

QUEBECOR

A blue curved line graphic that starts under the 'R' and sweeps upwards and to the right, ending under the 'O'.A large, stylized graphic of the number '2020' composed of multiple concentric, overlapping lines in a light blue color. The '2' is on the left, the '0' is in the middle, and the second '2' is at the bottom. The '0' is the largest and most prominent, with several other '0's and '2's layered behind it, creating a sense of depth and movement.

2020
ACTIVITY
REPORT

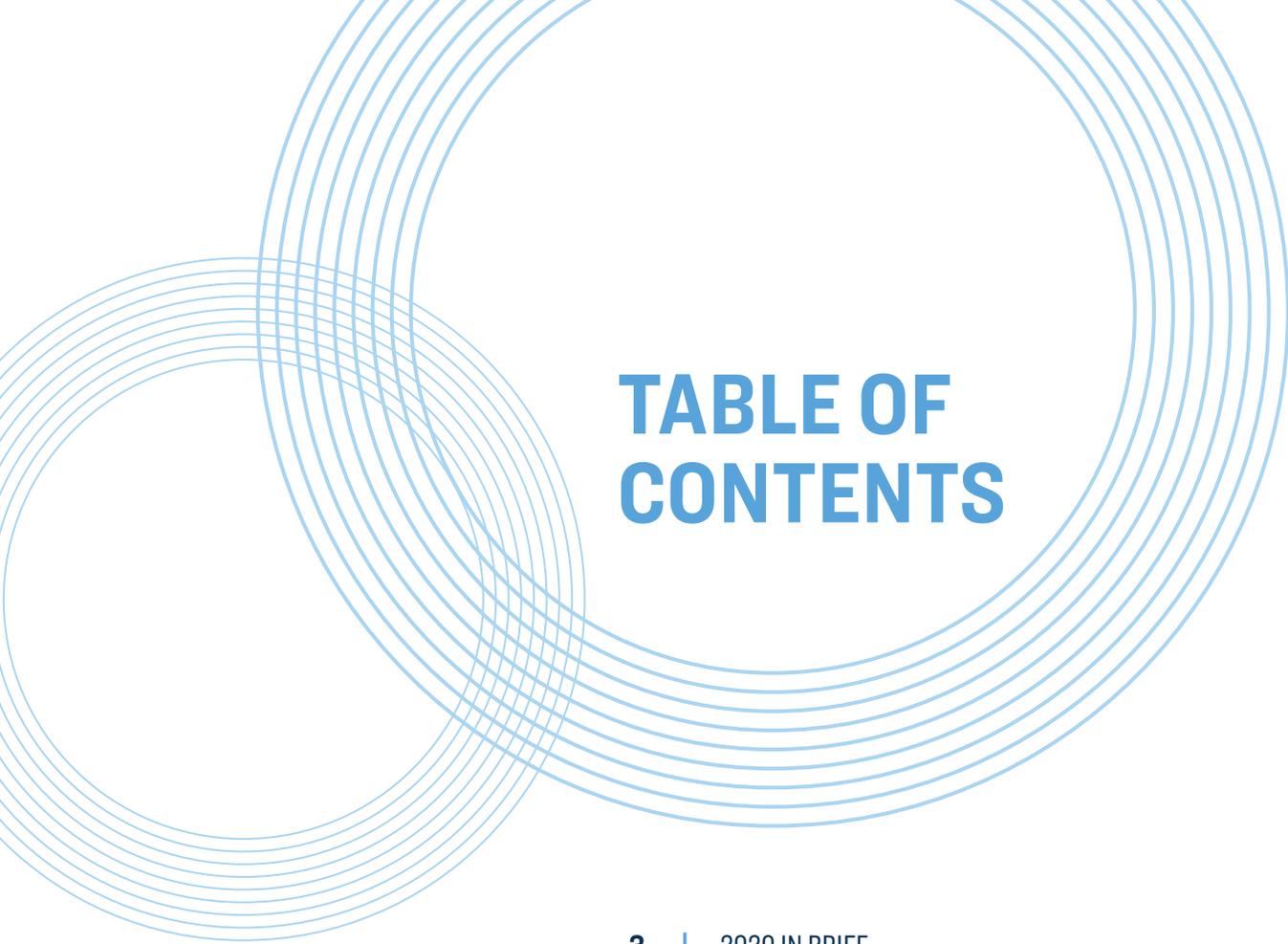


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2020 IN BRIEF

\$1.31B

Cash flows from operations in 2020, **up 14.7%** from 2019

\$1.95B

Adjusted EBITDA in 2020, **up 3.9%** from 2019

\$4.32B

Quebecor's revenues in 2020, **up 0.6%** from 2019

Québec leader

in telecommunications, media and entertainment

40.6%

market share for TVA and its specialty channels in 2020, No. 1 in Québec

+11.3%

mobile subscriber connections

+4%

Internet access customers, No. 1 ISP in Québec

10,400+

employees

2020 IN BRIEF

Québec's
**largest media
group in digital**

3.7 million

readers reached per week
on all platforms by
Quebecor's newspapers

Québec's
**most-consulted
news**
environment

400+
organizations
supported
across Québec

\$28.56M
in donations and
sponsorships
in 2020

HIGHLIGHTS

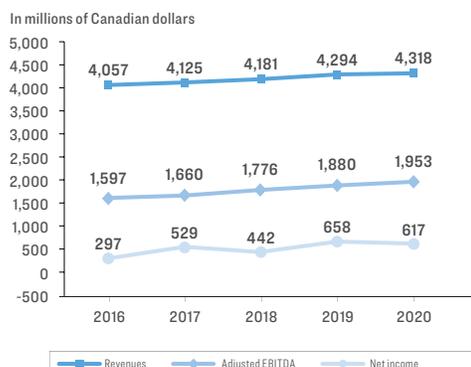
Financial years ended December 31, 2020, 2019 and 2018

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

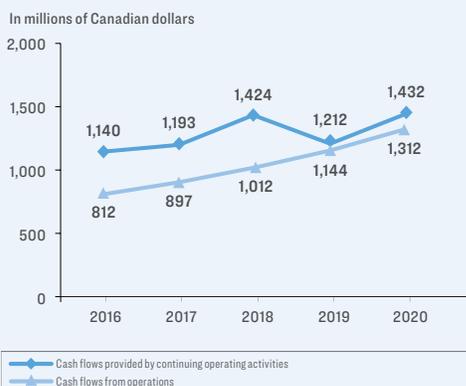
	2020	2019	2018
OPERATIONS			
Revenues	\$ 4,317.8	\$ 4,293.8	\$ 4,181.0
Adjusted EBITDA ¹	1,952.6	1,879.5	1,776.3
Cash flows from operations ¹	1,312.4	1,144.1	1,012.3
Contribution to net income attributable to shareholders:			
Continuing operating activities ¹	594.5	581.0	469.8
Gain (loss) on valuation and translation of financial instruments	7.5	(6.1)	(61.4)
Unusual items	(28.0)	(19.6)	(8.2)
Discontinued operations	33.2	97.5	3.5
Net income attributable to shareholders	607.2	652.8	403.7
BASIC DATA PER SHARE			
Contribution to net income attributable to shareholders:			
Continuing operating activities ¹	2.36	2.27	1.96
Gain (loss) on valuation and translation of financial instruments	0.03	(0.02)	(0.26)
Unusual items	(0.11)	(0.08)	(0.03)
Discontinued operations	0.13	0.38	0.02
Net income attributable to shareholders	2.41	2.55	1.69
Dividends	0.80	0.39	0.19
Weighted average number of shares outstanding (in millions)	251.6	255.6	239.3
FINANCIAL POSITION			
Long-term debt	\$ 5,773.4	\$ 5,957.5	\$ 6,428.2
Lease liabilities	173.3	137.9	144.4
Convertible debentures, including embedded derivatives	156.5	165.8	155.2
Equity	1,214.1	1,072.1	568.5
Total assets	9,861.6	9,725.9	9,657.5
Consolidated net debt leverage ratio ¹	2.68x	2.91x	3.22x
EMPLOYEES			
	10,000	10,000	10,000

¹ See definitions of "Adjusted EBITDA", "Cash flows from operations", "Adjusted income from continuing operating activities" and "Consolidated net debt leverage ratio" on next pages.

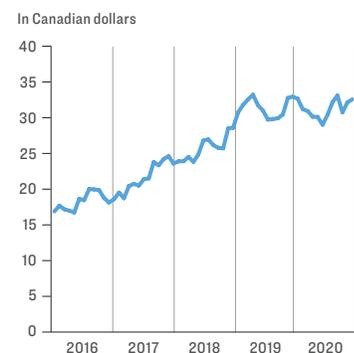
Revenues, Adjusted EBITDA and net income



Cash flows from operations and cash flows provided by continuing operating activities



Share Price (QBR.B)



DEFINITIONS

Adjusted EBITDA

In its analysis of operating results, the Corporation defines adjusted EBITDA, as reconciled to net income under IFRS, as net income before depreciation and amortization, financial expenses, gain (loss) on valuation and translation of financial instruments, restructuring of operations and other items, income taxes and income (loss) 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 IFRS financial 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 operations and free cash flows from continuing operating activities. 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 for financial years ended December 31, 2020, 2019 and 2018 (in millions of Canadian dollars).

	2020	2019	2018
Adjusted EBITDA	\$ 1,952.6	\$ 1,879.5	\$ 1,776.3
Depreciation and amortization	(803.2)	(750.4)	(753.1)
Financial expenses	(328.2)	(327.5)	(332.0)
Gain (loss) on valuation and translation of financial instruments	8.0	(6.5)	(61.3)
Restructuring of operations and other items	(39.2)	(28.6)	(29.1)
Income taxes	(205.8)	(205.7)	(162.8)
Income from discontinued operations	33.2	97.5	3.8
Net income	\$ 617.4	\$ 658.3	\$ 441.8

Cash flows from operations

Cash flows from operations represents adjusted EBITDA, less additions to property, plant and equipment and to intangible assets (excluding licence acquisitions and renewals). Cash flows from operations represents funds available for interest and income tax payments, expenditures related to restructuring programs, business acquisitions, licence acquisitions and renewals, payment of dividends, repayment of long-term debt and share repurchases. Cash flows from operations is not a measure of liquidity that is consistent with IFRS. It is not intended to be regarded as an alternative to IFRS financial performance measures or to the statement of cash flows as a measure of liquidity. Cash flows from operations is used by the Corporation's management and Board of Directors to evaluate cash flows generated by the operations of all of its segments. The Corporation's definition of cash flows from operations may not be identical to similarly titled measures reported by other companies.

The table below provides a reconciliation of cash flows from operations to cash flows provided by continuing operating activities reported in Quebecor's consolidated financial statements for financial years ended December 31, 2020, 2019 and 2018 (in millions of Canadian dollars).

	2020	2019	2018
Cash flows from operations	\$ 1,312.4	\$ 1,144.1	\$ 1,012.3
Plus (minus)			
Cash portion of financial expenses	(320.1)	(319.4)	(324.9)
Cash portion related to restructuring of operations and other items	(30.7)	(9.8)	(14.2)
Current income taxes	(208.7)	(107.9)	(154.9)
Other	2.8	2.9	4.8
Net change in non-cash balances related to operating activities	40.0	(229.3)	146.3
Net change in current non-cash items related to additions to property, plant and equipment ¹	(28.7)	(15.3)	4.7
Net change in current non-cash items related to additions to intangible assets ¹	15.8	8.0	12.4
Cash flows used for additions to property, plant and equipment	447.2	501.6	549.5
Cash flows used for additions to intangible assets ²	205.9	241.1	197.4
Proceeds from disposal of assets	(4.4)	(4.2)	(9.4)
Cash flows provided by continuing operating activities	\$ 1,431.5	\$ 1,211.8	\$ 1,424.0

¹ Excluding government credits receivable for major capital projects.

² Excluding licence acquisitions and renewals.

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 gain (loss) on valuation and translation of financial instruments, restructuring of operations and other items, net of income tax related to adjustments and net income attributable to non-controlling interest related to adjustments, and before income (loss) 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.

The table below provides a reconciliation of the adjusted income from continuing operating activities measure to the net income attributable to shareholders' measure used in Quebecor's consolidated financial statements for financial years ended December 31, 2020, 2019 and 2018 (in millions of Canadian dollars).

	2020	2019	2018
Adjusted income from continuing operating activities	\$ 594.5	\$ 581.0	\$ 469.8
Gain (loss) on valuation and translation of financial instruments	8.0	(6.5)	(61.3)
Restructuring of operations and other items	(39.2)	(28.6)	(29.1)
Income taxes related to adjustments ¹	9.1	8.0	19.0
Net income attributable to non-controlling interest related to adjustments	1.6	1.4	1.8
Discontinued operations	33.2	97.5	3.5
Net income attributable to shareholders	\$ 607.2	\$ 652.8	\$ 403.7

¹ Includes impact of fluctuations in income tax applicable to adjusted items, either for statutory reasons or in connection with tax transactions.

Consolidated net debt leverage ratio

The consolidated net debt leverage ratio represents consolidated net debt, excluding convertible debentures, divided by the trailing 12-month adjusted EBITDA. Consolidated net debt, excluding convertible debentures, represents total long-term debt plus bank indebtedness, lease liabilities, the current portion of lease liabilities and liabilities related to derivative financial instruments, less assets related to derivative financial instruments and cash and cash equivalents. The consolidated net debt leverage ratio serves to evaluate the Corporation's financial leverage and is used by management and the Board of Directors in decisions on the Corporation's capital structure, including its financing strategy, and in managing debt maturity risks. The consolidated net debt leverage ratio excludes convertible debentures because, subject to certain conditions, those debentures can be repurchased at the Corporation's discretion by issuing Quebecor Class B Shares. Consolidated net debt leverage ratio is not a measure established in accordance with IFRS. It is not intended to be used as an alternative to IFRS measures or the balance sheet to evaluate financial position. The Corporation's definition of consolidated net debt leverage ratio may not be identical to similarly titled measures reported by other companies.

The table below provides the calculation of consolidated net debt leverage ratio and the reconciliation to balance sheet items reported in Quebecor's consolidated financial statements (in millions of Canadian dollars).

	Dec. 31, 2020	Dec. 31, 2019	Dec. 31, 2018
Total long-term debt¹	\$ 5,786.4	\$ 5,986.1	\$ 6,461.7
Plus (minus)			
Lease liabilities	139.0	106.6	108.4
Current portion of lease liabilities	34.3	31.3	36.0
Bank indebtedness	1.7	29.4	24.3
Assets related to derivative financial instruments	(625.5)	(679.8)	(887.0)
Liabilities related to derivative financial instruments	28.4	2.1	-
Cash and cash equivalents	(136.7)	(14.0)	(21.0)
Consolidated net debt excluding convertible debentures	5,227.6	5,461.7	5,722.4
Divided by:			
Trailing 12-month adjusted EBITDA	1,952.6	1,879.5	1,776.3
Consolidated net debt leverage ratio	2.68x	2.91x	3.22x

¹ Excluding changes in the fair value of long-term debt related to hedged interest rate risk and financing fees.

MESSAGE TO SHAREHOLDERS

As we look back on a year dominated by events no one could have predicted, we are proud and grateful that Quebecor was able to play a leading role during the COVID-19 crisis. As a responsible, civic-spirited corporate citizen and Québec's telecommunications, information and entertainment leader, we worked tirelessly to continue delivering our essential services to the public and to support our employees, our customers and our community.

We did all in our power to support Quebecers and help them stay connected, informed and entertained. We removed the data caps on all of Videotron's Internet plans, unscrambled our LCN and Yoopa channels, allowed free access to a wide range of content, including many titles on Club illico, provided trusted news coverage thanks to the tireless work of our news crews, and aired special programs on TVA, such as the original production *Ça va bien aller*, created in just 10 days.

