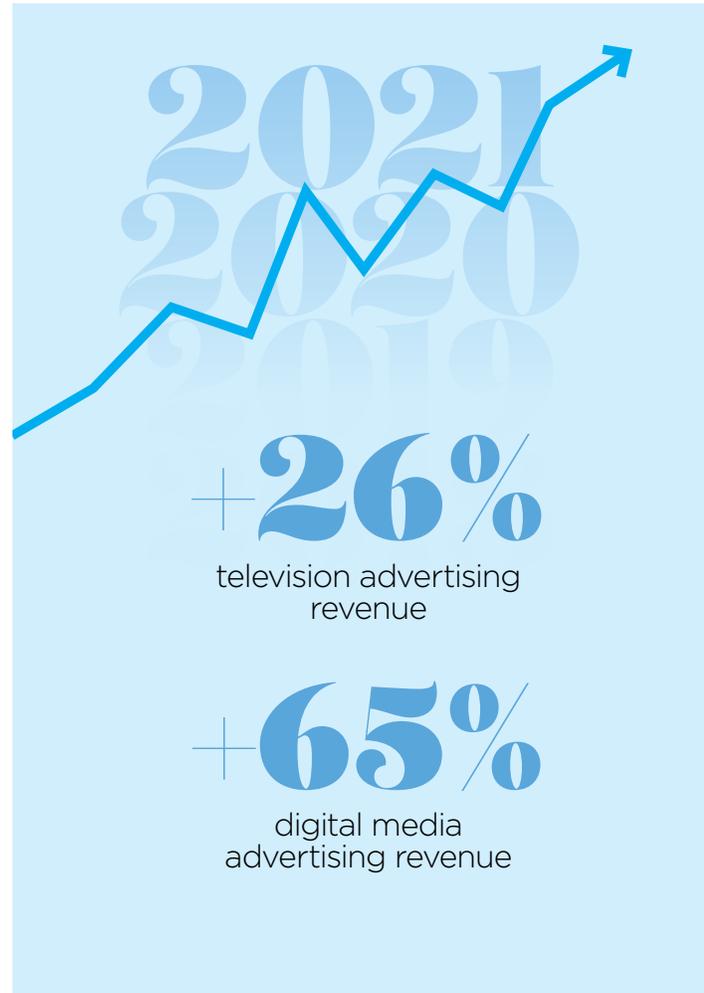
organizations supported across Québec

**+\$27M+**

worth of donations and sponsorships in 2021

**10,000**

Nearly employees



# HIGHLIGHTS

## Financial years ended December 31, 2021, 2020 and 2019

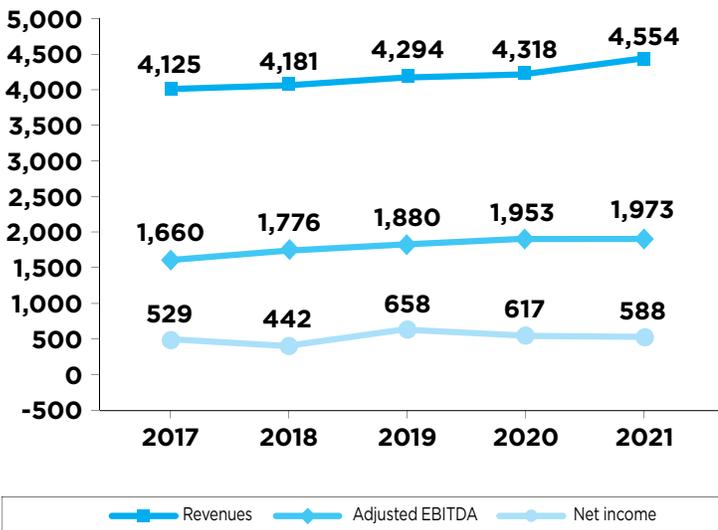
(in millions of Canadian dollars, except per share data)

	2021	2020	2019
<b>OPERATIONS</b>			
Revenues	<b>\$4,554.4</b>	\$4,317.8	\$4,293.8
Adjusted EBITDA <sup>1</sup>	<b>1,973.2</b>	1,952.6	1,879.5
Adjusted cash flows from operations <sup>1</sup>	<b>1,382.1</b>	1,312.4	1,144.1
Contribution to net income attributable to shareholders:			
Continuing operating activities <sup>1</sup>	<b>621.9</b>	594.5	581.0
Gain (loss) on valuation and translation of financial instruments	<b>15.7</b>	7.5	(6.1)
Unusual items	<b>(59.2)</b>	(28.0)	(19.6)
Discontinued operations	<b>-</b>	33.2	97.5
Net income attributable to shareholders	<b>578.4</b>	607.2	652.8
<b>BASIC DATA PER SHARE</b>			
Contribution to net income attributable to shareholders:			
Continuing operating activities <sup>1</sup>	<b>\$2.55</b>	\$2.36	\$2.27
Gain (loss) on valuation and translation of financial instruments	<b>0.06</b>	0.03	(0.02)
Unusual items	<b>(0.23)</b>	(0.11)	(0.08)
Discontinued operations	<b>-</b>	0.13	0.38
Net income attributable to shareholders	<b>2.38</b>	2.41	2.55
Dividends	<b>1.10</b>	0.80	0.39
Weighted average number of shares outstanding (in millions)	<b>243.5</b>	251.6	255.6
<b>FINANCIAL POSITION</b>			
Total long-term debt	<b>\$6,554.0</b>	\$5,786.4	\$5,986.1
Lease liabilities	<b>183.2</b>	173.3	137.9
Convertible debentures, including embedded derivatives	<b>141.6</b>	156.5	165.8
Equity	<b>1,378.8</b>	1 214.1	1 072.1
Total assets	<b>10,763.0</b>	9,861.6	9,725.9
Consolidated net debt leverage ratio <sup>1</sup>	<b>3.19x</b>	2.68x	2.91x
<b>EMPLOYEES</b>	<b>10,000</b>	10,000	10,000

<sup>1</sup> For a complete description of these measures as well as a reconciliation to the most directly comparable measures calculated in accordance with IFRS, please refer to our Management Discussion and Analysis for the financial year 2021 under Non-IFRS Financial Measures, available on the Corporation's website at [www.quebecor.com/en/investors/financial\\_documentation](http://www.quebecor.com/en/investors/financial_documentation) or from the SEDAR filing service at [www.sedar.com](http://www.sedar.com).

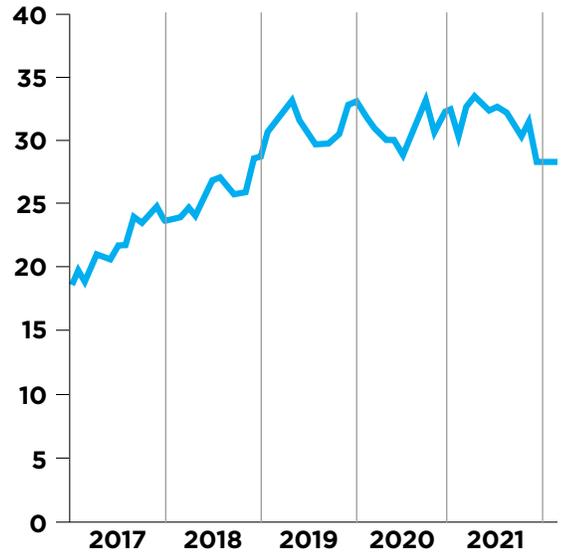
### Revenues, Adjusted EBITDA and net income

In millions of Canadian dollars



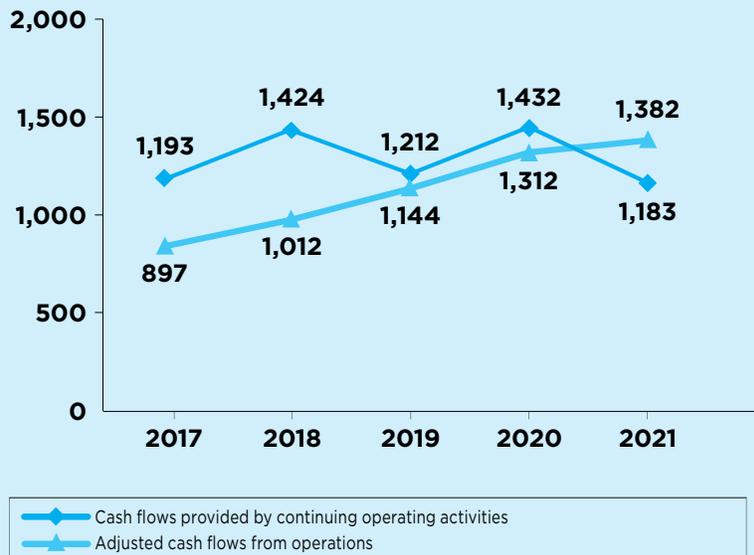
### Share Price (QBR.B)

In Canadian dollars



### Adjusted cash flows from operations and cash flows provided by continuing operating activities

In millions of Canadian dollars



# MESSAGE TO SHAREHOLDERS

During another year dominated by the global COVID-19 pandemic, Quebecor continued to grow and to optimize its operations in a fiercely competitive business environment, particularly in the Québec telecommunications industry. We posted increases of 5.5% in revenues, 1.1% in adjusted EBITDA and 5.3% in adjusted cash flow from operations.

We did it by staying focused on sound management of our operations and investments, as evidenced by, among other things, the 7.4% increase in adjusted cash flows from operations in Q4 2021. In addition, with net available liquidity of \$1.57 billion at December 31, 2021, we have a solid foundation to pursue our strategic priorities and deliver more innovation, more content and the best experience to a growing customer base.

## The projects of the future

The future development of mobility and digital in Canada demands the emergence of real competition that can generate tangible benefits for consumers and protect the public interest. In pursuit of this mission, Quebecor made every effort to connect more customers and invested heavily in the roll-out of cutting-edge technologies.

The pandemic has highlighted the importance of these infrastructure investments. Once again, Videotron demonstrated that its network is robust and capable of handling far-heavier-than-normal traffic. All of our people applied their talents, know-how and energies to keeping our economy running and keeping Quebecers connected for the purposes of entertainment, work, information, education and communication with loved ones in a time of changing consumer habits.

The acquisition of spectrum in the 3500 MHz band announced in July 2021 is another example of Videotron's commitment to promoting competition.

Quebecor invested nearly \$830 million through Videotron to acquire 294 blocks of spectrum, a strategic investment that will support the development of our 5G network. More than half of this investment is concentrated in Ontario, Manitoba, Alberta and British Columbia. Following the CRTC's decision mandating access to the incumbents' networks for mobile virtual network operators (MVNOs), we are now counting on the creation of a conducive environment and favourable conditions which would ensure the economic viability of MVNOs and make it possible for them to provide millions of Canadians with competitive services.

Since we entered the mobile market more than 15 years ago, Québec has been one of the most competitive markets in Canada. We are excited about the success of our 5G roll-out in Montréal, much of Montréal's South Shore and North Shore, and Québec City. With its increased speed, expanded connectivity and minimal latency, our next-generation network opens up a world of possibility for individuals and businesses alike. In the coming years, we will continue investing in 5G and gradually rolling it out to our entire mobile network to help advance our society's economic development.

We are particularly pleased with the March 2021 agreement between Videotron and the Government of Québec, in conjunction with the Government of Canada, to connect 37,000 underserved households in various regions of Québec to high-speed Internet. Under the agreement, the governments undertook to provide financial assistance in the amount of approximately \$258 million, to be used in its entirety for the extension of Videotron's wireline network. Work is progressing apace. The newly connected households will be able to enjoy the high-quality technology of our Helix service, at competitive prices.

Connecting rural communities to high-speed Internet is essential to the development of a strong and prosperous Québec. In keeping with that goal, Videotron also acquired Cablovision Warwick Inc., a well-established family business in the Centre-du-Québec region, and its network in April 2021.

### **Always the best customer experience**

Videotron maintained its customer-centric focus and continued to stand out in the industry. It ranked as the most respected telecommunications provider in Québec for the 16th year in a row on Leger 2021 Reputation survey. Our customer-base growth also demonstrates the relevance and complementarity of our brands, which deliver the services that meet consumer expectations.

In the mobility business, Videotron and Fizz grew their subscriber connections by 120,800, or 8.2%, in 2021. Continuing an established trend, they posted the highest combined share of new connections in every quarter of 2021, for a cumulative total of 33% of new mobile connections for the year. Fizz placed first for online experience in Canada's telecommunications industry on Leger's WOW Digital Index for the third year in a row.

Our Helix platform continued to perform strongly, reaching more than 1.2 million revenue-generating units since its launch in August 2019. The dynamic platform was improved with the addition of new applications and features, including access to QUB musique on Helix TV and control of smart locks and thermostats with Helix Fi. Also, to meet subscriber needs, we introduced an equipment self-installation process in March 2021 for customers who prefer to have greater autonomy.

### **Record spending on content production**

In over-the-top (OTT) video, competition is as fierce as it is in telecom. Given the federal government introduced Bill C-11 in February 2022, amending the Broadcasting Act to include foreign online services, it bears repeating that the regulatory and financial burden on our broadcasting companies must be lightened if they are to remain competitive and continue investing heavily in the production of original Canadian content. This is especially true in Québec, where the vitality of our culture and language depends on it.

In 2021, to set ourselves apart and help make audiovisual content a lever of economic development and cultural influence for Québec, we spent more than \$212 million on content production and acquisition, up 40% from the previous year. The bulk of the spending was dedicated to original content. In all, 134 original productions were released in 2021, including 82 new projects and two Québec feature films.

Also new in 2021, Videotron expanded its OTT offering in August with the launch of the Vrai platform to meet growing consumer interest in unscripted lifestyle, documentary and entertainment content. A hundred new original Québec productions have been announced for its first year of existence. With Vrai and Club illico, we are fulfilling our commitment to creating an unparalleled selection of entertainment featuring Québec artists and crews.

With their diverse, constantly updated selection of local content, Vrai and Club illico now have more than 503,000 subscribers, a strong indication of the soundness of our choices and investments in the production of Québec content.

TVA Group has pursued the same astute strategy. In a time of proliferating platforms and fragmenting audiences, TVA and its specialty channels continue to perform strongly thanks to the calibre of their original productions and their ability to draw mass audiences to major television events. They topped the ratings with a combined market share of 39.9% in 2021, far outpacing the competition. A striking example of TVA's dominance is its Sunday-night lineup of must-see variety shows for the whole family, such as Star Académie, Chanteurs masqués and Révolution, which drew an average of 1.5 million viewers.



The market for television series is booming and we are seeing strong growth in demand for the shooting of foreign blockbusters. MELS set a performance record in 2021 with 47% revenue growth. To help keep Montréal and Québec competitive in the international production market, we announced in July 2021 the expansion of our MELS studios with the construction of MELS 4. Thanks to the support of the Government of Québec and the City of Montréal, MELS will have an even more attractive offer with which to draw the largest local and international productions, benefitting our industry and our cultural workers.

MELS also stood out by introducing a new state-of-the-art virtual production platform that meets the needs of local and international producers.

### **News is at the heart of our mission**

Quebecers placed their trust in Quebecor's newsrooms, as they have for decades. Throughout the health crisis, the teams at *TVA Nouvelles*, LCN, *Le Journal de Montréal*, *Le Journal de Québec*, *24 Heures*, the Investigative Bureau, QMI Agency, QUB radio and their digital platforms informed and accompanied the public in all regions of Québec with their usual professionalism and rigour.

### **Recovery picks up in the advertising market**

In a sign of economic recovery and advertiser enthusiasm for our popular content, innovative advertising products and strategic tie-ins with our brands, our advertising revenues increased in most of our market segments in 2021. Most notably, advertising revenues were up 26% in television and 65% in digital media, due in large part to our new QUB platform and to traffic on TVA+. The revenue growth enables us to maintain our spending on content and to face increased competition on all platforms.

In September 2021, to promote the discoverability of our content, we continued innovating by launching QUB, a digital platform where millions of items of content from our powerful media ecosystem can be found in one place. We also launched QUB livre, an online bookshop integrated into the QUB platform that carries over 65,000 titles. In the music streaming segment, QUB musique is returning 11 times more to Québec's cultural economy than other platforms of the type in Canada.

### **At the heart of Québec's cultural scene**

Despite the pandemic, which demanded extraordinary resilience of promoters and artists, our Sports and Entertainment segment fared well in 2021. Among other things, it established several major strategic partnerships.

In October 2021, Gestev, already the manager of the Videotron Centre and Baie de Beauport, and owner of Théâtre Capitole in Québec City, became the new manager of the Cabaret du Casino de Montréal, one of the city's leading performance venues.

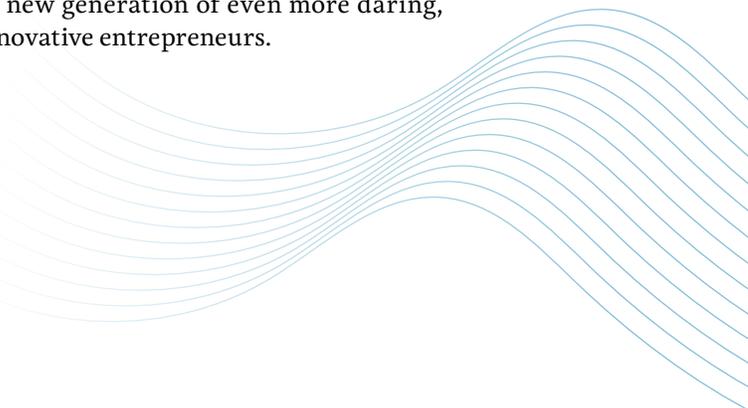
In February 2021, we acquired Audiogram, the largest independent French-language record label in North America, which also includes Éditorial Avenue, Canada's largest French-language music publisher.

As we look forward to a return to normal for the cultural industry in 2022, Quebecor will continue to proudly support Québec artists and promote culture throughout Québec.

