

ACTIVITY
REPORT

20
18



QUEBECOR

convergence

telecommunications mobile connectivity entertainment media television cinema newspapers
magazines distribution digital out of home advertising network books sports and
entertainment events shows music hockey corporate social responsibility employees
environment giving governance



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2018 IN BRIEF

QUEBECOR
**REPURCHASED THE CAISSE
DE DÉPÔT ET PLACEMENT DU
QUÉBEC'S INTEREST**
IN QUEBECOR MEDIA IN MAY AND JUNE 2018

\$1.73B

ADJUSTED EBITDA UP
7.1% YEAR OVER
YEAR

\$4.18B

QUEBECOR'S ANNUAL
REVENUES UP 1.4%
YEAR OVER YEAR

fizz

NEW 100% DIGITAL
**MOBILE AND
INTERNET PROVIDER**
LAUNCHED IN FALL 2018

club illico

5 YEARS
OF ENTERTAINMENT
IN FRENCH

**420,800
SUBSCRIBERS
TO
CLUB ILICO**

TVA GROUP ACQUIRED THE
ÉVASION AND **ZESTE**
SPECIALTY CHANNELS
IN FEBRUARY 2019

12.7%+
CONNECTIONS
TO THE MOBILE
TELEPHONE
SERVICE

37.7%
MARKET SHARE FOR
TVA GROUP IN 2018,
AN ALL-TIME RECORD

TVA GROUP ACQUIRED
THE COMPANIES IN THE
INCENDO MEDIA
GROUP IN APRIL 2019

14 OF THE 30 MOST-WATCHED SHOWS IN QUÉBEC

WERE ON TVA NETWORK

RÉVOLUTION

SOLD IN THREE COUNTRIES
WITHIN A FEW MONTHS



TVA SPORTS

BECAME THE OFFICIAL FRENCH-LANGUAGE BROADCASTER OF THE PRESTIGIOUS 2020 UEFA EUROPEAN FOOTBALL CHAMPIONSHIP (EURO 2020).

TVA GROUP ACQUIRED
AUDIO ZONE IN NOVEMBER 2018 AND
THE ASSETS OF **MOBILIMAGE**
IN JANUARY 2018

QUB RADIO

QUEBECOR'S FIRST DIGITAL RADIO STATION LAUNCHED IN OCTOBER 2018



qub
RADIO

Autrement
dit



HELIX

THE OUTLINES OF VIDEOTRON'S NEW WORLD-CLASS TECH PLATFORM UNVEILED IN OCTOBER 2018, LAUNCH IN 2019

+75 ORIGINAL PRODUCTIONS

CREATED IN COLLABORATION WITH QUEBECOR CONTENT AND BROADCAST ON TVA GROUP'S PLATFORMS AND ON CLUB ILLICO

QUEBECOR'S NEWSPAPERS REACHED ALMOST

4,000,000 READERS

PER WEEK ON ALL PLATFORMS

LE GUIDE DE L'AUTO

QUEBECOR ACQUIRED
TO ENRICH ITS AUTOMOTIVE CONTENT
IN AUGUST 2018

TVA PUBLICATIONS IS
**CANADA'S No. 1
PUBLISHER**
OF PAID-CIRCULATION
PRINT MAGAZINES

QUEBECOR'S
PUBLISHING HOUSES PUBLISHED
**7 OF THE 20
BESTSELLING
BOOKS
IN QUÉBEC**



RECORD BOX OFFICE RECEIPTS

FOR THE PAUL MCCARTNEY CONCERT
AT THE VIDEOTRON CENTRE

HISTORIC \$15M DONATION

TO THE FONDATION DU CENTRE HOSPITALIER
DE L'UNIVERSITÉ DE MONTRÉAL (CHUM)
IN FEBRUARY 2018

**VIDEOTRON CENTRE
WAS NO. 5 ON *BILLBOARD*
MAGAZINE'S LIST OF TOP CANADIAN
ARENAS BY CONCERT RECEIPTS**

11 TITLES FROM
LES DISQUES MUSICOR ARTISTS
WERE IN THE
**TOP 100 TRACKS BY
RADIO AIRPLAY**

QUEBECOR ACQUIRED
MARIO PELCHAT'S
MP3 DISQUES
LABEL IN NOVEMBER 2018

QUEBECOR GAVE
500+ ORGANIZATIONS
ACROSS QUÉBEC GIFTS AND
SPONSORSHIPS WORTH
\$45M+

HIGHLIGHTS

FINANCIAL YEARS ENDED DECEMBER 31, 2018, 2017 AND 2016

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

	2018	2017 ³	2016 ³
OPERATIONS			
Revenues	\$ 4,181.0	\$ 4,125.1	\$ 4,057.1
Adjusted EBITDA ¹	1,732.1	1,617.2	1,555.6
Contribution to net income attributable to shareholders:			
Adjusted income from operating activities ²	468.1	347.9	343.9
Loss on valuation and translation of financial instruments	(61.4)	(195.6)	(68.4)
Unusual items	(8.7)	223.4	(42.4)
Discontinued operations	3.5	14.8	0.8
Net income attributable to shareholders	401.5	390.5	233.9
Cash flows provided by continuing operating activities	1,387.5	1,161.7	1,109.9
BASIC DATA PER SHARE			
Contribution to net income attributable to shareholders:			
Continuing operations ²	\$ 1.96	\$ 1.44	\$ 1.41
Loss on valuation and translation of financial instruments	(0.26)	(0.81)	(0.28)
Unusual items	(0.04)	0.92	(0.17)
Discontinued operations	0.02	0.06	-
Net income attributable to shareholders	1.68	1.61	0.96
Dividends	0.19	0.10	0.09
Equity attributable to shareholders	1.90	3.65	2.46
Weighted average number of shares outstanding (in millions)	239.3	241.8	244.6
Number of shares outstanding (in millions)	257.1	238.2	243.7
FINANCIAL POSITION			
Long-term debt	\$ 6,428.2	\$ 5,536.6	\$ 5,668.7
Convertible debentures, including embedded derivatives	155.2	892.2	790.0
Equity	577.9	1,409.0	1,024.5
Total assets	9,531.6	9,961.9	9,503.5
EMPLOYEES			
	10,000	10,100	10,100

¹ See definition of "Adjusted EBITDA" on next page.

² See definition of "Adjusted income from continuing operating activities" on next page.

³ Comparative numbers have been restated to reflect the adoption of IFRS 15, *Revenue from Contracts with Customers*.

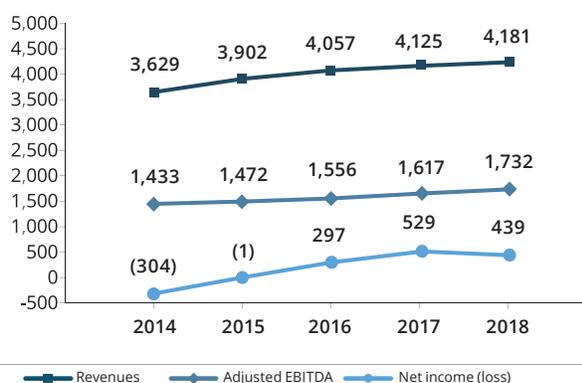
Share price (QBR.B)

In Canadian dollars



Revenues, adjusted EBITDA and net income (loss)

In million of Canadian dollars



DEFINITIONS

ADJUSTED EBITDA (FORMERLY “ADJUSTED OPERATING INCOME”)

In its analysis of operating results, Quebecor (or “the Corporation”) defines adjusted EBITDA, as reconciled to net income under the International Financial Reporting Standards (“IFRS”), as net income before depreciation and amortization, financial expenses, loss on valuation and translation of financial instruments, restructuring of operations, litigation and other items, gain on sale of spectrum licences, impairment of goodwill and intangible assets, loss on debt refinancing, income taxes, and income from discontinued operations. Adjusted EBITDA as defined above is not a measure of results that is consistent with IFRS. It is not intended to be regarded as an alternative to other financial operating performance measures or to the statement of cash flows as a measure of liquidity. It should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. The Corporation uses adjusted EBITDA in order to assess the performance of its investment in Quebecor Media. The Corporation’s management and Board of Directors use this measure in evaluating its consolidated results as well as the results of the Corporation’s operating segments. This measure eliminates the significant level of impairment and depreciation/amortization of tangible and intangible assets and is unaffected by the capital structure or investment activities of the Corporation and its business segments.

Adjusted EBITDA is also relevant because it is a significant component of the Corporation’s annual incentive compensation programs. A limitation of this measure, however, is that it does not reflect the periodic costs of tangible and intangible assets used in generating revenues in the Corporation’s segments. The Corporation also uses other measures that do reflect such costs, such as cash flows from segment operations and free cash flows from continuing operating activities of the Quebecor Media subsidiary. The Corporation’s definition of adjusted EBITDA may not be the same as similarly titled measures reported by other companies.

The table below provides a reconciliation of adjusted EBITDA to net income as disclosed in Quebecor’s consolidated financial statements.

RECONCILIATION OF THE ADJUSTED EBITDA TO THE NET INCOME

FINANCIAL YEARS ENDED DECEMBER 31, 2018, 2017 AND 2016

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

	2018	2017	2016
Adjusted EBITDA	\$ 1,732.1	\$ 1,617.2	\$ 1,555.6
Depreciation and amortization	(720.2)	(707.9)	(651.1)
Financial expenses	(323.5)	(307.4)	(327.0)
Loss on valuation and translation of financial instruments	(61.3)	(199.8)	(70.3)
Restructuring of operations, litigation and other items	(29.8)	(17.2)	(28.0)
Gain on sale of spectrum licences	-	330.9	-
Impairment of goodwill and intangible assets	-	(43.8)	(40.9)
Loss on debt refinancing	-	(15.6)	(7.3)
Income taxes	(161.9)	(145.9)	(134.8)
Income from discontinued operations	3.8	18.2	0.9
Net income	\$ 439.2	\$ 528.7	\$ 297.1

ADJUSTED INCOME FROM CONTINUING OPERATING ACTIVITIES

The Corporation defines adjusted income from continuing operating activities, as reconciled to net income attributable to shareholders under IFRS, as net income attributable to shareholders before loss on valuation and translation of financial instruments, restructuring of operations, litigation and other items, gain on sale of spectrum licences, impairment of goodwill and intangible assets, loss on debt refinancing, net of income tax related to adjustments and of net income attributable to non controlling interest related to adjustments, and before income from discontinued operations attributable to shareholders. Adjusted income from continuing operating activities, as defined above, is not a measure of results that is consistent with IFRS. It should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. The Corporation uses adjusted income from continuing operating activities to analyze trends in the performance of its businesses. The above listed items are excluded from the calculation of this measure because they impair the comparability of financial results. Adjusted income from continuing operating activities is more representative for forecasting income. The Corporation’s definition of adjusted income from continuing operating activities may not be identical to similarly titled measures reported by other companies.

MESSAGE TO SHAREHOLDERS

In 2018, Quebecor opened a new chapter in its history by buying out the interest in Quebecor Media held by the Caisse de dépôt et placement du Québec. Our strategic partnership with the Caisse has left us in a strong position. Today, Quebecor has access to all the cash flows it generates and can launch more new projects and seize more business opportunities. We owe this new chapter to the entrepreneurial spirit of our founder, Pierre Péladeau, to the vision of our management team, and to the Caisse de dépôt, which has been a potent growth enabler for us.

At the dawn of the new millennium, Pierre Péladeau left us a solid, well-performing company with numerous lines of business that fit together into an effective, vertically integrated whole. The acquisition of Videotron added a new business, telecommunications, to the mix and extended Quebecor's integration horizontally. This integration model, redubbed "convergence," proved highly successful and was widely adopted by other major telecommunications and media groups. So it was that Quebecor embarked on a new era of growth and profitability.

We are pleased to report that we closed fiscal 2018 with solid financial results and an excellent operational performance. Our revenues totalled \$4.18 billion, a 1.4% increase, and adjusted EBITDA jumped 7.1%. More than ever, Quebecor truly is the Québec leader in telecommunications, media, sports and entertainment.

INNOVATING TO BETTER SERVE CUSTOMERS

2018 was a watershed year for **Videotron** in several respects. First of all, Manon Brouillette announced her departure after 14 years of loyal service, including the last 5 as President and Chief Executive Officer. We are grateful to her for her major contribution to Videotron's success and to Quebecor's business plan. In January 2019, our associate Jean-François Pruneau was appointed President and Chief Executive Officer of Videotron. Having been with Quebecor since 2001, Jean-François will be able to draw on his extensive experience, including his years as Senior Vice President and Chief Financial Officer of Quebecor, to build Videotron's future success and lead us to new heights.

2018 was a year of achievements and new flagship projects at Videotron. They paid off handsomely, as the 2.9% increase in the Telecommunications segment's revenues and nearly 8% increase in its adjusted EBITDA show.

At a time of breakneck technological change and globalization, Videotron is constantly upgrading and modernizing its services to meet the needs of all customers, while continuing to innovate and offer new services that anticipate the needs of the new generations.

In line with Quebecor's desire to address new markets by targeting Generation Z and millennials, Videotron launched **Fizz** in the fall of 2018. Fizz is a new-style mobile carrier and Internet service provider that offers a 100% digital experience at a very advantageous price and gives customers full control over their services. Fizz's offer complements Videotron's and positions us still more strongly in Québec's mobile telephony market.

Helix, the new world-class technological platform that Videotron unveiled in October 2018, will create a fast-evolving ecosystem that is competitive with the global giants. It will offer connected Québec homes the best in high-tech, including a state-of-the-art IP-based television experience, and revolutionize their home environment and daily lives. Helix will launch in 2019.

With its sights set firmly on the future, Videotron also continues to invest its efforts in the Open-Air Laboratory for Smart Living, where preparatory testing for the 5G roll-out has begun and a number of project using next-generation technology are in progress.

As a result of these sustained efforts and its focus on customer experience, Videotron was Québec's most influential telecommunications brand on the Ipsos-Infopresse index and ranked as the most respected telecommunications provider in Québec for the 13th consecutive year in the Leger Reputation study. We are particularly proud that Videotron was rated the coolest telecom by young Quebecers in the Leger Youth study.

THE POWER OF CONTENT

At a time when competition knows no borders and we are facing GAFAN, the American Web behemoths giants endowed with unparalleled resources and power, meeting consumers' expectations becomes an ever taller challenge. If we want local players to be able to continue creating compelling television that reflects our culture, Canada's regulatory system must be modernized.

That being said, the key factor that has always set us apart is the strength of our content. Quebecor has long understood the importance of content as a differentiator. High-quality content made by Quebecers for Quebecers and featuring Québec artists is one of the cornerstones of our product.

Under the leadership of France Lauzière, President and Chief Executive Officer of TVA Group and Chief Content Officer of Quebecor Content, many original productions developed in collaboration with **Quebecor Content** have achieved critical and popular acclaim.

For example, subscribers to **Club illico** were able to binge-watch the last season of *Blue Moon*, season 2 of *Victor Lessard*, the edgy and moving comedy *Léo*, the family series *L'Académie* (season 2) and *La Dérape*, and the documentary *Olivier Primeau – Audacieux*. This varied program line-up helps account for Club illico's excellent results in 2018. On **TVA Network**, the series *Fugueuse* and the format *Révolution* achieved resounding success on the screen and on digital platforms. Many of these productions were also sold on international markets, generating additional revenues for us while showcasing Québec talent.