We were also there for the employees who were affected by the slowdown in some of our lines of business. As a show of faith and gratitude, we created a \$500,000 emergency fund to provide immediate financial assistance to the Sports and Entertainment Group's employees, contributors and freelancers, who were the first to be hit by the crisis. We also set up a supplemental benefits program to top up the government assistance and bring employees' benefits up to 95% of their regular salary, in some cases.

Solidarity and generosity have always been part of Quebecor's DNA. The COVID-19 crisis has only intensified our commitment and sense of responsibility to the community. In concert with the Fondation Chopin-Péladeau, TVA Group and Dock619, we supported Food Banks of Québec by backing Cuisines Solidaires, a meals project organized by La Tablée des Chefs. To help fight isolation, Videotron worked with the Québec government to provide 1,000 smartphones with unlimited data plans to youth rehabilitation centres and long-term care facilities. Then, as a major partner of the CHUM hospital foundation, we donated 150 Videotron mobile devices to help the hospital's healthcare professionals communicate with their patients without risk of infection. Last but not least, the television event *Une chance qu'on s'a*, broadcast on TVA and Télé-Québec in partnership with the Government of Québec, raised \$2 million for organizations that help isolated seniors and victims of domestic violence.

It is still uncertain when the crisis will end and our operations will fully resume, but our solid foundations and prudent management of our operations and our balance sheet have kept us on track to reach our objectives and performance targets. Despite the crisis and its impact on some of our segments, we increased our adjusted EBITDA by 3.9% and our cash flows from operations by 14.7%, while reducing our debt leverage ratio from 2.91x in 2019 to 2.68x in 2020.

Telecom

Knowing the critical importance of its connectivity and entertainment services, Videotron applied its innovative spirit and commitment to excellence throughout the year. Its management team and thousands of employees continued to implement forward-looking projects and to rely on cutting-edge technologies to support growth. The results speak for themselves: revenues were up 4.1% and adjusted EBITDA 3.4%.

2020 was the 10th anniversary of the launch of our mobile network. We can be proud of the distance we have travelled: in less than 10 years, Videotron has climbed from emerging player to undisputed Québec leader, challenging the Big 3 cartel of well-established national companies and creating thousands of jobs across Québec in the process. Its meteoric rise was made possible by massive investments of more than \$2.5 billion since 2008 to build out and maintain its network, and the unrivalled expertise and know-how of its employees. Videotron's mobile service continues to grow. As of December 31, 2020, it had more than 1,481,100 subscriber connections (for all brands), an 11.3% increase from 2019. After 10 years, we can say that the strategic decision to move into wireless was sound.

Videotron is a striking example of the potential competitive benefits of a strong fourth player. Its presence in Québec has had the direct effect of bringing down prices for wireless services, to the benefit of consumers. As the Competition Bureau has noted, Quebecers pay the lowest mobile rates in Canada, 35% to 40% less than the rest of the country. Videotron is also a glowing example of success and justified pride. It was ranked as the most respected telecommunications company in Québec for the 15th consecutive year in Leger's 2020 Reputation survey, and it was also rated one of Montréal's top employers by MediaCorp Canada in 2020.

Videotron also passed an important milestone in its growth with the launch of its 5G network. The roll-out began in Montréal in December 2020 and will continue in other parts of Québec in the coming years. This big stride towards a technology with infinite potential strengthens our leadership position and illustrates our determination to stay at the forefront of major technological changes in order to offer our customers a world-class experience.

With respect to Internet access, the COVID-19 crisis highlighted the critical importance of connectivity infrastructure. We are proud that, thanks to our strategic investments of recent years, Quebecers were able to count on a reliable, robust network at a time of heavy pressure and surging demand.

Our network currently reaches more than 90% of Québec's population. We are pursuing our strategy of rolling out services outside the major urban centres by innovating and installing new infrastructure to connect as many households and businesses as possible to high-speed Internet, which is essential to Québec's economic development. In October 2020, we completed a series of investments, totalling more than \$25 million, which have connected more than 30,000 households and businesses to our high-speed Internet network in several regions of Québec.

Our growth was also driven by our new Helix and Fizz services. Our Helix home entertainment and management platform continued adding subscribers and accounted for more than 677,000 revenue generating units at the end of January 2021. Through customer acquisition and the migration of existing customers, Helix is improving high-speed Internet access, spurring sales of packages and bundled services, and reducing churn. Meanwhile, our new-style brand Fizz continued to make a unique contribution to the wireless and residential Internet market. In 2020, it had the highest customer recommendation score (NPS) in the industry, ranked first for online experience in the telecommunications industry in Leger's WOW Digital study for the second year in a row, and made the WOW Top 10 for all industries.

Club illico also continued to grow on the strength of its rich and diverse programming and commitment to original content, the quality and popularity of which is borne out by the fact that 7 of the top 10 series on Club illico in 2020 were original productions made in collaboration with Quebecor Content and Québec producers.

Media

Our Media segment played an equally vital role by keeping the public informed and entertained throughout 2020. Despite the challenging environment created by the pandemic, TVA Group continued evolving and adapting to market transformations, under the leadership of President and CEO France Lauzière. In the fall of 2020, it successfully launched its updated brand and the new TVA+ digital platform.

With content that brings people together and high-quality news and public affairs programming, TVA and its specialty channels hold a special place in the hearts of Quebecers. In 2020, they maintained their lead with a 40.6% market share. The TVA network's programming mix, which included a wide range of original productions, several new shows and some eagerly awaited returning favourites, appealed to Quebecers of all generations and scored the largest market share increase of all over-the-air channels among all age groups in 2020. In the 18-34 demographic, TVA's viewership increased by 4 percentage points. As the home of not-to-be-missed television phenomena such as *La Voix*, TVA remained an extraordinary gathering place, with an average live viewing rate of 90% in 2020.

Although some non-essential shoots had to be cancelled or postponed, the TVA and Quebecor Content teams stayed creative and agile, presenting 91 original productions on TVA Group's platforms and Club illico. Our unique, high-quality content is making its mark on export markets. Formats such as *Dance Revolution* sold well, and worldwide sales of original drama series increased significantly, led by productions such as *Épidémie*, *La Faille* and *La vie compliquée de Léa Olivier*.

In our film and television production business, 2020 was an opportunity for MELS to carry out innovative projects for the benefit of its clients. Under its new president Martin Carrier, MELS strengthened its position as a leading player in local and international markets by launching its new virtual production stage, equipped with an LED wall. The technological breakthrough can be used by clients of all sizes to produce film, television, advertising, music and entertainment projects.

In news and public affairs, TVA Nouvelles and LCN were the sources Quebecers turned to for trusted information and to follow developments in the pandemic. The audience for the TVA newscast on TVA and LCN combined passed the million-viewer mark 117 times during the year. The average combined viewership was 976,000, more than twice that of its nearest rival. LCN, the No. 1 specialty channel in Québec, played an even more crucial role in 2020, as evidenced by its 8% market share, up 3 points from 2019.

TVA also renewed its commitment to local news. Since winter 2021, TVA has been airing expanded newscasts in the Québec City, Sherbrooke, Trois-Rivières and eastern Québec areas.

Our newspapers were also an important part of Quebecers' daily lives, reaching 3.7 million readers per week across all platforms in 2020. Their high-quality coverage and strength in investigative journalism made our newspapers a reliable and indispensable source of information, thanks to our teams of journalists and columnists at *Le Journal de Montréal*, *Le Journal de Québec*, the QMI Agency, the Investigative Bureau and the Parliamentary Bureau. Meanwhile, QUB radio registered a 101% increase in average monthly users compared with 2019.

Sports and Entertainment

2020 promised to be a banner year for our Sports and Entertainment segment, with a series of major events and shows lined up. However, it was the segment most heavily impacted by the crisis, which caused the shutdown of non-essential activities and the banning of gatherings of more than 250 people. Under the leadership of Chief Operating Officer Martin Tremblay, the Sports and Entertainment Group responded to the extraordinary conditions by managing its business to keep it viable, preparing for a post-pandemic period in which it will occupy an even greater place on the sports and entertainment landscape than before, and finding creative ways to relaunch its activities and generate financial benefits.

Gestev and Musicor Spectacles were among the first to set up cultural activities approved by public health authorities. In May 2020, we launched TD musiparcs presented by Videotron, a series of some 100 shows on which more than 325 industry professionals worked. To support Québec City's economic recovery, the Videotron Centre hosted the Québec Major Junior Hockey League's protected environment event in November 2020, one of the few sporting events held in Québec during the pandemic.

Throughout the challenges of 2020, the Sports and Entertainment Group demonstrated its resilience and solidity by continuing its activities with the same determination and unwavering confidence in the future of Québec's showbiz and entertainment industry. Notable examples include the acquisition of Audiogram, the largest independent French-language record label in North America, in February 2021, and the acquisition of Théâtre Capitole in Québec City in June 2020. We also launched QUB musique, a music streaming service that gives Québec artists prominent visibility, in May 2020. By adding new distribution platforms and venues, we are creating a diversified ecosystem for the benefit of promoters, artists and all Quebecers who love music and culture.

A responsible and dedicated corporate citizen

In this unusual year, when corporate engagement took on a new meaning and new importance, Quebecor stayed true to its tradition of social solidarity. In addition to providing direct, immediate support to those affected by the crisis, we made contributions worth more than \$28 million, or 1.46% of EBITDA, to more than 400 organizations across Québec.

We continued carrying out fruitful initiatives for our culture, our community, our entrepreneurs, the environment and our employees. In April 2020, we launched *Culture d'ici*, a movement to support and promote the work of the artists and cultural workers who make and shape our culture, and who were hard hit by the unprecedented circumstances. To fight climate change, we continued implementing our action plan to accelerate the electrification of our entire vehicle fleet, which will eventually reduce our greenhouse gas emissions by 50%.

As we embark on another year of unpredictability in the current context, we remain upbeat about the future in view of our ability to execute on our strategies in an effective and disciplined manner, our solid earnings and balance sheet, and the talents of our more than 10,000 employees. We want to pay tribute to the resilience they displayed throughout the year and their outstanding work. We remain committed to performing our leadership role and pursuing continued growth for our shareholders, our directors, our advertisers, our partners and, of course, our millions of customers.



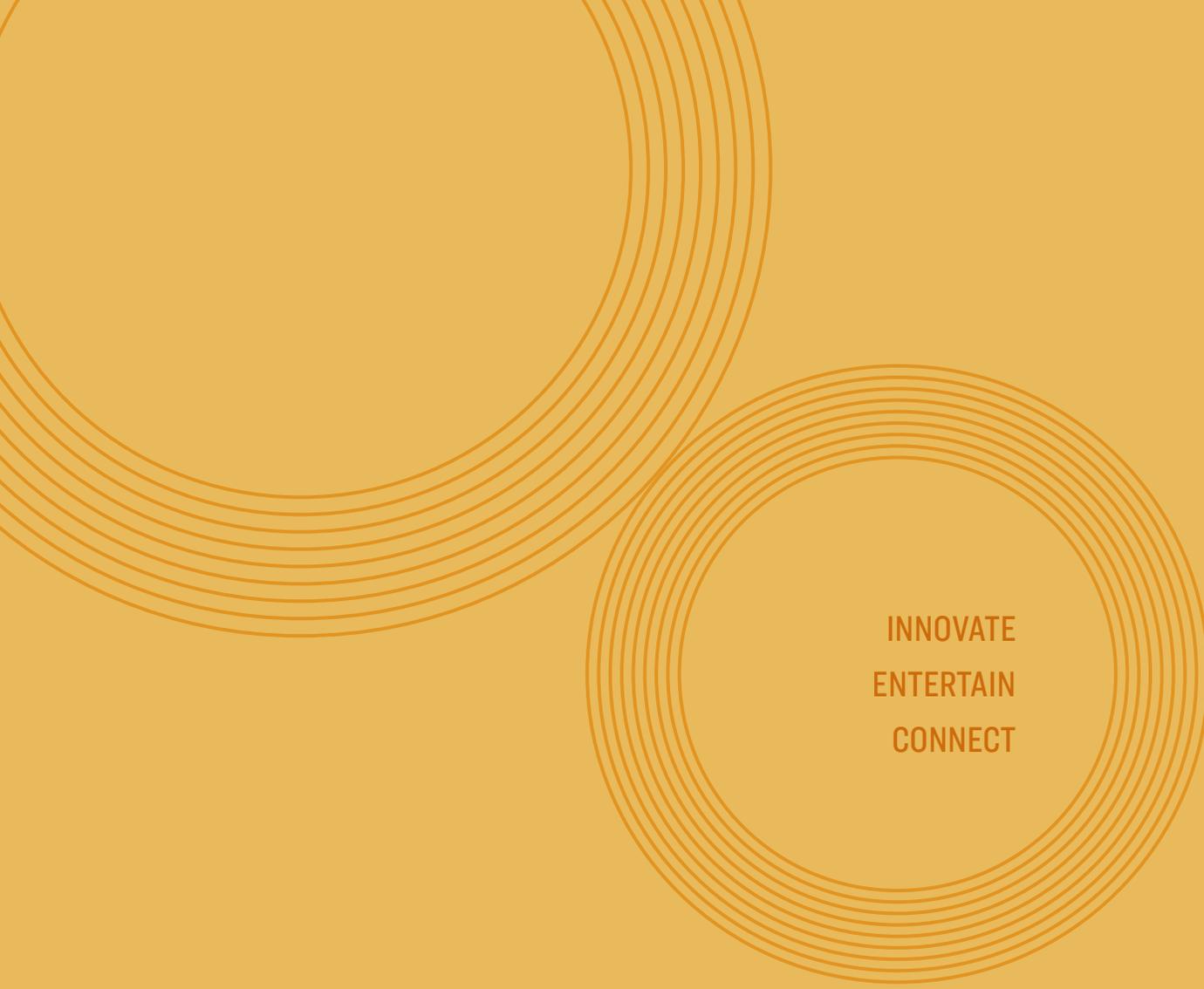
A handwritten signature in black ink, appearing to read "Brian Mulroney".

The Right Honourable
Brian Mulroney
Chairman of the Board



A handwritten signature in black ink, appearing to read "Pierre Karl Péladeau".

Pierre Karl Péladeau
President and Chief Executive Officer



INNOVATE
ENTERTAIN
CONNECT

TELECOMS

VIDEOTRON

Mobility

Fizz

Network Expansion

Helix

Club illico

Sales Force

Videotron Business

MAtv



**QUÉBEC'S MOST
RESPECTED
TELECOMMUNICATIONS
PROVIDER**

VIDEOTRON

Videotron's innovative technology solutions and unique customer experience are an integral part of Quebecers' daily lives. As a partner in Quebecers' connected lifestyles, Videotron has always taken the lead to provide the best possible experience, to stay at the forefront of new technologies, and to enhance its customers' quality of life with progressive platforms such as Helix and Club illico.

THERE FOR CUSTOMERS WHEN IT REALLY COUNTS

Videotron is part of the community and knows the vital importance of its connectivity services. To help Quebecers cope with the unusual circumstances, it implemented a series of supportive measures in the midst of the COVID-19 crisis.

Videotron continues to shine

- No. 1 Internet provider in Québec, according to the Media Technology Monitor
- Québec's most respected telecommunications provider for the 15th consecutive year, according to the 2020 Léger Reputation survey
- One of Montréal's Top Employers in 2020, according to MediaCorp Canada
- First telecommunications company in Canada to make a concrete commitment to the electrification of transportation
- Named trusted organization of the decade in the "technology and telecommunications" category by the Institut de la confiance dans les organisations

Plus que jamais,
restons connectés.