### **Creating value for our community**

Animated by a strong philanthropic culture, Quebecor proudly contributes to Québec's economic, cultural and social vitality by joining forces with our visionaries, creators, and cultural workers. In 2021, Quebecor supported over 400 organizations across Québec.

Supporting the next generation of entrepreneurs was one of our key commitments in 2021. In February 2022, Quebecor and the Fondation Chopin-Péladeau announced a historic \$40 million gift to Université de Montréal to be used to create Millénium Québecor, a comprehensive entrepreneurship awareness, training and support program, and to construct a state-of-the-art building to be known as the Pavillon Pierre-Péladeau. Pierre Péladeau, Quebecor's founder, was fully committed to Québec's social and economic development. Through this partnership, we are pursuing his mission and supporting a new generation of even more daring, even more innovative entrepreneurs.



In addition to continuing to award the Pierre Péladeau Bursaries to Québec student entrepreneurs, we launched the asterX venture capital fund in November 2021 to support start-ups with the potential to drive innovation in industries that contribute to the advancement of our society.

Quebecor is also dedicated to diversity, equity and inclusion. Among other things, it made a \$1 million donation to the Autiste & Majeur Foundation to help fund the development of day centres for people with autism aged 21 and over across Québec.

Always a trailblazer, Quebecor cares about its economic, social and environmental impact. This is why we have for years been taking part in Earth Day on April 22 by sharing the broad strokes of the environmental strategy we are implementing at our subsidiaries.

In keeping with its commitment to a greener economy, Quebecor continued to support the energy transition and the fight against climate change through, among other things, its ambitious vehicle electrification plan and efforts to reduce its environmental footprint.

Ultimately, our *Québecor 100% électrique* action plan will cut our greenhouse gas emissions to 50% of current levels.

Our efforts are already bearing fruit: the number of electric, hybrid or converted vehicles and charging stations at Quebecor and its subsidiaries has been growing steadily.

As major players in film and television production, TVA and MELS recently joined forces with the Quebec Film and Television Council (QFTC) and the Conseil québécois des événements écoresponsables to launch the *Rolling Green* program.

Quebecor attaches great importance to creating the necessary conditions and tools to reduce the ecological footprint of our shoots and enable our teams to move towards environmentally responsible productions.

As a long-time partner of Soverdi, Quebecor recently stepped up its involvement by joining the Comité des leaders de la forêt urbaine.

Through this partnership, we plan to provide exposure for initiatives that improve urban quality of life by supporting the greening of private and

institutional lands in Montréal.

In conclusion, we would like to express our gratitude to our shareholders, our customers, our advertisers, our partners and our directors.

With respect to governance, we are privileged to be able to count on an engaged Board of Directors whose members combine complementary experiences and strengths. Gender parity has been maintained on the Board this year.

We extend special thanks to Normand Provost, who is stepping down as a director after 17 years on the boards of Quebecor Media and Quebecor.

We also thank our employees, who again demonstrated outstanding dedication throughout the year. Every day, they embody the values of innovation, passion, teamwork, performance and agility that are Quebecor's trademarks.

We are in an excellent position to seize the opportunities that lie ahead, driven by our overriding goal of creating long-term value and contributing to a stronger, more innovative economy, a richer, more diverse culture and a healthier, more sustainable society for all.



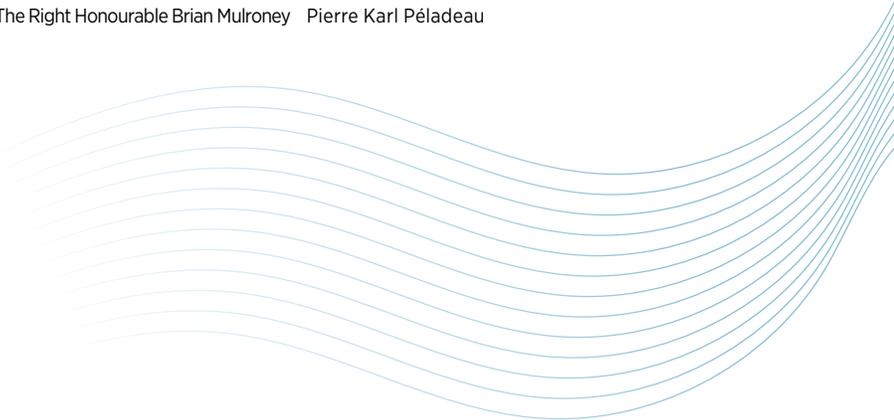
Chair of the Board,



President and CEO,

The Right Honourable Brian Mulroney

Pierre Karl Péladeau



The background features a large, light blue, semi-transparent graphic of the letters 'TR' in a serif font. Overlaid on this are several wavy, multi-line patterns in a slightly darker shade of blue, creating a sense of motion and connectivity. The overall color palette is a gradient of light blues.

TELECOMS

## VIDEOTRON

True to its reputation as a leader in telecom innovation in Canada, Videotron stood out by consistently delivering the best possible customer experience. It continued to reach new audiences, enhance its rich offerings in tune with consumer trends and needs, and offer exclusive, compelling content.

### MAJOR INVESTMENTS TO DEVELOP NEW MARKETS

In 2021, driven by the skills and leadership of thousands of employees, Videotron continued to grow by investing in new markets in Québec and the rest of Canada, paving the way for promising forward-looking projects.

## Honours for Videotron

- **No. 1 Internet and TV provider in Québec**, according to the Media Technology Monitor.
- **Québec's most respected telecommunications provider** for the 16th consecutive year, according to the 2021 Léger Reputation survey.



Pierre Karl Péladeau, President and CEO of Quebecor

### HIGH-SPEED FOR RURAL COMMUNITIES

Today, high-speed Internet is considered an essential service. The pandemic has only highlighted the need for access to 21st-century digital infrastructure.

Fast connectivity outside the major urban centres is vital for the development of a strong and prosperous Québec. During 2021, Videotron reaffirmed its commitment to serving remote areas and making life easier for families and businesses in all parts of Québec.

In April 2021, Videotron announced **the acquisition of Cablovision Warwick Inc. and its network**. A well-established family business in the Centre-du-Québec region, Cablovision Warwick is known for its excellent customer service and close relationship with local residents.

Videotron's network now reaches more than 90% of Quebecers. As a result of Videotron's **massive investment in infrastructure** in recent years, Québec now has one of the largest hybrid fibre-coax networks in North America.

### Canada-Québec Operation High Speed

In March 2021, Videotron confirmed its participation in an ambitious plan by the federal and Québec governments to connect 150,000 currently underserved households in rural communities.

The projects funded under Canada-Québec Operation High Speed are key to Québec's digital shift. They will make it easier to access telemedicine, distance learning, entertainment, online retail and telework.

The new households served by Videotron will be able to subscribe to Helix and enjoy the best customer experience, at the same price as in major urban centres.

Not only do the households targeted by this project lack access to high-speed Internet, but they are often paying too much for inferior technology. After a decades-long wait, this situation will end with the arrival of Videotron and the very attractive option it offers. Videotron will build a fibre optic-based next-generation network that supports speeds well above the 50/10 Mbps required by the government.

# 37,000 HOMES

*Videotron has been given responsibility for providing high-speed connectivity to 37,000 households, more than any other Internet provider in Québec. (This number includes new connections under the Régions branchées project.)*

# 244

## MUNICIPALITIES

*in 35 Québec regional county municipalities will benefit from the new Videotron connections.*

# 8,500 km

*of fibre optics will be installed by Videotron across Québec.*

# \$240M

*granted to Videotron by the federal and Québec governments for this project.*

**LE QUÉBEC  
PREND DE LA  
VITESSE.**





## **CONTINUED GROWTH IN MOBILITY IN QUÉBEC AND BEYOND**

Videotron and Fizz continued to perform strongly in the highly competitive mobile market in 2021. The key to their success is unquestionably their ability to constantly innovate and offer services that meet consumer expectations.

Our two mobile telephony brands posted sustained growth in 2021 with an increase of 121,000 (8.2%) revenue-generating units (RGUs), bringing the total number of subscriber connections to Videotron's mobile network to 1,602,000.

These results were made possible by the customer experience offered by Videotron and Fizz and the performance of Videotron's network, two features for which the company has won numerous industry awards.

## **Videotron cancels long-distance charges for calls to Haiti, Afghanistan and Ukraine**

In line with its commitment to the community, Videotron announced in August 2021 that it was suspending long-distance charges for calls from Canada to Haiti and Afghanistan until September 15, 2021. Charges for calls to Ukraine were suspended on February 24, 2022. Videotron thus made it possible for customers to reach family and loved ones in those countries without having to worry about tolls.

## **Used phones for local merchants**

This is a time for close-knit communities to stand together. So we're doing our part to lighten the load for some merchants by donating used mobile devices that let them check their customers' vaccine passports and continue serving consumers. It's a great way to give our phones a second life.

### Expansion outside Québec

The 3500 MHz spectrum auction was concluded in 2021. In July, Quebecor announced that Videotron was investing nearly \$830 million to acquire 294 blocks of spectrum in the 3500 MHz band, which supports 5G, across the country.

### For real competition from coast to coast

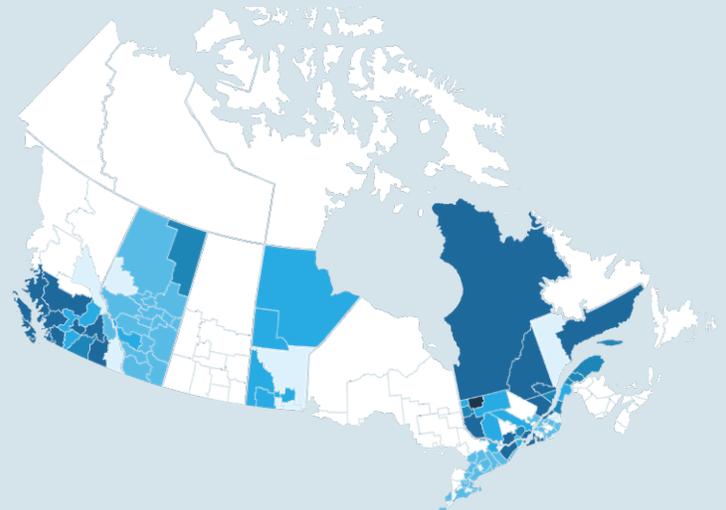
The massive investment reflects Quebecor's determination to expand its telecommunications services in Canada and support the emergence of genuine competition outside Québec. In 2006, Videotron ended the Big Three oligopoly in Québec by offering Quebecers the services of a new wireless carrier.

The acquisition of the 3500 MHz spectrum will enable Quebecor to take advantage of the CRTC decision requiring the incumbents to allow new mobile virtual network operators (MVNOs) access to their networks. Any operator that has acquired spectrum can launch an MVNO service and must then build out its own network within seven years.

With the spectrum acquisition and the CRTC decision establishing favourable conditions that make MVNOs economically viable, Videotron is the best-placed independent player to promote the emergence of real competition across Canada.

*"Videotron is the best-placed independent mobile player in Canada to create real competition, foster innovation and deliver better prices for Canadians, as we have been doing in Québec for more than 15 years."*

— PIERRE KARL PÉLADÉAU,  
PRESIDENT AND CEO OF QUEBECOR



*Acquisition of **spectrum** across Canada. More than half of the investment is concentrated outside Québec, in Ontario, Manitoba, Alberta and British Columbia.*

### 5G: Full steam ahead

The acquisition of 3500 MHz spectrum in 2021 was a critical step in the continued roll-out of Videotron's 5G mobile network.

After a successful roll-out in Montréal and parts of Montréal South Shore and North Shore in 2021, Videotron's 5G network is now expanding eastward to Québec City to cover the main urban areas where people live, work and travel. Videotron will continue investing in 5G, and gradually extending it to its entire mobile network over the next few years, opening up a world of new possibilities for its customers.

Videotron is developing its 5G infrastructure in collaboration with Samsung, a highly respected and experienced technology partner of choice.



## INNOVATIVE SERVICES THAT DELIVER THE BEST CUSTOMER EXPERIENCE

For mobility, Internet, entertainment, television and residential telephone service, Videotron offers a wide range of innovative products and solutions as well as outstanding service.

### FIZZ

Fizz is a new-breed mobile carrier and residential Internet service provider launched in 2018 which is reinventing telecommunications service with a simple, fair, transparent model and an all-digital experience that gives the user full control. Fizz is a complementary brand that uses Videotron's wireline and mobile networks.

In 2021, Fizz continued to grow both its wireless and residential Internet services. With an NPS of +50, the brand enjoys the highest recommendation rate in the industry and continues to build subscriber loyalty by meeting the demand for flexible plans at a reasonable price.

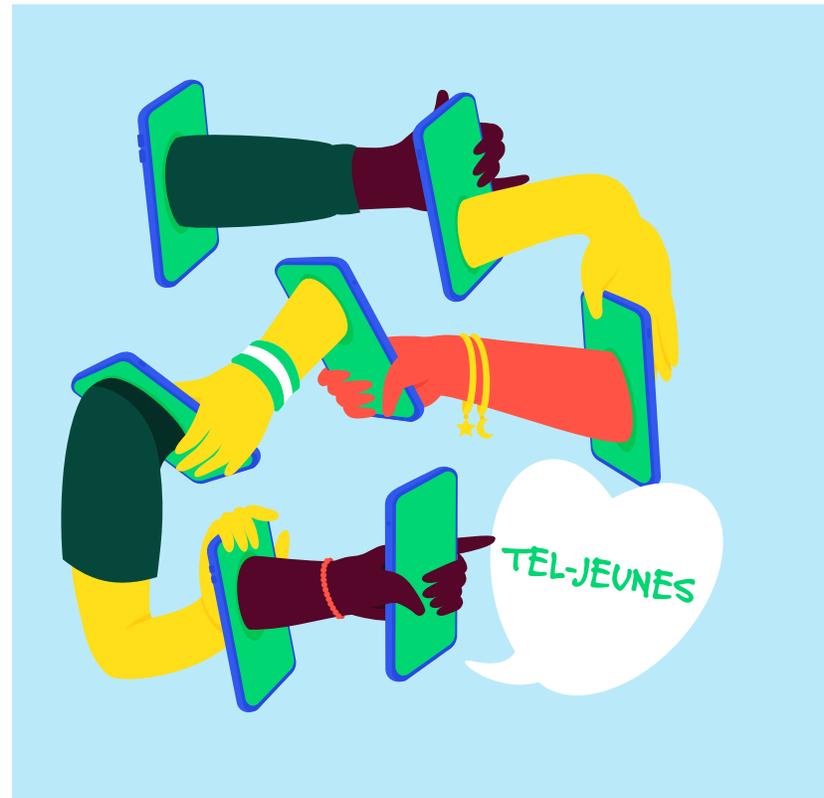
### Fizz starts selling phones

Initially, Fizz offered only "bring your own device" (BYOD) mobile plans, but after successful trials it moved into selling equipment in February 2021. Fizz brought its customary simplicity and flexibility to phone sales and now offers a wide range of devices for every taste and budget.

In addition to new devices, Fizz carries **preloved phones**, used devices that have been thoroughly inspected and are offered at a lower price point to satisfy the needs of consumers who are concerned about both their wallets and the environment.

### Donate your data for kids

Fizz is one of the few brands that lets users roll over unused data to the following month or gift it to other subscribers. In December 2021, Fizz appealed to its community to support its third fundraising drive, this time for the Tel-Jeunes kids' help line. For every gift of data between members made between December 3 and 17, 2021, Fizz donated \$2 to Tel-Jeunes. The Fizz community stepped up and the \$25,000 target was reached in two weeks.



## Honours for Fizz

- **Best choice 2021** among Québec mobile and Internet service providers, according to Protégez-vous magazine.
- **Number 1** in the Leger WOW digital survey **for online experience in telecom in Canada.**



## HELIX

Helix, the partner in Quebecers' increasingly connected lives, offers reliable Wi-Fi service for every need, connected TV (IPTV) tailored to new viewing habits, and home automation for fast and easy smarthome management, all powered by Videotron's high-performance fibre Internet network.

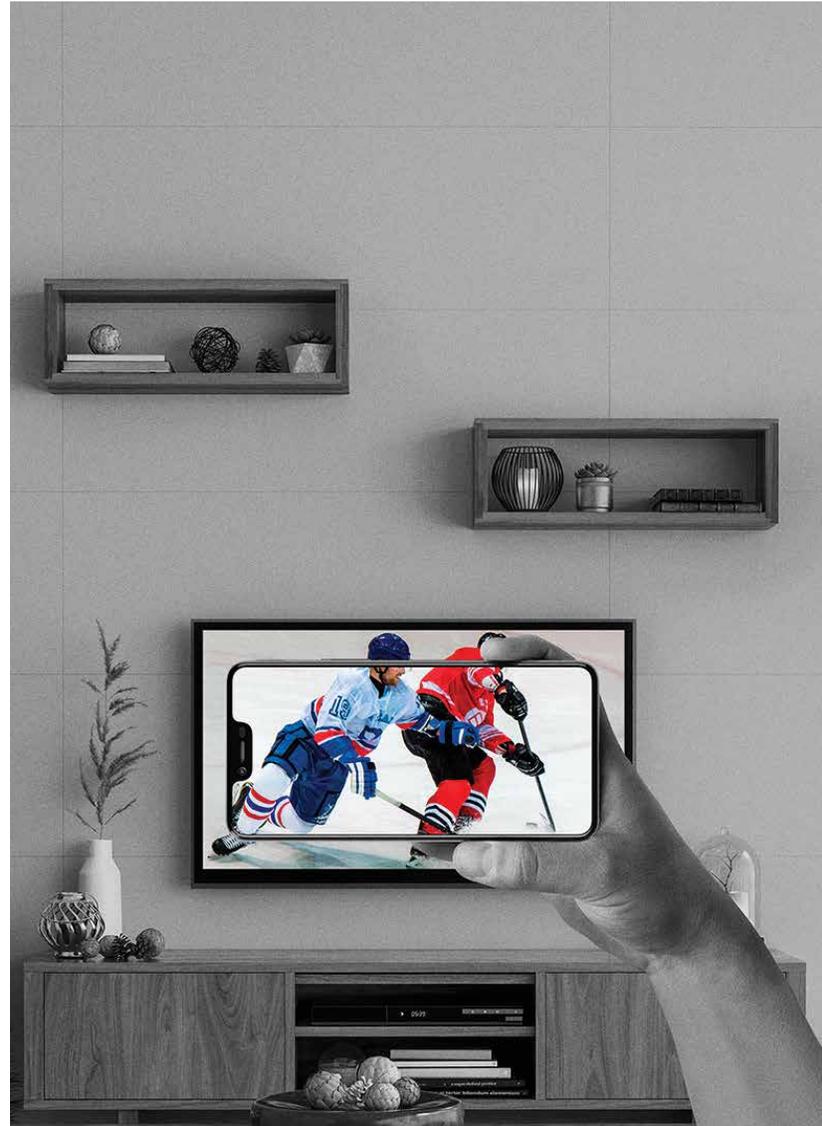
The Helix platform's appeal continued to spread in 2021, as evidenced by the increase of more than 157,000 revenue generating units (RGUs) in Q4. Helix has now added more than 1.2 million revenue generating units since its launch in August 2019.