Original content is **TVA Group's** strong suit. In 2018, TVA Group increased its market share to a record 37.7% in 2018. TVA Network remained No. 1 in Québec and the **specialty channels** LCN, TVA Sports, CASA, addikTV, Prise 2, MOI ET CIE and Yoopa continued to grow their audiences. Between 2014 and 2018, their combined market share has increased 5 percentage points.

In a challenging environment for advertising revenues, Quebecor's Media segment pressed ahead with its strategy to diversify its revenue streams and expand its range of content and services. We acquired **Audio Zone** and the assets of **Mobilimage** to enhance **MELS'** turnkey services. We closed

the acquisition of the **Évasion** and **Zeste** specialty channels. We acquired **Le Guide de l'auto**, including both its print and online publishing operations. Lastly, we acquired **Incendo Media** in order to increase our reach in English-speaking markets for the distribution of audiovisual products and step up our international development.

OUR MEDIA OUTLETS: PART OF QUEBECERS' LIVES

In addition to cultural content, Quebecor remains true to its roots as a provider of high-quality news media. Our information platforms are the most-watched and most-read in their respective categories.

Our newspapers held their No. 1 position in Québec. The exceptional work of our **Investigative and Parliamentary Bureaux** helps keep them relevant. In these challenging times for print media around the world, we are proud of the continuing success of **Le Journal de Montréal**, **Le Journal de Québec** and **24 heures**, which remain as robust and popular as ever.

Our **magazines** and **digital properties** also remained No. 1 in Québec, reaching 96% of the population every month. They are powerful vehicles of dissemination and forceful promoters of Québec's culture and its star system.

The advent of the digital age has also prompted us to create our first digital radio station, **QUB radio**. It is available to all Quebecers online, via the mobile app and on illico, extending our convergence strategy to a new platform and bringing a rich set of programs to both talk radio and the world of podcasts.

Finally, Quebecor is immensely proud that even as technological change is transforming the landscape, our book publishing division is holding strong. Our **18 general literature publishers** and **CEC Publishing** released 372 new print titles in 2018, including 7 of the 20 bestselling books in Québec.

FRONTLINE PLAYER IN SHOWBIZ AND SPORTING EVENTS

Under the leadership of Quebecor Sports and Entertainment Group's Chief Operating Officer Martin Tremblay, the Videotron Centre was one of the top 5 arenas in Canada by concert receipts according to *Billboard* magazine, and one of the world's top 100 arenas by ticket sales. The ultramodern facility is drawing some of the biggest international names to Québec City while continuing to provide an important showcase for Francophone artists. **The Videotron Centre** is also a prime destination for fans of combat sports and junior hockey.

The **Music** Division continued to strengthen its leading position on Québec's music scene. It acquired Mario Pelchat's **MP3 Disques** label, which boasted some of the bestselling artists of the year in Canada. **Musicor Spectacles** expanded its concert production operations by signing national and international headliners such as Lara Fabian, Corneille, Marc Dupré and Christophe Maé.

A CULTURE OF ENGAGEMENT

Quebecor grew out of the community and has never forgotten its roots. Our story began with *Le Journal de Rosemont*, a small neighbourhood weekly that Pierre Péladeau purchased. We are fiercely proud of the close relationship we have maintained for 60 years with communities in all parts of Québec. Every year, Quebecor contributes to Québec's social, economic and cultural vitality by supporting more than 500 organizations.

In 2018, we marked the 20th anniversary of the **Pierre Péladeau Bursaries** and the 10th anniversary of **Éléphant : mémoire du cinéma québécois**. These two philanthropic projects target two very different realms, support for young entrepreneurs and the preservation of Québec culture, but both are entwined with Quebecor's identity and values.

In line with its commitment to the community, Quebecor made the largest donation in its history, a \$15 million gift to the **Fondation du CHUM** that will help the CHUM hospital pursue its mission of excellence and leave a legacy for future generations.

Our history has taught us boldness and endowed us with vision. It was a bold move to found *Le Journal de Montréal* in 1964 and then to tackle new markets by expanding into printing, just as it was daring to acquire Videotron in 2000 and make the shift into digital. But more than these audacious decisions, it is the ability to anticipate the great changes in our industry that has made Quebecor the company it is today. The world will continue to change, the economy will continue to roil as a result of technological innovations to come. Our job is to be alert to the changes and ready to adapt. Otherwise, we cannot stay competitive.

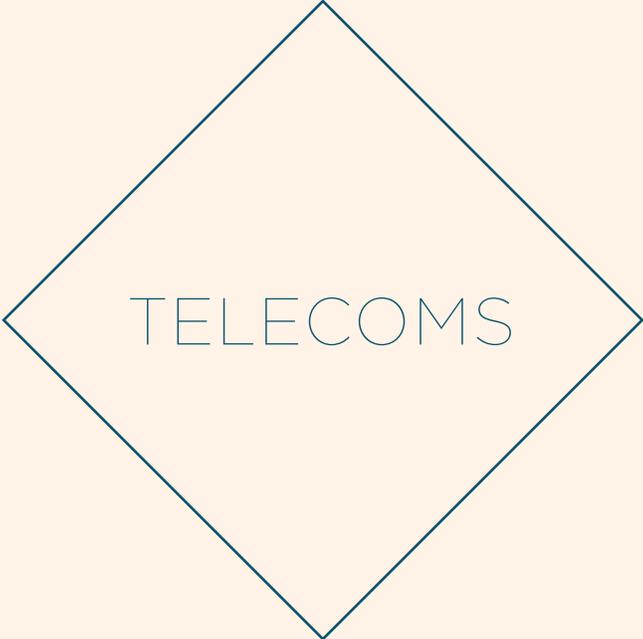
This ongoing effort would not be possible without the unfailing support we receive from our shareholders, directors, customers, advertisers, partners and, of course, our 10,000 employees. We thank you for being part of our growth and enabling us to imagine the future.



The Right Honourable
Brian Mulroney
Chair of the Board



Pierre Karl Péladeau
President and Chief Executive Officer



TELECOMS



Videotron

- Mobility
- Fizz
- Internet
- Helix
- Club illico
- Videotron Business

MAtv

Vidéotron le superclub
and Microplay™



VIDEOTRON



LOOKING TO THE FUTURE

2018 was a watershed year for **Videotron**. While continuing to focus on its growth drivers, Videotron also broke new ground, strengthening its competitive position through innovative technological solutions and promising new projects. By continually pushing the boundaries of excellence, Videotron intends to remain a leader in customer experience and hold its title as the most respected telecommunications provider in Québec.

FOCUS ON CUSTOMER EXPERIENCE

Customer experience has always been Videotron's top priority, the goal that pushes it to reinvent itself and aim ever higher. Videotron puts the customer first in its decisions and is constantly innovating to better meet consumer needs and expectations. To differentiate itself in a highly competitive industry, Videotron anticipates, simplifies, surprises and entertains. In short, it pulls out all the stops to provide customers with the best possible experience.

Guided by this philosophy, Videotron opened a revolutionary new store in Montréal's Quartier de l'innovation in 2018. The unique concept is a fresh take on customer experience that simplifies consumers' daily lives by giving them the chance to explore the best connectivity tools.

Videotron ranks at the top - again!

- ◆ Most influential telecommunications brand in Québec (Ipsos-Infopresse survey)
- ◆ Québec's most respected telecommunications provider in Québec for the 13th year in a row (Leger Reputation study)
- ◆ Coolest telecom according to young Quebecers (Leger Youth study)
- ◆ Best customer experience among Canadian mobile providers (Forrester survey)



DEPARTURE OF MANON BROUILLETTE

Quebecor thanks Manon Brouillette for her instrumental role in Videotron's success over the past 14 years, including 5 years as President and Chief Executive Officer. Ms. Brouillette put Videotron and its teams on the fast track to progress and they are still picking up speed today. She will continue playing an active role in the affairs of the Corporation as a member of the Board.

MOBILITY ANYTIME, ANYWHERE!

GIVING CONSUMERS MORE

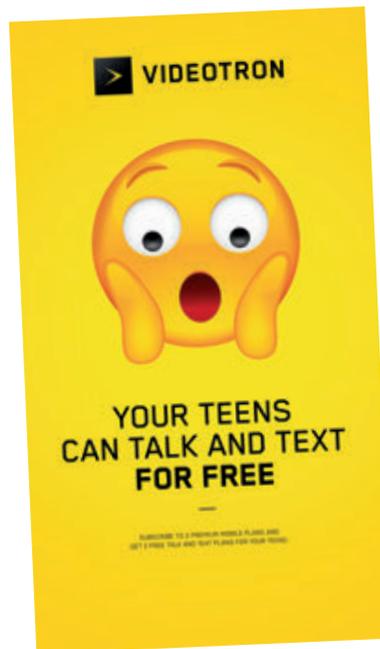
Videotron continues to lead the way in mobile innovation. In 2018, it introduced a string of initiatives aimed at exceeding customer expectations and enhancing its offer.

For example, **Videotron became the first Canadian carrier to offer Wi-Fi calling**. The service enables customers travelling abroad to place voice calls and send text messages to Canada or locally without using any minutes from their plan or incurring roaming charges. Videotron also introduced a wide range of options tailored to customer needs, such as data-heavy plans for Québec families and frequent travellers.

Videotron leveraged its partnerships to give customers exclusive access to content and services, such as Club illico mobile (now included in all Videotron Premium plans), Stingray playlists, SmartHalo (a GPS for cyclists), previews and entertainment content for the reality show *XOXO*, and bonus gifts.

No. 1 IN NEW SUBSCRIBER CONNECTIONS IN ITS MARKET FOR THE PAST 7 QUARTERS

No. 2 IN MARKET SHARE SINCE THE SECOND QUARTER OF 2018



VIDEOTRON LAUNCHES OTTAWA BLITZ

In 2018, Videotron conducted a massive campaign to improve its brand recognition and promote its mobile services in the Ottawa area, a market it entered several years ago. The offensive aimed at accelerating its business development and increasing its reach in the area paid off. Ottawa residents' general perception of Videotron soared in 2018: Videotron rose to the top of the reputation rankings for mobile carriers in Ottawa, among consumers familiar with it, and its brand recall jumped 12% following the campaign.

FIZZ: REVOLUTIONIZING THE MARKET WITH CUSTOM PLANS

Introduced in fall 2018, **Fizz** is a next-generation mobile carrier and Internet service provider tailored to attract savvy, trend-watching consumers. Fizz delivers an entirely different, 100% digital experience built on simplicity, independence and sharing.

Fizz puts the customer in the driver's seat. By making it easy for them to manage their services themselves, Fizz appeals to budget-conscious consumers with a do-it-yourself attitude. Users can build their custom mobile plan online, selecting only what they need.

With no unnecessary features, unrestricted monthly plan modifications, online and mobile payment options and chat support, customers get a fully digital experience that's fast, easy and cost-effective.

And Fizz is more than a mobile and Internet provider. It's also a community that promotes loyalty with rewards and benefits instead of relying on customer retention.

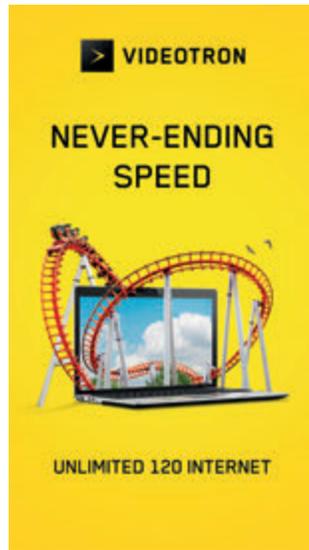
MEMBER BÉNÉFIZZ!

- ◆ **Data rollover:** Fizz is the first carrier in Canada that automatically rolls unused data over to the next month.
- ◆ **My Rewards Program:** A loyalty program that lets members collect points and rewards whenever they engage, share and stay active within the Fizz community. Bonuses, perks and badges!
- ◆ **Invite friends:** New members and the customers who referred them receive bonuses.
- ◆ **Data gifting:** Customers can gift their unused data or rewards to another Fizz community member.

Fizz uses Videotron's cable and mobile networks but is a distinct, complementary brand. Conceived, developed and launched in just 10 months, Fizz demonstrates Videotron's ability to innovate on all fronts.

FIRST MOBILE
CARRIER TO OFFER
A 100% DIGITAL
EXPERIENCE





MORE POWERFUL AND ACCESSIBLE INTERNET ACCESS

Videotron is responsive to changing customer needs such as skyrocketing data usage driven by the growing popularity of video streaming services. In 2018, it overhauled its plans to bring high-capacity Internet service within the reach of all.

All 60-Mbps-and-up plans now include unlimited data. Videotron also introduced a number of attractively priced deals on very high-speed plans (120 Mbps and up).

PROUD PARTNER OF CONNECTING FAMILIES

Videotron is pleased to participate in the federal government's Connecting Families program. As a voluntary service provider, Videotron offers eligible low-income families high-speed Internet access for as little as \$10 per month.



VIDEOTRON IS QUÉBEC'S TOP INTERNET SERVICE PROVIDER

HELIX, THE VERY BEST IN HOME CONNECTIVITY

In October 2018, Videotron unveiled the outlines of **Helix**, the new world-class technology platform that will become an invaluable connectivity tool for Quebecers when it launches in 2019. Developed through a partnership with global giant Comcast Corporation, the new platform will evolve rapidly and enable connected households across Québec to make the most of today's technologies.

HELIX OFFERS:

- ◆ A voice-controlled assistant that works with all connected devices in the home.
- ◆ An enhanced TV experience thanks to a powerful content aggregator.
- ◆ Smarter, more powerful and more secure Wi-Fi.
- ◆ Smart home technology that fits consumers' lives.



CLUB ILLICO: FIVE YEARS OF ENTERTAINMENT AND INVESTMENT IN QUÉBEC CONTENT

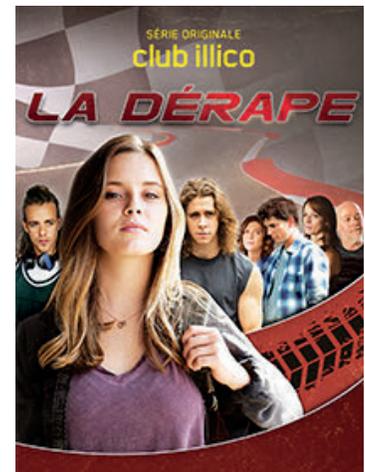
In 2018, **Club illico** celebrated its fifth anniversary by doubling down on its commitment to investing in original content production and providing Quebecers with top-quality entertainment. Since its creation in 2013, Club illico has launched 12 original productions created and shot in Québec, which have garnered a combined total of more than 400 million views. It has become one of the most powerful forces in Québec's television production ecosystem.

Club illico continues to attract new viewers. In 2018, it posted a 16% increase in subscribers, bringing the total to 420,800.