▶ VIDÉOTRON

Helping people stay connected and entertained

To help Québec organizations and households set up effective working-from-home arrangements, Videotron suspended data caps on all residential and business Internet plans for existing customers at the beginning of the crisis. Data limits were removed again during the holiday season to allow customers to stay connected to loved ones, despite the distance.

Videotron also took a series of other proactive initiatives to help customers during the pandemic:

- Suspended roaming charges outside Canada, as well as the fee for the Daily Traveller Pass
- Unscrambled some 50 specialty channels
- Offered some 100 exclusive on-demand titles free of charge on its Helix and illico platforms
- Provided installation of videoconferencing equipment, including consultation and technical support, by a technician
- Took preventive measures and raised public awareness of COVID-related phishing schemes



More than 500 Videotron employees pitched in to collect donations during **Une chance qu'on s'a**, a television event and benefit broadcast in May 2020 by TVA and Télé-Québec, in partnership with the Québec government.

Videotron suspends international calling charges to Lebanon

Following the explosions in Beirut in August 2020, Videotron suspended charges for calls to Lebanon to allow customers with family and loved ones in the country to reach them without worrying about long-distance charges.

Smartphones to help fight isolation

Videotron provided 1,000 smartphones with unlimited data plans to youth rehabilitation centres and long-term care facilities in Québec. Conducted in cooperation with the Québec government, the initiative helped reduce the isolation of young people and seniors by enabling them to stay in touch with family and loved ones. Videotron also donated 150 mobile devices to healthcare professionals at the CHUM hospital to help them communicate with patients, while reducing the risk of infection.

MOBILITY

10 years since Videotron entered the mobile market!

In September 2010, Videotron took on three well-established national carriers by entering the **mobile telephony** market and launching its own network. In less than 10 years, Videotron went from emerging player to undisputed Québec leader, creating thousands of jobs in the process. Videotron has invested more than \$2.5 billion since 2008 to build out and maintain mobility infrastructure in Québec.

The presence of a strong fourth player, such as Videotron in Québec, also stimulates competition and has the direct effect of bringing down prices for wireless services, to the benefit of consumers. A Competition Bureau of Canada report released in November 2019 arrived at clear conclusions: wireless prices are 35% to 40% lower in markets where there is a regional facilities-based carrier such as Videotron.

During this decade in mobility, Videotron has made impressive progress. Videotron, Fizz and Videotron Business now have more than **1,481,100 subscriber connections**, an 11.3% increase compared with fiscal 2019. This feat was made possible in part by the **customer experience** offered by Videotron and its brands, and by the **performance of its network**, two features for which the company has won numerous industry awards.

Montréal metro now fully connected to mobile network

In December 2020, the Société de transport de Montréal (STM) and its telecommunications partners, including Videotron, announced that installation of a 4G LTE mobile network throughout the Montréal metro had been completed. The nearly \$50 million cost was split evenly among the carriers. The STM now has the largest indoor digital network and longest underground wireless network in Canada.

— POUR FÊTER NOS —
10 ANS
DE MOBILITÉ

RECEVEZ UNE
TÉLÉ SAMSUNG 4K



À L'ABONNEMENT À UN FORFAIT TOUT INCLUS
AVEC UN APPAREIL SAMSUNG.

Technology for the future

In 2020, Videotron reached an important milestone. It has made massive investments in infrastructure in recent years in order to achieve its vision of being a partner in Quebecers' connected lifestyles, and it is now launching its **5G network**.

Gradual roll-out of the next-generation mobile network began in Montréal and will continue across Québec in the coming years. This is an important first step in the deployment of a technology with infinite potential that will revolutionize the way Quebecers interact, enhance the competitiveness of Québec businesses and support Québec's economic development. As announced in December 2019, Videotron's 5G network will be rolled out in collaboration with Samsung, a highly respected and experienced technology partner of choice.

"5G technology opens the doors to a world of possibilities, and Videotron is enthusiastically embarking on the path to this promising and exciting future, in which technology will truly serve the daily needs and wants of our families and businesses."

— Jean-François Pruneau, President and CEO of Videotron



FIZZ

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

Launched in 2018, **Fizz** has become an important part of Québec's telecommunications ecosystem. Its offerings complement Videotron's to reach a broader audience and are exerting a noticeable influence on the industry, forcing the entire market to constantly reinvent itself. Fizz was the first in Québec to allow users to **carry unused mobile data** over to the next month and is one of the few to allow users to donate data to other members. Fizz continues to surprise with its **simple, different, customizable offerings**.

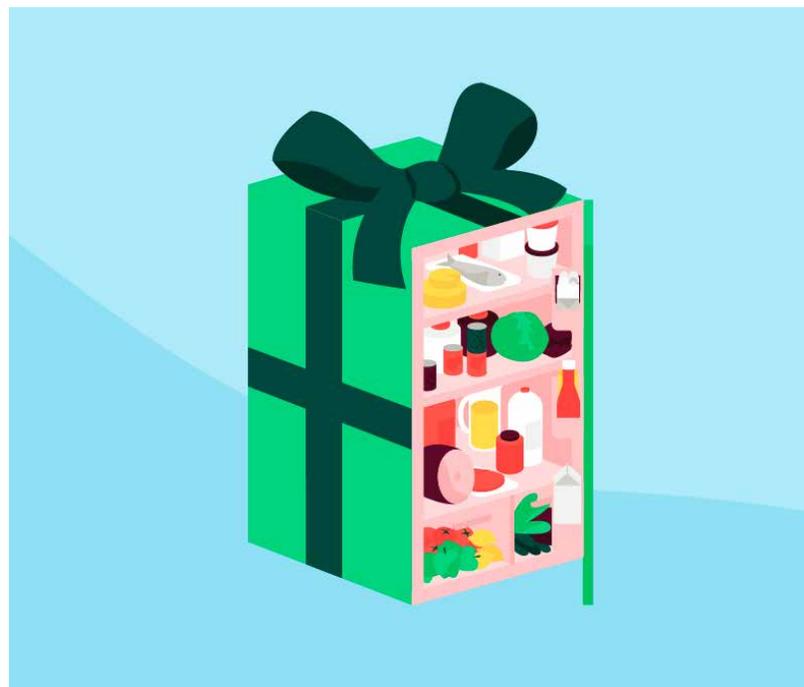
A banner year

In 2020, Fizz wireless and residential Internet services both reached new heights. Fizz's **mobile service** continued to grow by meeting consumer demand for flexible, reasonably priced plans. Its **residential Internet** service strengthened its market position by introducing new plans, such as 200 Mbps high-speed access, since March 2020, all the while maintaining the highest customer recommendation score (NPS) in the industry!

Fizz continues to stand out

In 2020, Leger's WOW Digital study ranked Fizz first in online experience in the telecommunications industry. Fizz also entered the Top 10 for all industries in Canada!

The out-of-home campaign for its Internet service won silver in the "Integrated Campaign" category at the prestigious 2020 Marketing Awards.



Fizz was able to maintain operations without disruption during the pandemic thanks to its **100% digital model**, with no brick-and-mortar stores.

Fizz initially operated on the "bring your own device" model but began offering mobile phones for purchase on a trial basis in fall 2020. The commercial launch of the new service was completed in the first months of 2021.

You gift data. We gift food.

Fizz appealed to its community to help by organizing two fundraisers for people affected by the public health crisis. Fizz members were encouraged to help each other by sharing their excess data, and for each donation between members, Fizz made a donation to two organizations, Regroupement Partage and Sun Youth.

NETWORK EXPANSION ACROSS QUÉBEC

The COVID-19 pandemic demonstrated the critical importance of connectivity infrastructure, as demand for the Internet surged. During this period of heavy pressure on its network, Videotron was able to meet the increased demand, and continued expanding its network in Québec.

Connecting more Quebecers

High-speed Internet is essential to economic recovery and job creation. The pandemic has only highlighted the importance of bringing all Quebecers into the new digital age. Videotron reaffirmed its commitment to serving remote areas and making life easier for families and businesses in all parts of Québec.

In October 2020, Videotron announced it had made a series of investments totalling more than \$25 million and connected more than **30,000 more homes and businesses** to its high-speed Internet network in Lanaudière, the Laurentians, the Outaouais, the Eastern Townships, the Lower St. Lawrence, the North Shore, Centre-du-Québec and Chaudière-Appalaches.

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

Abitibi now connected to Videotron

Nearly a year after announcing plans to expand into Abitibi-Témiscamingue, Videotron is now able to offer the vast majority of residents in and around Amos, as well as Rouyn-Noranda, Val-d'Or, Malartic, Rivière-Héva and Preissac, the best customer experience and best telecommunications services in Québec.

The response from Abitibi residents has been very positive, with a flood of service requests since Videotron's eagerly awaited arrival. Videotron's expansion into the region marks the beginning of healthy telecom competition in Abitibi.



Internet plans even faster than promised!

According to a study published by the Canadian Radio-television and Telecommunications Commission, Videotron's download speeds are 110% faster than advertised during peak periods and 111% faster at other times of the day.

"Networks you can count on"

Along with Canada's other major cable operators, Videotron participated in the *Networks You Can Count On* campaign to raise awareness of the powerful networks, operating over robust facilities built, maintained and upgraded at a cost of tens of billions of dollars, that provide Canadians with reliable, high-quality connectivity.

**VIDEOTRON'S
NETWORK COVERS
MORE THAN 90%
OF QUÉBEC'S
POPULATION**

HELIX: INNOVATIVE SOLUTIONS AND A UNIQUE CUSTOMER EXPERIENCE

Helix, Videotron's home entertainment and connected lifestyle management platform, celebrated its first birthday in 2020. Its market launch has proven to be a resounding success: by the end of January 2021, Helix accounted for more than 677,000 revenue-generating units.

Changing all the time

Helix is the embodiment of Videotron's future, a platform that evolves with new technologies and changing consumer needs. New features are being added regularly to offer users new applications, an ever-more-powerful platform and an enhanced experience. Here are just a few:

- Self-serve progressive home automation
- Helix TV app, which lets users watch all their content at home or away from home without having to purchase a TV terminal
- New all-digital customer path
- Full self-installation process, a key success factor, especially during the pandemic

HELIX

Ça comprend tout.

Encore plus après un an.

COMMANDE VOCALE ÉVOLUTIVE

Offre spéciale anniversaire

TÉLÉ INTERNET ILLIMITÉ

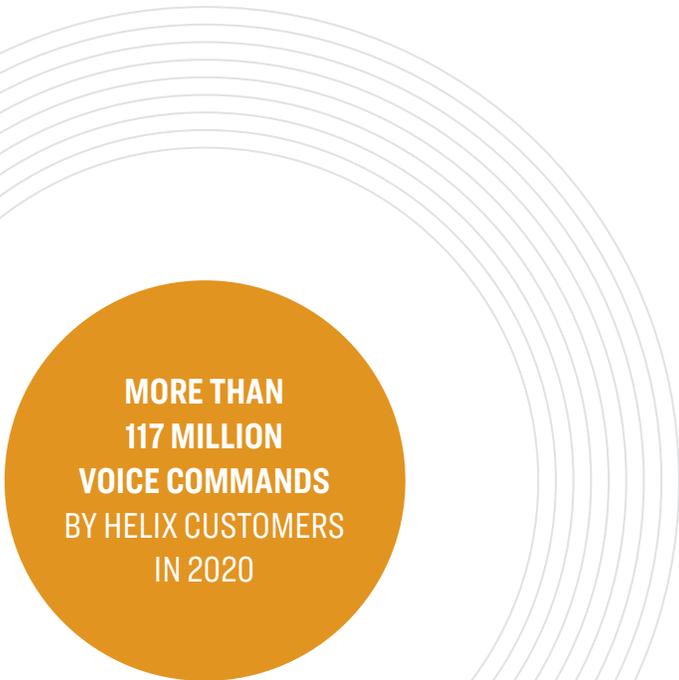
A partir de 90\$/mois

Frais d'équipements inclus
Tarif courant de 103 \$/mois

HELIX

Ça comprend que les grands-parents habitent loin.

APPLI HELIX TV



Québec content more popular than ever on Club illico

Of the 10 most popular series on Videotron's streaming platform, seven are Club illico originals developed, written, filmed and produced by local filmmakers: *La vie compliquée* de Léa Olivier, *Mon fils*, *La Faille*, *L'Académie* season 3, *Léo* season 2, *La dérape* season 3 and *Rue King*.

CLUB ILLICO

Club illico, launched in 2013, is the online entertainment platform with the largest selection of French-language content of any subscription video-on-demand service in Canada. It offers unlimited access to an impressive catalogue of original content developed jointly with Quebecor Content, as well as films, exclusive series, children's programs, documentaries and concerts from major studios at home and abroad.

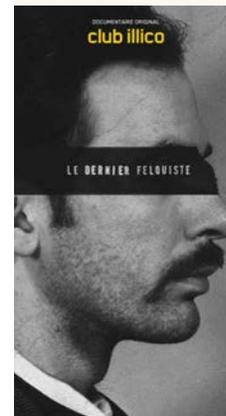
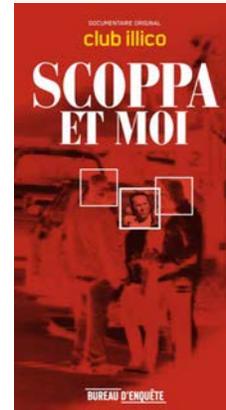
Record number of original productions

Club illico's 2020-2021 program line-up brought its nearly **470,000 subscribers** across Québec an even greater diversity of genres and an array of new Québec creators.

In view of the increased importance of home entertainment in Quebecers' daily lives since the pandemic began, Club illico reaffirmed its **fundamental commitment to investing in the production of local content of all kinds**. Its catalogue of more than 50 original productions and first-window releases of the French versions of some 100 foreign series entertained hundreds of thousands of subscribers with all-French programming, answering the call to buy local and support Québec culture.

Club illico moves into movies

To further diversify its original productions and continue to play a leading role in maintaining the vitality of Québec culture, Club illico announced plans to participate in the **production of Québec films**, in collaboration with Quebecor Content. Financing for four promising feature films has been confirmed, in partnership with various industry players.



Some original productions on Club illico in 2020

- **Original series:** *L'appartement*, *La vie compliquée* de Léa Olivier, *Mon fils*, *L'Académie* season 3, *Rue King*, *La dérape* season 3, *Escouade 99*.
- **Original documentaries:** *Pandémie*, *En fugue*, *Le dernier felquiste*, *Lara*, *Frontière*, *Supernaturel*, *histoires de vin nature*, *Coroner*, *la voix des victimes*, *Le marché du K.O.*
- **In-depth reports from the Quebecor Investigative Bureau:** *Kumtor*, *Affronter l'inconnu*, *La Manic*, *Scoppa et moi*, *Indignité*.



SALES FORCE DELIVERS RESULTS

In 2020, the **retail network's** points of sale and Neighbourhood Marketing team continued contributing strongly to Videotron's performance, despite the pandemic and the closing of stores for several months. Formerly known as Residential Sales, the Neighbourhood Marketing team is a residential sales leader dedicated to acquiring new customers.

New-style retail locations

The retail network underwent a major transformation in 2020 that took it from the transactional age into the relationship era. It took advantage of the closure of non-essential stores during the lockdown to renovate a number of locations, in conjunction with the franchisees.

The **new-generation store** configuration, dubbed "Albatross," is a people-centric concept that invites customers to incorporate technology into their lives. It provides visitors with an unrivalled, unique experience that differentiates Videotron through its focus on personalization and proximity.





VIDEOTRON BUSINESS AND FIBRENOIRE

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

Exceeding customer expectations

In 2020, **Videotron Business** moved nimbly to seize every opportunity to help its clients maintain or resume their operations during the pandemic. Videotron Business drew on the close relationships and bonds of trust it has built with its customers, and its understanding of their issues, to exceed their expectations and achieve high satisfaction levels under the unusual circumstances.