### Self-installation process

More and more customers who want independence and flexibility are opting to install their Helix services themselves. The fast, simple, and free self-installation process introduced in 2021 lets customers set up their equipment with end-to-end support and a choice of coaching modes, from the first step to the last.

# 230,000

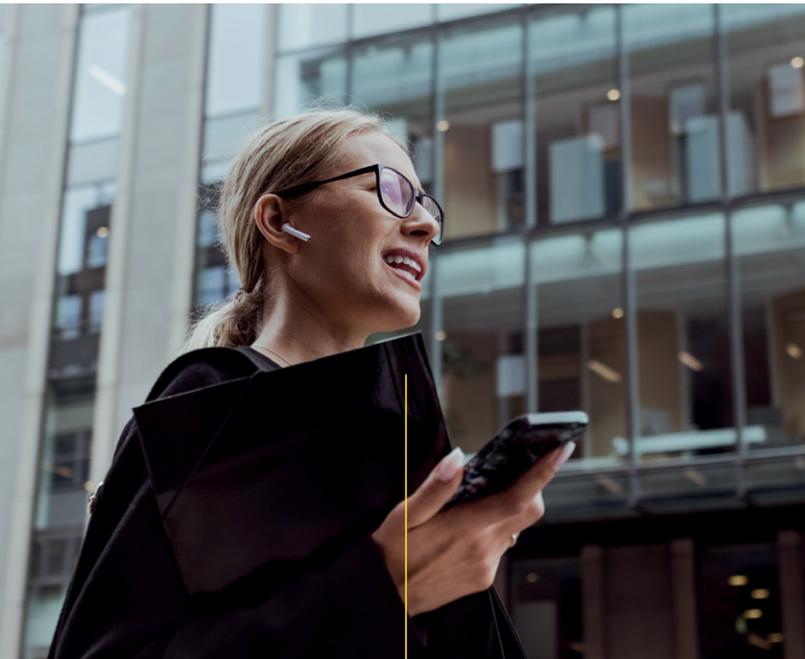
*Nearly 230,000 self-installations completed in 2021, with a 91% satisfaction rate.*



### Fast-evolving platform

Helix is the embodiment of Videotron's future, a platform that evolves with new technologies and changing consumer needs. New features have been added to offer users new applications, an ever more powerful platform and an enhanced experience. A few recent examples:

- The new Helix Fi 2 smart gateway features the most powerful Wi-Fi technology available in Québec, Wi-Fi 6. TV terminals, wireless devices and compatible smart equipment all connect effortlessly to the device.
- Five practical and enjoyable apps on Helix TV (QUB musique, Toober, Zone-ify, Météo Média, Playworks) were added, along with international entertainment options.



La mobilité  
de nos partenaires  
commence ici.



## VIDÉOTRON BUSINESS AND FIBRENOIRE

Videotron Business is a one-stop shop offering integrated, customized tech solutions and services for businesses of all sizes over its fibre-optic and coax-cable wireline and mobile networks.

The Internet of Things and 5G are important growth drivers for businesses and organizations. Videotron Business and Fibrenoire are their pathfinders into the new technological era.

### Internet of Things: Powering digital transformation with X-TELIA

In 2021, Videotron Business announced a partnership with **Québec-based tech company X-TELIA** to offer an expanded range of Internet of Things (IoT) solutions that will help cities, towns, government organizations and businesses across Québec step up their digital transformation.

Among other things, the partnership will bring to market low-frequency electronic data collection sensors that can be used to improve the quality of services and reduce operating costs in areas such as waste management, water- or air-quality monitoring, smart parking and environmental management.

## EXCLUSIVE ORIGINAL ENTERTAINMENT OFFERING

In 2021, Videotron strengthened its commitment to creating an unparalleled selection of entertainment produced by Québec artists and crews.

To respond to growing consumer interest in unscripted lifestyle, documentary and entertainment content, Videotron expanded its over-the-top (OTT) video offering with the launch of Vrai to complement Club illico.

It was therefore a banner year in 2021 for Videotron's OTT platforms and they attracted a steadily growing subscriber base.

## CLUB ILLICO

Club illico is a streaming service that offers a wide selection of French-language content on a subscription video-on-demand basis. It provides unlimited access to an impressive catalogue of original content developed jointly with Quebecor Content, as well as films, exclusive series and children's programs from major studios at home and abroad.

# 460,000+

## SUBSCRIBERS

*With more than 460,000 subscribers, Club illico brings entertainment and fiction content to a large audience.*

### A host of original series and films

Since its inception in 2013, Club illico's mission has been to invest in original Québec productions and 2021-2022 was no exception. The platform's program lineup includes **many new original Québec series and films** featuring prominent figures on Québec's cultural scene.

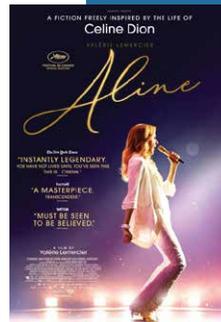


In 2021, Club illico, in collaboration with Quebecor Content, brought its subscribers two new exclusive original films, *Maria* and *SAM*, and more are on the way. The highly anticipated feature films are the result of Quebecor's investments of recent years in the production of Québec movies.

### Eagerly awaited new releases

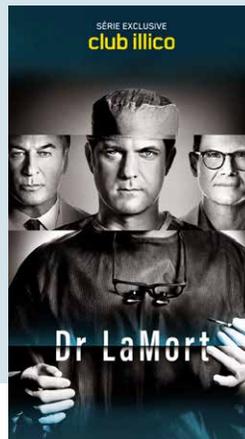
Club illico's 2022 programming will be equally strong. A number of popular series will be back and they will be joined by some highly anticipated new releases as well as two new original films, one of which aired in early 2022.

- *Léo* (season 3 and 4)
- *Les honorables* (season 2)
- *Le temps des framboises*
- *La nuit où Laurier Gaudreault s'est réveillé*, directed by Xavier Dolan
- *Babysitter*, directed by Monia Chokri
- *NIAGARA*, directed by Guillaume Lambert
- *Aline*, directed by Valérie Lemercier



### Captivating and entertaining international series

Club illico carries major foreign series to satisfy its subscribers' appetite for international fare. In 2021, Quebecor Content signed an agreement with NBC/Universal for exclusive access to dramas from its Peacock streaming service.



**VRAI**

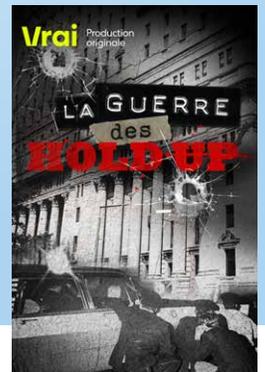
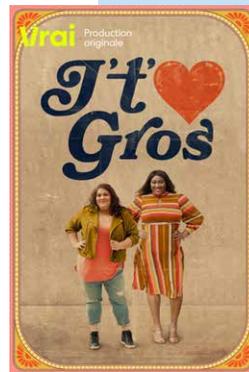
Vrai is Québec’s first subscription streaming service carrying all-unscripted specialty content. Vrai’s wide-ranging selection of French-language lifestyle shows, documentaries and entertainment content is available on demand.

Since its launch by Videotron in 2021, Vrai has been attracting subscribers with its panoply of original Québec productions of all kinds as well as major international brands.

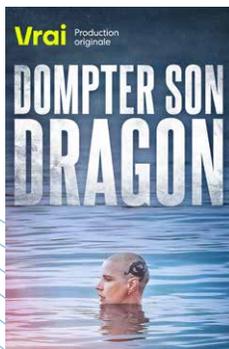
**Unfiltered popular appeal**

On Vrai, binge viewers can find thousands of hours of all-French content in one place. The catalogue is expanded each week with the addition of new releases, all showing unfiltered reality that people can relate to and true stories that move and entertain.

**Original series**



**Original documentaries**



**In-depth reports from the Investigative Bureau**



# 42,000+

## SUBSCRIBERS

*In 2021, Vrai carried more than 35 first-run exclusive original Québec productions. In less than five months, more than 42,000 subscribers had already signed up.*

### First-run broadcasts of major international franchises

In addition to the large selection of Québec content, a hundred titles from major international franchises are also available on Vrai, including more than 35 exclusives never previously shown in French in Québec—exciting, prominent brands to delight fans of true-life entertainment.



### MAtv

MAtv, the community channel exclusively for Videotron customers, carries practical, informative, and educational programming that reflects Québec's diversity. It serves the community by focusing on topics of local interest, showcasing emerging talent, and providing the public with a vehicle of free expression and outreach. MAtv is broadcast on channel 9 (Helix and illico) and on channel 609 in HD (illico). It is also available on channel 900 (video on demand), on the Web (illico.tv) and on mobile (with the illico app).

### Reflecting Québec's communities

MAtv is plugged into the community. Most of the programs it creates are based on ideas and proposals from citizens and local organizations. MAtv spotlights local culture, promotes healthy lifestyles, provides a community service, and keeps viewers informed of local news and events.

MAtv has a large geographic footprint with a presence in nine Québec regions and cities: Bas-Saint-Laurent, Granby, Saguenay-Lac-Saint-Jean, Sorel-Tracy, Québec City, Montréal, Cap-de-la-Madeleine, Outaouais, and Sherbrooke.



### Programming by and for the community

- *Accessible ou non ?*
- *Esprit nomade*
- *Pour toujours, Piloup – Les 50 ans de la première Finale des Jeux du Québec*
- *Le cuisinier locavore*
- *Festival Quartiers Danses*
- *Parler d'impôt, c'est pas stressant*
- *Entre parenthèses*

The background features a light blue gradient. Large, semi-transparent letters 'M' and 'A' are positioned on the left and right sides, respectively. In the center, the word 'MEDIA' is written in a thin, black, sans-serif font. Below the text, there are several thin, light blue wavy lines that flow across the width of the page.

MEDIA

# QUEBECOR CONTENT

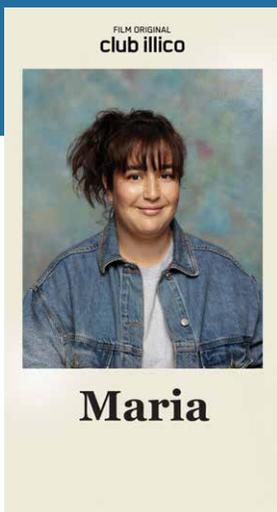
Quebecor Content is dedicated to the production of audiovisual content. It creates, develops, exports, acquires, and broadcasts on Quebecor’s platforms—TVA, the specialty channels, TVA+, Club illico and Vrai—the best in entertainment from Québec and abroad. As a partner of choice for Québec producers and artists, Quebecor Content is proud to bring Québec talent to wider audiences, both in Québec and on the international stage.

## RECORD INVESTMENT IN CONTENT PRODUCTION

To help make audiovisual content a lever for economic development and outreach for Québec, Quebecor Content spent a record of **more than \$212 million on production and acquisition** in 2021, a **40% increase** over the previous year. The larger part went into the creation of original content. **In all, 134 original productions were released in 2021, including 82 new projects.**

### First two feature films released

To further diversify its offering of original French-language content, Quebecor Content re-entered the Québec film production market and released two feature films in 2021, *Maria* and *SAM*. They have been hits on the Club illico platform and were among the 10 highest-grossing Québec films in theatrical release.



## EXPORTING LOCAL TALENT TO INTERNATIONAL MARKETS

Quebecor Content leverages the close relationships it has developed with the world’s largest television and film players to market its original productions and formats around the world, in partnership with local producers.

In 2021, a number of dramatic series produced in Québec were presented and sold around the world, including *Portrait-Robot*, *Boomerang*, *La Faille*, *Fugueuse* and *La vie compliquée de Léa Olivier*. As well, formats created in Québec, such as *Si on s'aimait*, *Les beaux malaises* and *Blue Moon*, have attracted interest and are currently in development for release in other markets.



## SUCCESSFUL ADAPTATIONS

In addition to producing original content, Quebecor Content acquires the best foreign programs and adapts the best international formats for Quebecor’s platforms.

Formats acquired abroad and adapted for Québec audiences—such as *Chanteurs masqués*, *Star Académie*, and *L’île de l’amour*—drew large audiences on TVA and TVA+ in 2021.



## TVA GROUP

**TVA and its specialty channels—LCN, TVA Sports, CASA, addik<sup>TV</sup>, MOI ET CIE, Prise 2, YOOPA, Évasion, and Zeste—are institutions in Québec’s television landscape. Their strong commitment to original productions and diverse content has earned the loyalty of audiences and made them Quebecers’ preferred destination for entertainment, news, and shared experiences.**

TVA and its specialty channels built on their close relationship with viewers to achieve a combined 39.8% market share in 2021. By offering content with broad appeal and original productions that audiences appreciate, TVA remained the most popular television network in Québec with a 24.1% market share. TVA Group’s specialty channels also held their lead with a 15.7% market share.

TVA is Québec’s most popular TV network with

**24.1%**  
MARKET SHARE



MILLION+ VIEWER SHOWS

TVA’s variety shows dominated Sunday evening ratings in Québec. In winter 2021, *Star Académie* reached an average of more than 1.4 million viewers on Sundays by showcasing established and emerging Québec singers.

In fall 2021, audiences were wowed by two television phenomena: *Chanteurs masqués*, produced by Productions Déferlantes, followed by the third season of *Révolution*, produced by Fair-Play, in collaboration with Quebecor Content. More than 1.6 million viewers tuned in for *Chanteurs masqués* and 1.4 million for *Révolution*.



Chanteurs masqués

**Chanteurs masqués**, the Québec version of *The Masked Singer*, was the No. 1 variety show in Canada and the No. 3 show overall, in French or English.



Alertes

Captivating dramas

Large and avid audiences followed the journeys of unique, engaging characters in TVA’s compelling fiction series. *Les beaux malaises 2.0* reached more than 1.6 million viewers, and the series *Alertes*, *L’échappée* and *L’heure bleue* each drew more than 1 million.



Révolution

Must-see variety shows for the whole family delivered a 40%+ market share on Sunday nights for TVA.



**TVA+**

TVA+ DRAWS MORE AND MORE VIEWS

In 2020, TVA launched **TVA+**, a new platform where Quebecers can watch their favourite shows, series, and some specialty channel programs for free, on the web or via the mobile app. **Views were up 61% in 2021**, due in part to hit shows such as *L'île de l'amour*.

**62** ORIGINAL PRODUCTIONS

*aired in 2021, including 23 new shows.*

TVA'S ORIGINAL PRODUCTIONS LEAD THE RATINGS

The content TVA creates engages viewers because it's entertaining, moving, and informative programs speak to audiences' interests. There was an abundance of original productions and several new shows in 2021.



## INFORMATIVE PROGRAMMING THAT QUEBECERS RELY ON

### **Salut Bonjour and Salut Bonjour Week-end**

More than ever, Gino Chouinard, Eve-Marie Lortie and their regulars were part of Quebecers' lives, with a remarkable 44.4% market share Monday to Friday and an average of 2.9 million viewers per week, counting the numbers for the weekend edition.



### **Marie-Claude**

Since fall 2021, Marie-Claude Barrette has been helping a new morning show that casts a unique gaze on social issues.



### **Si on s'aimait**

Audiences were charmed by the couples seeking love and their guide, Louise Sigouin, in this resoundingly successful show about the secrets of relationships, hosted by Guillaume Lemay-Thivierge and Emily Bégin.



## QUEBECERS' TRUSTED SOURCE FOR NEWS

Throughout a year of pandemic and uncertainty, TVA and LCN were there for Quebecers with reliable information in real time.

*TVA Nouvelles* maintained its status as the news leader in all parts of Québec with a 29.1% market share in 2021. The tvnouvelles.ca website also drew nearly 4 million unique visitors per month. LCN held its **No. 1 position among Québec's specialty channels** with a 4.7% market share.

In fall 2021, TVA Nouvelles and LCN were Quebecers' preferred source of information about the federal election campaign. The *Face-à-Face Fédérales 2021* debate between the leaders of the four major federal parties attracted a combined audience of 1 million viewers on both channels, with a peak of 1.2 million viewers. Viewers also turned to TVA and LCN for the election results: election night coverage hosted by **Pierre Bruneau** was watched by an average audience of 660,000, with a peak of 1.1 million.

### **Focus on local news**

During the year, TVA reaffirmed its commitment to local news and its presence on the ground across Québec. The Québec City newscast was recently expanded from 30 to 60 minutes and the newscasts on local stations in smaller centres from 22 to 30 minutes. TVA strives constantly to improve its coverage of local events and to air newscasts rooted in the community's daily life.