CONTINUALLY ADDING ORIGINAL CONTENT

To meet the varied needs of its subscribers, Club illico has further diversified its original content by introducing new genres and catering to new audiences. In 2018, six new original productions were added:

- ◆ *Blue Moon 3*
- ◆ *La dérape*
- ◆ *Victor Lessard 2*
- ◆ *L'Académie 2*
- ◆ *Léo*
- ◆ *Olivier Primeau - Audacieux*





CLUB ILLICO IS **THE MOST POPULAR** FRENCH-LANGUAGE SUBSCRIPTION VIDEO-ON-DEMAND SERVICE **IN QUÉBEC**



THE BEST FOREIGN SERIES IN FRENCH - EXCLUSIVELY

Rounding out its premium entertainment offer, Club illico provided exclusive access to the French versions of 25 international series, including these well-known shows:

- ◆ *La Servante écarlate 2* (*The Handmaid's Tale*)
- ◆ *L'Amie prodigieuse* (*L'amica geniale*)
- ◆ *Killing Eve*
- ◆ *Britannia* (offered in 4k)



UNIQUE EXPERIENCES FOR VIDEOTRON CUSTOMERS

Videotron connected with its customers at events across Québec. To offer them exclusive VIP experiences, Videotron took strategic partnerships to the next level, going well beyond traditional sponsorships.



Partnership with Samsung and Jackalope, an action sports festival in Montréal

Videotron customers were given the ultimate VIP treatment with discount tickets, express entry, the chance to meet skateboard and BMX legends, exclusive access to the top of the skateboard ramp during a demo event, and a private photo and autograph session.



Partnership with Beachclub, the largest outdoor club in North America

Videotron customers enjoyed a number of benefits, including express admission, a VIP space with unbeatable stage views and pre-event upgrades.



Partnership with the Montreal Impact

Videotron customers were given the chance to enjoy virtual reality experiences at the Saputo Stadium, meet Impact players during Man of the Match presentations, and enter contests to win season tickets or Huawei mobile devices.

Red carpet events

Club illico organized Red carpet events to unveil new series and offer its customers some unforgettable experiences, including exclusive previews, photo sessions and a chance to meet cast members, immersing viewers in the unique atmosphere of each Club illico series.



DEVELOPING NEXT-GENERATION TECHNOLOGIES AT LABVI

In 2018, the Open-Air Laboratory for Smart Living (LabVI), founded in 2016 by Videotron, Ericsson, the École de technologie supérieure (ÉTS) and the Montréal's Quartier de l'innovation, was recognized by the Government of Québec as a **Centre of Excellence for Next-Generation Evolved Network and Internet of Things (IoT)**.

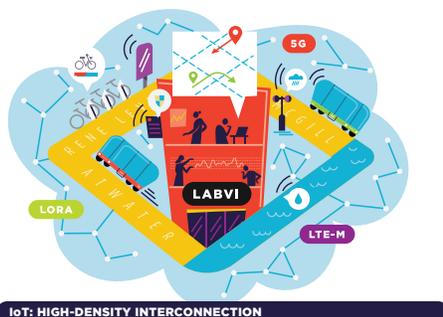
In 2018, LabVI began preparatory testing for the roll-out of 5G networks and added two new partners to help develop and test tomorrow's technologies: Québec-based K2 Geospatial and tech giant IBM. LabVI also signed a collaboration agreement with the ENCQOR consortium.

INNOVATIVE PROJECTS: THE FUTURE IS NOW

LabVI is open to the scientific community and businesses, providing a fertile environment for exciting projects. Its current projects involve:

- ◆ Developing a Real-time emotion meter.
- ◆ Designing a unique smart bus shelter.
- ◆ Implementing a pilot project for self-driving shuttles.
- ◆ Developing data governance tech tools.
- ◆ Creating systems that support high-density interconnection of multiple IoT devices.

NEW PROJECTS AT LABVI IN 2018





VIDEOTRON BUSINESS: INNOVATION AND LEADERSHIP

Videotron Business upheld its commitment to innovation and leadership in 2018 by improving the connectivity and communications solutions it offers to small, mid-size and large businesses.

CUSTOM WI-FI FOR BUSINESSES OF ALL SIZES

Videotron launched Wi-Fi Pro, an all-inclusive Wi-Fi offer that brings business-grade services within reach for companies of all sizes. The cutting-edge solution provides businesses in all industries with reliable, high-performance Wi-Fi, customized coverage optimized for their premises, more simultaneous connections and cloud-based enterprise networking.

IP TELEPHONY: UNIFIED CLOUD COMMUNICATIONS FOR ALL BUSINESSES

In 2018, Videotron Business launched an all-new Unified Cloud Communications plan. With audio and video teleconferencing, screen sharing, a single number for fixed and mobile phones, unlimited long-distance calls in Canada and the United States and Internet call management, this option lets businesses communicate better, without limits.

FLEXGO: A NEW DIFFERENTIATOR IN BUSINESS MOBILITY

Applicable to all Québec and Canada business mobile plans, FlexGo lets businesses stop worrying about going over their mobile data cap by automatically adding extra data tiers when needed.

FIBRENOIRE: SERVICES TAILORED TO LOCAL CORPORATIONS

Videotron is strengthening its position in the corporate market through its **Fibretoire** subsidiary, which continues to innovate with services for large businesses. Among other things, it's adding cloud services to grow its customer base and increase satisfaction ratings. For example, in 2018 Fibretoire enhanced its portfolio of services for customers in Québec and Ontario by adding SD-WAN, a cloud-based software that enables more effective, proactive management of business applications and more fluid operations for customers.

TECHNOLOGY THAT HELPS ORGANIZATIONS AND FAMILIES

Videotron Business also worked with mPhase, a Montréal-based SME, to offer school boards a smart school transportation system that lets parents monitor their children on their way to school. The Québec-developed solution could soon be exported to other industries.

SALE OF 4DEGREES COLOCATION

In December 2018, Videotron announced the sale of its 4Degrees Colocation data centres to Vantage Data Centers, North American leader in data hosting, for \$261.0 million. At a time when the market for cloud-based IT solutions is growing exponentially and competition is global, this transaction will enable 4Degrees Colocation to continue its development as part of a company that is present in strategic markets across North America.



THE COMMUNITY MEETING PLACE PAR EXCELLENCE

From the Outaouais and the Lower St. Lawrence to Montréal and Québec City, **MAtv** bears witness to the vitality and diversity of all the regions served by Videotron, delivering useful, informative and educational programming that consists of 60% local content.

MAtv encourages citizen participation and creativity, focusing on local interests through some 240 projects suggested by members of the community. In 2018, nearly 3,600 hours of original content were produced by its team of dedicated professionals, supported by more than 13,000 hours of volunteer work.



Montréal First Peoples' Festival



Iconique Château Frontenac

Programming by and for citizens:

- ◆ **Iconique Château Frontenac:** All about the history of the luxury hotel and haunt of the rich and famous that has been a model of architecture and a symbol of identity.
- ◆ **LaFormavie Dynamique:** A fitness show with workouts that draw on multiple sports.
- ◆ **Mise À Jour:** An exploration of the issues of the day in small-town Québec.
- ◆ **Montréal First Peoples' Festival:** Spotlight on the manifold arts and cultural productions of the Indigenous peoples of the three Americas.
- ◆ **MY volunteering program:** On- and off-air, participants discover the various facets of television production.

Vidéotron le superclub and Microplay™

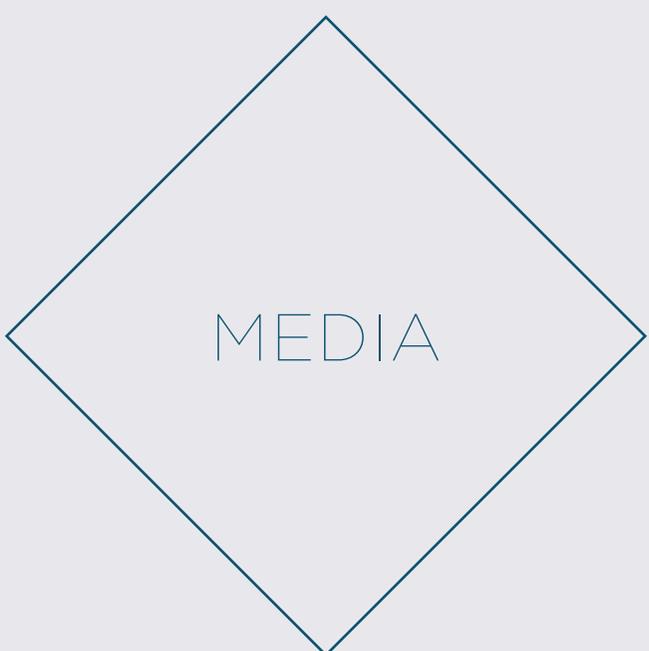


To adapt its business model to a fast-changing marketplace, **Vidéotron le superclub** continued its transformation into a chain that markets Videotron telecommunications products and services as well as home entertainment products.

In 2018, Videotron and its franchise partners invested over \$3.5 million in new stores that enhance the customer experience.

Vidéotron le superclub was ranked in the Top 200 companies for customer experience in Québec in Leger's WOW 2018 ranking. **Microplay™** also distinguished itself, taking first place in its category.

**VIDÉOTRON LE SUPERCLUB,
THE ENTERTAINMENT DESTINATION
FOR NEARLY 30 YEARS!**



MEDIA



Television and cinema

- TVA Network and specialty channels
- TVA Films
- MELS
- Quebecor Content

Newspapers

- Quebecor newspapers
- Investigative Bureau
- QMI Agency

Radio

- QUB radio

Magazines

- TVA Publications

Distribution

- Messageries Dynamiques
- Messageries A.D.P.

Digital

- NumériQ

Out of Home

Advertising Network

Books

- Groupe Homme
 - Le Groupe Ville-Marie Littérature
 - Groupe Librex
 - CEC Publishing
- 

TELEVISION AND CINEMA

TVA IS THE MOST INFLUENTIAL CHANNEL IN THE MEDIA INDUSTRY BECAUSE OF ITS IMPACT ON MILLENNIAL AND GENERATION Z AUDIENCES.

2018 Ipsos-Infopresse index

With its flagship TVA Network and nine specialty channels, **TVA Group** is the leader on Québec's television landscape. It is strongly committed to producing original content, spending more than \$253.2 million on Canadian programming in 2018.

TVA GROUP ACHIEVES RECORD MARKET SHARE

TVA Group maintained its undisputed market leadership in all demographics with a 37.7% market share in 2018, an all-time record that exceeds the combined market share of its top three competitors. In addition, catch-up viewing on *TVA.ca* skyrocketed by nearly 103% to 23.4 million views in 2018.

Salut, Bonjour!



TVA NETWORK: WHERE QUEBECERS COME TOGETHER

With a 23.7% market share, **TVA Network** is the **Québec ratings leader** 7 days a week, morning to night. It reaches an average of 5,769,000 Quebecers per week and dominates the 25-54 and millennial segments.

TVA Network owes its across-the-board success to its widely varied, top-quality content. From variety shows featuring Quebecers' favorite personalities to series created and filmed in Québec to news programming that covers the issues viewers care about, TVA Network is where Quebecers come together.

MORNING SHOW SPEAKS TO QUEBECERS

After more than 30 years on the air, *Salut, Bonjour!* remains a well-loved morning ritual for Quebecers. In 2018, it had a market share of 43.1% on weekdays and 36.6% on weekends.

More million-viewer shows!

In 2018, 18 smash-hit TVA Network programs broke through the million-viewer mark. Here are just a few.

- ◆ **La Voix** was far and away the most popular TV show in Québec in 2018 with 2,015,000 viewers and a 54% market share.
- ◆ **Fugueuse** was a resounding success in the winter 2018 season, a TV and social phenomenon across Québec that also made waves internationally. Fugueuse attracted 1,606,000 viewers, a 40.7% market share, and generated 1,671,022 views on *TVA.ca* and 1,408,307 orders on Club illico.
- ◆ **Révolution**, Québec's biggest television dance competition, attracted over 1,293,000 viewers for a market share of nearly 35%. An original Québec concept developed by Quebecor Content and Fair-Play, *Révolution* broke new ground with its ingenious use of equipment: in a television world's first, 128 cameras were used to provide a 360-degree experience. *Révolution* has also garnered substantial international interest.
- ◆ In its third season, **L'échappée** had a loyal following of 1,253,000 viewers for a 33% market share. Its popularity shows no sign of flagging.
- ◆ The **Gala Artis** emceed for the first time by popular favourites Maripier Morin and Jean-Philippe Dion, reached 1,765,000 viewers for a 55.8% market share. After this success, the new hosting duo will be back for the 2019 edition.
- ◆ **Boomerang, La Rentrée TVA, L'Heure bleue** and **O'** were also among the million-viewer shows.



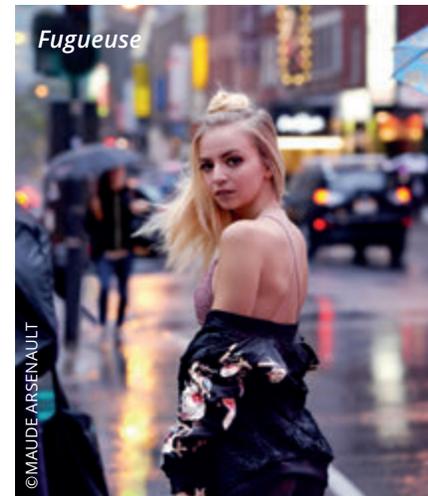
La Voix



Gala Artis



L'échappée



Fugueuse

© MAUDE ARSENAULT



Révolution

THE MOST-VIEWED SPECIALTY CHANNELS IN QUÉBEC!



TVA Group's perennially popular **specialty channels**, which serve up sports, news and entertainment programming, continued to grow, reaching a 14% market share in 2018.

MOST QUEBECERS GET THEIR NEWS FROM TVA AND LCN

The **TVA Nouvelles** newscasts anchored by **Pierre Bruneau** and **Sophie Thibault** held their strong lead in their time slots. Flagship programs such as **La Joute**, **Mario Dumont** and **Denis Lévesque** also helped position **LCN** as Québec's prime source for news and politics. In a banner year for LCN, the channel's market share rose from 4.5% in 2017 to 5.1% in 2018. Québec election night coverage on **TVA** and LCN drew 2,100,000 viewers.

LCN IS THE MOST-WATCHED SPECIALTY CHANNEL IN QUÉBEC BY FAR

TVA SPORTS: IN THE THICK OF THE ACTION!

With its line-up of high-calibre sporting events and original shows from morning to night, **TVA Sports** continued to be the sports authority for Québec sports fans. The channel logged significant ratings increases for several major properties.

Official broadcaster of National Hockey League games

The ratings for TVA Sports' broadcasts of NHL games were up 33% in fall 2018. The audience for the last game of the Stanley Cup finals peaked at 1,199,000 viewers for a 53.5% market share.

Official broadcaster of the Montreal Impact and Rogers Cup

Viewership for Impact games rose almost 11% in 2018. The decisive end-of-season match garnered the best ratings of the last two years. As the exclusive French-language broadcaster of the Rogers Cup in Montréal and Toronto, TVA Sports is also proud to present the exploits of Canadians Felix Auger-Aliassime, Bianca Andreescu, Denis Shapovalov and Milos Raonic.

Committed to local sports coverage

Giving fans in all parts of Québec what they want, TVA Sports broadcast more than 60 local productions, including QMJHL games, boxing and college football.

Jean-Charles Lajoie joins the TVA Sports team

In November 2018, TVA Sports announced the arrival of **Jean-Charles Lajoie**. The renowned commentator, beloved by sports fans for his critical sense and sharp analysis, has been anchoring **JiC** since January 14, 2019.