Beyond telecom

The forward-looking Business division made intensive efforts in 2020 to develop **agile and innovative new products**. Its goal is to serve its customers beyond connectivity with comprehensive solutions tailored to organizations and businesses of all sizes.

To address the needs of organizations in the new work landscape, Videotron Business introduced a set of **solutions to support telework**. They are designed to improve teamwork, security and productivity for teams working from home in all industries, regardless of connection type.

The recent addition of managed services was met with a positive response from customers. New offerings such as next-generation network services, IP Telephony and Wi-Fi Pro improve connectivity and deliver turnkey solutions. These new growth drivers round out Videotron Business' line of services and make it a complete tech provider.

Solid foundations to support growth

Videotron Business strengthened its leadership status in 2020 with customized solutions, ongoing support and the best customer experience. It has the capacity to fully meet businesses' current needs and support their efforts to conquer new markets.

MAtv

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

REFLECTING LOCAL COMMUNITIES

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

LA CHAÎNE POSITIVE: SPREADING HOPE DURING THE PANDEMIC

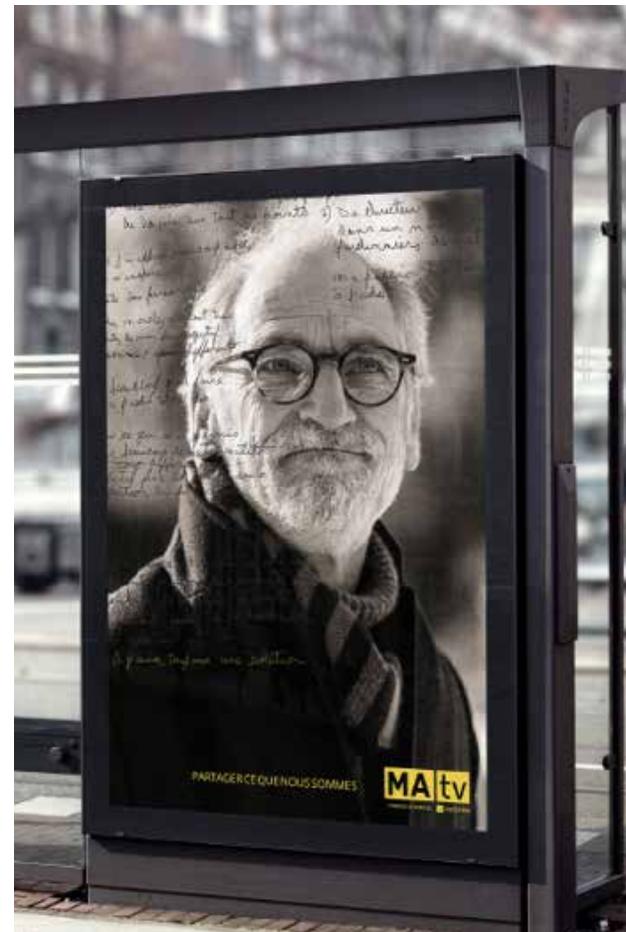
La Chaîne positive was a new series born during the depths of last spring's lockdown, echoing the slogan "It's going to be OK." Adapted for every region of Québec and produced entirely remotely, the show shared inspiring ideas and useful resources from local organizations and community members. Its goal was to spread hope and create a sense of community during this difficult time.

Over 250 local organizations and businesses, 76 citizens and 75 artists spread positivity through the series, which reached nearly 80,000 people over social media from April to June 2020. The numbers attest to the strong civic spirit of Videotron customers across Québec.

MAtv and its partner community television channels in 2020

... Over 2,500 hours of original content were produced by MAtv's dedicated teams, with the support of volunteers who contributed over 7,000 hours of their time

... 204 proposed program ideas helped enrich MAtv's schedule and bore witness to the vitality and diversity of the regions served by Videotron



SHARE WHO WE ARE

In February 2020, MAtv launched a large-scale campaign under the slogan "Share Who We Are" to raise awareness of the channel and its role as a mirror of Québec society, in all its diversity. Using a concept and storytelling approach focused on the differences that unite us, MAtv presented a series of videos telling the true stories of ordinary people who have done extraordinary things. The campaign underscored MAtv's strength: its ability to shine a light on our communities and to proudly celebrate our differences, whatever they may be.



Fierté Montréal 360 and Intersectionnalité



Quartier de l'innovation de Montréal



Histoire de champs



MUZ



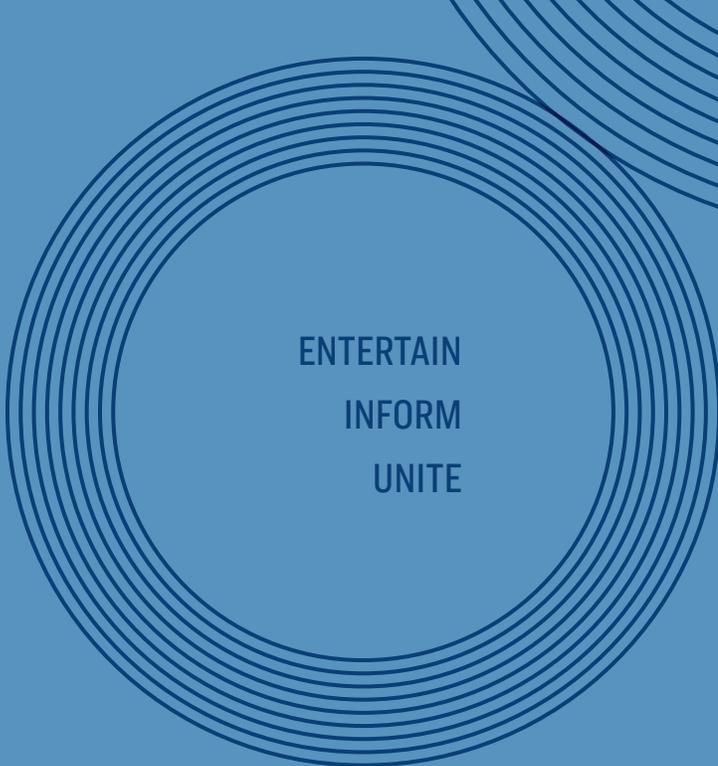
Ecrire sa vie!



Parler d'argent, c'est pas stressant

PROGRAMS BY AND FOR CITIZENS

- ***Fierté Montréal 360 and Intersectionnalité:*** Wide-ranging expressions of LGBTQ+ diversity, in partnership with the Montréal Pride Festival.
- ***Histoire de champs:*** A regional program that tells the stories of Outaouais food producers and connects consumers with local farmers.
- ***MUZ:*** A music program showcasing the varied types of genre-blending music performed at the big annual MUZ festival.
- ***Quartier de l'innovation de Montréal:*** A journey into innovation and the projects that are putting Montréal on the map.
- ***Parler d'argent, c'est pas stressant :*** A regional show about finance for millennials, featuring tips and advice.
- ***Écrire sa vie !:*** Janette Bertrand hosts inspiring, supportive workshops that encourage seniors to try their hand at writing their autobiography.



ENTERTAIN
INFORM
UNITE

MEDIA

TELEVISION AND CINEMA

TVA Network and specialty channels

MELS

Incendo

TVA Films

Quebecor Content

NEWSPAPERS

Quebecor newspapers

Investigative Bureau

QMI Agency

DIGITAL

QUB radio

24 heures

NumériQ

QUB musique

MAGAZINES

TVA Publications

DISTRIBUTION

Messengeries Dynamiques

Messengeries A.D.P.

OUT OF HOME

ADVERTISING SALES

BOOKS

Groupe Homme

Groupe Ville-Marie Littérature

Groupe Librex

CEC Publishing



TELEVISION AND CINEMA

TVA and its specialty channels – LCN, TVA Sports, CASA, addik^{TV}, MOI ET CIE, Prise 2, YOOPA, Évasion and Zeste – are an institution on Québec’s television landscape. Their strong commitment to original productions and diverse content have earned the loyalty of audiences and made them Quebecers’ preferred destination for entertainment, news and shared experiences.

REVAMPED IDENTITY FOR TVA

In November 2020, the **TVA network** unveiled a major repositioning under the theme “**On se reconnaît**” (meaning both we see ourselves and we recognize each other). It adopted a new brand strategy and introduced a new digital destination: TVA+. In keeping with its desire to reflect the experiences of people across Québec and to be an important part of their daily lives, the flagship brand beloved by Quebecers for nearly 60 years was updated with a forward-looking look, while staying true to its personality and cultural heritage. The unifying vision behind the repositioning encompasses all of TVA’s areas of activity, from its employer brand to on-air content and digital platforms. Since news is a pillar of TVA, the TVA Nouvelles brand was also revamped. The TVA Sports brand will be updated in 2021.

“TVA has a special place in people’s hearts, and we are very appreciative of that. We are proud of our commitment to Quebecers and Québec culture, of the close relationship we have developed with our artists, our crews and our audiences, and of our unique ability to inform and to create major entertainment events.”

– France Lauzière, President and CEO of TVA Group and Chief Content Officer of Quebecor Content

TVA+ is all the TVA content audiences love and more

More than just a TV network, TVA is a content ecosystem. **TVA+** was launched to reflect this vision and let Quebecers watch their favourite programs on the website and app. TVA+ also gives access to the TVA live stream, thousands of hours of on-demand entertainment, many full TVA programs and series, and a selection of content from the specialty channels. TVA+ will be enhanced in the coming months as it evolves into a complete digital platform.

TVA brings generations together

TVA supported its viewers with news and entertainment throughout the year. It was a unifying force, increasing its market share among conventional channels in all age groups in 2020, including a 4-percentage-point rise in viewership in the 18-34 demographic, and registering a live viewing rate of 90%. TVA was the place where generations came together in 2020.



TVA and its specialty channels maintain their connection with viewers

TVA and its specialty channels built on their close relationship with viewers to achieve a combined 40.6% market share in 2020. Propelled by unifying content that Quebecers relate to, TVA remained the most popular network with a 24.2% market share in 2020, and had the most-watched specialty channels, with a 16.4% market share.



There for viewers during the crisis

Although some non-essential programs, such as dramas and variety shows, had to be cancelled or postponed to comply with government directives, the TVA team drew on its creativity and agility to offer Quebecers comforting and hopeful content.

Case in point: **Ça va bien aller**, a program developed in only 10 days by Quebecor Content and Trio Orange, which reached a daily audience of nearly a million. The television benefit event **Une chance qu'on s'a**, produced by Productions Déferlantes, TVA, Télé-Québec and the Government of Québec, was seen by 2,330,000 viewers and raised \$2 million for organizations that help isolated seniors and victims of domestic violence.



Viewers flock to TVA Nouvelles and LCN for vital news coverage

Throughout the pandemic in 2020, **TVA Nouvelles** and **LCN** were Quebecers' chosen source of information. The news crews worked tirelessly on the frontlines and did outstanding work. Viewership and traffic on the TVA and LCN platforms demonstrated the importance of their reporting. Quebecers had their eyes glued to the *TVA Nouvelles* 6 p.m. newscast, which drew a combined audience on TVA and LCN of more than one million viewers 117 times during the year. The average combined viewership was 976,000, more than double that of its nearest rival.

On s'appelle spreads holiday cheer

In December 2020, TVA launched **On s'appelle**, an appeal for Quebecers to reach out by calling people in their social circle who were alone over the holidays. A number of TVA Group personalities participated and encouraged viewers to do the same.

Bold, varied programming that speaks to Quebecers

As a creator of content that engages viewers and reflects their lives, TVA brought Quebecers compelling programming suited to the times. Its schedule was overhauled in a matter of months in response to the public health crisis and viewers' new circumstances, with a mix of original productions, new programs and returning favourites.

TVA and its specialty channels renewed their commitment to original content in 2020 by greenlighting 73 Québec productions despite the pandemic, including 32 new shows.



La tour

Produced by Trio Orange in collaboration with Quebecor Content, this unique program became a not-to-be-missed segue into the evening, averaging nearly 800,000 viewers.



Épidémie



Si on s'aimait

New original productions

- La tour*
- Épidémie*
- Bijoux de famille*
- En studio*
- Si on s'aimait*



En studio



Bijoux de famille

Eagerly awaited shows

Fugueuse, season 2

Léo, season 2

L'échappée, season 5

Le Tricheur, season 10

La poule aux œufs d'or,
season 28

Ça finit bien la semaine,
season 11

Bien, season 4

Vlog, season 16

J.E., season 28



La poule aux œufs d'or, season 28



Viewers continued tuning in to *J.E.* for incisive investigative reporting. The show increased its audience by 8.5% to average 648,000 viewers and a market share of 20.7%, both of which were 1.3 times its closest rival's.

J.E.

La Voix: the place to be on Sunday night



The eighth season of *La Voix* continued to strike a chord with Quebecers, as evidenced by its average audience of 1,858,000.

Morning shows in tune with Quebecers



Salut, Bonjour!, *Salut, Bonjour! Week-end* and *Deux Filles le matin*: Gino Chouinard, Eve-Marie Lortie, Marie-Claude Barrette and their regulars were part of Quebecers' lives more than ever, with a remarkable 42% market share Monday to Friday and 3.1 million viewers per week, counting the numbers for the weekend edition.

Salut, Bonjour! Week-end



Recommitting to local news

TVA has reaffirmed its **commitment to local news** and its presence on the ground across Québec. The Québec City newscast has been expanded to one hour since February 2021, and the Sherbrooke, Trois-Rivières and Est-du-Québec stations, which reach Eastern Townships, Mauricie, Lower St. Lawrence and North Shore residents, have been airing newscasts in a new 30-minute format since March 2021. The extended newscasts are able to address local issues and concerns in greater depth in all parts of Québec and cover the local, regional and international news, arts, sports and weather that affect viewers' daily lives.

POPULAR SPECIALTY CHANNELS

TVA Group's specialty channels devoted to news, sports and entertainment are Québec's most-watched specialty services, with a 16.4% combined market share.

LCN: The trusted news source

In 2020, **LCN** held its No. 1 position among Québec's specialty channels with an 8% market share, a 3-point increase over the previous year. When the Québec government declared a state of emergency in March 2020, TVA Group was the first media organization to allow free access to its 24-hour news channel. LCN rose to second place among all channels, including the over-the-air networks, between 6 a.m. and 6 p.m., with a 14.1% market share, ahead of Radio-Canada (7.6%) and behind only TVA (25.2%).



**TVA'S SPECIALTY
CHANNELS
ARE THE MOST
WATCHED
IN QUÉBEC**

Winds of change at TVA Sports

With the sports world on hold for much of 2020, **TVA Sports** applied its creativity to keep Quebecers entertained. For instance, the channel aired major sports events from the past, such as the fabled Montréal Canadiens versus Québec Nordiques hockey games and legendary Québec boxing bouts.

Ever responsive to its viewers, TVA Sports made a strategic shift in 2020 based on fan profiles and sports viewing patterns, and transitioned to an innovative new format featuring digital-only sportscasts. TVA Sports also enhanced its programming with even more live sports coverage while continuing to air its flagship evening shows, such as **Dave Morissette en direct** and **JiC**.

TVA Sports announced the addition of new faces to its broadcasts of Montréal Canadiens games to complement solid veterans such as Dave Morissette and Louis Jean. Maxim Lapierre, Guillaume Latendresse and Alexandre Picard have joined the team, along with Elizabeth Rancourt, one of the first women to host NHL hockey nights, and double Olympic medalist Mélo die Daoust.



Elizabeth Rancourt

TVA Sports sets new record

The opening game of the Montréal Canadiens' hockey season on TVA Sports in January 2021 reached an average audience of 872,600 and peaked at nearly 1.2 million viewers. The last time a Canadiens regular season game on any channel drew more viewers was in 2017.