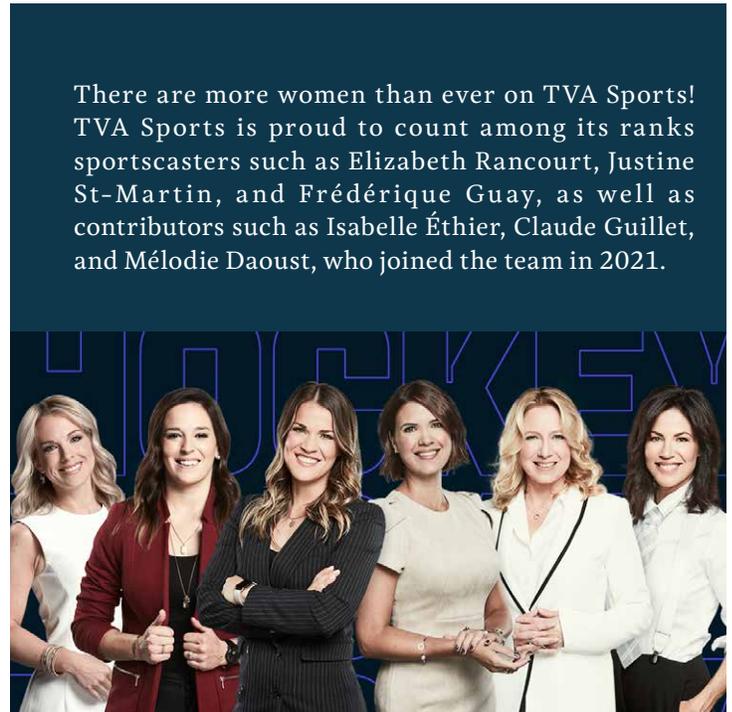
### THE BEST OF LIVE SPORTS

Throughout the year, TVA Sports electrified sports fans with live coverage of major sporting events and commentary by the most respected hosts and analysts.

Montréal Canadiens hockey is always top-of-mind for Montréal sports fans, and they watch it most often on TVA Sports: it carried more than 200 regular season games plus the playoffs, which attracted record audiences. **Regular-season Canadiens games on TVA Sports drew 19% more viewers than those broadcast by its main competitor.** During the playoffs, up to 2.1 million people tuned in.

TVA Sports broadcast 51 games of the EURO 2020 soccer tournament, which was ultimately played in 2021. The games drew 1.9 million viewers, for an average 5.8% market share.

Baseball fans also flocked to TVA Sports. Regular season baseball games on TVA Sports and TVA Sports 2 attracted an average of 83% more viewers in the 25-54 age group than all the competition combined. In the fall of 2021, TVA Sports announced the renewal of its agreement with Major League Baseball (MLB) for the next seven years.



There are more women than ever on TVA Sports! TVA Sports is proud to count among its ranks sportscasters such as Elizabeth Rancourt, Justine St-Martin, and Frédérique Guay, as well as contributors such as Isabelle Éthier, Claude Guillet, and Mélodie Daoust, who joined the team in 2021.

*TVA Sports achieved record market share in 2021, with the highest viewership since the channel launched in 2011.*



### EXCLUSIVE OFFICIAL BROADCASTER OF THE TROIS-RIVIÈRES LIONS

TVA Sports signed an agreement under which it became the exclusive official broadcaster of the Trois-Rivières Lions' home games, played at the Colisée Vidéotron. Hockey fans can look forward to more than 25 Trois-Rivières Lions home games this season on TVA Sports, not counting the playoffs.

This promising partnership will turn the spotlight on the next generation of talented athletes.



**ENTERTAINMENT CHANNELS PERFORM WELL**

TVA Group’s entertainment and lifestyle channels, the most-watched specialty services in Québec with a market share of 6.8%, cover a wide range of topics of interest.

Here are a few of the shows that struck a chord with viewers in 2021.



**Trois fois par jour et vous**

This food show brought Marilou’s light touch and refined aesthetic sense to Zeste in fall 2021.



**Coups de food**

Every week, this popular Zeste show hosted by Sébastien Benoît explores a celebrity’s food favourites.



**Autiste, maintenant majeur**

This documentary series on MOI ET CIE took viewers into the lives of seven young autistic adults.

**MELS**

MELS, one of the largest providers of services to film and television producers in Canada, is known the world over for its soundstages, state-of-the-art equipment, and qualified professionals. It offers a full complement of services including preproduction, filming, sound and picture postproduction, visual effects, virtual production, and physical and digital distribution.

For MELS, 2021 was a year of transformation and innovation as it continued the technological shift it began in 2020. MELS is focused on the future and has made major investments to stay ahead of the pack by offering international players and local creators alike the best facilities and services.

In 2021, MELS capitalized on a record year for foreign productions in Montréal and welcomed a number of blockbuster shoots to its studios, including *Home Sweet Home Alone* and *Transformers: Rise of the Beasts*.



**NEW STUDIO TO ATTRACT FOREIGN BLOCKBUSTERS**

In summer 2021, TVA Group announced the construction of MELS 4, with the support of the Government of Québec and the City of Montréal, to strengthen its position in the market for foreign blockbusters and series.

The project will be built to the highest industry standards and will be fully air-conditioned and soundproofed to provide ideal filming conditions. Environmental criteria are being factored into the project’s design.



## TECHNOLOGICAL INNOVATION ON THE MOVIE SET

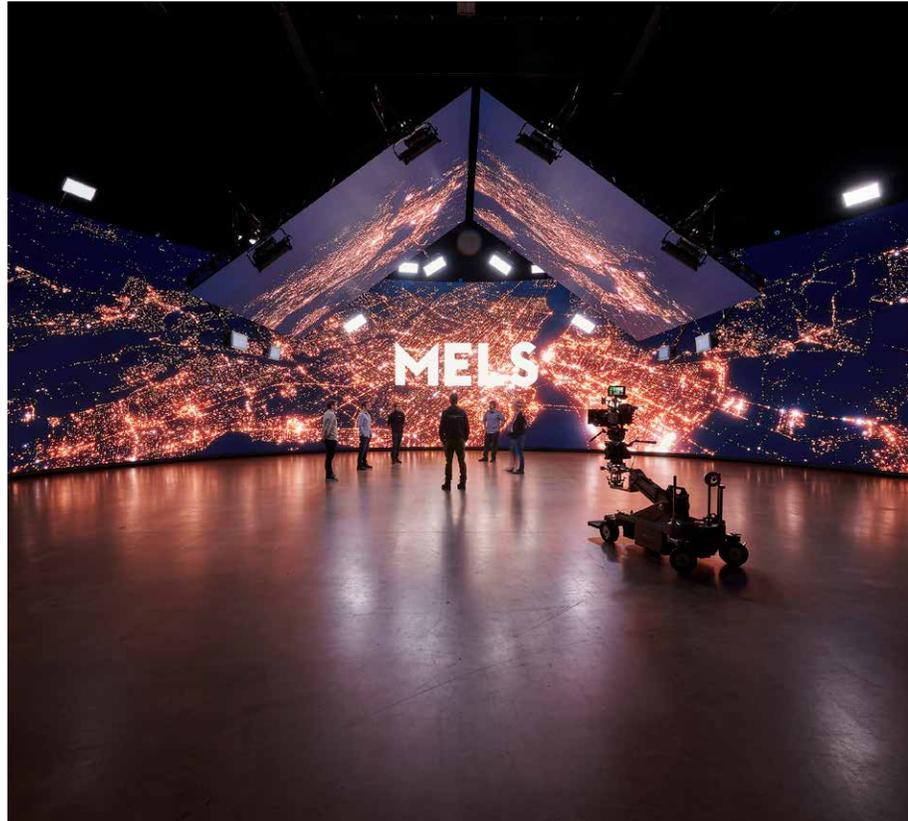
After more than a year of development and investment, MELS recently unveiled its state-of-the-art virtual production platform. The technologically cutting-edge 10,000-square-foot permanent set is equipped with advanced features including a motorized movable ceiling, which opens up unprecedented possibilities for virtual production. The new facility lets MELS take its know-how to the next level and continue developing its services for major local and foreign projects.

In their drive to continuously innovate and deliver the best possible service, MELS' postproduction teams are now using the *Veritone* speech recognition solution, which applies the best speech recognition algorithms and artificial intelligence applications to automatically generate captions, speeding up the writing process and maximizing captioner expertise.

### MELS awarded *Epic MegaGrant* by Epic Games

In 2021, MELS received a grant from U.S. video game and software developer and publisher EPIC Games under its *Epic MegaGrant* program to support ongoing development of MELS' virtual production initiatives.

Epic Games' *Unreal Engine* has been a key resource for MELS as it worked to develop its virtual production platform and push the technological envelope.



### Distinctions for MELS productions

In 2021, MELS' postproduction services again contributed to the success of many film and television projects that went on to win acclaim in Québec and around the world. Here are a few examples:

- *Les Pays d'en haut* won the **Gémeaux award** for Best Sound: Fiction
- The original Apple film *CODA* took 4 awards at the 2021 **Sundance Film Festival**
- *Flag Day*, a feature film directed by Sean Penn, was in competition at the **2021 Cannes Film Festival**
- *Les oiseaux ivres*, a feature film by Ivan Grbovic, was selected to represent Canada at the **Oscars**

## INCENDO

Incendo is a Canadian company that produces and distributes movies and television shows for the worldwide marketplace. It also handles theatrical distribution in Québec for Paramount Pictures. The company is based in Montréal, with offices in Toronto and Los Angeles.

Incendo, which celebrated its 20th birthday in fall 2021, now has more than 100 films and series under its belt. It was a banner year for film production in 2021: nine films were produced, including three coproductions in New Zealand and one in Australia.

## PROMISING PARTNERSHIPS

In recent months, Incendo has entered into new strategic partnerships in the U.S. with groups including BYUtv, Roku, and Tubi to make its productions available on their platforms.

After signing an agreement with FOX Entertainment in 2020, Incendo had a successful year distributing their unscripted content in Canada. Sales included series such as *The Masked Singer* and *Alter Ego*, and the format *Qui sait chanter* (the French version of *I Can See Your Voice*).

### Distinctions for Incendo

Every year, Incendo racks up nominations and awards for its television films in Canada and around the world.

- **3 Canadian Screen Awards** out of 10 nominations, as well as nominations at the **Directors Guild of Canada (DGC) Awards** and the **WGC Screenwriting Awards**.
- The **SOCAN award** in the Soundtrack category to James Gelfand and Louise Tremblay for their four-handed work on the film *The Sisterhood*, directed by Jean-François Rivard.

## TVA FILMS

With a catalogue of more than 1,000 Québec and foreign movies, television series, comedy performances, and documentaries, TVA Films has been a major player in the Canadian audiovisual distribution market for more than 20 years. It handles every stage in the commercialization of the titles in its catalogue, including marketing, promotion, and sales.



María

### THE DISTRIBUTOR THAT BRINGS QUÉBEC TALENT TO THE WORLD

In 2021, TVA Films distributed 13 new theatrical releases and 50 titles, including movies, series and comedy shows, to television and streaming services.

TVA Films attaches particular importance to promoting Québec artists. In 2021, it distributed the film *María*, directed by Alec Pronovost, which opened in more than 70 theatres in Québec and pulled in nearly half a million dollars at the box office, even though most cinemas were closed for much of the year. It was screened at festivals in Canada and abroad, and is available exclusively on Club illico.

# NEWSPAPERS AND MAGAZINES

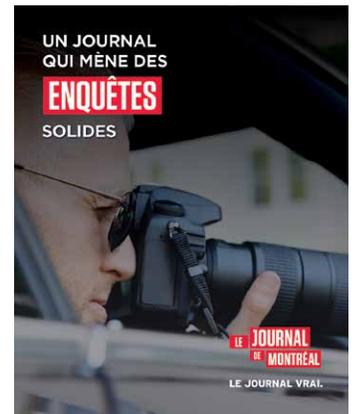
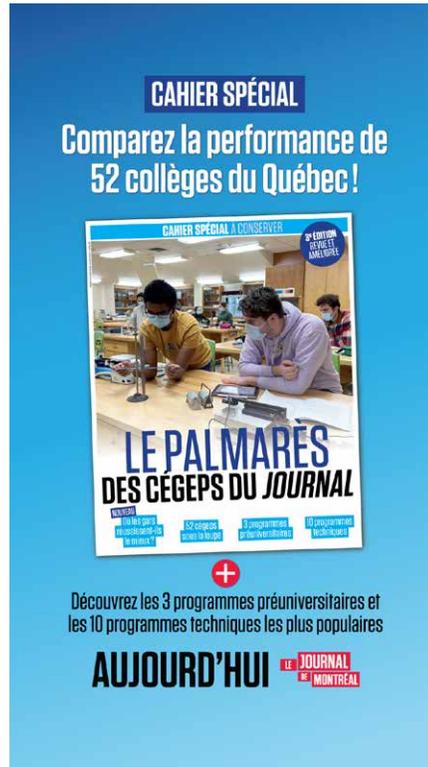
With more than 18 newspaper and magazine brands, Quebecor has the greatest reach of any press group in Québec. In addition to its strong brands, which are the pillars on which the company was founded and built, Quebecor stands out in the market by capturing opportunities for convergence among its subsidiaries. Its strengths also include its Investigative Bureau, the QMI Agency, and its printing and distribution business.

## QUEBECOR NEWSPAPERS STAY RELATABLE

Quebecor’s newspapers loom large on the local media landscape. They are Quebecers’ number one source of information seven days a week, on the platform of their choice, including print.

*Le Journal de Montréal* is Québec’s top daily with more than 2.8 million readers per week across all platforms. Readership of the print edition held steady compared with 2020 at more than 1.7 million readers per week.

With a weekly cross-platform readership of 1,587,000, *Le Journal de Québec* reaches 72% more readers than its main rival. It is the only daily in the Québec City area still publishing 7 days a week.



# 46%

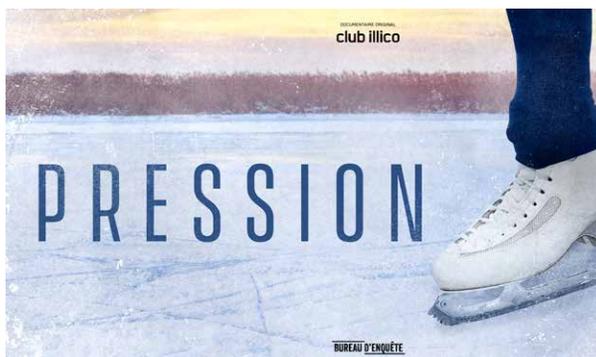
Le Journal de Montréal and Le Journal de Québec reach 46% of Quebecers every week in print or through their digital platforms.

## INVESTIGATIVE BUREAU

The Investigative Bureau, a team of news professionals drawn from all of Quebecor’s media outlets, produces texts for the Corporation’s newspapers, websites, and news media apps, reports for television, documentaries for Vrai, interactive special reports for the web, books, and podcasts for QUB radio. The Investigative Bureau also presents the weekly program *J.E.* on TVA.

## DEFENDING THE PUBLIC INTEREST

In 2021, Quebecor’s Investigation Bureau continued to defend the public interest by exposing a plethora of scandals that would otherwise have remained buried.



The Investigative Bureau produced documentaries on the state of Québec’s forests, pollution of the St. Lawrence River, and the pressures on elite figure skaters.



Québec’s worst polluters were the subject of a feature report in 2021.

During the municipal elections, the Investigative Bureau assembled a special report on municipal elected officials who had been sanctioned or were under investigation for ethical breaches.



*Le Parloir*, published by Les Éditions du Journal, tells the story of Maurice “Mom” Boucher, former leader of the Montréal chapter of the Hells Angels and one of Québec’s most notorious criminals.



**TVA PUBLICATIONS**

TVA Publications is the largest publisher of French-language magazines in Québec and publishes some of the most popular English-language titles in Canada. Its fashion, lifestyle, decorating, and Québec entertainment magazines reach enormous audiences.

With 7.2 million readers across all platforms, TVA Publications held its status as a key influencer in the Canadian magazine market and maintained its position as Canada’s top publisher of French-language magazines.

1.2M  
READERS

*Coup de pouce is the most-read French-language lifestyle magazine on the market, reaching nearly 1.2 million readers on all platforms. To increase its appeal, the magazine was given a makeover in 2021.*

**Growth in digital readership**

Many of TVA Publication’s French-language magazines grew their digital readership significantly in 2021: **Clin d’œil** was up 20%, **Les idées de ma maison** 20%, and **Coup de pouce** 9%. In the English market, **Canadian Living** grew its digital readership by 13% to reach nearly 3.4 million readers across all platforms, and Style at Home was up 17%.

*The 7Jours website is the place to go for Québec showbiz news, with an average of 4.7 million page views per month, a 45% increase from 2020.*

**SOME HIGHLIGHTS OF QUEBECOR’S DISTRIBUTION BUSINESS**

- **Messageries Dynamiques** is the leading distributor of newspapers and magazines in Québec. In 2021, it serviced more than 6,450 points of sale.
- It also distributed 80.8 million copies of newspapers in 2021 and 24.7 million magazines to newsstands.
- **Messageries A.D.P.**, one of the largest distributors and marketers of French-language books in both print and digital formats in Canada, is the partner and exclusive distributor of nearly 260 Québec and European French-language publishers.
- It leveraged its unique reach to bookstores, major retail chains, schools, and libraries to distribute over 8.2 million copies of 69,046 book titles in Canada in 2021.

# DIGITAL

**NumériQ, Quebecor’s centre of digital expertise and innovation, is responsible for digital strategy, platform development, and content creation for Quebecor’s media outlets.**

## THE NEW QUB DIGITAL EXPERIENCE

In 2021, Quebecor unveiled one of its most ambitious digital projects to date: the QUB platform. Designed and developed in Québec by the NumériQ team, QUB brings all of Quebecor’s news and entertainment content together in one place.

QUB is the realization of an overarching strategic vision in which the bulk of our content is interlinked through a modern, user-friendly, accessible interface, enabling users to find a selection of content that is unmatched in the Québec market, drawn from some 50 sources and media properties.