Fentanyl : la menace



Dave Morissette : Arrêter le temps

ACQUISITIONS BY TVA GROUP

In May 2018 TVA Group announced it was broadening its selection of content by acquiring the specialty channels **Évasion** and **Zeste**. The transaction closed in February 2019. Also in February, TVA Group reached an agreement to acquire the companies in the **Incendo Media** group, a Montréal-based producer and distributor of television for international markets.

ENTERTAINMENT SPECIALTY CHANNELS: GROWTH ACROSS THE BOARD

CASA, **addikTV**, **MOI ET CIE** and **Prise 2** all set market share records in 2018. In a competitive market, each channel posted its best numbers since its creation. Highlights of 2018 included:

- ◆ The series **Mensonges** on **addikTV**, was the most popular offering on all French-language entertainment specialty channels during the spring 2018 season.
- ◆ As a new destination for true stories, **MOI ET CIE** saw a dramatic 50% viewership increase among 25-54 year-olds. The most-watched shows of 2018 were original Québec productions such as **Dave Morissette : Arrêter le temps**, **Infractions** and **Fentanyl : la menace**, a docu-reality show starring Samian.
- ◆ **Combien vaut cette maison ?** with Saskia Thuot was the most popular original production in the 25-54 demographic on **CASA**.
- ◆ New acquisitions by **Prise 2** such as **L'arme fatale** and **MacGyver**, helped boost the channel's viewership by 22% in 2018, delivering the largest audience of all of TVA Group's entertainment specialty channels.
- ◆ With flagship programs such as **BAM**, **Dora et ses amis**, **L'école du rock**, **Kung Fu Panda** and **Le cinéma YooPopCorn**, **Yoopa** was watched by 626,000 viewers per week in 2018.



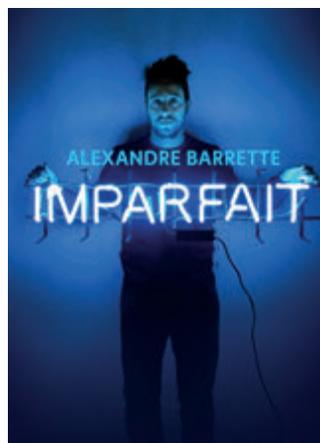
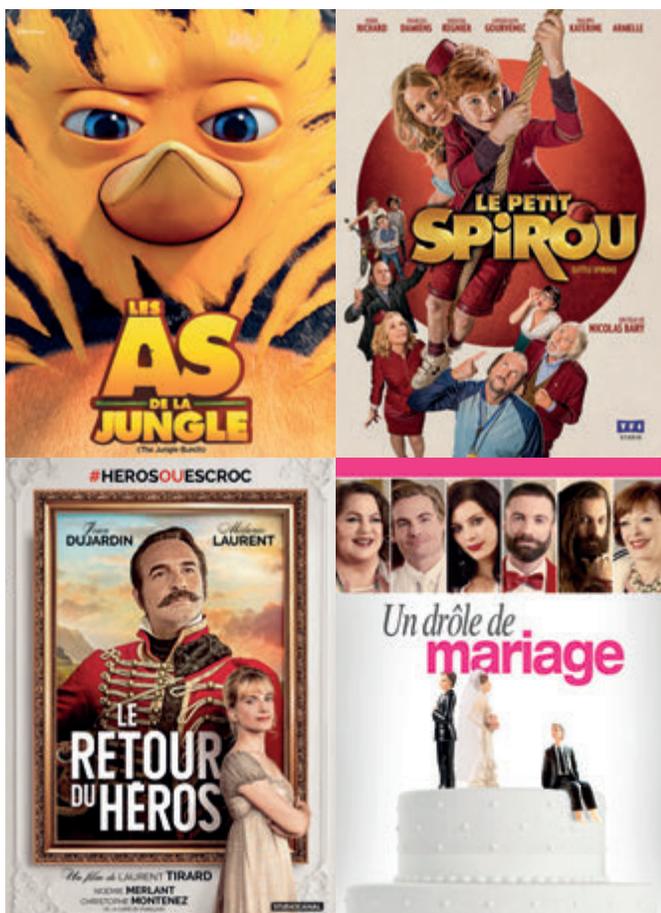
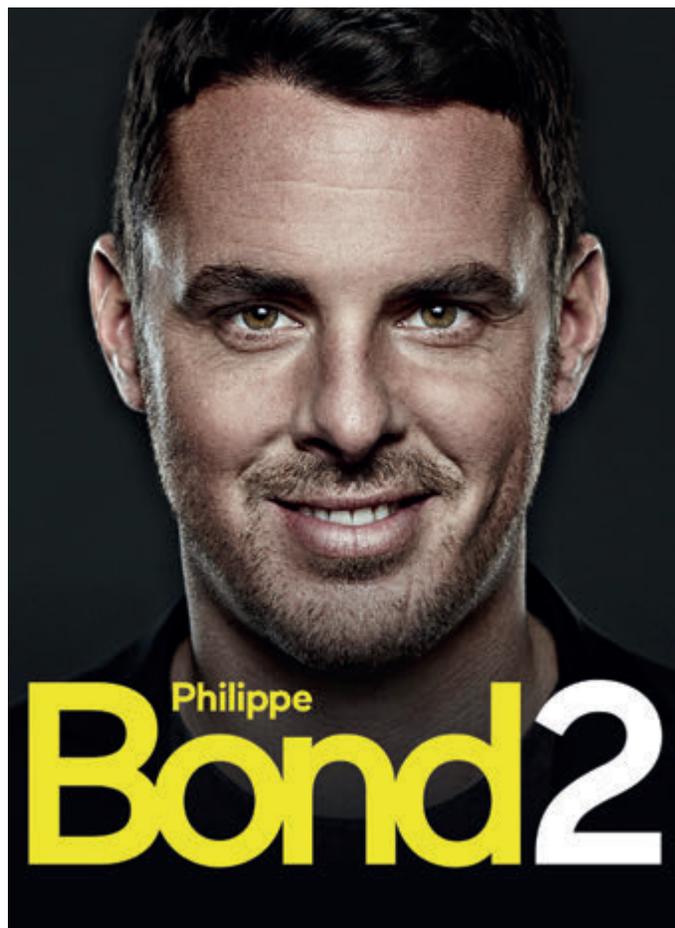
Combien vaut cette maison ?

TVA FILMS: BRINGING AUDIENCES THE WORK OF QUÉBEC FILMMAKERS

With a wide-ranging catalogue of more than 1,000 Québec and foreign movies, television series, comedy performances, documentaries and other content, **TVA Films** has been a major player in the Canadian audiovisual distribution market for more than 20 years. TVA Films supports the titles in its catalogue at every stage of the process: marketing, promotion, sales.

TVA Films attaches particular importance to promoting Québec artists. It distributes their work on multiple platforms, including theatrical release, video on demand (VoD), DVD and the Internet. Notable examples in 2018 included the stand-up comedy performances **Philippe Bond 2**, **Tout court** by Simon Leblanc and **Imparfait** by Alexandre Barrette.

TVA Films also brought movie buffs fine Québec and foreign films, including the Québec productions **Wolfe** and **Drôle de mariage**, and the French productions **Le Petit Spirou**, **Le Retour du héros** and **Les As de la jungle**.



PROUD **PARTNER**
IN
YOUR **PROJECTS**



MELS, QUÉBEC'S FILM AND TELEVISION SERVICES LEADER

MELS, one of the largest providers of services to film and television producers in Canada, is known the world over for its soundstages, equipment and qualified professionals. It offers a full range of services including preproduction, filming, sound and picture postproduction, visual effects and physical and digital distribution. MELS' turnkey solutions cover everything from storyboarding to postproduction.

TWO STRATEGIC ACQUISITIONS

In 2018, to expand its offerings and meet the needs of producers and customers, MELS acquired **Audio Zone**, a Montréal-based sound postproduction company, and the assets of **Mobilimage**, a company that rents out mobile units and production equipment.

MELS' WIDE-RANGING EXPERTISE USED FOR HUNDREDS OF PROJECTS

Sound	<ul style="list-style-type: none"> 16 feature films 14 short films 39 TV series 9 TV movies 13 documentaries 16 magazine / variety shows 6 web series 9 commercials
Visual effects	<ul style="list-style-type: none"> 25 advertising projects 60 films, TV series and short films
Subtitles and described video	<ul style="list-style-type: none"> 220 TV series 440 feature films
Dubbing	<ul style="list-style-type: none"> 45 series 7 audio books 8 TV movies 5 episodes for Cineflix, a new client
Advertising	<ul style="list-style-type: none"> 355 projects
Film and video finishing	<ul style="list-style-type: none"> 22 TV series 19 feature films 6 TV movies 20 miscellaneous projects (documentaries, variety shows, short films, etc.) 11 sound and image restoration projects (9 for <i>Éléphant : mémoire du cinéma québécois</i>; 2 for <i>Les Films Séville</i>)

Boomerang



Appelle-moi si tu meurs



Nominations and awards for MELS' professionals

MELS' outstanding work earned many honours in 2018.

Two Canadian Screen Awards

- ◆ **Achievement in visual effects and achievement in overall sound**, for *Hochelaga, Land of Souls*.

Six nominations at the Gala Québec Cinéma

- ◆ **Best visual effects**, for *Nous sommes les autres* and *Hochelaga, Land of Souls*.
- ◆ **Best sound**, in a documentary for *Les terres lointaines*.
- ◆ **Best sound**, for *Bon Cop Bad Cop 2*, *Hochelaga, Land of Souls* and *All You Can Eat Buddha*.

PARTNER IN QUÉBEC AND INTERNATIONAL PRODUCTIONS

Every year, MELS provides soundstages and/or postproduction services for hundreds of **television and film projects**, including both **Québec productions** and **foreign blockbusters**.

Some of the high-profile productions that used MELS' services in 2018.

QUÉBEC PRODUCTIONS

- ◆ *District 31*
- ◆ *Boomerang*
- ◆ *Léo*
- ◆ *LOL*
- ◆ *Passe-Partout*
- ◆ *O'*
- ◆ *Matt & Max*
- ◆ *L'Heure bleue*
- ◆ *En tout cas*
- ◆ *Les Honorables*
- ◆ *Les invisibles*
- ◆ *Appelle-moi si tu meurs*
- ◆ *The Death and Life of John F. Donovan*

INTERNATIONAL PRODUCTIONS

- ◆ *Long shot*
- ◆ *Midway*
- ◆ *Blood & Treasure*
- ◆ *Teen Spirit*
- ◆ *X-Men: Dark Phoenix*
- ◆ *Slender Man*
- ◆ *Colony, season 3*
- ◆ *Preacher, season 3*
- ◆ *Champaign ILL*

QUEBECOR CONTENT: THE BEST FROM QUÉBEC AND ABROAD

At a time when Quebecers can access high-quality content from all over the world, local producers must constantly innovate in order to stand out from the crowd.

Quebecor Content has positioned itself as a leading player with a pivotal role in Québec's television market by pursuing its mission of offering the best original content from Québec on all Quebecor platforms, while also acquiring rights to the best foreign productions.

INTERNATIONAL EXPOSURE FOR QUÉBEC PRODUCTIONS

Quebecor Content leverages its close ties to the biggest global players in television **to boost exports of its original productions and formats.** This international springboard provides a golden opportunity to showcase Québec talent, generate new revenue streams from Québec-developed content, and reinject the money into Québec's culture industry.

MORE THAN **75 ORIGINAL PRODUCTIONS** BROADCAST ON TVA GROUP'S PLATFORMS AND CLUB ILLICO IN 2018.



RÉVOLUTION GOES INTERNATIONAL!

The hit show *Révolution* generated considerable buzz when it launched last fall at MIPCOM, the world's largest audiovisual content marketplace.

Companies from around the world showed strong interest in the format developed by Quebecor Content and Fair-Play. An agreement was signed with the French company Réservoir Prod, a subsidiary of Lagardère Studios, in December 2018, followed by a deal with Spanish production company Globomedia in February 2019. More recently, in April 2019, a first licensing agreement was signed for the Lithuanian market.



In addition to *Révolution*, a large number of programs created in collaboration with Quebecor Content have broken into international markets.

- ◆ **L'heure bleue**, Brazil and Spain
- ◆ **L'échappée**, Brazil
- ◆ **Fugueuse**, France, Italy and Norway
- ◆ **Boomerang**, France and UK
- ◆ **Mensonges**, Germany and English Canada
- ◆ **Sur invitation seulement**, Italy
- ◆ **Le Tricheur**, Poland
- ◆ **Victor Lessard** et **L'imposteur**, English Canada
- ◆ **Prémonitions**, US and Latin America
- ◆ **Pour Sarah**, France
- ◆ **Combien vaut cette maison ?**, France
- ◆ **Les Beaux malaises**, US and Netflix, Finland and Netherlands

CROWD-PLEASING, HIGH-QUALITY ACQUISITIONS

Quebecor Content is succeeding by offering Quebecers the best international series and formats. The hits of 2018 included:

- ◆ *La Servante écarlate 2 (The Handmaid's Tale)*
- ◆ *Mr. Mercedes*
- ◆ *Killing Eve*
- ◆ *L'amie prodigieuse (L'amica geniale)*
- ◆ *Léna, rêve d'étoile (Find Me in Paris)*

BACK TO QUÉBEC CINEMA

Quebecor Content chose the AQPM convention in April 2018 to announce its intention to become an **active player in Québec film production** again. Industry response has been very positive. More than 70 projects have been pitched to Quebecor Content by Québec producers and screenwriters, and several projects are currently in development.



New partnership with ComediHa !

In November 2018, Quebecor announced a partnership with ComediHa!, a leading comedy producer for Québec and the global French-language market. Quebecor and ComediHa! will be able to achieve new synergies and leverage their complementary spheres of activity to develop more new content for dissemination on more platforms, while maximizing international export opportunities for Québec cultural productions.

NEWSPAPERS

THE QUÉBEC NEWSPAPER GROUP WITH THE LARGEST REACH

While many competitors are abandoning print and going digital, Quebecor firmly believes in its business model, which combines the two.

Le Journal de Montréal, **Le Journal de Québec** and the free daily **24 heures** owe their immense popularity to their extensive teams of experienced journalists and columnists with diverse viewpoints. Every week, they reach almost 4 million Québec readers, or 56% of Québec's population, on all platforms combined.

LE JOURNAL DE MONTRÉAL
AND LE JOURNAL DE QUÉBEC,
THE FOUNDATIONS ON WHICH
QUEBECOR WAS BUILT, **DOMINATE**
THE COMPETITION.

◆ **Le Journal de Montréal** is the **No. 1 daily in Québec** with nearly 3 million readers per week across all platforms. It is firmly entrenched in the lead with almost a million more readers than its nearest rival. The print version of the *Journal*, published 7 days per week, reaches 2,249,000 readers.

◆ **Le Journal de Québec** has 818,000 more readers than its closest rival. It is the **No. 1 daily in Québec City**, 7 days a week, in both print and online, reaching 1.5 million cross-platform readers per week.

◆ The free daily **24 heures** reaches nearly a million readers in the Greater Montréal area. It has **strong appeal to advertisers**, delivering an audience of urban, active, educated, multicultural millennials.

LE JOURNAL DE MONTRÉAL
AND LE JOURNAL DE QUÉBEC
ARE MILES AHEAD!





NEWSPAPER PRINTING SERVICES

Le Journal de Montréal and the free daily *24 heures* are printed by *Imprimerie Mirabel*, a Quebecor subsidiary that also prints newspapers for outside clients. *Le Journal de Québec* is printed on its own presses in Québec City.