PROMINENT NEW CONTRIBUTORS AT TVA SPORTS



Jean-Charles Lajoie



Guillaume Latendresse, Louis Jean and Maxim Lapierre



Dave Morissette



Mélo die Daoust

Évasion

Évasion's audience grew 30% during summer 2020, compared with the same period the previous year. The new original production **Van Aventure** was its most-watched show during the period.

MOI ET CIE

MOI ET CIE set a new record in 2020, with an average weekly reach of one million viewers. Its rich and diverse programming appeals to an ever-expanding audience.

CASA

CASA had an outstanding year in 2020, with a 17% increase among young adults aged 18 to 34, a demographic whose loyalty can be difficult to secure.

Zeste

Zeste registered an 18% increase in its audience in 2020, thanks in large part to an impressive lineup of original productions featuring local chefs and local flavours to match the interests of Québec audiences.



Zeste – Station Potluck



Évasion – Van Aventure



Yoopa – Léna, rêve d'étoile



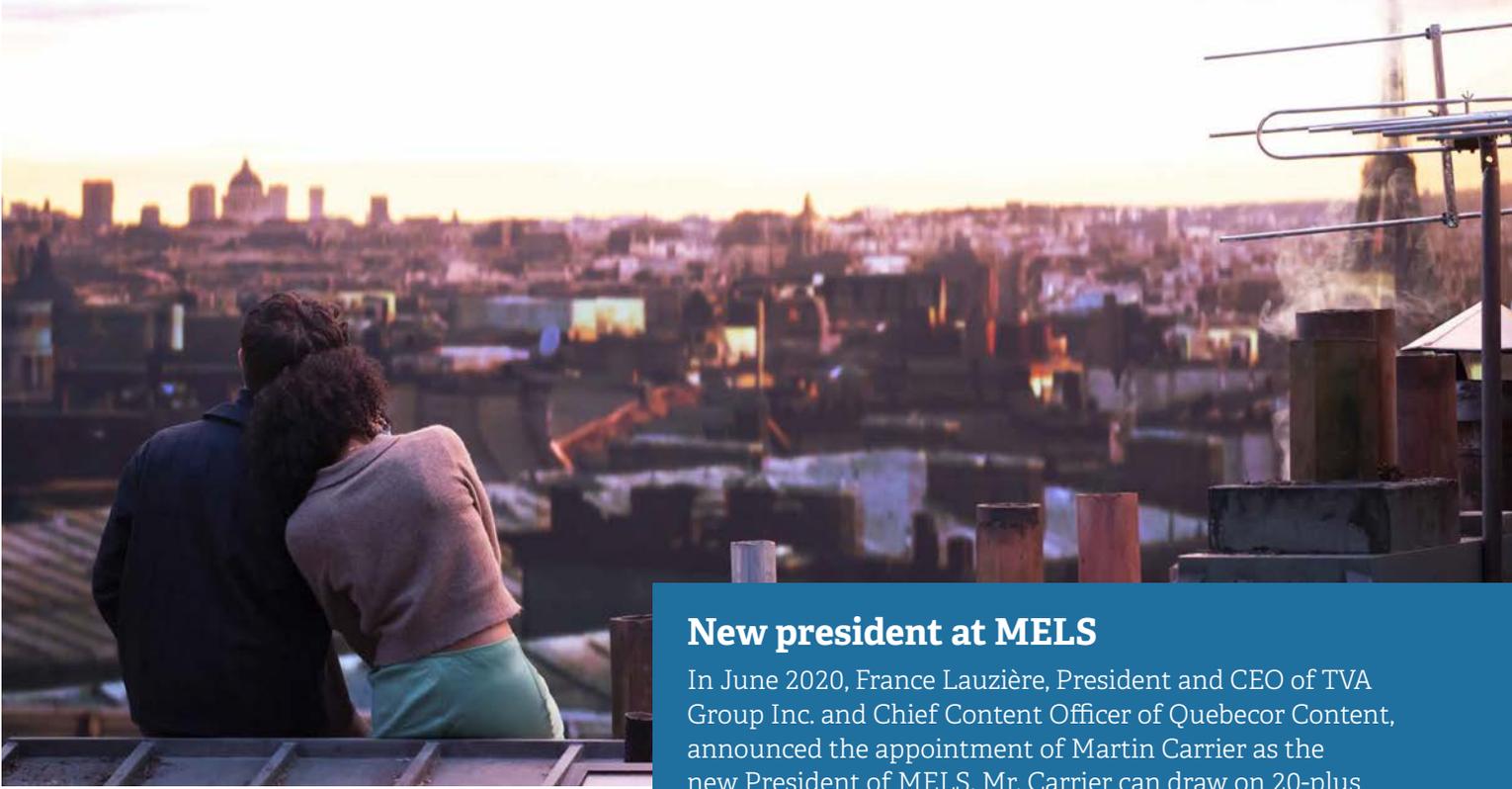
MOI ET CIE – Artiste maintenant majeur



Prise 2 – Taxi 0-22



CASA – Rénover pour louer



MELS

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 complement of services, including preproduction, filming, sound and picture postproduction, visual effects, virtual production, and physical and digital distribution.

2020 was a challenging year for the audiovisual production industry, which had to find ways to reinvent itself. For MELS, it was a unique opportunity to showcase its people's know-how and its ability to innovate under any circumstances by launching inventive projects that delivered the best to its customers.

MELS launches new virtual stage

To strengthen its position as a leading player in local and international markets, MELS made a technological shift by launching its new **virtual production stage** with an LED wall in October 2020.

Designed in collaboration with Solotech and powered by Epic Games' Unreal Engine technology, MELS' new service can be used by clients of all sizes to produce film, television, advertising, music and entertainment projects with greater creative freedom. The virtual stage is an innovative alternative to green screens that allows creators to produce realistic environments, interactive experiences and immersive virtual worlds with fewer constraints than ever before.

New president at MELS

In June 2020, France Lauzière, President and CEO of TVA Group Inc. and Chief Content Officer of Quebecor Content, announced the appointment of Martin Carrier as the new President of MELS. Mr. Carrier can draw on 20-plus years of experience managing and leading companies of international stature in his mission of pursuing MELS' development and accelerating its growth by combining a high-tech vision with the company's established expertise.

The virtual stage is also timely in view of the pandemic, as it facilitates physical distancing by reducing the size and scope of shoots, sets and crowd scenes.

The sound technology of the future

In a Canadian first, MELS obtained **Dolby Atmos 9.1.4 Home Entertainment** certification in September 2020, placing it at the forefront of sound mix design technology.

The certification, designed to guarantee optimal sound quality for moviegoers around the world, is reserved for companies that meet the highest standards. It confirms MELS' position as an industry leader in film production and postproduction. Dolby Atmos 9.1.4 certification will enable MELS to attract major projects and will extend their reach. This international recognition also opens new doors for MELS, as it can now meet the standards of content producers such as Netflix, which require Dolby Atmos 9.1.4 certification for their original productions.

Fonds MELS: \$1 million fund to support local production

MELS was proud to announce the 10 Québec feature films that were granted financing in 2020 from **Fonds MELS**, a fund created to support low-budget feature-length documentaries and fiction films. For the third consecutive year, it provided equipment rental, sound and picture postproduction, and visual effects services with a total value of \$1 million.

2020 Fonds MELS recipients

Les enfants du large

Written and directed by Virginia Tangvald
Produced by micro_scope and NFB

L'inhumain

Written and directed by Jason Brennan
Produced by 10614726 Canada inc.

Sam Tata dans les villes

Written and directed by Manon Cousin
Produced by Cent Trente 8 Films

305 Bellechasse

Written and directed by Maxime-Claude L'Écuyer
Produced by Tulp Films

La bataille pour l'âme du Québec

Written and directed by Francine Pelletier
Produced by Periphéria

Cette maison

Written and directed by Miryam Charles
Produced by Embuscade Films

Billy

Written and directed by Lawrence Côté-Collins
Produced by COOP Vidéo

Jouvencelles

Written and directed by Fanie Pelletier
Produced by 9400-7572 Québec inc.

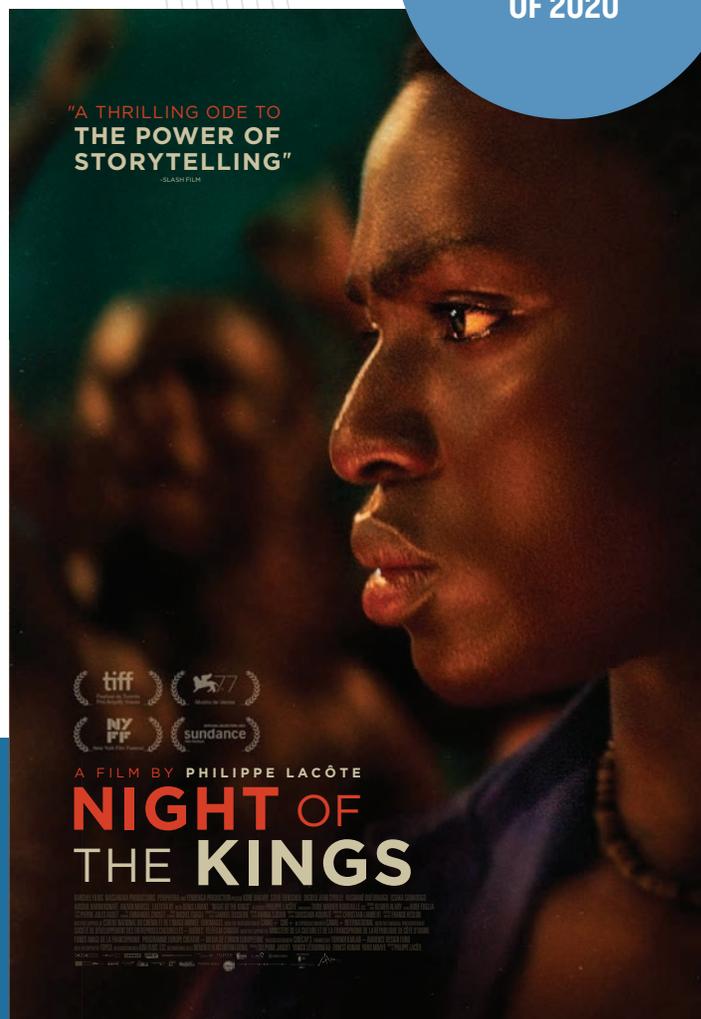
Le plein potentiel

Written and directed by Annie St-Pierre
Produced by Métafilms inc.

Niagara

Written and directed by Guillaume Lambert
Produced by Entract Studios

ONE OF
ROLLING STONE'S
20 BEST MOVIES
OF 2020



Acclaim for *Night of the Kings*

Having contributed to the production's success, MELS is proud of the accolades the movie has received. *Night of the Kings* was ranked 14th on *Rolling Stone* magazine's list of the 20 best movies of 2020 and has garnered sustained attention since its release. MELS professionals worked on the colour correction, film finishing, sound design and distribution.

MELS' world-renowned expertise and services

- 20 **soundstages** in Montréal, Saint-Hubert and Québec City, with a total floor area of 212,395 square feet
- **Production offices** with an area of 96,880 square feet
- **Visual effects** expertise applied in large-scale new projects for Netflix, Amazon Prime and Sony in 2020
- Brand-new state-of-the-art **virtual stage**
- Leading-edge **sound services** that obtained Dolby Atmos 9.1.4 certification in 2020
- **Film and video finishing, editing, dubbing and advertising postproduction** services provided for a wide range of local and foreign projects
- New **mobile production** service with lightweight video cameras
- Canada's only **photochemical lab**
- Hundreds of **local and international projects** in 2020, including:
 - *Le guide de la famille parfaite* (KO 24)
 - *Épidémie* (Sphère Média)
 - *Ligne de fuite* (Cinémaginaire)
 - *Baby Sitter* (Amérique Film)
 - *Maria Chapdelaine* (Pionniers Productions inc.)
 - *Coda* (Vendôme Pictures / Pathé Films)
 - *Jupiter's Legacy* (Netflix)
 - *Bill and Ted Face The Music* (MGM)
 - *The Glorias* (FilmNation / Amazon Studios)
 - *The Map of Tiny Perfect Things* (FilmNation / Amazon Studios)
 - *Home Alone* (Disney)
 - *Moonfall* (Centropolis Entertainment)
 - *The Moodys* (FOX)



INCENDO

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

Record-breaking year for shoots

Nearly 20 years after its foundation, **Incendo** embarked on a major transition from making thrillers to romantic comedies. The move was a response to an increase in demand in the international market, and has proven profitable. Despite the overall slowdown caused by the pandemic, Incendo increased its output. It produced seven movies in 2020, including two coproductions with New Zealand, all while observing stringent health measures to prevent infection on the set.

Incendo's productions are distributed in over 160 countries and their multiple broadcasts are seen by millions of viewers. Some are also available on international platforms such as Netflix, Amazon Prime and Roku, increasing their visibility and their reach.

To capture synergies between TVA Group subsidiaries and maximize revenues, Incendo and TVA Films are working together to optimize the distribution of its titles on digital and television platforms.

In 2020, Incendo also entered into a distribution agreement whereby it will manage Canadian sales of unscripted programs from FOX Entertainment. The FOX brands and franchises that will be represented by Incendo include a number of popular entertainment series and eagerly awaited new releases, such as *The Masked Singer*, *Gordon Ramsay's 24 Hours to Hell and Back* and *Ultimate Tag*.



Industry award for Incendo

The Incendo-produced film *Thicker Than Water* won the 2020 WGC Screenwriting Award in the "MOW & Miniseries" category and picked up three nominations at the 2020 Canadian Screen Awards.

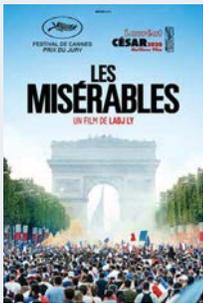
TVA FILMS

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

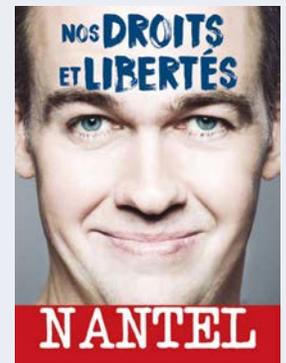
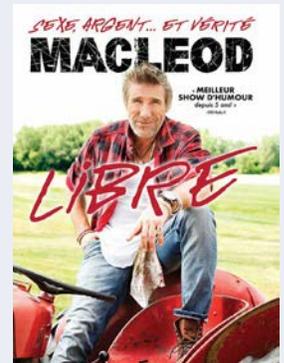
The distributor that brings Québec talent to the world

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 web. TVA Films also offers movie buffs high-quality award-winning productions from around the world.

- *Les Misérables*, directed by Ladj Ly (winner of the César for best film)
- *Sorry We Missed You*, directed by Ken Loach
- *Hope Gap*, starring Annette Bening
- *Military Wives*, starring Kristin Scott Thomas
- *The Glorias*, starring Julianne Moore
- *Seberg*, starring Kristen Stewart
- *Spy Cat*
- *SamSam*, the animated film based on the popular Québec television series and comic book



- Simon Leblanc, *Malade*
- Peter Macleod, *Libre*
- Anthony Kavanagh, *Showman*
- Guy Nantel, *Nos droits et libertés*
- Mariana Mazza, *Femme ta gueule – le film*



QUEBECOR CONTENT

Quebecor Content is a separate business unit that creates, develops, exports, and acquires the best French-language content from Québec and elsewhere, and distributes it on Quebecor's platforms. As the partner of choice of Québec producers and artists, Quebecor Content is proud to bring Québec talent to wider audiences, both in Québec and on the international stage.