QUB makes millions of items of content available on the Web or via the mobile app, mostly free of charge. It also provides personalized suggestions based on the user’s interests.



*In the fiercely competitive media and entertainment industry, Quebecor’s greatest strength is its content. It’s what sets us apart from the major local and international players. It’s what keeps us connected with our audiences. Our content keeps the revenues generated by news and entertainment in Québec and helps keep our industries competitive.*

— PIERRE KARL PÉLADEAU,  
PRESIDENT AND CEO, QUEBECOR



QUB makes Quebecor one of the first media groups in the world to offer so much digital content in all formats, running the gamut from news to entertainment, from video, radio, and podcasts to music and an online bookstore.



QUB **musique**’s catalogue contains over 75 million tracks and more than 3,500 playlists. What makes it different from other music streaming services is that it is a Québec product that gives pride of place to Québec artists. In fact, QUB musique gives back to Québec’s cultural economy 11 times more than the other platforms.

*QUB musique won in the Music Initiative category at the 2021 ADISQ awards.*



QUB **radio** is an online radio station that carries a diverse lineup of radio shows and podcasts. Its programs can be streamed live or accessed on demand. In its third year of operation, QUB radio continued to grow, reaching more than 1.5 million listeners. In 2021, the online radio service was enhanced by the addition of a “visual radio” format and no fewer than 40 new podcast series.



QUB **livre** is an innovative bookselling model that ties e-commerce in with our media content in the QUB environment. QUB livre carries more than 65,000 titles and enriches the visitor experience with reading suggestions based on the content they access.

## WEBSITES AND DIGITAL BRANDS ON THE RISE

Quebecor’s websites are essential information and entertainment destinations for Quebecers. NumériQ administers a dozen all-digital brands and helps operate the websites of Quebecor’s major properties.

Digital content sites such as *Billie*, *En 5 minutes*, *Le sac de chips*, *Porte-Monnaie*, *Pèse sur Start*, and *Silo 57* helped Quebecor’s websites log a total of 600,000 visitors per week. They are now grouped together under the *24 heures* name, which redefined its identity in 2021 to directly target a younger demographic, primarily the 18-35 age group.

In 2021, *24 heures* made a splash with the rebranding and the launch of the revamped digital platform.



### THE BEST REPORTS AND THE BEST PODCASTS

In 2021, NumériQ pursued its audiovisual production mission by creating video content of all kinds. Many of its productions won awards:

#### Gémeaux award

*Retour choc chez les aînés : soigner avec la peur au ventre*, a report from the Investigative Bureau, took the Gémeaux for Best Original Report Produced for Digital Media.

#### Prix du journalisme en loisir

*On a passé une journée sur le terrain avec le dernier trappeur*, broadcast on *24 heures*, tied with *L'indomptable vallée des fantômes* by Vicky Boutin, for the “Coup de cœur” award.

#### Canadian Podcast Awards

QUB radio took home the Outstanding Science Series award for its *En 5 minutes* podcast, which passed the 650-episode mark.



**Canadian Online Publishing Awards**

- The *Sur un 10 cents* podcast won Gold in the Best Podcast Series—Business category.
- *Ce n'est qu'une théorie* won Gold in the Best Podcast Series—Consumer category, as well as the overall Best of Canada Gold Medal—Best Digital Solution.
- *24 heures* took the Gold for Best Video Content—Media for *Urgence climatique—Érosion aux Îles-de-la-Madeleine* and the Gold for Best Digital Edition Publication—Media.
- The new QUB platform won Gold for Best Web Site Design—Media.
- *Billie* picked up the Silver for Best Branded Content Campaign—Consumer.



*Urgence climatique - Érosion aux Îles-de-la-Madeleine*

## SALES AND OUT-OF-HOME

**Quebecor Expertise Media's unmatched market coverage and proximity to consumers make it the go-to partner to help advertisers mount effective campaigns and achieve their targets.**

Quebecor offers business solutions designed to activate and influence consumers at every stage of their buying journey and lets advertisers capitalize on the unparalleled reach of Quebecor's advertising solutions, the convergence among its media platforms, and its strength in digital.

**New identity for Sales**

To reflect its dynamism and customer focus, Quebecor launched Quebecor Media Expertise, the new identity for its Sales team, in April 2021.

## QUÉBECOR EXPERTISE | MÉDIA

99%

*of Québec's French-speaking population reached by Quebecor's media properties.*

During 2021, the economic recovery spurred significant growth in advertising revenues. Supported by Quebecor's strength in content and media, and its investments in the development of innovative advertising solutions in recent years, **advertising sales increased in most market segments.**

**Television**

Advertising revenues grew 26% compared with 2020 as a result of increased advertising revenue share and numerous strategic tie-ins between Quebecor and advertiser brands.

**Digital, newspapers, and magazines**

Digital advertising revenue was up 65% compared with 2020, due in large part to the launch of the QUB platform and a 61% increase in video views on TVA+ compared with the previous year. In the newspaper segment, the thematic sections registered a 42% increase in advertising revenue, driven by high readership numbers. The magazine segment recorded a 7% increase in advertising revenue share compared with 2020.

**Out-of-home**

Out-of-home increased its advertising revenue by 47% compared with 2020 to achieve a 19% share of OOH revenue, driven by its inventory of street furniture located near key retail and residential areas.



Quebecor Out-of-Home has a 35% market share and **the largest offering of urban furniture advertising in Québec**, with over 4,112 advertising faces on transit shelters and on a fleet of some 950 buses strategically distributed across the Montréal, Laval, Longueuil, Sherbrooke, and Lévis markets.

**BOOKS**

**Quebecor’s Book Group, the leading publisher of French-language books in Canada, is comprised of Sogides, which includes the 18 publishing houses in Groupe Homme, Groupe Ville-Marie Littérature and Groupe Librex, and CEC Publishing, the largest publisher of educational materials for elementary schools and high schools in Québec.**

**OUR PUBLISHING HOUSES CONNECT QUÉBEC AUTHORS WITH READERS**

In 2021, the book industry enabled many Québec authors to reach readers and win recognition. Quebecor’s publishing houses published 253 new releases and reprints in various literary genres, including fiction, poetry, biographies, cooking, psychology, and youth, including a number of bestsellers.

*Quebecor Book Group’s total revenue increased by more than 23% in 2021, outpacing even the 16% growth in the independent bookstores market.*

The literary publishers’ notable successes included *Le Sablier*, *Le Guide de l’auto 2022*, *Kukum*, *Fast-food santé*, *Tiohtià:ke*, and *Atuk, elle et nous*, all of which made the Top 10 Bestsellers list in Québec for all segments combined.

Three of those bestsellers were novels by writer, news anchor, television host, and investigative reporter **Michel Jean**.



## A STRING OF LITERARY SUCCESSES

Quebecor’s publishing houses stood out with a succession of literary successes in 2021. Author **Kim Thúy** was a finalist for the prestigious Giller Prize for the third time in her career with her novel *Em*, published by Libre Expression in 2020, and **Michel Jean** won two awards for his novel *Kukum*, the Combat national des livres and the Prix Nature Nomade in Nantes.

Quebecor’s French-language cookbooks also won acclaim, picking up six prizes at the 2021 Taste Canada Awards:

### GOLD

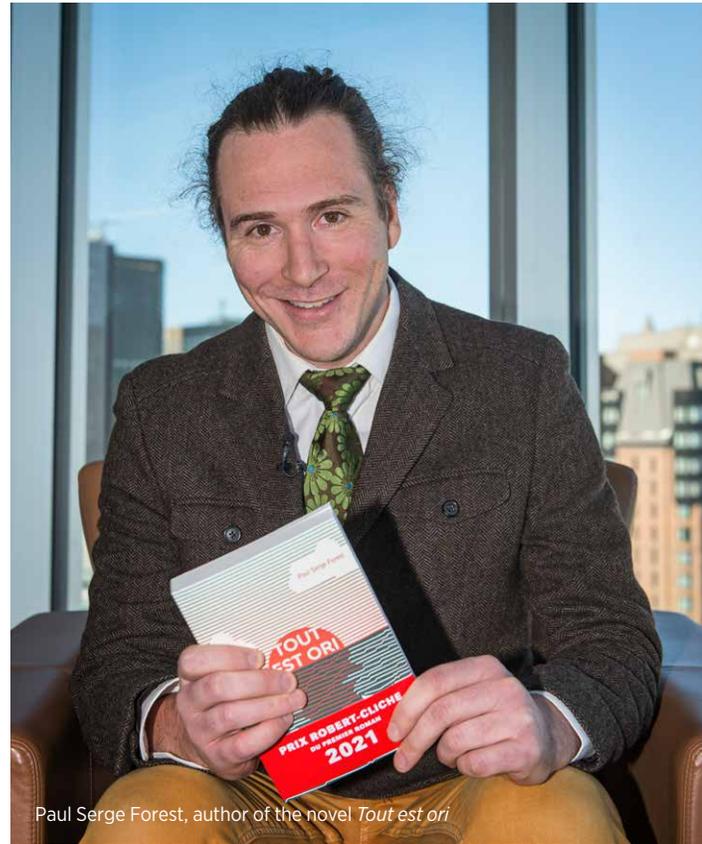


### SILVER



# 250+ titles

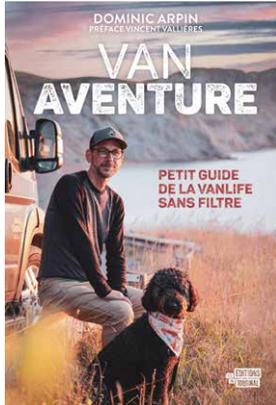
Our publishing houses release more than 250 titles per year, many of which win prestigious literary awards.



Paul Serge Forest, author of the novel *Tout est ori*

#### Prix Robert-Cliche for a first novel

For more than 10 years, Quebecor has been sponsoring the Prix Robert-Cliche to support the next generation of writers. The winner receives a \$10,000 purse and their book is published by Groupe Ville-Marie Littérature. In 2021, **Paul Serge Forest** won for his novel *Tout est ori*. It was also a finalist for the **2021 Governor General’s Literary Awards**, the 2021 Prix des libraires, and the 2021 Prix des collégiens.



### CONVERGENCE OF INTERESTS

To satisfy the public’s thirst for information, Quebecor’s publishing houses published a number of titles drawn from other Quebecor platforms and brands in 2021. The strategy paid off with a series of successful books and spin-offs from Quebecor’s television productions.

#### QUB livre: A unique showcase for Québec literature

The QUB digital platform launched in 2021 recently added the QUB livre section to its offerings. Visitors to QUB can browse thousands of titles from Quebecor’s publishing houses in an attractive and functional environment and make their purchases directly on the platform. QUB livre is designed to give Québec authors another showcase and spark a wider audience’s interest in reading.

### CEC PUBLISHING: SOLUTIONS FOR OUR SCHOOLS

In 2021, the pandemic again forced many classes and schools to close and many students to miss school. The shift to distance learning prompted a significant increase in demand for learning materials—both workbooks and digital products—in the educational market.

CEC Publishing supplies elementary schools, high schools, and post-secondary institutions across Québec with materials tailored to the needs of teachers and students. In 2021, CEC maintained its lead, posting significant growth.

#### MyCECZone wins an OCTAS

At the 34th OCTAS awards on June 17, 2021, MyCECZone 2.0 won the prize in the Human Capital—SME category. MyCECZone 2.0 is an intuitive digital platform for distributing and customizing educational content from the elementary school to college levels. It includes more than 3,000 textbooks, over 88,000 interactive exercises, and a videoconferencing system for distance learning.

*In 2021, CEC Publishing’s total revenue jumped by*

**+12%**

### COLLECTIONS DESIGNED WITH KIDS IN MIND

#### ScientifiQ

In its first year, the new ScientifiQ collection for elementary school students attracted considerable attention and was a success with parents and teachers. It also led to the creation of a new series of dynamic educational programs on science and technology, in collaboration with MATv.

#### Phénix

The Phénix collection for Grade 9 French classes was a success with teachers. It gives them a set of new tools to support student success in learning the French language.

The background features a large, light blue, semi-transparent logo consisting of the letters 'S' and 'E' intertwined. The 'S' is on the left and the 'E' is on the right. The logo is overlaid with several thin, wavy, light blue lines that flow across the page, creating a sense of motion and energy. The overall color palette is a gradient of light blues.

SPORTS AND  
ENTERTAINMENT

# SPORTS AND ENTERTAINMENT

**As experts in the production, presentation, and promotion of cultural and sporting events, Quebecor Sports and Entertainment brings Québec and international talent to mass audiences in its markets.**

Since the beginning of 2020, the events industry has been plunged into uncertainty. Promoters and performers have had to dig deep into their reserves of resilience. Despite the multitude of public health restrictions, Sports and Entertainment Group remained confident and stayed focused on its mission: to play a central role in Québec's cultural scene.

By the fall of 2021, a return to normal beckoned. In the space of a few weeks, 27 dates were added to the Videotron Centre's calendar of events for 2022 and GesteV's impressive list of outdoor events. More than 100,000 tickets were quickly snapped up. The palpable enthusiasm of promoters and the public heralds a busy year for concerts and events in 2022.

## EVENTS AND SHOWS

In 2021, GesteV did what it took to continue operations in its areas of expertise—production of major events, concerts, and site management—while following public health rules.



Marc Dupré

## CABARET DU CASINO DE MONTRÉAL

On the strength of its experience in event management, GesteV landed its first major contract to manage a performance venue in Montreal, the Cabaret du Casino de Montréal, and announced it would work with strategic partners including Productions Martin Leclerc, ComediHa!, and Musicor Spectacles to present a top-calibre entertainment schedule at the venue. Following the announcement, close to 50 shows were added to the Cabaret du Casino de Montréal's calendar in the last months of 2021.

GesteV also manages the Videotron Centre and Baie de Beauport Sun Life, and owns the Théâtre Capitoile. It is well positioned to showcase local and international talent and to promote its events in Québec.

The Théâtre Capitoile presented 82 music and comedy shows in 2021. More than 44,000 spectators attended performances at the beautiful theatre, which is an important heritage building and cultural hub in Québec City.



Marc Dupré's show celebrating the reopening of the Cabaret du Casino de Montréal, now managed by GesteV.



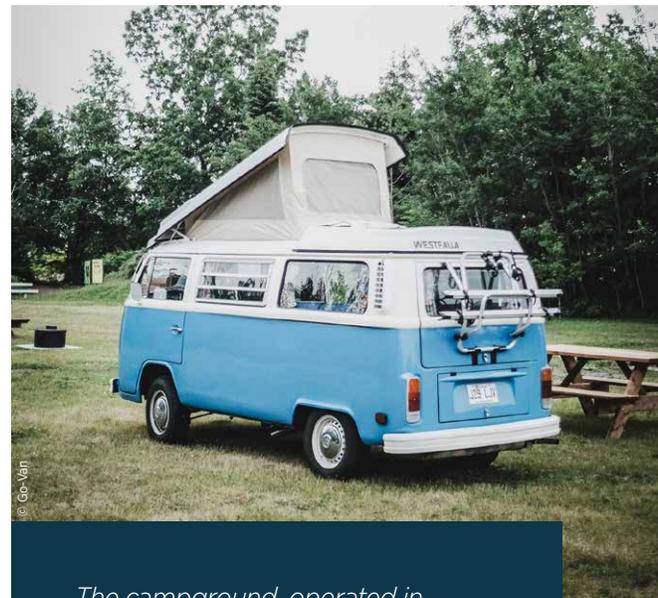
La Baie de Beauport Sun Life

# 93,000+ VISITORS

*In 2021, Baie de Beauport Sun Life welcomed more than 93,000 visitors, a record, and created more than 60 jobs in the Québec City area.*

## A RECORD SUMMER AT BAIE DE BEAUPORT SUN LIFE

For the second year in a row, Baie de Beauport Sun Life, owned by the Port of Québec and managed by GesteV, had a record-breaking season. Complemented by new attractions, pop-up shops offering the wares of local craftspeople, and Québec City's first outdoor climbing centre, its summer program of events was a notable success with both visitors and new partners.



*The campground, operated in partnership with Go-Van for the first time, logged 867 reservations, the most in its history.*



## LÉVIS HALF MARATHON DRAWS CROWDS

Some 4,800 runners and walkers took part in the 17th edition of the Lévis Half Marathon. Registrations for the 21.1-km run were up 7%. There was equal enthusiasm for the children's section, which was at full capacity with 125 young runners.



*The Half Marathon's success earned it a win in the Road Racing Organization category at the 28th Athlétas awards ceremony, organized by the Fédération québécoise d'athlétisme.*

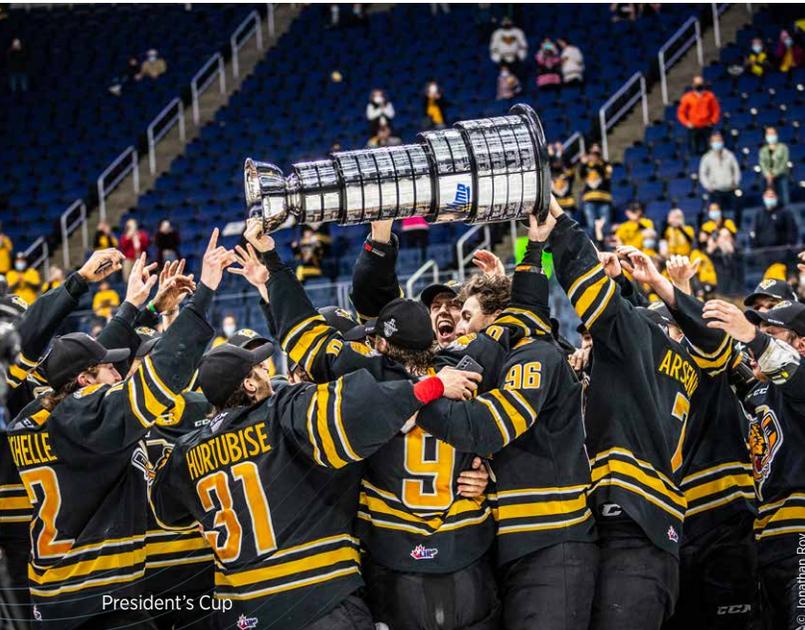


## SPECTATORS RETURN TO THE VIDEOTRON CENTRE

In 2020, Quebecor Sports and Entertainment fully supported the effort to fight the pandemic and quickly overhauled its calendar of events. In 2021, the Group was excited to be able to welcome major sporting events back to the Videotron Centre, to the delight of Québec City sports fans.