INVESTIGATIVE BUREAU MAKES THE NEWS

Quebecor's **Investigative Bureau** was an important source of investigative journalism in Québec again in 2018. Its reporters and researchers produced more than 190 stories and reports that appeared in Quebecor's print and television media outlets and on the Internet.

Many of the stories uncovered by the Investigative Bureau had an impact well beyond Quebecor's media outlets and resulted changes to questionable practices and situations. Here are a few examples.

- ◆ Extra fees paid to medical specialists every time they put on a gown were abolished.
- ◆ Lavish spending by Michaëlle Jean, former secretary general of La Francophonie, was revealed.
- ◆ Mysterious investments from tax havens in Canada's cannabis industry were brought to light.
- ◆ A construction inspector at the centre of a fake billing scheme at the Jewish General Hospital construction site was convicted.
- ◆ Illegal private ATMs were closed down.



New Year's Eve celebration on Grande Allée

©AGENCE QMI - PASCAL HUOT



Spring storm hits Québec City area

©AGENCE QMI - MARC VALLIÈRES



Impact coach Rémi Garde at training session

©AGENCE QMI - PIERRE-PAUL POULLIN

QMI AGENCY: ONGOING COVERAGE OF CANADIAN NEWS

QMI Agency is an integrated wire service that supplies Quebecor's media outlets with written and visual journalistic content covering all corners of the news: politics, culture, the police beat, sports, human interest stories, business. Its experienced team of editors, journalists and photographers has been producing high-quality, rigorous reporting for print media, television and the Internet for 10 years.

RADIO

QUB RADIO: THE NEW WAY TO LISTEN TO THE RADIO

In October 2018, Quebecor announced the launch of **QUB radio**, a brand-new media platform that's daring, accessible, different and forward-thinking. The innovative audio project, entirely designed and developed by Quebecor's NumériQ team, positions the Corporation as a digital media leader in Canada.

Available online or via the mobile app, QUB radio carries made-for-Québec programming featuring a diverse complement of the most talented broadcasters.

HARD-HITTING TALK RADIO

QUB radio's competitive program schedule is packed with prominent personalities such as **Mario Dumont**, **Benoit Dutrizac**, **Richard Martineau** et **Sophie Durocher**, along with insightful new voices including **Bianca Longpré**, **Geneviève Pettersen** and **Vanessa Destiné**. The programs can be streamed live or accessed from the archive, in full episodes or segments.



Benoit Dutrizac





PODCASTS FOR EVERYONE

QUB radio has an impressive library of podcasts, providing on-demand audio content on a wide range of topics, including comedy, music, popular science, video games, sports, cars, true crime, and more.

Its most popular titles include *En 5 minutes*, *Normand Lester raconte*, *Devine qui vient souper?* and *Synthèses – Le cas Valérie Leblanc*, a coproduction with young Québec audio production company Transistor Média.

QUB RADIO OFF LIKE A SHOT

- ◆ **160,000+** downloads of the app
- ◆ **40** podcasts **produced**
- ◆ **1,000,000+** podcast episodes **downloaded**

As of March 1, 2019

Already winning awards!

In February 2019, the QUB radio team took home three awards at the **Canadian Podcast Awards** for the following podcasts:

- ◆ *Pèse sur start* (Games & Hobbies Series)
- ◆ *Question de feeling* (Music Series)
- ◆ *Synthèses – Le cas Valérie Leblanc* (Original Music and Lyrics for a Series)



ON TOP OF QUÉBEC ENTERTAINMENT NEWS

More than a million readers turn to TVA Publications' entertainment weeklies, **7 Jours**, **Dernière Heure**, **Échos Vedettes**, **La Semaine**, **Star Système** and **TV Hebdo**, in print or online. They remained as popular as ever, chalking up a 3% increase in readership



Custom publishing

In addition to publishing its own magazines, TVA Publications designs, produces, distributes and markets content for print, digital and social media platforms through its **Custom publishing** division. Formerly dedicated to producing flyers and print magazines, the division has developed unique, recognized expertise in producing custom digital content in recent years. It now has a roster of customers in various lines of business, such as **Air Inuit** (*Air Inuit* in-flight magazine and digital content), **Société des alcools du Québec** (*Le goût de partager / The Spirit of Sharing* magazine in print and online, digital and print content, social media management), **Destination Centre-Ville** (*Montréal Centre-Ville* magazine), **CAA-Québec** (*Magazine CAA-Québec* and digital content), **Desjardins Capital** (digital content and *LinkedIn* site management), and **mmode - La Grappe métropolitaine de la mode** (*Montréal Style* magazine and digital content).

DISTRIBUTION

MESSAGERIES DYNAMIQUES: FAR-FLUNG DISTRIBUTION NETWORK

Messageries Dynamiques is the largest distributor of newspapers and magazines in Québec. In 2018, it distributed 43.6 million copies of newspapers, including *Le Journal de Montréal*, *Le Journal de Québec* and *Le Devoir*, to its retail network of more than 12,000 points of sale and to more than 200,000 households.

Messageries Dynamiques also distributed 34.7 million copies of more than 3,000 magazine titles, including leading publications such as *7 Jours*, *La Semaine*, *Allô Vedettes*, *Paris Match*, *Ricardo*, *Coup de pouce*, *ELLE Québec*, *Châtelaine* and *Science & Vie*.

Messageries Dynamiques manages the *Journal de Montréal / Journal de Québec* call centre, which fields approximately 6,100 calls per week, and it also handles 1,300 calls per week from subscribers to TVA Publications' magazines.

Messageries Dynamiques expands into new market!

To use its network to its full potential, diversify its services and support its growth, Messageries Dynamiques incorporated delivery of nearly 1.8 million copies of TVA Publications' magazines into its home newspaper delivery service.



MESSAGERIES A.D.P.: SUPERBLY EFFICIENT DISTRIBUTION AND FIRST-CLASS MARKETING

Messageries A.D.P., the largest distributor of French-language books in both print and digital formats in Québec, is the exclusive distribution partner of more than 200 Québec and European French-language publishers. Messageries A.D.P.'s unique assets include its experienced teams, its consolidated turnkey services and its powerful distribution and marketing network covering bookstores, retail chains, schools and libraries. In 2018, Messageries A.D.P. distributed more than 5.2 million copies of nearly 42,000 book titles in Canada.

For more than 30 years, Messageries A.D.P. has also had an office in **Paris**, from which it provides Québec publishers with top-flight distribution and marketing services in Europe.

MESSAGERIES A.D.P. WELCOMES HACHETTE CANADA

In May 2018, Messageries A.D.P. signed a major agreement with **Hachette Canada**, a subsidiary of Hachette Livres, the world's largest publisher of French-language books. Messageries A.D.P.'s expertise and its extensive network convinced Hachette Canada to entrust it with distribution of its catalogue to bookstores, and with distribution and marketing of its titles to mass retailers. Hachette Canada is the Canadian publisher of many bestselling authors, including Mary Jane Clark, Sandrine Destombes, Joël Dicker, John Grisham, Alexandre Jardin and Guillaume Musso.

DIGITAL

NUMÉRIQ: EXPERTISE, INNOVATION, GROWTH

NumériQ is Quebecor's centre of expertise and innovation. Assembled just two years ago, the NumériQ team numbered 186 employees by the end of 2018.

NumériQ is responsible for developing digital strategies for Quebecor and its subsidiaries. Its specialties include **content creation** for all platforms – text, video, graphics, 3D, virtual and augmented reality – and **digital performance** management. It also supports Quebecor's 43 websites, 33 IT systems and 8 mobile apps.

In 2018, NumériQ continued developing its **digital content marketing** services. The team also completed several external assignments including native, co-branded and sponsored content, in collaboration with Quebecor's Advertising Network.

PREMIUM CONTENT

NumériQ further expanded its content-creation expertise during the year by moving into long-form reporting and immersive journalism. Its teams produced exclusive high-quality videos, such as the immersive experience *En orbite avec David Saint-Jacques* for *Le Journal de Montréal* and the video series *Routes et curiosités du Québec* for *Le sac de chips*.

The NumériQ team won Silver for **Best Video Content** at the **Canadian Online Publishing Awards** for *Dans la peau d'une préposée aux bénéficiaires*, a documentary about orderlies.

Strong brands, created for millennials

NumériQ continues to develop, diversify and retain new audiences by creating digital brands that offer varied content targeted primarily at millennials. Among the flagship brands developed by NumériQ:

- ◆ **Billie**: The go-to site for discussing fashion and beauty trends.
- ◆ **Silo 57**: To find out what's happening in Montréal and environs.
- ◆ **Tabloïd**: For young adults interested in true stories.
- ◆ **Le sac de chips**: For off-beat news items, zany stories and juicy gossip.



QUEBECOR IS THE **4TH MOST POPULAR MULTIPLATFORM DIGITAL PROPERTY** IN QUÉBEC, AFTER **GOOGLE, FACEBOOK AND MICROSOFT.**

WEBSITES QUEBECERS LOVE

With content for every taste, Quebecor’s websites reach 96% of Quebecers every month. Their popularity continues to grow: traffic on Quebecor sites rose again in 2018, increasing 9% in May alone.

PORTE-MONNAIE: STRAIGHT TALK ON MONEY MATTERS

After forming a first-ever annual partnership with Sun Life Financial, NumériQ launched **Porte-Monnaie**, a new online brand hosted on *Le Journal de Montréal* website. Designed to encourage millennials to take an interest in their finances, *Porte-Monnaie* adopts a different tone, reaching out with a more playful, educational approach and content that reflects daily life today.



Acquisition of Le Guide de l'auto brand

Continuing its drive to enrich its content offerings across all platforms, Quebecor acquired *Le Guide de l'auto*, the authoritative source for automotive information, in August 2018. *Le Guide de l'auto* has been a fixture on Québec’s media and automotive landscape for more than 53 years. It produces a yearly car guide published by Éditions de l’Homme, a Quebecor publishing house, and it has also successfully moved into the digital space. Every month, the *guideautoweb.com* website and its English-language counterpart *carguideweb.com* log 1,500,000 unique visitors.



OUT OF HOME

QUEBECOR OUT OF HOME GROWS ITS NETWORK

With a 44% market share, Quebecor's **Out of Home** division is the industry leader and a key partner for local, regional and provincial advertisers. Out of Home's 14,000 advertising faces reach 93% of residents of Montréal metropolitan, Lévis and Sherbrooke areas every month.

The out-of-home industry's growth is being driven by the conversion of stationary products to digital. In 2018, Quebecor installed an additional 20 digital faces in the Montréal and Sherbrooke markets, an increase of nearly 15%. As of the beginning of 2019, it had an installed base of 132 digital faces across Québec.

TWO MAJOR AGREEMENTS

In 2018, Quebecor reached an advertising agreement with the **Société de transport de Laval** for its city bus fleet, adding to its inventory more than 3,500 advertising faces on buses covering Laval's entire territory.

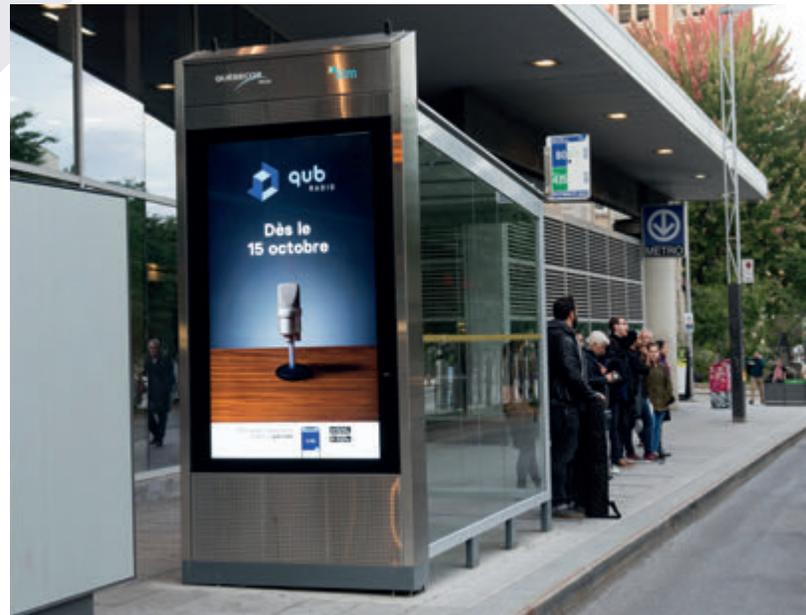
Quebecor also entered into an agreement with the **Réseau de transport de Longueuil** to sell and manage advertising space on buses and bus shelters in the five towns it covers: Longueuil, Boucherville, Brossard, Saint-Lambert and Saint-Bruno-de-Montarville.

NEW FACILITIES

In 2018, Quebecor installed 217 new standard bus shelters and 15 digital bus shelters on the territory of the **Société de transport de Montréal** (STM) under its 20-year contract with the STM, bringing the total to more than 1,500 standard and 120 digital bus shelters. Over 60% of the STM's bus shelters have now been upgraded.

A NEW KIND OF CAMPAIGN

The digital bus shelters allowed advertisers to create innovative new campaigns that stood out from the competition. With the support of Quebecor Out of Home's team of experts, advertisers exploited the full capabilities of the platform in novel ways. For example, in the fall of 2018, whenever the Montréal Canadiens scored a goal, the score was displayed on the bus shelters, enabling passersby to follow the game in real time.



ADVERTISING NETWORK

EXTRAORDINARY REACH FOR ADVERTISERS

In the fall of 2018, Quebecor completed the final stage leading up to the launch of its new **360° multiplatform Advertising Network**.

The new organizational structure sets the Advertising Network apart from the competition with more efficient and effective services, offering advertisers and agencies a single point of contact for all Quebecor platforms and more versatile, solution-focused customer service.

The combined power of Quebecor's platforms supports an unparalleled offer of customized business solutions to meet customer needs.

73% OF ADVERTISING PAGES

IN FRENCH-LANGUAGE DAILY NEWSPAPERS IN MONTRÉAL AND QUÉBEC CITY

66% OF ADVERTISING PAGES

IN FRENCH-LANGUAGE MAGAZINES IN QUÉBEC

42% OF TELEVISION ADVERTISING REVENUES

IN QUÉBEC

27% OF ADVERTISING PAGES

IN ENGLISH-LANGUAGE MAGAZINES IN CANADA

11% OF THE OUT-OF-HOME MARKET

IN QUÉBEC

*Data for January to October 2018



BOOKS

QUEBECOR'S BOOK GROUP BUILDS ON 40+ YEARS OF SUCCESS

A leader in Canada's French-language publishing industry, Quebecor's **Book** group includes Sogides, Québec's largest family of general literature publishers, and CEC Publishing, the largest publisher of educational materials for elementary and secondary schools in Québec. In 2018, Quebecor's **19 publishing houses** released a total of 372 print and 247 digital titles.

GROUPE HOMME

Les Éditions de l'Homme, which celebrated its 60th birthday during the year, is the largest general literature publisher in Québec and one of Québec's oldest publishers. In 2018, it published 7 of the 20 bestselling books in Québec.