Ongoing commitment to original productions

Despite the challenges created by the pandemic, including the suspension and postponement of many shoots, **Quebecor Content** maintained its commitment to Québec content with **91 original productions released in 2020** on TVA Group's various platforms and on Club illico.

Quebecor Content applied its creativity to quickly adjust its content strategies and continue producing a competitive mix of variety shows, documentaries and dramas.

Variety and unscripted programs

<i>La Voix</i>	<i>Rue King</i>
<i>Ça va bien aller</i>	<i>Le grand show: Une chance qu'on s'a</i>
<i>La tour</i>	<i>En studio</i>
<i>Bijoux de famille</i>	
<i>À tour de rôles</i>	

Dramas

<i>La Faille</i>	<i>Fugueuse</i>
<i>Épidémie</i>	<i>L'échappée</i>
<i>Mon fils</i>	<i>L'heure bleue</i>
<i>La vie compliquée de Léa Olivier</i>	<i>En tout cas</i>
	<i>Escouade 99</i>

Documentaries and docu-reality

<i>Si on s'aimait</i>	<i>Les Rose</i>
<i>Coroner, la voix des victimes</i>	<i>Lara</i>
<i>Le dernier felquiste</i>	<i>Supernaturel</i>



Rue King



Bijoux de famille



À tour de rôles



Mon fils



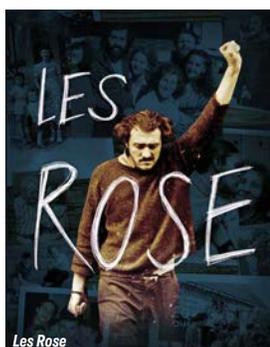
Épidémie



Coroner, la voix des victimes



Escouade 99



Les Rose



Supernaturel

First original films now in production

To further diversify its offerings of original French-language content, Quebecor Content re-entered the Québec film production market and is collaborating with Québec producers, distributors and talented filmmakers on its first four feature films:

- *Babysitter*, a film adaptation of the play by the same name written by Catherine Léger, directed by Monia Chokri
- *Maria*, a comedy created and written by Mariana Mazza and Justine Philie, directed by Alec Pronovost
- *Niagara*, a tragicomic road movie written and directed by Guillaume Lambert.
- *Sam*, a drama directed by Yan England, co-written with André Gulluni

Acquisitions that delight Québec audiences

In addition to its original productions, Quebecor Content buys the best titles available on the international marketplace and brings them to Québec audiences, in French. The award-winning productions, must-see franchises and unforgettable series acquired by Quebecor Content reach huge audiences and contribute to the success of Quebecor's platforms. Examples include *Le bon docteur* (*The Good Doctor*), *9-1-1* and *La recrue* (*The Rookie*), which air on TVA, *Veronica Mars*, available on Club illico, and *Le fils prodige* (*Prodigal Son*) on addikTV.

Exporting Québec talent

Quebecor Content leverages the close relationships it has developed with the world's largest television and film players to market its original productions and formats around the world.

Quebecor Content grew its international distribution revenues in 2020 despite the pandemic. In addition to sales of formats, such as *Fugueuse* in France and *Dance Revolution* in China and Russia, sales of drama series to other markets rose significantly.

Exports of Quebecor Content original productions in 2020

Drama series sold abroad

Boomerang
Léo
Les beaux malaises
Pour Sarah
Épidémie
Les honorables
Victor Lessard
La vie compliquée de Léa Olivier
La Faille

Formats produced or in production abroad

Dance Revolution, season 2, in China
Dance Revolution, season 2, in Russia
Fugueuse, in France





QUEBECOR
NEWSPAPERS:
LANDMARKS ON
QUÉBEC'S MEDIA
LANDSCAPE

NEWSPAPERS

Newspapers are the pillars on which Quebecor was built. Today, Quebecor is the largest press group in Québec by reach: together, its newspapers are read by more than 3.7 million Quebecers on all platforms every week.

QUEBECOR'S NEWSPAPERS: MORE ESSENTIAL NOW THAN EVER BEFORE

Quebecor's newspapers have long been an integral part of Québec's media landscape and in 2020 they played a vital role in the daily lives of Quebecers, as their relevance and importance were dramatically amplified by the public health crisis. After more than a year of living in a pandemic, readers remain as numerous and loyal as ever. The newspapers' weekly multiplatform reach is impressive: more than 3.7 million readers in Québec, or 1 in 2 Quebecers.

As Québec experienced an unprecedented situation due to the COVID-19 crisis, **Le Journal de Montréal** and **Le Journal de Québec** stayed true to their primary mission: informing, entertaining and advocating for their readers, 24 hours a day, 7 days a week, on the platform of the reader's choice, including print.

On the strength of significant investments in quality content and investigative journalism, Quebecor's newspapers continue to be a reliable and essential source of information in a world where fact and fiction can be difficult to distinguish.



Special reports on the subjects that matter

- A foray by journalists into senior homes, among healthcare workers, in the middle of the pandemic
- A monthly feature on the race to find COVID-19 treatments
- First-hand accounts from healthcare workers, personal support workers and COVID-19 survivors
- A special issue on food self-sufficiency in Québec
- The Journal's first-ever Cégep rankings of more than 50 Québec junior colleges



Promoting public debate in Québec

*Le Journal de Montréal, Le Journal de Québec, TVA, LCN and QUB radio are proud to be among Québec's most vibrant forums for debate. In 2020, they joined forces to launch **Faites la différence**, an initiative to share opinions contributed by readers, viewers and listeners, and give them wider exposure. The most noteworthy comments were reproduced across Quebecor's various platforms and some of their authors were invited to discuss their ideas on air at TVA, LCN or QUB radio.*

Rich content and a plurality of voices

Throughout the pandemic, the team of journalists and columnists at *Le Journal de Montréal* and *Le Journal de Québec* have worked tirelessly to bring readers complete daily news coverage, exclusive stories and opinion pieces from diverse perspectives. They produce one of the largest bodies of content in Québec.

The newspapers' opinion pages, among the most diverse in Québec, were enriched in 2020 by the arrival of new columnists, including ecosociologist Laure Waridel, former Minister of Culture and Communications Maka Kotto, and actress/author Danièle Lorain.

Content for the crisis

In addition to extensive coverage of the evolving pandemic, *Le Journal de Montréal* and *Le Journal de Québec* developed new content to reflect their readers' changing concerns. The **money section** focused more on the local economy, with the addition of a Buy Local column, and a 17-page special on relaunching Québec's economy was published in November 2020. The **weekend insert** was reworked to keep readers abreast of the latest Québec cultural news, despite the suspension of many events. New sections on games, health and working from home were also added.

Home delivery 7 days a week, even during the pandemic

Throughout the pandemic, door-to-door delivery of *Le Journal de Montréal* and *Le Journal de Québec* continued 7 days a week. Quebecor and its carriers were determined to maintain the unique service regardless of circumstances.

LE JOURNAL DE MONTRÉAL: A SPECIAL PLACE IN QUEBECERS' HEARTS

Le Journal de Montréal is Québec's top daily, with more than 3.1 million readers per week across all platforms. It now has 667,000 more readers than its closest rival, *La Presse*, a 27% gap. Quebecor takes pride in its business model, which continues to embrace print. Readership of the *Journal de Montréal*'s print edition, published 7 days a week, remained stable compared to 2019, with over 2.2 million readers per week.

LE JOURNAL DE QUÉBEC: FAR AHEAD OF THE COMPETITION

With a weekly cross-platform readership of 1,675,000, *Le Journal de Québec* reaches 105% more readers than its main rival. It is the only daily in the Québec City region that is still published 7 days a week. The solid performance preserved *Le Journal de Québec*'s stature as the uncontested leader in Québec City in print, in digital and on all platforms combined.

WEEKLY CROSS-
PLATFORM REACH OF
MORE THAN 3.7 MILLION
READERS IN QUÉBEC

Digital platforms growing in popularity

Quebecor's newspapers are reaching a growing number of Quebecers through digital technology, including the J5 mobile app. In 2020, digital readership increased by 20% at *Le Journal de Montréal* and 31% at *Le Journal de Québec*.



Printing plants serving Quebecor newspapers and external clients

Quebecor's **Mirabel Printing** subsidiary prints *Le Journal de Montréal* as well as newspapers and flyers for other customers.

In 2020, despite the pandemic and the lockdown, Quebecor's printing plants were able to maintain their operations and even landed a number of new printing and inserting contracts as a result of their teams' marketing efforts in the Canadian and US newspaper and retail markets. The company signed printing agreements for nine US titles, including a daily and three weeklies owned by O'Rourke Media, as well as for the publications *Info Dimanche*, *Journal les 2 vallées*, *La Voix régionale*, *Epoch Times Ottawa* and the community newspaper *Le Monde*.

There was growth in the flyer printing segment as well with the signing of new clients, including Sleep Country, Dormez-vous, Tepperman's and Audio 2000.

Quebecor also owns printing presses in Québec City, where it prints *Le Journal de Québec*.

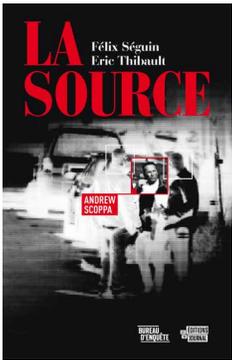
INVESTIGATIVE BUREAU

The Investigative Bureau, a team of news professionals drawn from all of Quebecor's media outlets, produces texts for the Corporation's newspapers, websites and news media apps, reports for television, documentaries available on Club illico, interactive special reports for the web, books, and podcasts for QUB radio.

JOURNALISTIC RIGOUR IN THE PUBLIC INTEREST

In 2020, Quebecor's **Investigative Bureau** tirelessly pursued its mission of defending the public interest, despite the conditions created by the pandemic. It produced more than 200 news articles and reports that were carried by Quebecor's media outlets and its various platforms. A new municipal investigative bureau was established to report on ethical compliance by municipal officials across Québec.

The Investigative Bureau set the standard for probing journalism and provided Quebecers with information they need to know. Its reports exposed a plethora of scandals that would otherwise have remained buried and led to changes in dubious practices.



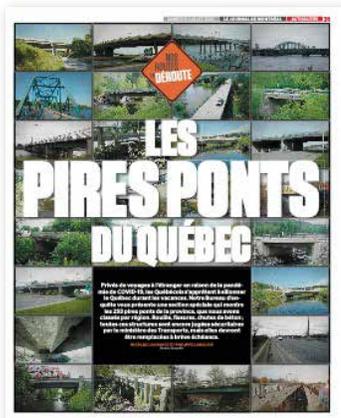
The book *La Source* (Éditions du Journal) revealed inside information about organized crime in Montréal, based on the Investigative Bureau's interviews with Mafia figure Andrew Scoppa.



Original video stills showed a Hydro-Québec architect accepting an envelope stuffed with cash from one of the public utility's suppliers.



A hard-hitting investigation led to shocking revelations about gifts from Loto-Québec to Montréal organized crime kingpins.

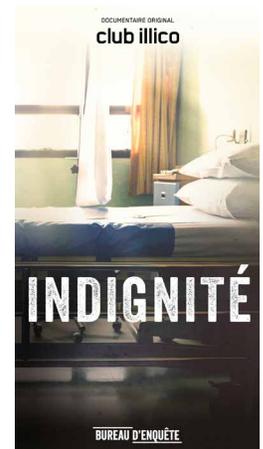


Major reports were published on the state of Québec's lakes and most dangerous bridges, overpasses and roads.

QMI AGENCY

QMI Agency is an integrated wire service that supplies news articles and photos to Quebecor's media outlets. It provides 24-hour coverage of all the news in Canada, running the gamut from politics, business and the police beat to culture, lifestyles and sports. Its team of seasoned editors, journalists and photographers has been producing high-quality, rigorous reporting for print media, television and the Internet for more than 10 years.

Under the special circumstances of 2020, QMI Agency quickly geared up to provide reliable information and enable the public to track the pandemic's evolution. Even with all its newsroom staff teleworking, QMI delivered and met all expectations by creating high-quality, relevant content to satisfy the escalating demand for news.



Five documentaries based on in-depth reporting by the Investigative Bureau were produced and released on Club illico, including two on the fight against the COVID-19 pandemic.



**DRAMATIC
INCREASES
FOR QUB RADIO**

DIGITAL

QUB RADIO

QUB radio is an online channel created by Quebecor's NumériQ team that carries programs made for Quebecers by Quebecers, featuring talented contributors from all fields. It is bold, accessible and innovative. Since its launch in October 2018, QUB radio has constantly attuned its offerings to audiences' new listening habits. Its vast selection of programs, live streamed or on demand, and extensive catalogue of podcasts are available at all times on the Web or via the mobile app.

A year dominated by current events

Since its launch, **QUB radio** has carved out an enviable place on Québec's media landscape, with high-quality programs featuring seasoned hosts and columnists in conversation with the people who make the news.

In 2020, QUB radio's content was more focused than ever on current events. In the spring, the channel introduced special programming to follow the evolution of the COVID-19 crisis, and in the fall it provided extensive coverage of the US presidential elections.

101%

An average of over 450,000 users per month, a **101% increase** over 2019

97%

Over 13 million audio clips from podcasts downloaded, a **97% increase** over 2019

52%

Over 2.3 million unique visitors to the QUB radio website and app, a **52% increase** over 2019

22%

Over 15.6 million page views on the website and screen views on the QUB radio app, a **22% increase** over 2019

**Data for January 1 to December 31, 2020*

Big-name hosts and rich programming

Since its inception, QUB radio has relied on strong, credible personalities that audiences trust, as well as relevant new voices to ensure a plurality of opinion in its programs.

In 2020, Pierre Nantel took the helm of the morning show, while star host Benoit Dutrizac returned to the noon slot with a hard-hitting lunch-hour show.

QUB radio's programming was enhanced again in 2020 with the addition of eight new weekend radio shows to the schedule and, for the first time, original live programming during the holiday season.



En 5 minutes podcast wins at Canadian Podcast Awards

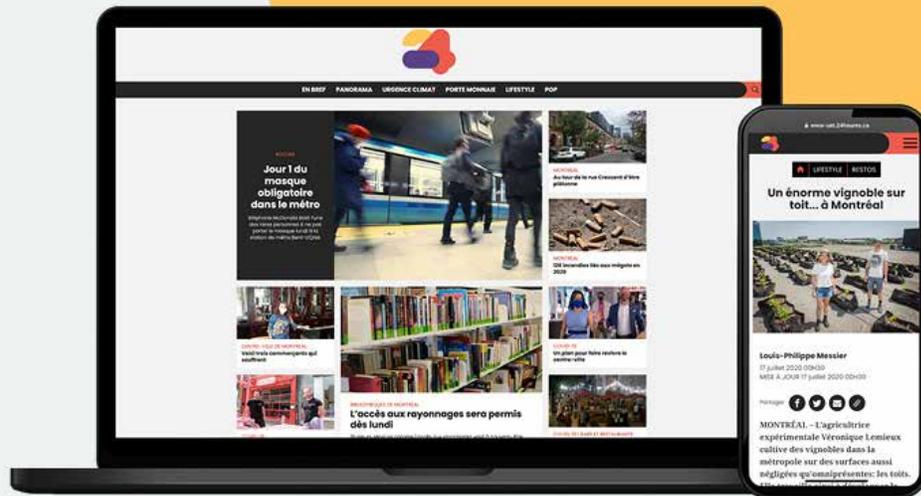
QUB radio won the award for **Best Francophone Series** at the 2020 Canadian Podcast Awards for **En 5 minutes**, an accessible podcast about science, history and current events. The **480-episode** series has been an enormous success, with more than **1.8 million downloads**.