## 2021 President's Cup

After 15 months of closed-door games in the Québec Major Junior Hockey League (QMJHL), fans were in the seats again at the Videotron Centre for the 2021 President's Cup. Despite limited capacity due to the restrictions necessitated by the public health situation, more than 10,000 spectators were able to watch the action on the ice.



## The Remparts

In 2020, the Videotron Centre was involved in organizing the first protected-environment event during the COVID-19 pandemic for the Québec Major Junior Hockey League (QMJHL). The highly positive experience was repeated in February 2021 when the Québec Remparts, a Quebecor property, played a home game in the second event of the kind, before hosting all the teams as of the second round of the President's Cup playoffs. In all, 34 regular season games and 25 playoff games were played in protected-environment mode at the Videotron Centre in 2021, in addition to 15 Remparts 2021-22 regular season games.

## Boxing

More than 2,500 spectators turned out for the Eye of the Tiger Management six-fight card at the Videotron Centre. The event was also broadcast live on TVA Sports, where it was watched by more than 35,000 viewers.



## NHL playoff fever

Thousands of spectators flocked to the Videotron Centre to watch the Stanley Cup finals between the Montréal Canadiens and the Tampa Bay Lightning on the giant screen. The benefit raised \$36,000 for three organizations that support young people: Le Pignon Bleu, the Montréal Canadiens Children's Foundation, and the Fonds d'étude des Remparts de Québec.



## MUSIC

**Quebecor’s Music Division—which includes Disques Musicor, Disques Audiogram inc. (Audiogram), STE-4, and Musicor Spectacles—plays a leading role in Québec’s music industry by producing albums, videos, and concerts. It is a preferred partner of francophone artists, representing big names and promising newcomers alike.**



Lunou Zucchini and William Cloutier, finalists of *Star Académie 2021*

Quebecor’s Music Division, a key player in Québec’s music industry, made important strategic choices in 2021 to maintain the sustainability of its activities and its profitability. As a result of the shift to digital and the disappearance of physical albums, the company had to close down Distribution Select in July 2021. At the same time, Quebecor Sports and Entertainment demonstrated its continuing **commitment to music production by acquiring Audiogram**, a major player in the French-language music industry. Audiogram also includes Éditorial Avenue, Canada’s largest French-language music publisher.

*In 2021, the Music Division, not counting Audiogram, produced and marketed 12 physical and digital albums, 69 digital singles, 3 digital EPs, and 22 music videos.*

## NEW WAYS TO MARKET

In 2020, the pandemic pushed the music industry to explore new marketing avenues. In 2021, those approaches were expanded with a focus on two areas: developing and promoting music on streaming platforms and distributing physical albums in a joint effort with magazines published by TVA Publications and distributed by Messageries Dynamiques.

The marketing tie-in with TVA Publications helped four new albums reach audiences by marketing a combined total of 89,400 copies, while expanding the magazines’ readership among the artists’ fans:

- *Nos retrouvailles – Star Académie* and a special edition of *Échos Vedettes*
- *Star Académie 2021* and a special edition of *7 Jours*
- *Les cowboys du Québec* and a special edition of *Échos Vedettes Spécial Country*
- *René Simard – Condor* and a special edition of *Échos Vedettes Biographie*



Several songs by 2Frères went to No. 1 on the radio charts.



The album *Contre vents et marées* by Paul Daraïche and Renée Martel made the 2021 SoundScan Top 40 sales chart.

Kaïn won the SOCAN Popular Song Award.



Mario Pelchat's *Comme au premier rendez-vous* album reached No. 5 on the 2021 SoundScan Top 40 chart.



Kingdom Street appeared in the *Diva* music video with Denyze and their song *Je ne veux que toi* was used in TVA's Christmas promos.

## CREATING CONTENT FOR OTHER QUEBECOR SUBSIDIARIES

In 2021, the Music Division's productions and artists again supplied high-quality content to Quebecor's other subsidiaries, particularly for TVA's programs. In the first collaboration of its kind for *Star Académie*, a call was issued to Québec writers and composers to create an original theme song for the show. Hubert Lenoir won the competition with his composition *Maintenant et partout*.

## Music Division rocks like never before

Works produced or marketed by Quebecor's Music Division shone everywhere in 2021.

- On the radio charts, *Guérir nos mémoires* by 2Frères was number 1 on the Top 100 radio correspondants francophone chart and number 2 on the BDS Francophone Top 100 chart.
- The *Diva* music video by Denyze featuring Kingdom Street, released under the STE-4 label, has garnered more than 7 million views on YouTube. It is the most popular original Québec song on the platform, topping a chart that contains more than 1,100 tracks.
- Six of the albums produced or released by Quebecor's Music Division made the 2021 SoundScan Top 40 sales chart. In addition, there were three other bestselling albums that were not counted because they were sold through a magazine.
- Éditions Musicor inc. fared well at the SOCAN awards for French popular music with three songs rising to the top of the radio charts in the past year.
- Quebecor's Music Division picked up 10 nominations at the 41st ADISQ awards.



Roxane Bruneau

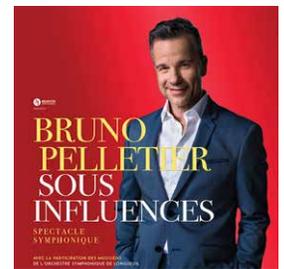
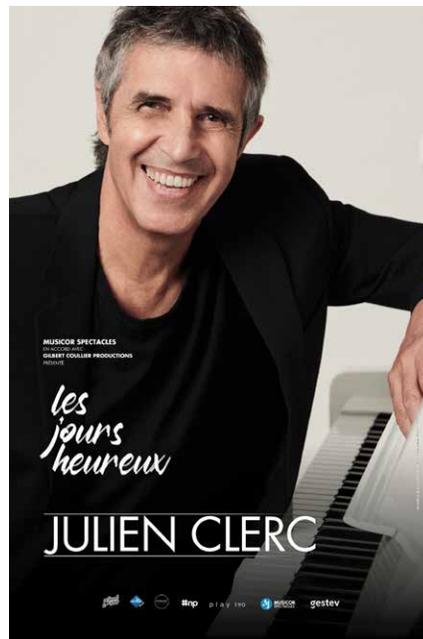
On the digital front, with changing consumer habits and the shift to music streaming, the Music Division increased its streaming revenues by 10.71%.

Advertising music is another niche that Éditions Musicor is developing. There is growing demand for titles from its catalogue, notably from television and feature films.

## MUSICOR SPECTACLES

To comply with changing public health guidance during the pandemic and to protect spectators, the Musicor Spectacles team applied all its creativity and seized every opportunity to reach the public and bring music to live audiences.

In spring 2021, when *Star Académie* was on TVA, Musicor Spectacles used the TVA platform to sell tickets to more than 50 concerts by its artists, including 2Frères, Marc Dupré, Lara Fabian, Isabelle Boulay, Bruno Pelletier, Roxane Bruneau, Mario Pelchat, William Cloutier, and Lunou Zucchini.



## CENTRE STAGE DURING THE REOPENING

After presenting a number of reduced-capacity concert tours, Musicor Spectacles was one of the first producers to take advantage of the reopening of venues at full capacity: it presented Bruno Pelletier's symphonic show *Sous Influences*, which played to sold-out houses in Montréal, Québec City, and Trois-Rivières, and major Montréal shows by André-Philippe Gagnon and Roxane Bruneau in the fall.

For 2022, as cultural life returns to full swing and mass events resume, Musicor Spectacles has announced, among other things, Québec tours by Patrick Bruel and Julien Clerc, and an adaptation of the Broadway hit *Rock of Ages* at the Théâtre Capitoile.

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# CORPORATE SOCIAL RESPONSIBILITY

CULTURE • ENVIRONMENT • ENTREPRENEURSHIP  
COMMUNITY • EMPLOYEES • GOVERNANCE

# LA culture DU possible

QUÉBECOR

## TOGETHER, LET'S DRIVE CHANGE

For more than 70 years, Quebecor has contributed to Québec's economic, cultural, and social vitality by joining forces with visionaries, creators, cultural workers, and the next generation. Driven by our entrepreneurial spirit and strong philanthropic commitment, we make practical efforts on all fronts to build value for the community. We want to help build a stronger and more innovative economy, a richer and more diverse culture, and a healthier and more sustainable society.

# \$27M+

Value of donations and sponsorships in 2021,  
almost half of it dedicated to culture

# 135h+

of activities offered  
to our employees  
through our Health  
and Wellness Program

# 400+

ORGANIZATIONS  
supported across Québec

# \$40M

donation from Quebecor and  
the Fondation Chopin-Péladeau  
to Université de Montréal to  
support the next generation of  
Québec entrepreneurs

# 100%

Our fleet electrification  
target for 2030

# 1.41%

Proportion of Quebecor's adjusted  
EBITDA allocated to donations  
and sponsorships

## CULTURE

### A CULTURE OF OUTREACH

Québec culture is an integral part of our raison d'être. Through our business activities as well as our philanthropic initiatives, we support and promote talented Québec artists and creators, and we showcase the richness of our culture, our language, our history, and our heritage.

### DOZENS OF EVENTS SUPPORTED ACROSS QUÉBEC

The challenges of the COVID-19 crisis did not prevent Québec's artists from performing for rapt audiences. Although many events and shows were cancelled again in 2021, we were able to bring the talent, diversity, and richness of our culture to Quebecers, in town and country, through our partnerships.



Louis-Jean Cormier at Festival en chanson de Petite-Vallée

### Music festivals

- Festival en chanson de Petite-Vallée
- Festival de la chanson de Tadoussac
- Festival de musique émergente (Abitibi-Témiscamingue)
- Festival de la poutine de Drummondville
- Festival Artefact (Vaudreuil-Dorion)
- Festival Stradivaria (Laurentides)
- Festi Jazz international de Rimouski



Festival Stradivaria



Festival de musique émergente



Festival de la chanson de Tadoussac



*Almost 50% of Quebecor's philanthropic contributions went to help develop and support more than 100 cultural organizations and events across Québec.*



Festival du nouveau cinéma



Théâtre du Rideau Vert



Sibyllines

### Theatre seasons

- Théâtre du Rideau Vert
- Théâtre La Bordée
- La Chapelle
- Théâtre Aux Écuries
- Premier Acte
- Sibyllines
- Simoniaques Théâtre
- Usine C

### Film festivals

- Festival du nouveau cinéma
- Festival Fantasia
- Vues d'Afrique



International First People's Festival

### Other events

- Sand castle contest and Festival international Contes en Îles (Magdalen Islands)
- Camp chanson Québecor de Petite-Vallée
- Week-ends de la chanson Québecor (Montréal)
- Baie-Comeau : D'aventure et de culture
- Prix d'excellence en français Gaston-Miron award ceremony, organized by the Société nationale des Québécoises et Québécois, Laurentians region
- Les Correspondances d'Eastman
- Trois-Rivières International Poetry Festival
- *Picasso*. Figures exhibition at the Musée national des beaux-arts du Québec
- Canadian Music Competition (65 cities across the country)
- International First People's Festival
- Les Dames du Lac (Tremblant)

### Major campaigns to support artists and the French language

We continued our long-standing partnership with the **Fondation des artistes** to support hundreds of artists, who were hard hit by the repercussions of the pandemic in 2021. We provided financial support and conducted our first awareness-raising campaign for the cause.

We also supported the Ne perds pas ton français campaign mounted by the **Fondation pour la langue française** to curb the trend towards the use of Anglicisms at work and at home.

## GRANTS TO SUPPORT QUÉBEC ARTISTS

To support the arts, we award numerous grants and prizes every year to both well-established and emerging artists on Québec's cultural scene.

### Montréal international music competition

To support the next generation of professional musicians, to help them earn recognition in the international artistic community, and to make classical music accessible to as many people as possible, we fund the \$15,000 Prix Pierre-Péladeau et Raymonde-Chopin in the piano section of the Concours musical international de Montréal. In 2021, the winner was Yoichiro Chiba of Japan.



Concours musical international de Montréal



Festival international de la poésie de Trois-Rivières

### Conseil des arts de Montréal grand prize

At the 36th Grand Prix du Conseil des arts de Montréal award ceremony, we presented, in partnership with the National Theatre School of Canada, a \$10,000 purse to Nigra Iuventa, the winner of the equity award, in recognition of their work in curating art and addressing complex issues at the local level.

### Trois-Rivières International Poetry Festival

For more than 15 years, we have been awarding the Grand Prix Québecor, in collaboration with the Trois-Rivières International Poetry Festival, to support the work of the poets who make our language come alive. The award is accompanied by a \$15,000 purse. At the Festival's 37th edition in 2021, Hugues Corriveau won the prize for his collection *Jardin-cendre*.

### Gratien-Gélinas award for drama

As a partner of the Fondation du Centre des auteurs dramatiques, we award the Prix Gratien-Gélinas to an emerging Francophone playwright, accompanied by a cash prize for the writer and a grant for a theatre company to mount their play. In 2021, Marie-Hélène Laroche-Truchon received the award for her play *Le Jardin d'Éden*



Diane Gistal - Nigra Iuventa

### André-Gagnon award for composition

For nearly 15 years, we have been supporting composers with the \$10,000 Prix André-Gagnon for instrumental music, presented at the Fondation de la Société professionnelle des auteurs et compositeurs du Québec (SPACQ) gala. In 2021, the recipient was violinist Angèle Dubeau.

### Prix Robert-Cliche, presented by Quebecor

For more than 10 years, we have been sponsoring the Prix Robert-Cliche for the author of a noteworthy first novel. It comes with a \$10,000 prize and publication of the novel by VLB éditeur, a Quebecor publishing house. In 2021, Paul Serge Forest won for his novel *Tout est ori*.

### Festival du nouveau cinéma

At the 50th edition of the Festival du nouveau cinéma, the Louve d'Or, presented by Quebecor, accompanied by a \$15,000 purse, went to Sebastian Meise for *Great Freedom*, selected as the best feature film in the international competition.

### Literary prize for college students

In association with the Réseau intercollégial des activités socioculturelles du Québec, we support the activities surrounding the Prix littéraire des collégiens, a literary prize awarded each year by Québec junior colleges to raise student interest in current Québec literature.



### Festival for emerging artists

To help advance the professionalization of emerging artists, Quebecor has partnered with Festival Vue sur la relève for more than 15 years and is the presenter of the "Coups de Pouce" evening, at which some 50 cultural industry players, including MATv and QUB musique, give a participant of their choice a prize to support their career development. Quebecor also supports the artists directly by contributing to the fee they receive for appearing at the Festival.



### Ma première Place des Arts competition

Ma première Place des Arts is a contest that gives performers and singer-songwriters their first real taste of professional performance. It has served as a springboard for many emerging artists, providing them with television exposure and mentoring. At the 27th edition in 2021, MATv presented a \$500 prize to one contestant in each category.

### Montréal dance prize

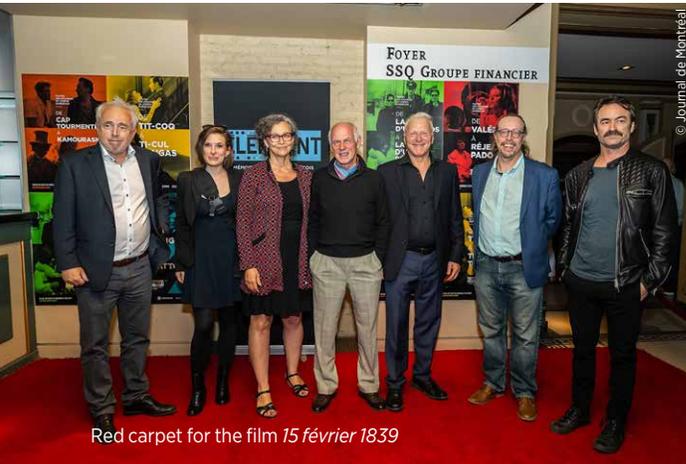
We have been contributing to the Prix de la danse de Montréal since its inception by awarding, in collaboration with the City of Montréal, a \$25,000 prize to a creator who has made an outstanding contribution to dance. In 2021, the prize went to choreographer, performer, director, and author Mélanie Demers.

### Darling Foundry

Since 2016, we have sponsored an artist's studio at the Darling Foundry to allow a Montréal artist-in-residence to focus on their work and their craft. In 2021, we sponsored Frances Adair McKenzie.

# 240+

Québec films digitized  
by Éléphant since its creation.



Red carpet for the film *15 février 1839*

## ÉLÉPHANT: THE MEMORY OF QUÉBEC CINEMA

In 2007, we launched **Éléphant: The Memory of Québec Cinema** to preserve Québec's film heritage and make it accessible. Led by a team of experts and film-lovers, Éléphant has been digitizing and restoring the movies that have marked Québec's history and culture, and making them available to the general public.

Since it began, we have spent **the equivalent of more than \$40 million** developing and promoting Éléphant, which makes it our largest philanthropic project. Aside from a small amount to cover a portion of the Éléphant platform's operating costs, all revenues from distribution of the movies go to the filmmakers and rights holders.

In 2021 Éléphant restored  
7 feature films and the last  
9 episodes of the series  
*Le son des Français d'Amérique*.

## 50TH ANNIVERSARY OF ACPAV

Film production co-op ACPAV (Association coopérative de production audiovisuelle) celebrated its 50th anniversary in 2021. To mark the occasion, Éléphant completed the restoration of one of Pierre Falardeau's most important films: *15 février 1839*. On September 9, a dozen members of the film's cast and crew, and members of the filmmaker's family, attended the screening of the film at the Imperial Cinema.