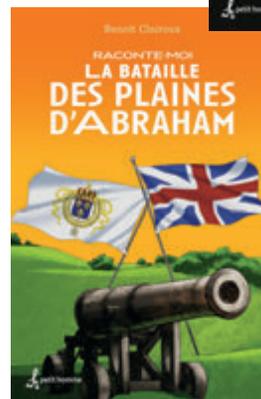
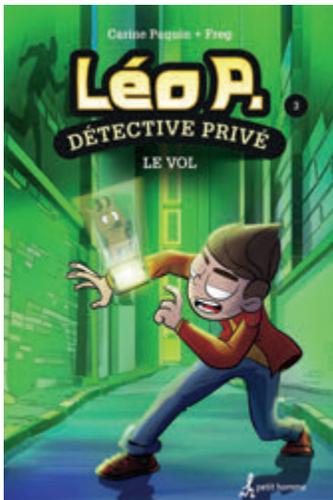
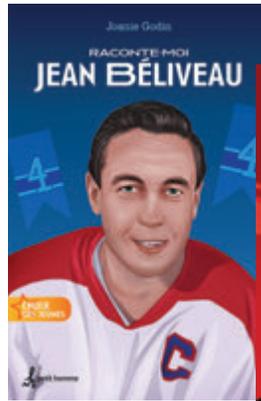
Top of the charts for the second year in a row

A must-have for Québec families, **Famille futée 4** by nutritionist Geneviève O'Gleman and TV host Alexandra Diaz, was the bestselling book in Québec in 2018 across all categories. **Famille futée 3**, which was No. 1 in 2017, was still in the top 20 (at #15) more than a year and half after its release.

Hit novels

The books **Hélène** and **Julie**, based on the TV show **Yamaska**, were the bestselling novels in Québec in 2018.





Quebecor buys *Le Guide de l'auto*

Le Guide de l'auto, published by Les Éditions de l'Homme for 53 years and the second bestselling book in Québec in 2018, is now owned by Quebecor.

India Desjardins is back

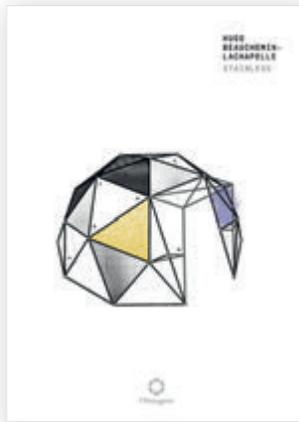
Voler de ses propres ailes, the eagerly anticipated 9th instalment of India Desjardins' young adult series *Le journal d'Aurélie Laflamme*, was among the bestselling novels in Québec in 2018.

Welcome aboard Madame Labriski!

Les Éditions de l'Homme newcomer Madame Labriski is already at the top of the bestseller list with her new book, *Bye-bye sucre raffiné, bonjour purée de dattes!*

Stand-out children's books

Several books from Éditions Petit Homme's children's biography collection *Raconte-moi* made the Palmarès CJ, a list of favourite children's books from Communication-Jeunesse, the authority on children's literature in Québec. The novel *Léo P., détective privé - Le vol*, written by Carine Paquin and illustrated by Freg, was also on the list.



LE GROUPE VILLE-MARIE LITTÉRATURE

In 2018, Le Groupe Ville-Marie Littérature shone in multiple genres: poetry, children's literature, biography.

Poetry: Two finalists for prestigious prizes

At Les Éditions de l'Hexagone, **911** by Daniel LeBlanc-Poirier was a finalist for the **Prix des librairies**, while **Stainless** by Hugo Beauchemin-Lachapelle was a finalist for the **Prix Émile-Nelligan**.

L'Académie: Children's lit star

The novel **L'Académie: l'été d'avant**, based on the original TV series of the same name, created in collaboration with Quebecor Content and Club illico, was hugely popular with young readers.

Salut, Salut!

Salut, salut! – Jean Lapierre, un homme du peuple by Marianne White, published by **Éditions du Journal**, was the bestselling Québec biography of 2018.

GROUPE LIBREX

Groupe Librex, the Québec leader in high-quality mass-market publishing, publishes novels, biographies, essays, how-to and reference books.

Kim Thúy's secret

Le secret des Vietnamiennes by Kim Thúy won a Eugénie Brazier award for cookbooks in France, in the "Francophonie and beyond" category. It also won the Maltidsakademien award for best translated cookbook in Sweden and the Taste Canada Award for regional/cultural cookbook. The English translation of Thúy's novel **Vi** was longlisted for the **2018 Giller Prize**.

Thúy was also one of three finalists for the 2018 New Academy Prize in Literature (the alternative Nobel Prize). The honour brought her recognition in Japan, South Korea and Greece, which have now joined the 20 other countries where her books have been published.

La bête

La bête – Intégrale, David Goudreault's **La bête** trilogy, was published in a single volume in 2018 following the resounding success of all three novels. **Abattre la bête**, the last instalment, was named work of the year in Estrie by the Conseil des arts et des lettres du Québec, while the first volume, **La bête à sa mère**, was published in France and English Canada.

The only thing to fear...

La peur d'avoir peur – Guide de traitement du trouble panique avec agoraphobie by André Marchand and Andrée Letarte has been a success since it was first published in 1993 by Éditions Stanké. In 2018, the guide to overcoming panic disorder and agoraphobia was republished as part of Éditions du Trécarre's health collection, and the rights for French-speaking countries outside of Canada were sold to **Le Livre de Poche**.





CEC PUBLISHING

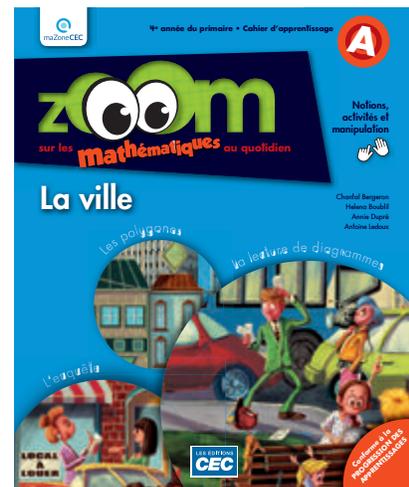
A leader in educational publishing for over 60 years, **CEC Publishing** supplies books for elementary and secondary schools across Canada and for community colleges and universities in Québec. In 2018, sales of its digital products increased 22%.

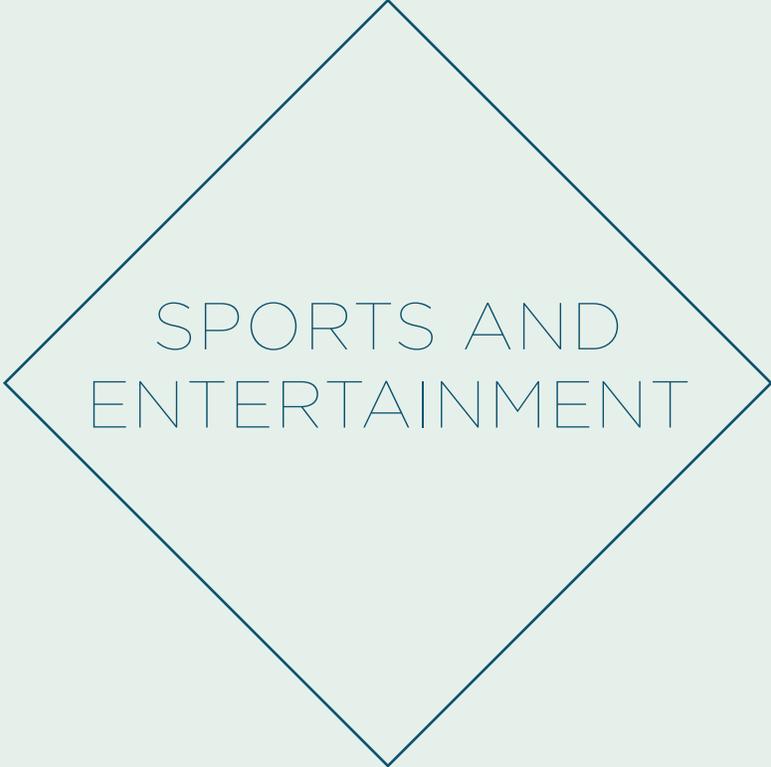
Zoom and Mathéo

In 2018, CEC Publishing developed a new collection of French-language math books for elementary schools, **Zoom** and **Mathéo**. Following a highly successful first year, CEC Publishing will continue its efforts in the elementary market with three new collections in 2019, **Lilou**, **En route**, and **MathiQ**.

MyCECZone

The online education platform **MyCECZone** is among the most widely used in Québec elementary and secondary schools. In 2018, the number of confirmed active student and teacher accounts increased by nearly 20%. The platform was also overhauled during the year; the new simpler, more intuitive version, featuring state-of-the-art technology, goes live in 2019.





SPORTS AND ENTERTAINMENT



Events and shows

- Videotron Centre
- GesteV

Hockey

- Remparts de Québec
- Armada de Blainville-Boisbriand

Music

- Les Disques Musicor
 - MP3 Disques
 - Musicor Spectacles
 - Distribution Select
- 

EVENTS AND SHOWS

VIDEOTRON CENTRE: AN ENTERTAINMENT HUB

The **Videotron Centre**, one of the world's top 100 arenas by ticket sales, continues to be a force in the sports and entertainment industry. The state-of-the-art, ultramodern, multipurpose arena hosts concerts, elite sporting events and activities of all kinds for the general public, as well as corporate events of all sizes. In 2018, *Billboard* magazine ranked the Videotron Centre number 5 on its list of top Canadian arenas, based on concert receipts.

VIDEOTRON CENTRE HOSTED
91 SHOWS AND SPORTING EVENTS
IN 2018, 8.3% MORE THAN IN
THE PREVIOUS YEAR.

A NATURAL STOP FOR THE BIGGEST INTERNATIONAL HEADLINERS

In addition to Paul McCartney, numerous other international stars played the Videotron Centre in 2018, including **Elton John** on his farewell tour, **Justin Timberlake**, **Avenged Sevenfold**, **Rod Stewart**, **Carlos Santana**, **Shania Twain** and **ZZ Top**.

A HOME AWAY FROM HOME FOR FRANCOPHONE ARTISTS

The Videotron Centre is clearly a favorite destination for French-speaking singers. Notable 2018 performances included **Marc Dupré**, **IAM**, **Lara Fabian**, **Christophe Maé**, **Karkwatson**, a collaboration between the band Karkwa and singer-songwriter Patrick Watson, **Mario Pelchat** et **Les Prêtres** and **Éric Lapointe**, who invited a slew of special guests for his *Le Party des Fêtes de Lapointe* holiday concert.



Paul McCartney

©SIMONCLARK

PAUL MCCARTNEY SHATTERS RECORDS AT VIDEOTRON CENTRE WITH FIRST STOP ON WORLD TOUR

In September 2018, the legendary **Paul McCartney** thrilled a capacity crowd at the Videotron Centre with the world premiere of his *Freshen Up* tour. The unforgettable performance before nearly 17,000 ecstatic fans set a new record for ticket sales at the Videotron Centre. The former Beatle and his team had spent almost two weeks at the Videotron Centre rehearsing the show.



*Le Party des Fêtes
de Lapointe*

©PASCALHUOT



Marie-Eve Dicaire

©MATHIEU BELANGER / GETTY



©PASCALDUCHESNE

Professional Bull Riders
Monster Energy Tour



Party 90

©DIDIERDEBUSSCHERE

COMEDY AT VIDEOTRON CENTRE

Expanding the range of its programming, the Videotron Centre hosted three comedy shows in 2018. In May, P-A Méthot brought *Party 90*, a large-scale variety show featuring a bevy of special guests, to the Videotron Centre stage. Then, in December, Martin Matte gave two performances of his most recent tour, *Eh la la...!*

SPORTS ACTION FOR ALL TASTES

The Videotron Centre is a favorite destination for high-calibre sporting events. Among other things, it has become a leading venue for combat sports since it opened.

- ◆ **Boxing:** Four events, including a **Women's IBF World Championship** Super Welterweight bout in which Marie-Eve Dicaire became Québec's first world-champion female boxer.
- ◆ **Mixed martial arts:** Two **TKO** events featuring rising star Marc-André Barriault.
- ◆ **Hockey:** In addition to the ever-popular **Remparts de Québec** games, the Stanley Cup champions played an NHL pre-season game at the Videotron Centre.
- ◆ **Figure skating:** The **Thank You Canada** tour featuring the best Canadian skaters came to town.
- ◆ **Motocross:** The top names in Canadian motocross wowed the crowd at the **Supercross Rockstar Energy** event.
- ◆ **PBR:** The best bull riders from Canada and around the world put on an unforgettable show in the second edition of the **Professional Bull Riders Monster Energy Tour**.

GESTEV

Gestev, a producer of cultural and sporting events, continued to grow and handled 150 assignments in 2018. With turnkey concepts ranging from sponsorship activation to organizing bespoke events, Gestev has a customer list including big names such as the Caisse de dépôt et placement du Québec, Desjardins Group, FTQ, the SAAQ, Les Producteurs de lait du Québec and Videotron.

High-profile events organized by Gestev in 2018

- ◆ The **Marathon SSQ-Québec**, one of the five events in the *Je Cours QC* series, in which Gestev is the majority partner, was held for the first time entirely in Québec City.
- ◆ **Supercross Montréal**, a world-class event at the Olympic Stadium, marked the return of motocross to Montréal.
- ◆ The Edmonton **Red Bull Crashed Ice** event, a major extreme downhill skating competition held in the heart of the city.



Marathon SSQ-Québec

HOCKEY



REMPARTS DE QUÉBEC

With Patrick Roy back behind the bench as general manager and coach, season's ticket sales were up and the **Remparts de Québec** were as dear as ever to the hearts of Québec City residents. In 2018, the Remparts drew a total of 300,000 fans to their 34 home games. With around 9,000 spectators per game, the Remparts boast the best average attendance in the Canadian Hockey League.



ARMADA DE BLAINVILLE-BOISBRIAND

The **Armada de Blainville-Boisbriand** had another excellent season in 2017-2018. The team won their division, was the regular season champion, and made it to the finals of the President's Cup for the second year running. The Armada also welcomed new head coach Bruce Richardson. Fan support continues to grow, as shown by a nearly 20% increase in season ticket sales.



MUSIC

In pursuit of its objective of becoming No. 1 in entertainment and music in Québec, Quebecor transferred its **Music** segment to its Sports and Entertainment Group in order to promote synergies. Bringing these highly complementary businesses together has made it possible to pool the Group's strengths and seize new opportunities.

LES DISQUES MUSICOR: PARTNER OF CHOICE FOR FRENCH-SPEAKING ARTISTS

Les Disques Musicor, a major player on the Québec music scene, continued the offensive it launched last year with a barrage of new initiatives in a fast-changing market.

In 2018, it released 10 full-length albums and 1 vinyl album, and enriched its catalogue by renewing contracts with **Lara Fabian** and **Corneille**. It also signed new artists including the great **Jean-Pierre Ferland** and promising young talents such as **Sarahmée**, **Yama Laurent**, **Miriam Baghdassarian** and **Félix Lemelin**.

Les Disques Musicor stepped up its efforts in the fast-growing digital market by releasing three digital mini-albums and seven digital singles. Les Disques Musicor's streaming catalogue grew by nearly 12% and its streaming revenues increased by 27%. It also released five DVDs, including *Josée Lavigneur : 28 jours spécial abdos fessiers*, which was certified platinum.