The place to go for podcasts

QUB radio has become a key player in Québec podcasting, with a wide range of content: politics, history, sports, investigative journalism, culture, entertainment and science. In 2020, 19 new podcast series were launched, including the notable successes **Pourquoi Marie?**, **Le Casanova de Montréal** and **Passé date?**

QUB radio also makes its expertise available to many external clients and Quebecor subsidiaries. Examples include the new project **En privé SVP**, a podcast created for the digital brand **billie**, and several audio series on **QUB musique**.



The print newspaper reinvented

In addition to its new digital platform, *24 heures* publishes a free weekly paper distributed every Thursday in Montréal's public transit system. It contains in-depth reports and new sections, and sports a bold, colourful magazine-like look that reflects the new paper's personality.

24 HEURES

In February 2021, *24 heures* made a major shift to digital, in a repositioning spearheaded by Quebecor's NumériQ team. The new online platform is focused on news and entertainment, and aimed at a younger demographic. Its mission is to report, dissect and explain the news in a different way.

The new 24 heures

The publication Quebecers have known since 2003 unveiled a new platform and new identity in February 2021. *24 heures* is now solidly anchored in today's digital culture and the way young people consume content. The news is covered through the lens of the younger generations and the issues they care about, such as the climate crisis, social movements, politics, mental health, sexuality and ethical consumption.

To enhance its content, *24 heures* also relies on a whole ecosystem of brands that appeal to younger audiences, such as **billie**, **Porte-Monnaie**, **Pèse sur start**, **Le Sac de chips** and **Silo 57**.



NUMÉRIQ

NumériQ, Quebecor’s centre of digital expertise and innovation, is responsible for the creation and distribution of brand content, performance management and the marketing of digital content. It serves all Quebecor subsidiaries as well as external clients. It also administers social media, manages social media strategies, optimizes advertising, and conducts research and development. NumériQ is the creative force behind the development and management of QUB radio and QUB musique, as well as the new TVA+ and 24 heures platforms.

Quebecor’s websites among the best performing in Québec

Quebecor’s websites continued to perform strongly with a nearly 29% increase in page views compared with 2019. Revenues grew 23% over the previous year, despite the pandemic’s impact on advertisers’ revenues.

Flagship digital brands

NumériQ’s popular flagship brands, including **Le Sac de chips**, **billie**, **Pèse sur start**, **Porte-Monnaie** and **Silo 57**, continued to reach ever larger and more engaged audiences. They logged 600,000 visitors per week in 2020, and page views increased by nearly 119%.

These brands appeal to young people with their diverse content and unique tone. Since February 2021, they have also been supplying content for 24 heures’ new digital platform and its weekly print edition.

TVA+, a digital footprint created by NumériQ

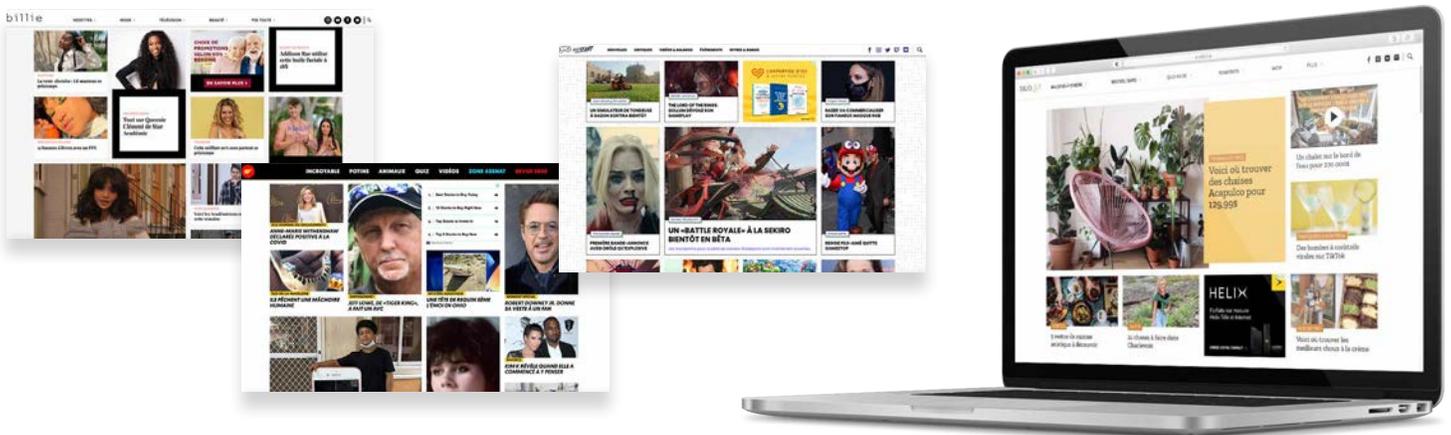
In 2020, more than 100 NumériQ associates contributed their technological expertise to create the infrastructure for the TVA+ platform. It went live in November 2020, in conjunction with the unveiling of TVA’s new brand image. Just three months after launch, more than 210,000 TVA+ user accounts had been created.

NumériQ’s content wins plaudits Digital Publishing Awards

The report *On brûle encore des déchets dans le nord du Québec*, posted on Tabloïd, won in the “Best online video - feature” category.

Canadian Online Publishing Awards

- Gold in the “Best Interactive/Infographic Story” category for the interactive COVID-19 tracker on the *Journal de Montréal* and *Journal de Québec* websites.
- Gold in the “Media – Best Video Content” category for *Le dernier trappeur*, a story posted on Tabloïd.
- Silver in the “Consumer – Best Video Content” category for *L’île verte*, a report posted on Tabloïd.

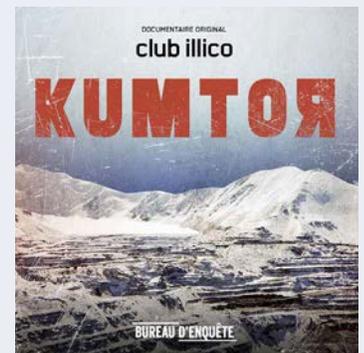


Proven expertise in video production

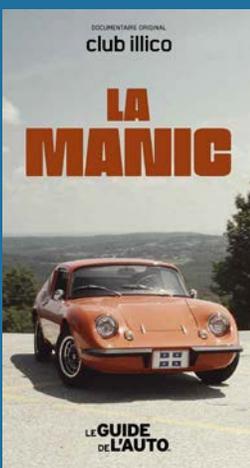
To fulfil its core mission of content creation, NumériQ continued putting its know-how into producing video content of all types to use for its digital brands, the Quebecor Investigative Bureau and external clients in 2020. It applied its cutting-edge expertise to 3D video and augmented reality in a number of innovative projects, including a 360-degree virtual tour of the *Onondaga*, the first submarine accessible to the public in Canada.

Some notable videos produced by NumériQ in 2020:

- **Affronter l'inconnu**, in collaboration with the Investigative Bureau, for Club illico
- **Entre 2 notes**, for QUB musique
- **Kumtor**, in collaboration with the Investigative Bureau, for Club illico
- **Tête première**, for Porte-Monnaie
- **Indignité**, in collaboration with the Investigative Bureau, for Club illico
- **En privé SVP**, for Billie
- **On brûle encore des déchets dans le nord du Québec**, for Tabloïd
- **Scoppa et moi**, in collaboration with the Investigative Bureau, for Club illico



Multiplatform Car Guide brand expands



In 2020, despite the pandemic and the slowdown in the automotive industry, the multiplatform *Car Guide / Guide de l'auto* brand continued to grow. The guideautoweb.com website saw an 18% increase in visits in 2020 compared with 2019. In addition to the release of the 51st edition of the popular *Guide de l'auto* book, columns in *Le Journal de Montréal* and on *Salut Bonjour!* and a weekly show on QUB radio, the brand produced its first-ever documentary, *La Manic*, available exclusively on Club illico.

QUB MUSIQUE

Launched in May 2020, QUB musique is a new music streaming service designed and created in Québec by Quebecor's NumériQ team. Accessible via a mobile app and on the web, QUB musique boasts a world-class music catalogue while providing an unrivalled showcase for Québec artists.

The streaming platform by Quebecers for Quebecers

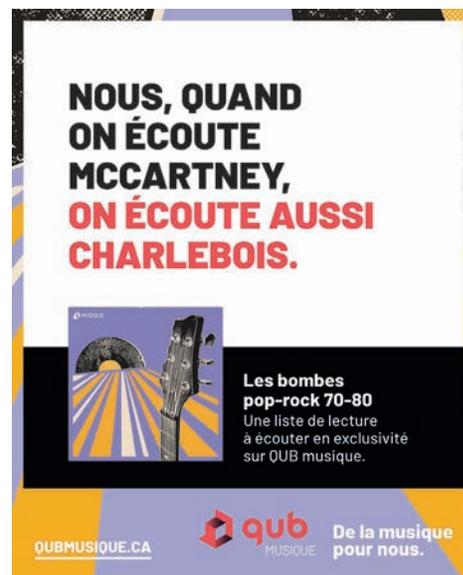
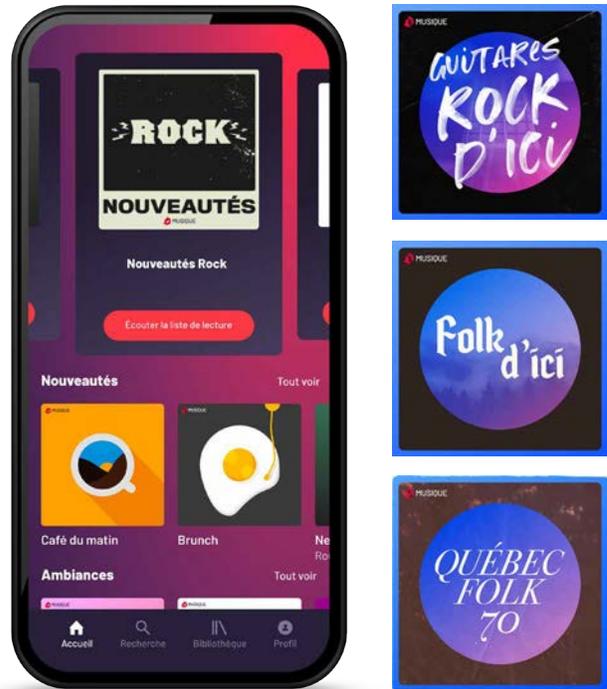
QUB musique is differentiated from the major international music streaming platforms by virtue of the fact that it is a service created in Québec that gives pride of place to the **promotion of Québec artists** and the **discoverability of Québec albums**. Its catalogue includes more than 60 million tracks available on demand and more than 2,500 playlists developed by local curators to match the tastes and needs of Québec listeners.

QUB Music offers a turnkey experience for music discovery and aims to create a connection between local artists and the public. Subscribers can access exclusive audio, video and text, create their own playlists and find out what their favourite artists are listening to.

A business strategy rooted in a commitment to artists

The COVID-19 crisis has hit the Québec music industry hard, and supporting local artists is more important than ever. The best way to do so is to listen to their music. To offer Québec musicians concrete support, Quebecor decided, in the midst of the pandemic, to move the launch of QUB musique forward to May 2020 in order to encourage the public to discover and enjoy the richness of Québec's music repertoire, on a Québec platform. QUB musique operates on a monthly subscription model and aims to better compensate Québec artists and rights holders.

Quebecor will continue to honour its commitment to Québec music by investing and innovating to make QUB musique a true ally for local music and artists.



**TVA PUBLICATIONS:
NO. 1 PUBLISHER
IN QUÉBEC AND KEY
MAGAZINE INDUSTRY
PLAYER IN CANADA**

MAGAZINES

TVA PUBLICATIONS

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

With 8.3 million readers across all platforms, **TVA Publications** held on to its status as Québec's top publisher and a leader in the Canadian magazine market.

In 2020, all of TVA Publications' French-language periodicals registered cross-platform readership increases. The gains reflect a deep and growing attachment to these magazines. The 21% increase in the 18-34 age group, in both print and cross-platform readership, indicates that the content is relevant to a generation that has many claims on its attention.

Content in sync with new realities

The pandemic shifted readers' concerns and the editorial teams responded by adapting the content of their magazines. TV viewing suggestions, recipes to try at home, tips for working from home and ways to keep children busy during lockdown were popular with readers. In ***Clin d'œil*** and ***Coup de pouce***, buying local, seasonal cooking and simplified beauty regimes took centre stage, while the pages of ***Les idées de ma maison*** featured laid-back living spaces, designs for home offices and backyards transformed into vacation spots.



Clin d'œil: still a leader after 40 years

In 2020, ***Clin d'œil*** marked 40 years of bearing witness to the lives of Québec women. It celebrated the milestone with a special issue that included a retrospective on important events since it was founded in 1980.

In its 40th year, ***Clin d'œil*** lengthened its lead among Québec fashion magazines with substantial increases of 18% in cross-platform readership and 15% in print to retain its position as THE authority for fashionistas.

Lifestyle magazines inspire more readers

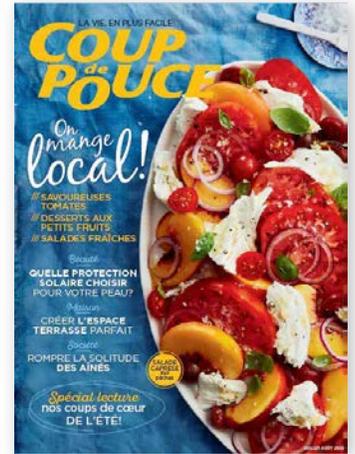
TVA Publications' lifestyle magazines **Coup de pouce**, **Bel Âge**, **Good Times** and **Canadian Living** held their popularity with Canadians, attracting 6.3 million cross-platform readers.

With nearly 1.3 million readers for its print edition, **Coup de pouce** was the most-read French-language paid-circulation magazine on the market. Meanwhile, its digital readership surged 37% in 2020. In its 45th year, the indispensable lifestyle magazine **Canadian Living** reached more than 4 million readers on all platforms and its digital readership grew by an impressive 44%.

The decorating authorities: *Les idées de ma maison* and *Style at Home*

Les idées de ma maison and *Style at Home* were the preferred home decorating sources in Canada with 2.9 million cross-platform readers, a 6% increase in 2020.

In Québec, *Les idées de ma maison* continued to be the pace-setter in home decoration with 734,000 cross-platform readers. *Style at Home* was a powerhouse in English Canada, reaching nearly 2.3 million readers and holding the No. 1 position in the decorating category among women aged 18+, 18-34 and 25-54, in both print and cross-platform.



Espaces celebrated its 25th birthday in 2020

Entertainment news draws Québec readers

Celebrity news remained ever-popular with Quebecers in 2020 and they turned to TVA Publications' stable of weeklies to stay connected with local personalities from the world of entertainment. In one indication of the strong interest, the 7jours.ca website logged more than 4 million page views per month in May and September 2020.



Zeste and **Coup de pouce** joined forces to present 85 of **Zeste's** best recipes in a special anniversary issue to mark the food channel's 10 years on air. The issue hit the shelves in September 2020.



For more than 20 years, **Cool!** has been covering everything teen: decoding the latest fashion and beauty trends, and tackling tough issues related to social media, the environment and mental health.



DISTRIBUTION

MESSAGERIES DYNAMIQUES

Messageries Dynamiques is the largest distributor of newspapers and magazines in Québec. Its extensive distribution network spans 6,650 retail points of sale and more than 274,000 households.

In 2020, **Messageries Dynamiques** distributed 87 million copies of newspapers, including *Le Journal de Montréal*, *Le Journal de Québec* and *Le Devoir*. It also distributed 23.2 million copies of more than 2,960 magazine titles, including *7 Jours*, *La Semaine*, *Écho Vedettes*, *Ricardo*, *Coup de pouce*, *Châtelaine* and, from France, *Paris Match* and *Science & Vie*.