## ELEPHANT RESUMES MONTHLY SCREENINGS ON THE BIG SCREEN

In February 2021, Elephant was able to resume its monthly film night on the big screen at the Cinéma-thèque québécoise for several months, and present 11 restored films. Movie buffs couldn't have been happier!



On October 26, the restored version of Denis Villeneuve's second feature film, *Maelström*, was screened before a full house at the Cinéma-thèque québécoise, with the renowned director in attendance.



In June, Éléphant presented *Madame Brouette*. Rock Demers was in the theatre for the screening, a few weeks before his death.



### THREE SCREENINGS AT OUR PARTNER FILM FESTIVALS

Éléphant again partnered with the Fantasia International Film Festival to show two newly restored feature films on the big screen: *Yes Sir! Madame...* (1994), a cult classic by Robert Morin, and *Finalement...* (1971), a little-known work by Richard Martin set against the music scene of the period. The first Québec feature film directed by a woman, *La vie rêvée* (1972) by Mireille Dansereau, was screened at the Festival du nouveau cinéma.

#### Preserving the history of Québec theatre

Quebecor has partnered with **Rappels** to keep the history of Québec theatre alive and support the organization's work. Rappels is creating an inventory of the history and archives of professional theatre in Québec going back to 1948.

## ENVIRONMENT

### A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

**Mindful of the importance of preserving our environment, Quebecor is constantly working to reduce its environmental footprint, while encouraging its employees, customers, partners, and the public to be environmentally responsible. We are supporting the energy transition and the fight against climate change through efforts such as our vehicle fleet electrification plan in order to build a more prosperous, greener, and more sustainable Québec for all.**

### Our commitment to the environment

#### Action on 4 fronts

- **Support the fight against climate change** by reducing greenhouse gas emissions from our vehicles and buildings.
- **Manage environmental risks proactively** and make sure our operations are compliant with acts and regulations.
- Work with the community and our suppliers to **preserve natural resources**.
- **Recover, recycle, and reuse waste**, among other things, through responsible end-of-life management of electronic devices.

#### 4 key programs

Our environmental strategy is based on effective programs that address the main impacts of our operations:

- Greenhouse gas emissions: *Québecor 100% électrique*
- End-of-life electronics: *We Recycle*
- Film and television production: *Rolling Green*
- Events: *GesteVert*



## FIGHTING CLIMATE CHANGE

Always a trailblazer, Quebecor cares about its economic, social, and environmental impact. We are committed to fighting climate change and being part of Québec's transition to a sustainable energy economy.

Since 2012, we have been tracking our greenhouse gas emissions and reporting them to the Carbon Disclosure Project.

Greenhouse gas emissions in tonnes of CO <sub>2</sub> eq			
	2019	2020	2021
Scope 1 emissions	13,824	14,853	11,495
Scope 2 emissions	251	219	216
Scope 1 and 2 emissions combined	14,075	15,072	11,711

To continuously improve its efficiency, Videotron recently set up a centre of expertise to deal with the most complex service calls. Its staff has successfully resolved 8,05% of cases remotely, reducing trips by technicians. As a result, more than 980,000 km of travel were eliminated in 2021, which comes to 350 tonnes of CO<sub>2</sub> eq.

## GREENHOUSE GAS EMISSIONS: WE DRIVE ELECTRIC

In January 2020, we launched *Québecor 100% électrique*, an action plan that will ultimately cut our greenhouse gas emissions to 50% of current levels. It has three main components:

- Reassess the size of our fleet on an ongoing basis
  - Acquire new electric or hybrid vehicles to replace end-of-life gasoline-powered vehicles
  - Electrify our light trucks using innovative clean technologies
- Our efforts are bearing fruit: the number of electric, hybrid, or converted vehicles and charging stations at Quebecor and its subsidiaries has been growing steadily.



## Number of electric, hybrid, converted, or hydrogen vehicles and charging stations

	2019	2020	2021
Electric, hybrid, converted, or hydrogen vehicles	30	48	86
Charging stations	50	105	108

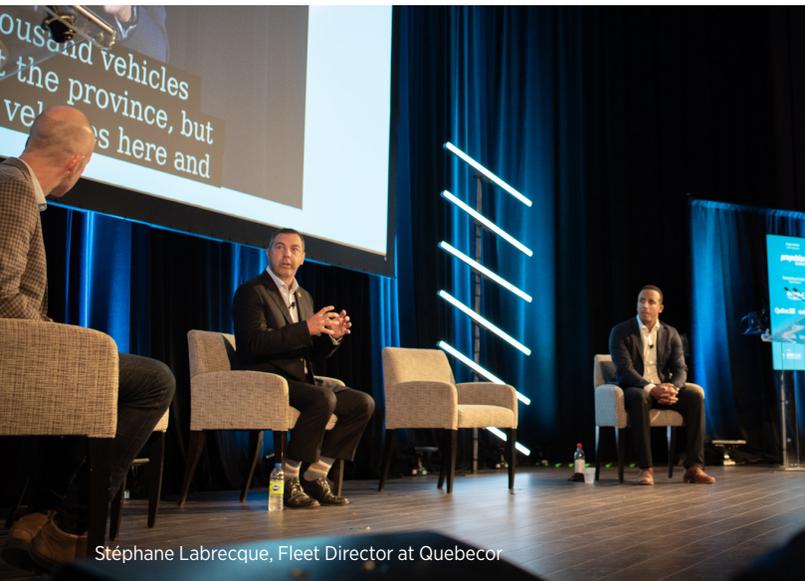
*The goal of the ambitious plan is to electrify the entire fleet of some 1,000 cars and light trucks operated by Quebecor's subsidiaries, including Videotron and TVA Group, by 2030.*

## JOINING FORCES TO BOOST SUSTAINABLE MOBILITY

Quebecor is proud to be part of the flourishing sustainable mobility ecosystem. We have taken our commitment an extra step by partnering with a variety of organizations and initiatives to support the electrification of transportation across Québec’s business community.



For the second year in a row, Quebecor contributed to the IMPULSION MTL International Fleet Forum, organized by Propulsion Québec. It’s an important event for Québec’s electric transportation ecosystem where players from different backgrounds who want to be part of Québec’s energy transition share their expertise and vision.



Stéphane Labrecque, Fleet Director at Quebecor

### Educational program offsets greenhouse gas emissions

In 2021, we offset the equivalent of 958 tonnes of CO<sub>2</sub> eq, the equivalent of all of MELS’ greenhouse gas emissions in 2020, through our partner COOP FA’s Carbone Scol’Ère exchange, an educational program that encourages elementary school students and their families to adopt environmentally friendly habits.

## CONCRETE ACTION TO IMPROVE OUR ENERGY EFFICIENCY

In 2021, we pressed ahead with measures to further improve the energy efficiency of our operations. Here are a few examples:

- Server room equipment is being gradually replaced with air conditioners that can use outside air for cooling and automated lighting systems are being installed;
- Videotron is honouring its commitments under the Canadian Energy-Efficiency Voluntary Agreement for Set-top Boxes and the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment. Ninety percent of its new set-top boxes and small network equipment meet stringent energy-efficiency targets;
- Our servers are being virtualized, yielding energy savings compared with conventional physical servers.

*Quebecor is proud to conduct its business using mainly energy from renewable sources with a low carbon footprint*

### Energy consumption by Quebecor and its subsidiaries

	2018	2019	2020
Energy consumption in MWh	<b>308,540</b>	<b>314,435</b>	<b>298,666</b>
Percentage of energy from renewable sources	<b>82%</b>	<b>83%</b>	<b>84%</b>

## PRESERVING BIODIVERSITY

As a business that cares about quality of life, we want to do our part to help create green spaces and preserve biodiversity. In recent years, we have implemented a number of urban agriculture projects.

In 2021, TVA Group continued its urban vegetable garden project on the roof of its head office building in downtown Montréal, increasing biodiversity in a densely populated neighbourhood and mitigating heat-island effects. Last summer, two beehives were added to the project, bringing more pollinators to the neighbourhood.



*In 2021, approximately 12 kg of beans, hot peppers, kale, rhubarb, and herbs were harvested and used in the TVA cafeteria to create nutritious meals for employees and 200 jars of honey were produced.*

To encourage our employees to follow suit and green their environment, we offered workshops on environmentally responsible urban agriculture led by MicroHabitat. They covered the main principles of urban agriculture, from seeding to putting the garden to bed for winter, as well as the benefits for humans and nature.



Green roof on Quebecor's head office

## INCREASING MONTRÉAL'S LEAF AREA INDEX

For the Montréal area, increasing the leaf area index will be key to fighting and adapting to climate change. In 2021 Quebecor, a long-time partner of Soverdi, stepped up its involvement by joining the **Comité des leaders de la forêt urbaine**, a group of seven major Montréal companies actively involved in greening the city.

We also continued to be a major partner in Soverdi's *A Tree for my Neighbourhood* campaign. In 2021, nearly 4,500 trees were planted in Montréal as a result of the campaign, helping to improve air quality, create cool islands and fight climate change.

## RESPONSIBLE PROCUREMENT

To continuously improve our responsible procurement processes, we continued focusing on concrete actions at all our subsidiaries. Here are a few examples:

- TVA Publications prints its magazines on FSC®-certified paper
- A supplier code of conduct has been incorporated into Videotron and Quebecor contracts
- Environmental criteria are factored into the design of Videotron's product packaging, such as the Helix equipment boxes which are made in Québec from recycled materials

## WASTE MANAGEMENT



The *We Recycle* program has been encouraging consumers to bring their obsolete electronic devices to Videotron points of sale since 2012. The objective is to reduce, reuse, recycle, and recover in order to decrease the amount of waste diverted to landfills. Devices are recycled in partnership with Service d'intégration au travail—Mauricie, a community organization that promotes the integration of people with mental-health problems into the workplace and society.

Since its launch 10 years ago, *We Recycle* has collected over 10 million electronic devices and accessories for reuse or recycling.

### Preloved Phones from Fizz are good for the planet

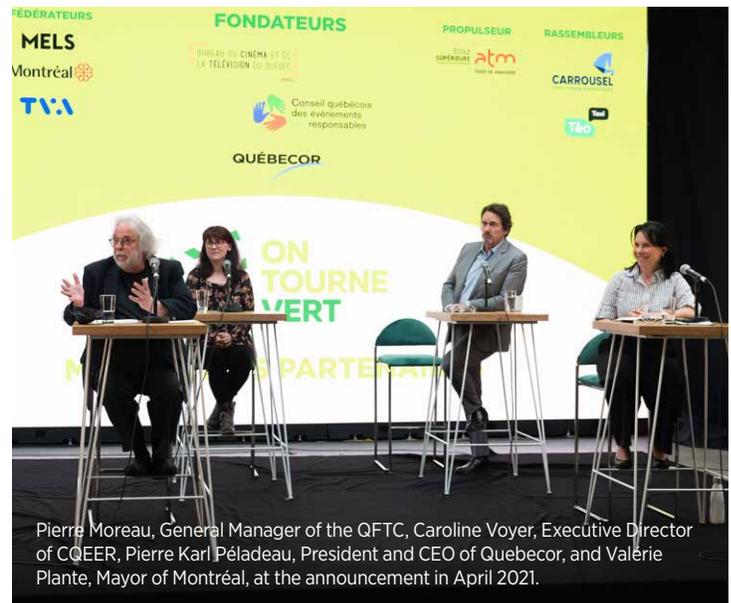
In February 2021, the Fizz brand introduced Preloved Phones. Customers can choose from a selection of up to 25 models from different brands that have been rigorously inspected to ensure their condition and quality. In addition to reducing the environmental impact caused by equipment manufacture, this option saves money for the customer. Since launch, 27% of our customers have chosen to give our planet and their wallets a break.

## ROLLING GREEN PROMOTES ENVIRONMENTAL RESPONSIBILITY ON FILM SETS

In 2021, Quebecor began implementing the Rolling Green program, in collaboration with its TVA and MELS subsidiaries, the Quebec Film and Television Council (CFTC) and the Conseil québécois des événements écoresponsables (CQEE). Rolling Green is a unique program that promotes environmentally responsible practices at all stages of audiovisual productions filmed in Québec.

*L'académie du guide de l'auto*, a production broadcast on TVA and TVA Sports, became the first green television program to obtain the Excellence certification, the highest level possible.

As a major player in the film and television industry, Quebecor is helping to improve practices and it has become a leader in environmentally responsible audiovisual productions.



Pierre Moreau, General Manager of the QFTC, Caroline Voyer, Executive Director of CQEE, Pierre Karl Péladeau, President and CEO of Quebecor, and Valérie Plante, Mayor of Montréal, at the announcement in April 2021.

### Environmentally and socially responsible events

Long recognized for its expertise in responsible event organization and management, **GesteV** continues to prioritize its **GesteVert** program, based on Bureau de normalisation du Québec (BNQ) standards for responsible event management and on local and international industry best practices.

For example, runners in the 2021 Lévis Half-Marathon, organized by GesteV, had the option of making a carbon offset donation to **Carbone Scol'Ère**, which was subsequently matched by the organization. A total of more than 110.84 tonnes of CO<sub>2</sub> eq were offset, equivalent to planting 820 trees.

# ENTREPRENEURSHIP

## A CULTURE OF AUDACITY

**True to our entrepreneurial roots, we support the next generation of entrepreneurs and actively contribute to the creation and growth of the companies with the innovative, sustainable solutions and business models that will shape the Québec of the future.**

### **HISTORIC GIFT TO UNIVERSITÉ DE MONTRÉAL**

In February 2022, Quebecor and the Fondation Chopin-Péladeau announced a major joint \$40 million donation, split 50-50, to Université de Montréal to support the emergence of the next generation of entrepreneurs. The money will be used to fund Millénium Québecor, a comprehensive entrepreneurship awareness, training, and support program, and to construct the Pavillon Pierre-Péladeau, a state-of-the-art building named in honour of Quebecor's founder.



*The Pavillon Pierre-Péladeau will house the Millénium Québecor program and the future Centre d'innovation de l'Université de Montréal.*

The Millénium Québecor program will give student entrepreneurs a chance to receive specialized training in entrepreneurship and to draw on the support of a team of experts to help them turn their business ideas into reality. A start-up assistance fund will also be established, with financial support from Quebecor. The program will embrace all forms of entrepreneurship, including non-profit organizations and social entrepreneurship.

The Fondation Chopin-Péladeau is a private family foundation of which Pierre Karl Péladeau is president. It is named after his parents, Raymonde Chopin and Pierre Péladeau.



Daniel Jutras, Rector of UdeM, and Pierre Karl Péladeau, President and CEO of Quebecor and President of the Chopin-Péladeau Foundation, with UdeM students Camille d'Anjou, co-founder of Vocavie, and Marie Péladeau, Pierre Karl Péladeau's daughter.

*"My father, Pierre Péladeau, was fully invested in Québec's social and economic development. This partnership continues his mission and sends a message of support to a whole new generation of even more daring and innovative entrepreneurs."*

— PIERRE KARL PÉLADEAU,  
PRESIDENT AND CEO OF QUEBECOR

## **ASTERX: A NEW START-UP VENTURE CAPITAL UNIT**

Quebecor expanded its entrepreneurial activities in 2021 with the unveiling of its venture capital unit, which supports start-ups that have the potential to stimulate innovation in Quebecor's lines of business and for society as a whole.

We are providing resources and sharing expertise with entrepreneurs who are developing innovative solutions based on sustainable business models, management practices and governance principles. In addition to financial criteria, the Pierre Péladeau Bursaries and the asterX venture capital fund apply a rigorous selection process informed by Quebecor's culture of social impact.

*asterX serves as a strategic ally in the development of Québec start-ups by giving them upstream local commercial validation.*



Pierre Karl Péladeau and Pelra Azondekon

*"2021 was a record year for venture capital investments, but there are still very few big players in this field in Québec and Canada. Yet this type of investor is needed to support the growth of our innovation ecosystem and bring it to the next level."*

— PIERRE KARL PÉLADEAU,  
PRESIDENT AND CEO OF QUEBECOR

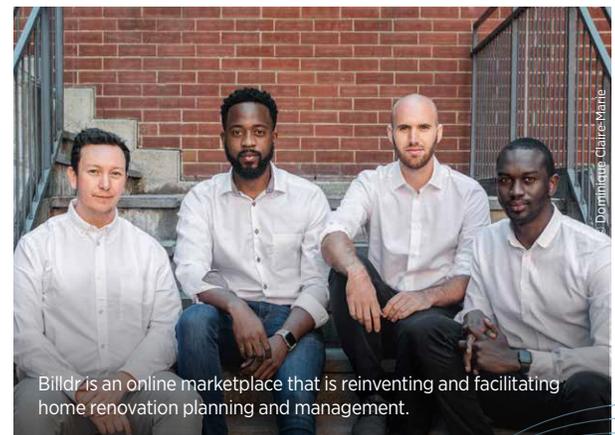
In 2021, Quebecor invested millions of dollars in a dozen innovative start-ups in various fields, from advertising tech to medical devices.

By backing **Arcadia.tv**, Quebecor is concretely supporting the development of a promising start-up that uses technology to let people test their skills and improve their mental and physical well-being.



Arcadia.tv is developing metaverse sports to offer a unique immersive experience with fully athletic and physical video games.

Our expertise in web marketing and digital media is an important asset for **Billdr** as the company executes on its strategic plan and continues its fast-paced growth.



Billdr is an online marketplace that is reinventing and facilitating home renovation planning and management.

## PIERRE PÉLADEAU BURSARIES: ALLIES FOR UNIVERSITY ENTREPRENEURS IN QUÉBEC

The Pierre Péladeau Bursaries reward university students who take risks by starting their own businesses. They distribute a total of \$200,000 in financial support per year to help students start up a business, carry out their business plan, and develop their products and markets.