Lara Fabian



Corneille

Yama Laurent

Public and industry acclaim

2018 ADISQ awards

- ◆ **Disques Musicor** nominated for Label of the Year
- ◆ **Kaïn** nominated for Band or Duo of the Year

Top 30 Québec albums of the year

- ◆ *Que les fêtes commencent* by Guylaine Tanguay
- ◆ *C'est si bon à Noël* by Claude Saucier

Top 100 tracks of the year on Apple Music and Spotify

- ◆ *Passagers* from the *La vraie nature* album by Pilou

100 most-played songs on the radio in 2018

- ◆ *La nuit grande* by **Kaïn** (no. 9)
- ◆ *Nation* by **TiBZ** (no. 10)
- ◆ *Ton sourire* by **TiBZ** (no. 24)
- ◆ *Comme un bum* by **Kaïn** (no. 32)
- ◆ *Amour immodéré* by **Alex Nevsky** (no. 35)
- ◆ *Tempête* by **Alexe** (no. 38)



MP3 DISQUES JOINS QUEBECOR'S MUSIC DIVISION

In November 2018, Quebecor's Music Division announced the acquisition of **Mario Pelchat's MP3 Disques label**, an album and concert producer and music publisher. MP3 Disques was established in 2004 and its stable of artists includes immensely popular performers such as **Nadja**, **2Frères**, **Paul Daraïche** and **Natasha St-Pier**, whose albums were among the top-selling releases of the year in Canada. The acquisition strengthens Quebecor's leading position on Québec's music scene.

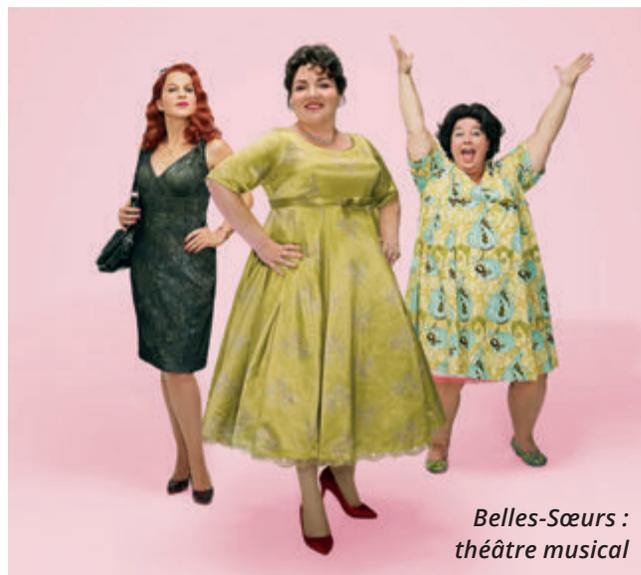
MUSICOR SPECTACLES

In 2018, **Musicor Spectacles** positioned itself as a major player in the production of live entertainment by signing national and international headliners. Musicor Spectacles produces a wide range of audience-pleasing shows and concerts and is differentiated from the competition by its convergence with Disques Musicor, MP3 Disques and Distribution Select.

Marc Dupré, Lara Fabian, Corneille, Geneviève Leclerc, Guylaine Tanguay and **Christophe Maé** are among the artists whose concerts are produced by the Musicor Spectacles team, bringing an array of high-quality performances to many venues and platforms.

Some of Musicor Spectacles' biggest successes of 2018

- ◆ **Belles-Sœurs : théâtre musical**, to which Musicor Spectacles bought the performance rights.
- ◆ **Lara Fabian's sold-out concerts** at Théâtre St-Denis in Montréal and the Videotron Centre in Québec City.
- ◆ **First Québec tour** by French star **Christophe Maé**, including a memorable concert at the Videotron Centre in Québec City.



*Belles-Sœurs :
théâtre musical*



© BERTRAND EXERTIER / MUSICOR



DISTRIBUTION SELECT TRIPLES ITS AUDIO CATALOGUE

Distribution Select is the largest independent distributor of music and videos in Canada, with a 70% share of the French-language market in Québec and 32% of all audio products sold in Québec. Its catalogue contains more than 25,200 audio titles, 2,000 video titles and 74,200 digital tracks. In 2018, it distributed more than 3,500 new audio releases and 216 video releases.

In 2018, Distribution Select cemented the 57 new distribution agreements signed in 2017 after DEP Distribution ceased operations. In October 2018,

it announced a strategic alliance with **Outside Music** to expand its market footprint. The partnership helped to almost triple the number of titles in Distribution Select's audio catalogue.

Distribution Select's network has **1,820 points of sale**, including 550 non-traditional retailers such as Giant Tiger and the Jean Coutu drugstore chain, for which Distribution Select is the exclusive distributor.



CORPORATE SOCIAL RESPONSIBILITY



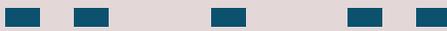
Commitment to employees

Commitment to the environment

Commitment to the community

Governance

In keeping with its commitment to corporate social responsibility (CSR), Quebecor has behaved as a responsible and engaged community leader for more than 60 years. Every day, that commitment is translated into Quebecor's business processes through a multitude of concrete actions aimed at protecting the environment, providing employees with a motivational work experience, and supporting the community through generous corporate giving.



COMMITMENT TO EMPLOYEES

Openness to innovation and creativity, dedication to performance, a passion for customer service, teamwork and agility are the values that drive Quebecor's 10,000 employees. As its people are its most valued asset, Quebecor is committed to providing them with a stimulating, balanced and healthy work experience that enables them to realize their full potential.

ATTRACTING, DEVELOPING AND ENGAGING TALENT

ACQUIRING THE BEST TALENT

In 2018, Quebecor and its subsidiaries continued their efforts to position themselves as **employers of choice** in fields of all kinds. Videotron refashioned its employer brand and placed it at the centre of its *Show us what you're made of* external recruitment campaign. The Quebecor head office and TVA Group reviewed their onboarding programs for new employees and managers, and the Sports and Entertainment Group team increased its presence at job fairs.



VIDEOTRON ON CANADA'S TOP 100 EMPLOYERS LIST

In addition to making the list of best employers in Montréal, where its head office is located, Videotron appeared on the Canada's Top 100 Employers list for the first time. These honours were complemented by an employee engagement index of 79%, an increase from the previous year.

forum
des
leaders
2018



LE
CAM
PUS

PROFESSIONAL DEVELOPMENT INITIATIVES AT EVERY LEVEL

Leaders' Forum

The second **Leaders' Forum** was held at MELS' studios in March 2018. The strategic alignment meeting was an opportunity to discuss priorities and transformative projects across all the Corporation's subsidiaries. After the success of the first Leaders' Forum, the number of employees invited was doubled to 200.

Campus Québecor

In 2018, 170 employees took the **Belonging** training module at Campus Québecor. The all-day onboarding and training session, intended primarily for new employees, gives participants a better understanding of Quebecor's history, objectives and vision, and an opportunity to connect with colleagues from all the Corporation's subsidiaries.

Also in 2018, 214 managers took the new 5-day **Simply managing** training course, designed to help managers develop their skills and create a common language.

FOCUS ON OCCUPATIONAL HEALTH & SAFETY AND WELLNESS

Quebecor introduced a number of new programs in 2018 to promote health & safety and wellness in the workplace.

- ◆ In view of the legalization of cannabis, managers were offered **training**, and the policy on drugs and alcohol in the workplace was updated and distributed to all employees.
- ◆ An awareness and education campaign on **responsible use of medication** was launched in fall 2018.
- ◆ An awareness **campaign on data security for employees** at all Quebecor subsidiaries was conducted to reduce the number of cybersecurity breaches.
- ◆ A flu **vaccination clinic** was organized for employees at Quebecor's head office.

PROMOTING A HEALTHY AND ACTIVE LIFESTYLE

A number of initiatives were launched at some workplaces to encourage employees to adopt a healthy lifestyle, including talks on physical activity, meditation and nutrition, and invitations to take part in sporting events. TVA Group opened its **first exercise room, 519 Le Gym**, at its Montréal offices in 2018. The head offices of Quebecor, Videotron and some other subsidiaries were already equipped with gyms. Personal training programs designed by a kinesiologist and a selection of fitness classes are also available to employees at some subsidiaries.



More than 125 employees and public personalities from the Quebecor family participated in the Grand défi Pierre Lavoie, an organization that promotes healthy lifestyle choices. The photo shows the Quebecor team at one of its events, the **Grande marche** in Montréal in the fall of 2018.



1,000K team in the Grand défi Pierre Lavoie

Employees team up to support the community

Every year, Quebecor gives its employees a chance to be part of its community engagement initiatives by participating in a variety of sporting events with their co-workers.



In June 2018, Videotron and Quebecor head office employees took part in one of the four challenges in the **Défi Entreprises**, an event that promotes a healthy lifestyle in the workplace.



In August 2018, more than 120 employees from all Quebecor subsidiaries cycled from Trois-Rivières to Saint-Augustin-de-Desmaures in the **Granfondo Garneau-Québecor**. The 118-km ride was a fundraiser for Little Brothers.





VALUING HUMAN DIVERSITY AND INCLUSION

Quebecor is committed to creating an inclusive, respectful, fair, equal-opportunity workplace for all. Every employee has the opportunity to apply and develop his or her skills and strengths in the workplace, regardless of gender, culture, religion, disability or sexual orientation.

FEMALE LEADERSHIP

Quebecor subsidiaries took various initiatives to promote female talent, bring more women into management positions and ensure gender diversity at all levels of the organization. Women’s mentoring programs and a series of on-site talks by inspirational women leaders were introduced for Videotron employees. Numerous other actions are planned in 2019 to increase the number of women in leadership positions throughout the Corporation.



Women represented at Quebecor and its subsidiaries

	Women employees	In management positions ¹	On management committees ²
Quebecor	60%	43%	33%
TVA group	49%	57%	31%
Sports and Entertainment Group	55%	56%	14%
Videotron	30%	31%	33%
Books, Newspapers, Digital and Music divisions	47%	39%	40%

¹As of June 2018.

²As of June 2018. Includes different types of management committees, not just the executive committee.

COMMITMENT TO THE ENVIRONMENT

Mindful of the importance of preserving our environment, Quebecor takes steps every day to reduce its environmental footprint, while encouraging its employees, customers, partners and the public to adopt environmentally responsible habits.

COMMITTED TO A GREENER FUTURE

Following the review of its environmental policy in 2018, Quebecor reassessed areas for action and clarified its commitments.

- ◆ **Manage environmental risks proactively** and ensure that its operations comply with all applicable laws and regulations.
- ◆ **Preserve natural resources**, working with the community and the suppliers.
- ◆ **Support the fight against climate change** by reducing CO₂ emissions from its facilities and vehicle fleet.
- ◆ **Recover, recycle and reuse waste**, with an emphasis on end-of-life management of electronic devices.

RESPONSIBLE PROCUREMENT

In 2018, Quebecor implemented a number of measures to support responsible sourcing.

- ◆ Adopted and posted a **Code of Conduct for Quebecor Suppliers** on the Corporation's website to manage supply-chain issues, ensuring that suppliers comply with sustainable development principles.
- ◆ Incorporated environmental criteria into **packaging design** for Videotron products.
- ◆ Used **environmentally responsible paper**, such as recycled or Forest Stewardship Council certified-paper, whenever possible.
- ◆ Disclosed information on **forest product use** to investors as part of CDP (formerly Carbon Disclosure Project), the most comprehensive database of self-reported environmental data in the world.



**ENGAGÉS
VERT
L'AVENIR**



WASTE MANAGEMENT

Quebecor is constantly improving waste management by reducing and reusing waste at source.

We recycle - more!

Nearly 7.5 million obsolete electronic devices and accessories have been collected for reuse or recycling through the **We Recycle** program since 2012. The Corporation encourages consumers to return their obsolete equipment by mail or at one of 180 drop-off points at Videotron stores, Vidéotron le superclub locations and some Quebecor sites.

TVA Group wins award during Québec Waste Reduction Week

TVA Group's composting project earned it the first Défi Entreprises award during Québec Waste Reduction Week. TVA Group set up organic waste collection bins at its Montréal offices and ran an information and awareness campaign for employees on composting and the zero-waste lifestyle.



Bottled water is no more at Quebecor!

In 2018, Quebecor committed to removing single-use water bottles from its workplaces. The Corporation has stopped purchasing water bottles and they will gradually be completely removed from Quebecor's workplaces and those of its subsidiaries.



ENERGY MANAGEMENT

Electric vehicle fleet

In 2018, Quebecor drafted a **plan to shift to electric vehicles** in order to increase energy efficiency and reduce greenhouse gas (GHG) emissions. The plan provides for the gradual replacement of Quebecor's vehicles with energy-efficient or electric cars, as well as the installation of a vehicle telemetry system.

In January 2019:

- ◆ Quebecor's vehicle fleet had **18 electric vehicles**.
- ◆ **There were 26 charging stations** available for Quebecor vehicles, employees and customers at Quebecor workplaces.

Quebecor also continues to report its GHG emissions to CDP. The 2018 report on the previous year indicated that:

- ◆ 84% of the energy used by the Corporation came from renewable sources.
- ◆ over 50% of its GHG emissions were produced by its vehicle fleet.

Energy efficiency project at head office

Quebecor launched an **energy efficiency project** at its head office in 2018. Measures such as installing new condensing boilers, optimizing energy consumption control equipment, increasing heat recovery and repairing equipment will reduce GHG emissions at head office by 269 tonnes per year.

LARGE-SCALE ENVIRONMENTALLY SUSTAINABLE EVENTS

Quebecor's **Gestev** subsidiary has been certified under Bureau de normalisation du Québec (BNQ) Standard 9700-253 for responsible event management since 2011. In 2018, Gestev mounted three major events under that certification: the **Québec City Marathon**, the **Vélirium**, and the **Jamboree**.

Quebecor and its subsidiaries also organized a number of **corporate events** in 2018 that met a series of environmentally responsible criteria, including the **Annual Meeting of Shareholders**; the **Leaders' Forum**, a meeting that brings together 200 senior executives; the **Grand rendez-vous Vidéotron**, an annual year-end event for over 2,200 employees; and the **Belonging** training modules at **Campus Québecor**.

MELS AND TVA GROUP ARE ROLLING GREEN

In November 2018, **Quebecor's MELS and TVA Group subsidiaries**, in conjunction with the Quebec Film and Television Council and the Conseil québécois des événements écoresponsables, launched *Rolling Green*, an action plan to accelerate the shift toward environmentally responsible audiovisual production in Québec. The project has brought many stakeholders together, receiving support from the audiovisual industry and Montréal mayor Valérie Plante. Its primary goal is to educate and engage industry players and equip them to reduce environmental impacts at every stage of the production process.



MORE GREEN AMBASSADORS!

Quebecor is proud to count among its employees 81 green ambassadors who get involved in environmentally friendly projects and awareness-raising activities beyond their work duties.



Quebecor launched a campaign to encourage employees to drop off old electronic devices as part of the *We Recycle* program.



Quebecor's Environmental Affairs team took the *Big Splash*, an event that promotes better public access to the St. Lawrence River.



The green ambassadors set up urban gardens and made them available to employees at three workplaces.



Quebecor green ambassadors took part in Équiterre's *Change the World Run*, a zero-waste race for the environment.



Quebecor employees were encouraged to test drive electric vehicles at two corporate sites as part of Équiterre's Electrifying Encounters program.