The selected start-ups offer sustainable solutions and innovative business models, two essential factors for Québec's growth and vitality. Often, they are based on technologies that will improve our quality of life and positively impact the environment.

### \$100,000 bursary: Statera Medical

Frédéric Plourde and Samuel Bourdon of the École de technologie supérieure and Polytechnique Montréal have developed next-generation orthopedic prostheses that restore full mobility in patients suffering from arthrosis or torn muscles and need total shoulder joint replacement.

**\$50,000 bursary: Ethnocare**  
Louis-Philippe Garneau, Marc-Antoine Malouin-Lizotte, and Vincent Breton of Université Laval and HEC Montréal have developed high-performance prostheses that use sport technologies to enable amputees to lead more active lives.

### \$35,000 bursary: ORA Médical

Sarah Lambert, Marie-Pier Michaud, Guillaume Jones, and Louis St-Pierre of Polytechnique Montréal have improved home rehabilitation therapy for disabled children by means of an innovative walking aid with a unique partial weight support technology.

### \$15,000 bursary: Hélix

Samantha Bellamy and Steve Alliance of Université du Québec à Montréal are using artificial intelligence to foster inclusion in the workplace, reduce inequalities, promote economic growth, and provide decent jobs for all. Their solution can be used to audit a company's diversity profile, analyze recruitment campaigns, and detect potential unconscious bias.



Statera Medical - \$100,000 bursary



Ethnocare - \$50,000 bursary



ORA Médical - \$35,000 bursary



Hélix - \$15,000 bursary

Since 1999

**\$2.5M**  
in bursaries

**50+**

start-ups that received support are still in business

**\$250M+**

in financing raised by start-ups that received bursaries in the past

# COMMUNITY

## A CULTURE OF ENGAGEMENT

We believe community engagement means actively participating in the collective effort to promote education and self-realization for our young people, an active and healthy lifestyle for all, and an inclusive, egalitarian society that cares about the most disadvantaged.



Grand défi Pierre Lavoie

### VERY ACTIVE PARTNER OF LE GRAND DÉFI PIERRE LAVOIE

In view of the benefits of an active lifestyle on physical and mental health, we maintained our commitment as a partner in action of the Grand défi Pierre Lavoie, which encourages Quebecers to get up, get moving, and adopt a healthy lifestyle.

In June 2021, Quebecor publicized and participated in **1 million de km ensemble**, an event in which 220,893 cyclists rode 3,057,264 km “together.” Our team, which included our President and CEO Pierre Karl Péladeau, employees and their families, and many Quebecor talents and personalities from all parts of Québec, showed great spirit and drive. We were also proud participants in **La Grande marche**, which drew nearly 135,000 people in October 2021.



### PIERRE PÉLADEAU AUDITORIUM OPENS AT THE CHUM HOSPITAL

Three years after Quebecor announced a \$15 million donation to the Fondation du Centre hospitalier de l'Université de Montréal (CHUM), we were proud to attend the official opening of the **Amphithéâtre Pierre-Péladeau** on June 10, 2021. Named in honour of our founder, the educational and knowledge-sharing facility embodies the humanistic vision and cultural and social values that were his legacy to his family and to Québec society.





### Montréal Pride: Together for all

Since 2015, Quebecor has partnered with Montréal Pride, one of the largest French-language 2SLGBTQI+ festivals in the world, to celebrate and promote the rights of communities of sexual and gender diversity. Thousands of people attended the Pride Parade on August 15, 2021, drawing attention to the problems of violence and discrimination experienced by these communities, and this year highlighting the cause of indigenous peoples and two-spirit people.

### Making outdoor spaces more accessible

Since the summer of 2021, the Baie de Beauport Sun Life beach, managed by GesteV, has been accessible to people with reduced mobility. A carpet laid on the sand makes it possible for wheelchairs to go down to the water.



## PARTNERSHIPS FOR DIVERSITY AND INCLUSION

To contribute to social progress and help make our society more inclusive and egalitarian, we work with a number of organizations dedicated to promoting inclusion and cultural, gender, physical, and intellectual diversity.

### \$1 million donation to the Fondation Autiste & majeur

Embracing differences to enable every human being to thrive, as they are, is an important form of community engagement for Quebecor. We donated \$1 million to the Fondation Autiste & majeur, created by Charles Lafortune and Sophie Prigent to support adults with Autism Spectrum Disorder (ASD). The foundation was also featured in the docuseries *Autiste, bientôt majeur* and *Autiste, maintenant majeur*, broadcast on MOI ET CIE. The money will be used to fund the development of day centres across Québec to improve the quality of life of young adults with ASD and their parents.

### Breaking down the isolation of seniors

Since the COVID-19 pandemic broke out, the work of Les Petits Frères, an organization that supports isolated seniors in Québec, has been more important than ever. Quebecor was very happy to team up with the organization to present the fundraising event *Avec vous, jusqu'au bout*, featuring prominent performers such as France Castel, Michel Rivard, Véronic DiCaire and Guylaine Tremblay. It was webcast live on October 1, 2021, the International Day of Older Persons.

### Other partnerships to support our community

- Le Chaînon
- Fondation des soins palliatifs à domicile
- Maison Dauphine
- Tel-jeunes
- Association québécoise de prévention du suicide
- Canadian Red Cross

# EMPLOYEES

## A CULTURE OF PERSONAL EXCELLENCE

**At Quebecor, providing a stimulating work experience means giving our employees opportunities for hands-on participation in large-scale projects created for Quebecers. It means providing a balanced, open, and inclusive environment, capitalizing on everyone's strengths and ideas, giving every person a chance to give their best, scale new heights, and realize themselves within the Quebecor family.**

Every day, nearly 10,000 employees are on the job at our subsidiaries. Every day, they display outstanding creativity, innovative thinking, agility, and teamwork, pooling their ideas and their strengths, going the extra mile to satisfy their customers and develop their own potential.

### PROGRAMME

santé+mieux-être



### HEALTH AND WELLNESS ARE CORE PRIORITIES

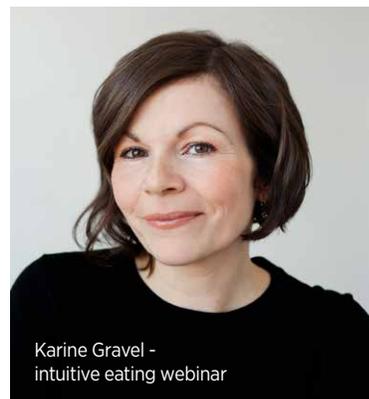
To encourage employees at all our subsidiaries to adopt a healthy lifestyle, we enhanced our Health and Wellness Program, which covers physical, psychological, financial, and social health. The support was particularly welcome during the pandemic.

**A few examples of resources and activities for employees:**

- Full range of free professional services and practical tools
- Cooking workshops with Hugo Saint-Jacques, executive chef at Zeste
- Financial videos with Pierre-Olivier Zappa, finance and business reporter and broadcaster
- Webinars on intuitive eating
- Webinars on mental health
- Online physical fitness classes from Olympe: more than 2,800 participations and more than 135 hours of exercise videos

### Policies that meet the needs of employees and the company

- A **Telework Policy** was implemented at some subsidiaries in the fall of 2021. It sets rules for working from home (permanently, occasionally, or in hybrid mode), while ensuring business continuity, quality work, and flexibility for employees.
- A **harassment and violence in the workplace policy** was introduced in May 2021 at Quebecor entities under federal jurisdiction, i.e., Videotron and TVA Group, in collaboration with the unions. The goal is to prevent all forms of harassment and violence, and to deal effectively with incidents.
- A **COVID-19 vaccination policy** was rolled out in early 2022 across Quebecor companies. Under the policy, all persons who need to enter any facility of Quebecor or one of its subsidiaries, participate in any of its activities, be in direct contact with clients, or work outside the home must be adequately protected against COVID-19, as defined by public health entities.



Karine Gravel -  
intuitive eating webinar



My Linh Diep -  
mental health webinar



Hugo Saint-Jacques - cooking videos



## DEVELOPING EMPLOYEES' SKILLS

We want our people to make the most of their talents. Our **Campus Québecor** professional development program offers a wide array of training courses for all subsidiaries and all hierarchical levels.

In view of the pandemic, we shifted to virtual courses and added relevant new topics, such as managing teams working from home, connecting with peers remotely, managing Microsoft 365 tools and applications, health, ethics, governance, and information security.

*In 2021, more than 10,000 hours of virtual training and lectures were dispensed to employees and managers at all our subsidiaries.*

### Training in information security for our teams

To give all our employees, especially those working from home, the tools they need, mandatory training in privacy protection and cybersecurity was offered several times during the year, in addition to virtual meetings on the topic.

Since information security is a priority, our corporate policy provides for equipping our employees to actively contribute to protecting Quebecor's information assets.

## AN INCLUSIVE WORKPLACE

We are committed to creating a respectful, equitable and inclusive environment for all. All employees are treated equally regardless of gender, culture, religion, disability or sexual orientation.

## RECOGNIZING WOMEN'S LEADERSHIP

Women are strongly represented at Quebecor and its subsidiaries. Quebecor is committed to promoting female leadership and helping women grow into management positions.

### Female representation at Quebecor and subsidiaries in 2021

	% of all employees	% of management	% of senior management
Quebecor	<b>61%</b>	<b>45%</b>	<b>38%</b>
TVA Group	<b>48%</b>	<b>51%</b>	<b>33%</b>
Sports and Entertainment Group	<b>44%</b>	<b>39.5%</b>	<b>29%</b>
Videotron	<b>29%</b>	<b>27%</b>	<b>25%</b>
Book, Newspaper, and Digital divisions	<b>46.5%</b>	<b>45%</b>	<b>56%</b>

### Action plan for gender parity in production

To encourage and support the next generation of women in the television industry, TVA launched a gender parity action plan in production in 2019. The target is for 50% of key positions (director, producer, scriptwriter) on TVA's original French-language television productions to be held by women by 2025.

In January 2022, TVA Group reported that 51% of producers, 24% of directors, and 32% of screenwriters on its original productions during the 2020–2021 reference year were women.

There is still a way to go, but TVA has its sights set firmly on gender parity.

# GOVERNANCE

**Good governance is vital to a prosperous business. We want to build a corporate culture of integrity that is effective, meets the needs of all stakeholders, and takes the needs of future generations into account.**

In all its activities, Quebecor ensures that its actions, measures, procedures, and policies meet the highest standards of ethics and transparency.

## ENGAGED DIRECTORS AND COMMITTEES

Environmental, social, and governance (ESG) issues and challenges are central concerns today. At Quebecor they are managed by the Corporate Social Responsibility Committee, whose members include managers and employees. The committee maintains an ESG trends and practices watch, sets guidelines, and coordinates the Corporation's ESG strategy. It is overseen by Quebecor senior management and reports to the Human Resources and Corporate Governance Committee.

In addition to ESG issues, the committee has oversight over executive compensation, succession planning, application of the Code of Ethics, and Quebecor's approach to corporate governance.

The Board has also established an Audit and Risk Management Committee, which reviews the principal risks identified by management and the effectiveness of risk mitigation measures. In the performance of its duties, it receives regular assessments of potential risks to Quebecor and its subsidiaries from management.

*For the fiscal year ended December 31, 2021, Quebecor reported a director attendance rate of 99% at Board meetings and 100% at committee meetings, demonstrating a high level of commitment and participation.*



## INDEPENDENT MAJORITY ON THE BOARD

Seventy-five percent of the members of Quebecor's Board of Directors are independent. Since the Chair of the Board is not an independent director, the Board has appointed an independent Vice-Chair and Lead Director. In addition, the Board's two committees, the Audit and Risk Management Committee and the Human Resources and Corporate Governance Committee, consist entirely of independent directors.

## THE BOARD LISTENS TO SHAREHOLDERS

The Board of Directors maintains an open, constructive dialogue with shareholders through discussions with shareholder and investor advocacy groups, especially on governance issues. The Corporation's shareholder meetings had to be held in virtual mode in 2020 and 2021, but shareholders were invited to submit their questions in advance or at the meeting.

## **FEMALE REPRESENTATION ON THE BOARD**

In 2018, Quebecor adopted a written policy on director selection and set a target of at least 40% female representation on the Board by 2020. That target was achieved in 2019. The policy was subsequently renewed and the Board undertook to maintain the level of female representation.

On the TVA Group Board of Directors, 50% of the seats have been held by women since **Régine Laurent joined the Board in October 2021**.

A number of women currently hold leadership positions within the Corporation and its subsidiaries, and the long-term succession planning process will ensure strong female representation both in senior management and on the Board in the future. As of December 31, 2021, women made up 46.3% of the management committees of the Corporation and its subsidiaries.

## **GOVERNANCE AND COMPENSATION**

In 2021, the advisory vote on executive compensation again garnered broad support from shareholders. Over 99% of shares (99.96% of Class A shares and 96.58% of Class B shares) were voted in favour of the Corporation's approach.

## **DATA SECURITY AND CONFIDENTIALITY**

Quebecor and its subsidiaries, including Videotron, TVA Group, and MédiaQMI, which manages *Le Journal de Montréal* and *Le Journal de Québec*, have stringent data confidentiality policies covering monitoring procedures and regular updates of security technology. In 2020, the Corporation and its subsidiaries implemented a policy to ensure sound data management and governance. A Chief Privacy Officer responsible for personal data and information was appointed.



## **IN-HOUSE EXPERTISE IN CYBERSECURITY**

With regard to cybersecurity, Quebecor partners regularly with colleges and universities and contributes continuously to the development of Québec's cybersecurity ecosystem. The Corporation has also established a team of experts dedicated to promoting cybersecurity and raising employee awareness of the issue, headed by Quebecor's Chief Information Security Officer.

Mandatory training on cybersecurity and privacy is dispensed to all employees and consultants on a quarterly basis. In addition, information security risks are evaluated for all new suppliers.

# BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR INC.

## BOARD OF DIRECTORS

### **Chantal Bélanger<sup>1</sup>**

Chair of the Audit and Risk Management Committee, Quebecor Inc. and Quebecor Media Inc., and Corporate Director

### **André P. Brosseau<sup>1, 2</sup>**

Chair of the Board and CEO, Du Musée Investments Inc.

### **Michèle Colpron<sup>1</sup>**

Corporate Director

### **Lise Croteau<sup>1, 2</sup>**

Corporate Director

### **Sylvie Lalande<sup>2</sup>**

Vice-Chair of the Board and Lead Director, Chair of the Human Resources and Corporate Governance Committee, Quebecor Inc. and Quebecor Media Inc.; Chair of the Board and Chair of the Human Resources and Corporate Governance Committee, TVA Group Inc., and Corporate Director

### **The Right Honourable Brian Mulroney, P.C., C.C., LL.D.**

Chair of the Board, Quebecor Inc. and Quebecor Media Inc., and Senior Partner, Norton Rose Fulbright Canada, LLP

### **Robert Paré**

Strategic Advisor, Fasken Martineau DuMoulin LLP

### **Érik Péladeau**

President, Cie de Publication Alpha inc.

## OFFICERS

### **The Right Honourable Brian Mulroney, P.C., C.C., LL.D.**

Chair of the Board

### **Sylvie Lalande**

Vice-Chair of the Board and Lead Director

### **Pierre Karl Péladeau**

President and CEO

### **Hugues Simard**

Chief Financial Officer

### **Jonathan Lee Hickey**

Senior Vice-President, Legal Affairs and Corporate Secretary

### **Jean-François Parent**

Vice-President and Treasurer

### **Denis Sabourin**

Vice-President and Corporate Controller

### **Sophie Riendeau**

Corporate Secretary

### **Vanessa Romano**

Assistant Secretary

<sup>1</sup>Member of the Audit and Risk Management Committee

<sup>2</sup>Member of the Human Resources and Corporate Governance Committee

# BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR MEDIA INC.

## BOARD OF DIRECTORS

### **Chantal Bélanger<sup>1</sup>**

Chair of the Audit and Risk Management Committee, Quebecor Inc. and Quebecor Media Inc., and Corporate Director

### **André P. Brosseau<sup>1, 2, 3</sup>**

Chair of the Board and CEO, Du Musée Investments Inc.

### **Michèle Colpron<sup>1</sup>**

Corporate Director

### **Lise Croteau<sup>1, 2</sup>**

Corporate Director

### **Sylvie Lalonde<sup>2</sup>**

Vice-Chair of the Board and Lead Director, Chair of the Human Resources and Corporate Governance Committee, Quebecor Inc. and Quebecor Media Inc.; Chair of the Board and Chair of the Human Resources and Corporate Governance Committee, TVA Group Inc., and Corporate Director

### **The Right Honourable Brian Mulroney, T, P.C., C.C., LL.D.**

Quebecor Inc. and Quebecor Media Inc., and Senior Partner, Norton Rose Fulbright Canada LLP

### **Robert Paré<sup>3</sup>**

Strategic Advisor, Fasken Martineau DuMoulin LLP

### **Érik Péladeau<sup>3</sup>**

President, Cie de Publication Alpha inc.

<sup>1</sup>Member of the Audit and Risk Management Committee

<sup>2</sup>Member of the Human Resources and Corporate Governance Committee

<sup>3</sup>Member of the Executive Committee

## MANAGEMENT COMMITTEE

### **Pierre Karl Péladeau**

President and CEO

### **Hugues Simard**

Chief Financial Officer

### **Lyne Robitaille**

Senior Vice-President, Newspapers, Books and Magazines, Quebecor, and President and Publisher, *Le Journal de Montréal*

### **Martin Tremblay**

Chief Operating Officer, Quebecor Sports and Entertainment Group

### **Mathieu Turbide**

Vice-President, Digital Content, Quebecor

### **Patrick Jutras**

Senior Vice-President and Chief Advertising Officer

### **Jonathan Lee Hickey**

Senior Vice-President, Legal Affairs and Corporate Secretary



**QUEBECOR**

A blue curved line graphic that starts under the letter 'C' and sweeps upwards and to the right, ending under the letter 'R'.