In conjunction with Soverdi, Quebecor organized a second tree planting activity at MELS, adding 120 trees to the hundred planted in 2016.

CORPORATE GIVING

Quebecor's founder Pierre Péladeau, a man of boundless generosity, was a supporter of every worthy cause, large or small. That commitment has always remained embedded in the Corporation's values. For more than 60 years, Quebecor has been giving back to the community everywhere in Québec by backing organizations that make a real difference in many spheres, with a large portion set aside for culture, naturally.

Quebecor in the community:

- ◆ Donations and sponsorships worth more than \$45 million in 2018, or 2.6% of adjusted EBITDA.
- ◆ Almost half went to support the development and dissemination of Québec culture.
- ◆ Approximately 500 organizations across Québec received support.

CULTURE OF ENGAGEMENT

QUEBECOR TRIBUTE EVENING CELEBRATES OUTSTANDING FIGURES IN QUÉBEC CULTURE

The **Quebecor Prize**, which honours creative artists who have left their mark on Québec's cultural landscape, was awarded in June 2018 to singer Patsy Gallant and actor Andrée Lachapelle in recognition of their brilliant careers and important contributions to Québec culture. More than 350 personalities from Québec's cultural and business communities gathered at the chalet on Mount Royal for the presentation of the awards, each accompanied by a \$50,000 purse, at the 6th Quebecor Tribute Evening.



Refus global: 70 ans exhibit at Quebecor Espace musée



Quebecor Prize

70TH ANNIVERSARY OF REFUS GLOBAL AT ESPACE MUSÉE QUEBECOR

In October 2018, Quebecor mounted an original exhibition at **Espace musée**, its head office gallery, to mark the 70th anniversary of the *Refus global* manifesto and pay tribute to the signers of the document that helped shape the identity and culture of modern Québec. At the **Refus global : 70 ans** exhibit, the public, the media and Quebecor employees were able to view an impressive collection of works by the artists who signed the manifesto, including an original signed copy of the document.

QUEBECOR, MAJOR PARTNER OF THE FONDATION DU CHUM

After donating \$15.0 million to the **Fondation du Centre hospitalier de l'Université de Montréal (CHUM)** in 2018, Quebecor maintained its commitment in 2018. Among other things, Quebecor was a prominent supporter of the foundation's 20th benefit dinner, where Pierre Karl Péladeau served as honorary president. The event raised more than \$1 million for the new CHUM hospital in downtown Montréal.

PIERRE PÉLADEAU BURSARIES

20 YEARS OF IDEAS, TALENT AND DARING

In October 2018, more than 260 guests from the business community gathered to celebrate the **20th anniversary** of Quebecor's **Pierre Péladeau Bursaries**. To mark the milestone, Quebecor doubled the total value of the bursaries from \$100,000 to \$200,000 and added a 4th prize. Since the bursaries were created in 1999, Quebecor has distributed \$1.9 million to support more than 60 Québec-based start-ups, some with an international footprint.

Recipients of the 2018 Pierre Péladeau Bursaries

- ◆ **C-Sar Energy** – \$100,000
Dino Mehanovic and Jean-François Dufault from Université de Sherbrooke have developed a competitively priced solar reactor that synthesizes hydrogen using the sun's rays as an energy source.
- ◆ **ChrysaLabs** – \$50,000
Gabriel Mangeat and Benjamin De Leener of Polytechnique Montréal have created a system that lets farmers evaluate soil health and fertility in real time.
- ◆ **Tero** – \$35,000
Élizabeth Coulombe and Valérie Laliberté from Université Laval have developed a small kitchen appliance that reduces the volume of organic household wastes by 90% in less than 3 hours.
- ◆ **Glacies Technologies** – \$15,000
Maxim Bergeron from Université Laval and Mathieu Kirouac from Université de Sherbrooke have developed a technology for industrial-scale storage and utilization of snow and ice.



Winners from years past at the celebration of the 20th anniversary of the Pierre Péladeau Bursaries.



PARTNERS FROM ALL WALKS OF LIFE

ON SORT-TU? FOR SENIORS

In conjunction with *Bel Âge* magazine, Quebecor participated in *On sort-tu ?* in May 2018. The intergenerational meetup encouraged Quebecers to have a cup of coffee with a senior and help break down the social isolation of the elderly. Quebecor was a partner of the event and promoted it with a large-scale publicity campaign on all its platforms.

15 YEARS WITH L'ITINÉRAIRE

Quebecor continued its partnership with *L'itinéraire* magazine for the 15th consecutive year. The bimonthly produced by TVA Publications' custom publishing division is at once a source of information for its readers and an instrument of social reintegration for homeless people. Quebecor is proud to use its expertise to support *L'itinéraire* and also covers part of the printing costs.

A BRIGHTER FUTURE FOR CENTRE-SUD KIDS

In June 2018, Quebecor announced a **\$150,000 donation** to the **Fondation Yvon Deschamps Centre-Sud**, which raises money to help the Association sportive et communautaire du Centre-Sud (ASCCS) make life better for children and families by working to create a healthy and stimulating environment in Montréal's Centre-Sud neighbourhood.

DONATION IN MEMORY OF JEAN LAPIERRE

In June 2018, Quebecor contributed \$50,000 to a \$100,000 endowment for the **Fonds dédié Jean-Lapierre**, a scholarship fund established by the **Fondation Madeli-Aide pour l'éducation**. The donation helped secure the future of the Bourse d'excellence Jean-Lapierre, a scholarship created in 2017 to help young Magdalen Island residents continue their studies and pursue their dreams.





Montreal International
Black Film Festival

SUPPORTING DIVERSE INDEPENDENT CINEMA

Quebecor was the presenting partner of the **Montreal International Black Film Festival** in August 2018. To support the next generation of film professionals and promote diversity on- and off-screen, the Corporation also established the \$5,000 **Quebecor Diversité à l'écran scholarship**, which will be awarded every year to a young member of the black community who wants to pursue film studies.

ENCOUNTER WITH INDIGENOUS PEOPLES

In keeping with its longstanding support for organizations that build bridges with Indigenous communities, Quebecor continued backing **KWE! Meet with Indigenous Peoples** in its second year. The Québec City event showcases the diversity and richness of the 10 First Nations and Inuit of Québec.

CONTEMPORARY DANCE SPREADS ACROSS MONTRÉAL

As part of its commitment to all forms of cultural expression, Quebecor supports the **Festival Quartiers Danses**, a unique Montréal event that aims to democratize contemporary dance by making it more accessible to all audiences in all Montréal neighbourhoods.



*KWE! Meet with
Indigenous Peoples*

FONDS MELS

MELS, Quebecor's film and television services subsidiary, announced the creation of **Fonds MELS**, an assistance program for Québec's film production industry. Starting in 2019, MELS will provide equipment rental, sound and picture postproduction, and visual effects services with a total value of \$1.0 million to Québec producers and directors of small-budget (under \$1.5 million) feature films. MELS, which has been supporting Québec productions for years, will now have an even larger presence in the local film community.

10 YEARS OF PASSION FOR QUÉBEC CINEMA

Éléphant : mémoire du cinéma québécois, Quebecor's largest philanthropic project, celebrated its 10th birthday in 2018. Since it was created, Éléphant has digitized and restored nearly 215 feature films and made them accessible to the public at all times. By giving the movies that have marked Québec's history and culture a second life, Éléphant is helping to preserve Québec's cinematic heritage and collective memory.



— fête ses dix ans —



SOME OF THE ORGANIZATIONS SUPPORTED BY QUEBECOR IN 2018

CULTURE

Bibliothèque et Archives nationales du Québec
Camp chanson Québecor de Petite-Vallée
Canadian Music Competition
Cirque Éloize
Concours de Châteaux de sable des Îles de la Madeleine
Darling Foundry
D'Arts et de rêves
Éléphant : mémoire du cinéma québécois
Entre'acte
Espace Félix-Leclerc
Fantasia International Film Festival
Festi Jazz international de Rimouski
Festival de la chanson de Tadoussac
Festival International de la Poésie de Trois-Rivières
Festival de la Poutine de Drummondville
Festival de musique émergente en Abitibi-Témiscamingue
Festival du nouveau cinéma de Montréal
Festival en chanson de Petite-Vallée
First Peoples' Festival
Festival TransAmériques
Festival Vue sur la Relève
Fondation de la Société professionnelle des auteurs et des compositeurs du Québec (SPACQ)
Fondation des Artistes
Fondation du Musée national des beaux-arts du Québec
Héritage Montréal
La Fête de la Musique de Tremblant
Le Groupe de la Veillée
L'école et les arts
Les Correspondances d'Eastman
Les Muses : Centre des arts de la scène
Maison René-Lévesque
Montréal Pride
Morrin Centre

Musée d'art contemporain des Laurentides
Prix de la danse de Montréal
Salon du livre de la Côte-Nord
Segal Centre for Performing Arts
Sibyllines, théâtre de création
Société pour l'avancement de la chanson d'expression française (SACEF)
The Montréal Museums Day
Théâtre du Rideau Vert
Théâtre La Bordée
Théâtre La Chapelle
Théâtre Quat'Sous
Usine C
Vision Diversité
Vues d'Afrique
Wapikoni mobile

YOUTH

Canadian Tire Québec Jumpstart
Fondation Jeunes en Tête
Fondation maman Dion
Fondation Père Sablon
Fondation Tel-jeunes
Jeunes musiciens du monde
L'Ancre des Jeunes
Motivaction Jeunesse
Refuge des Jeunes
Société pour les enfants handicapés du Québec

EDUCATION

Fondation Asselin du Cégep de Jonquière
Fondation pour l'encouragement scolaire
Fondation Sourdeine
Fondation du Cégep Limoilou
Université de Montréal
Université du Québec à Montréal

COMMUNITY SUPPORT

Canadian Red Cross
Dans la rue
Éducaloi
Fondation Centre Philou

Fondation Jean-Neveu
Fondation Martin-Matte
L'itinéraire
Old Brewery Mission
Operation Red Nose
Regroupement des Magasins-Partage de l'île de Montréal
Un vélo une ville
YWCA Québec

ENTREPRENEURSHIP

Anges Québec
Expo Entrepreneurs
Fondation de l'entrepreneurship
Jeunes entreprises du Québec
Montréal inc. Foundation
Notman House
OSEntreprendre Challenge
Startupfest

AMATEUR SPORT AND HEALTHY LIFESTYLES

Alex Harvey
Fédération des skieurs handicapés du Québec
FitSpirit
Grand défi Pierre Lavoie
Grand Prix cycliste de Saguenay
Grands Prix Cyclistes, Montréal and Québec City
Granfondo Garneau-Québecor
Special Olympics Québec

HEALTH AND RESEARCH

CHU Sainte-Justine Foundation
Fondation du CHU de Québec
Fondation du CHUM
Fondation Institut universitaire de cardiologie et pneumologie de Québec
Fondation les petits trésors
Fondation Néz pour vivre
Maison St-Raphaël

GOVERNANCE

Quebecor considers good governance vital to maintaining a prosperous business and building an effective and honourable corporate culture that meets the needs of all stakeholders.

The Corporation ensures that its actions, measures, procedures and policies meet the highest standards of ethics and transparency.

Independent majority on the Board

As its Chair is not an independent director, Quebecor's Board of Directors has appointed an independent Vice Chair and Lead Director.

In addition, the Board's two committees, the **Audit Committee** and the **Human Resources and Corporate Governance Committee**, consist entirely of independent directors.

High ethical standards

In 2018, Quebecor, TVA Group, and Videotron reviewed their **codes of ethics** to ensure compliance with the highest standards of integrity and excellence.

A **confidential whistleblower line** is available to employees at Quebecor and its subsidiaries at all times so they can enquire about or report any breach of the code of ethics.

The Board listens to shareholders

The Board of Directors maintains an open, constructive dialogue with shareholders in **discussions with shareholder and investor advocacy groups**, especially on governance issues.

The Board of Directors has also adopted a written policy on candidate selection and is aiming for **at least 40% female representation on the Board** by 2020. This target was achieved a year earlier than planned with the appointment of Manon Brouillette, which brought the number of directorships occupied by women to 44%.



BOARD OF DIRECTORS AND OFFICERS OF QUEBECOR INC.*

BOARD OF DIRECTORS

Chantal Bélanger¹

Corporate Director

André P. Brosseau^{1, 2}

Chair of the Board and Chief Executive Officer,
Du Musée Investments Inc.

Manon Brouillette

Corporate Director

Sylvie Lalande^{2 and Chair}

Vice Chair of the Board and
Lead Director, Quebecor Inc. and
Quebecor Media Inc.,
Chair of the Board, TVA Group Inc., and
Corporate Director

Andrea C. Martin²

Corporate Director

The Right Honourable Brian Mulroney, C.P., 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,
Groupe Lelys inc.

Normand Provost^{1 and Chair}

Corporate Director

¹ Member of the Audit Committee

² Member of the Human Resources and Corporate
Governance Committee

* As of May 9, 2019

OFFICERS

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

Chair of the Board

Sylvie Lalande

Vice Chair of the Board and
Lead Director

Pierre Karl Péladeau

President and
Chief Executive Officer

Marc M. Tremblay

Chief Operating Officer and
Chief Legal Officer

Hugues Simard

Chief Financial Officer

Sylvain Bergeron

Vice President, Taxation

Jean-François Parent

Vice President and Treasurer

Denis Sabourin

Vice President and Corporate Controller

Emilie Duguay

Corporate Secretary

Véronique Duval

Assistant Secretary

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

BOARD OF DIRECTORS

Chantal Bélanger¹

Corporate Director

André P. Brosseau^{1, 2, 3}

Chair of the Board and Chief Executive Officer,
Du Musée Investments Inc.

Manon Brouillette

Corporate Director

Sylvie Lalonde^{2 and Chair}

Vice Chair of the Board and
Lead Director, Quebecor Inc. and
Quebecor Media Inc.,
Chair of the Board, TVA Group Inc., and
Corporate Director

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Fasken Martineau DuMoulin LLP

Érik Péladeau

President,
Groupe Lelys inc.

Normand Provost^{1 and Chair, 3}

Corporate Director

¹ Member of the Audit Committee

² Member of the Human Resources and Corporate Governance Committee

³ Member of the Executive Committee

* As of May 9, 2019

MANAGEMENT COMMITTEE

Pierre Karl Péladeau

President and Chief Executive Officer

Jean-François Pruneau

President and Chief Executive Officer,
Videotron Ltd.

France Lauzière

President and Chief Executive Officer,
TVA Group Inc., and
Chief of Content, Quebecor Content

Marc M. Tremblay

Chief Operating Officer and Chief Legal Officer

Hugues Simard

Chief Financial Officer

J. Serge Sasseville

Senior Vice President,
Corporate and Institutional Affairs

Lyne Robitaille

Senior Vice President,
Newspapers, Magazines, Distribution and Printing,
Quebecor, and
President and Publisher, *Le Journal de Montréal*

Martin Tremblay

Chief Operating Officer,
Quebecor Sports and Entertainment Group

Christian Jetté

President, Publishing, Book Segment,
Quebecor, and President, CEC Publishing Inc.

Mathieu Turbide

Vice President, Digital content, Quebecor, and
Vice President, NumériQ

Cautionary statement regarding forward-looking statements

Please refer to the cautionary statements regarding forward-looking statements in the Corporation's public filings, available at <www.sedar.com> and <www.quebecor.com>.



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