To capitalize on its network and adapt its services during a challenging and unique year, Messageries Dynamiques added more than 50 new products for supermarket and convenience store shoppers to its catalogue, including face coverings and procedure masks.

Messageries Dynamiques also manages some of Quebecor's call centres. In 2020, it handled approximately 5,000 calls per week from clients of Quebecor newspapers and 1,300 calls from subscribers to TVA Publications magazines.

MESSAGERIES A.D.P.

Messageries A.D.P., the largest distributor and marketer of French-language books in both print and digital formats in Canada, is the partner and exclusive distributor of more than 260 Québec and European French-language publishers. It has unique reach and impact as a distributor and marketer to bookstores, mass retailers, schools and libraries.

Sales grow, basic services maintained

In 2020, **Messageries A.D.P.** distributed nearly 6.8 million copies of more than 67,000 book titles in Canada. Through effective management, Messageries A.D.P. was able to adapt and maintain all of its basic services during the pandemic, primarily deliveries of online sales by bookstores. Despite a decrease in delivery volume compared with 2019 due to the closure of bookstores and non-essential services, Messageries A.D.P. increased its net sales over 2019, due in large part to a significant drop in book returns.

OUT OF HOME

Quebecor Out-of-Home's unmatched market coverage and proximity to consumers make it the go-to partner for Québec advertisers. It has a 34% market share and the largest offering of urban furniture advertising in Québec, with over 4,200 advertising faces on transit shelters and on a fleet of some 900 buses strategically distributed across the Montréal, Laval, Longueuil, Sherbrooke and Lévis markets.

NEW ADDITIONS, EXPANSIONS AND INNOVATIONS

To meet changing market needs and hold its lead in digital out-of-home, Quebecor Out-of-Home continued expanding in 2020, installing nine new bus shelters with digital screens in Longueuil.

Programmatic advertising gives advertisers the extra edge

To make digital urban furniture advertising accessible to as many advertisers as possible, Quebecor Out-of-Home worked with the most innovative programmatic advertising firms to make it possible for clients to buy digital out-of-home advertising flexibly and in real time through a business-intelligence-driven online transactional site. As a result, Quebecor Out-of-Home's inventory is now available on the programmatic exchanges of leading platforms such as Hivestack, Campsite and Vistar.

Quebecor Out-of-Home can also enter into programmatic agreements with agencies using omnichannel purchasing platforms via Broadsign Reach. This new sales channel generated substantial revenue for Quebecor Out-of-Home in 2020 and will be at the centre of its sales growth strategy in the years to come.

Street-Level Tour: a virtual guided tour of urban furniture advertising

Street-Level Tour was launched to showcase Quebecor's high-quality urban advertising faces and their proximity to the public in residential neighbourhoods. The interactive platform was designed and developed in-house, under the restrictions necessitated by the crisis, to enable Quebecor Out-of-Home to continue business operations without compromising the customer experience and in compliance with health measures.



To spread comfort in difficult times, Quebecor Out-of-Home launched a campaign on TVA's social media to find Quebecers' best lockdown photos and displayed them on its digital transit shelters in Montréal, Laval, Lévis and Sherbrooke.



Quebecor Out-of-Home installed festive light structures on advertiser-selected transit shelters to raise the profile of its advertising faces during the holiday season.

ADVERTISING SALES

Quebecor's Advertising Sales service is a peerless partner for advertisers. It offers business solutions designed to activate and influence consumers at every stage of their buying journey and lets them capitalize on the unparalleled reach of Quebecor's advertising solutions, the convergence among its media platforms, and its strength in digital.

A FLOOD OF INNOVATIVE NEW PRODUCTS FOR ADVERTISERS IN 2020

Riding the wave of innovation in advertising technology, Quebecor Advertising Sales intensified its efforts in 2020 to develop innovative products and make them available to advertisers.

Quebecor launched **Quebecor ID**, a next-generation family of media placement, programmatic and audience solution products that enable advertisers to leverage the vast reach of Quebecor's advertising inventory and precise, anonymous targeting capabilities to optimize the performance of their campaigns.

- **QID Guichet:** a new self-service platform for digital banner campaigns that's easy to use and offers real-time monitoring and turnkey billing. With just a few clicks, SMEs can position their advertising campaigns in Quebecor's vast digital ecosystem.
- **Automated omni-channel synchronization:** a fully automated tool for synchronizing digital advertising activations with the air times of the advertiser's television commercials – a Québec first.
- **Receptivity™ targeting:** a world first based on patented technology from Québec-based CONTXTFUL, this new service supports the delivery of mobile campaigns in Quebecor's ecosystem that target the most receptive audiences in real time.
- **Native tiles:** a new service that features advertisers' content in premium inventory on Quebecor's digital platforms to deliver effective campaigns within a fully integrated environment.
- **Pause Ad:** a new premium advertising format that is activated when a user pauses a full-length video – a remarkably effective way to reach engaged users.



Hublo: A powerful way to showcase promotional content

Quebecor has responded to growing demand for content marketing from advertisers with a new advertising vision: Hublo, a novel platform for hosting and disseminating promotional content. Propelled by **COLAB STUDIO Collaborative Marketing**, Quebecor's in-house expert agency Hublo maximizes campaign performance by helping advertisers optimize views of their products and services, target select audiences, segment their audiences, improve organic search engine optimization, and increase their reach.

Quebecor is a powerhouse in Québec's advertising market

45% of French-language television advertising revenues in Québec

14% of out-of-home advertising revenues in Québec

56% of advertising pages in French-language dailies

50% of advertising pages in French-language magazines in Québec



THE BOOK GROUP
IS THE LEADER IN
FRENCH-LANGUAGE
PUBLISHING IN
CANADA

BOOKS

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

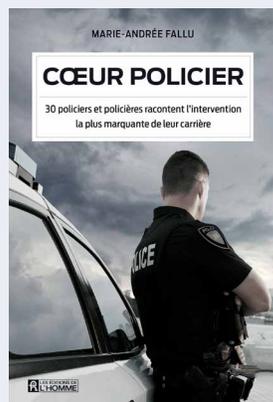
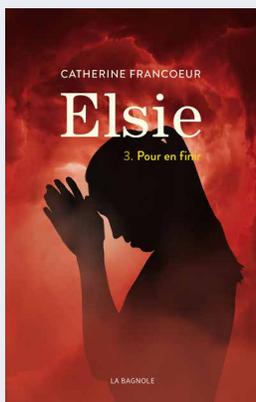
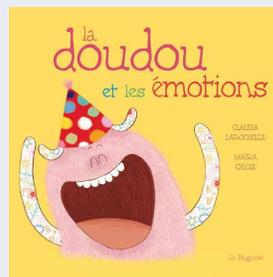
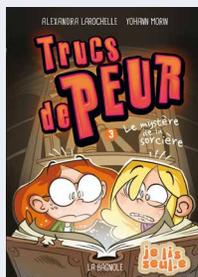
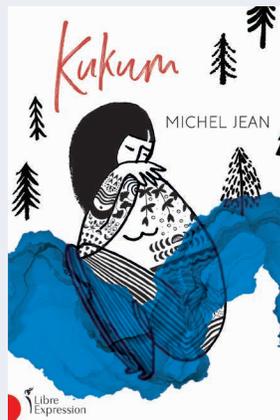
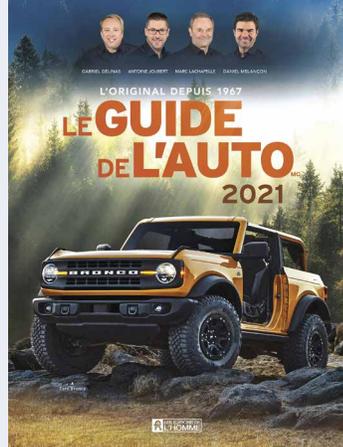
QUEBECOR'S PUBLISHING HOUSES CONTINUES TO PERFORM WELL

The first quarters of 2020 were challenging for the book industry because of the impact of the pandemic. The closure of many stores resulted in lower sales and the postponement of book launches. However, the literary sector rebounded in the summer and fall of 2020, and **Quebecor's publishing houses** had a spectacular third and fourth quarter, thanks to their high-quality releases and their long list of outstanding bestsellers. Together, they released **235 new titles and reprints in 2020**.

To overcome the challenges created by the closure of bricks-and-mortar sales outlets, Quebecor's Book Group moved quickly to proactively set up **Des livres, ça se livre**, an e-commerce site listing all the titles published by Quebecor's publishing houses that provides a unique Web showcase for booksellers. It helped promote Québec authors in the midst of the crisis and encouraged consumers to buy books online on sites such as leslibraires.ca.



The revenues of Quebecor's literature segment rose by more than 14% in 2020, outpacing even the 5.2% growth in the independent bookstores market.



Literary successes

Quebecor's publishing houses scored a string of literary successes in 2020, publishing 7 of the 15 best-selling books in Québec in all categories, and excelling in several segments.

Novels

The Book Group is a force to be reckoned with in this category: 4 of the 10 best-selling Québec novels of 2020 were published by Quebecor publishing houses. **Em** by Kim Thúy and **Kukum** by Michel Jean, both published by Libre Expression, ranked first and second respectively on the select list.

Reference and self-help

The Book Group published 6 of the 10 best-selling books in Québec in the reference and self-help segment in 2020. The essential **Guide de l'auto**, published by Éditions de l'Homme, again topped the list for all publishers and categories combined.

Youth

In children's literature, La Bagnole registered overall growth of more than 24%, driven by flagship collections such as **La doudou** by Claudia Larochelle.

Biographies

The Book Group released 6 of the 10 best-selling biographies in Québec in 2020.

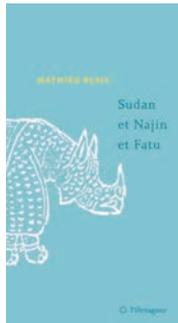
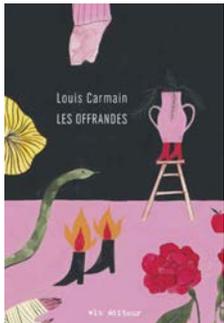
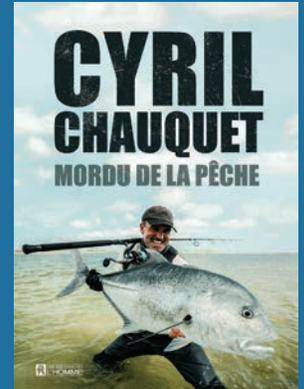
Award winners

Groupe Librex

- **Kukum**, by Michel Jean, published by Libre Expression, winner of the Prix littéraire France-Québec.
- **Tables véganes, menus d'ici et d'ailleurs**, by Élise Desaulniers, published by Tré carré, winner of the Taste Canada/Saveur du Canada Gold Award in the Regional / Cultural Cookbooks category.
- **Johanne Guay**, vice-présidente Édition du Groupe Librex, winner of the Prix Fleury-Mesplet, awarded to a person who has made an outstanding contribution to Québec publishing.

Groupe Ville-Marie Littérature

- **Les offrandes**, by Louis Carmain, published by VLB éditeur, finalist for several of Québec's most important literary prizes in 2020, including the Prix des libraires du Québec and the Prix Arthur-Ellis.
- **Le marabout**, by Ayavi Lake, published by VLB éditeur, winner of the Prix des Horizons imaginaires, awarded by the Fondation Lire pour réussir.
- **Sudan et Najin et Fatu**, by Mathieu Blais, published by Éditions de l'Hexagone, winner of the Prix Rina-Lasnier, awarded by the Association des auteurs de la Montérégie.



Bestsellers born of media convergence

In 2020, the Book group continued releasing books based on other Quebecor platforms and brands. The strategy paid off with a number of successful books and spin-offs from Quebecor's television productions.

Groupe Homme

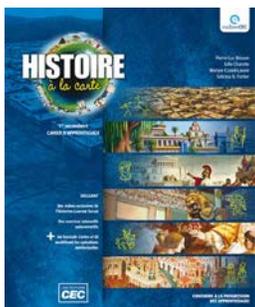
- **Soupers rapides**, by Geneviève O'Gleman, winner of the Silver Award in the General Cookbooks category at the Taste Canada/Saveurs du Canada Awards.
- **Les lunches**, by Geneviève O'Gleman, winner in the People's Choice and Book or Magazine – SME categories at the 2020 DUX Awards.



CEC PUBLISHING: THE QUÉBEC STANDARD FOR EDUCATIONAL PUBLISHING

CEC Publishing, a supplier of textbooks to elementary schools and high schools across Canada and to post-secondary institutions in Québec, recorded healthy growth, maintaining its leading position in 2020.

Total revenues increased by 7% in 2020 and digital revenues jumped by 39%. The closure of schools due to the pandemic boosted sales of distance learning materials, such as workbooks and digital products. Sales of extracurricular materials designed to support parents and children with distance learning also grew significantly in the consumer market.



In its first year of publication, the new *Histoire à la carte* collection became one of the most widely used lines of history teaching materials in Québec schools.



Digital tools to facilitate distance learning

The **MyCECZone** digital platform added new features to support distance learning and established itself as a tool of choice for teachers and students. From September to December 2020, the number of sessions increased by more than 150% compared with the same period in 2019.

At the same time, in order to facilitate access to digital resources for students while schools are closed, CEC Publishing launched the **Mon sac d'école virtuel**, a free online platform that lets students access workbooks and study from home.

Agreements between the Ministry of Education and Québec's educational publishing industry also made most of the educational materials used in Québec classrooms, including those from CEC Publishing, available in digital format on the **Open School** platform.

150% INCREASE
IN THE NUMBER
OF SESSIONS FROM
SEPTEMBER TO
DECEMBER 2020





PRODUCE
PROMOTE
ENTERTAIN

SPORTS AND ENTERTAINMENT

SPORTS AND ENTERTAINMENT GROUP

Videotron Centre
GesteV
Baie de Beauport
Théâtre Capitole
Québec Remparts
Blainville-Boisbriand Armada

MUSIC

Disques Musicor
MP3 Discs
Ste-4 Music



© MARIO BEAUREGARD/AGENCE QMI

EVENTS AND SHOWS

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

A STRONG START TO 2020

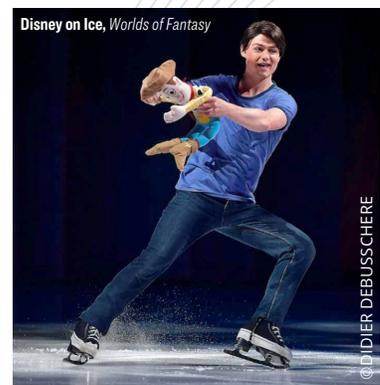
The year started strong at the **Videotron Centre**, with hugely successful concerts by popular bands Korn and Breaking Benjamin, in addition to the 61st Québec International Pee-Wee Hockey Tournament and six performances of Disney on Ice's new show, *Worlds of Fantasy*.

In all, more than 30 shows were on the calendar for the following months, including stops on world tours by headliners such as Pearl Jam, Lara Fabian, Journey and The Pretenders, Roger Waters, Justin Bieber and the Backstreet Boys.

Gestev also had numerous events on the program, including high-profile competitions such as the FIS Cross-Country World Cup in Québec City, five major running events including the SSQ Québec City Marathon, the UCI Mountain Bike World Cup in Mont-Sainte-Anne, and more than a hundred other events.



© JONATHAN ROY



© DIDIER DEBUSSCHERE

SPORTS AND ENTERTAINMENT INDUSTRY HIT HARD BY THE PANDEMIC

2020 was shaping up to be a big year for the Sports and Entertainment Group until the Government of Québec announced sweeping restrictions in March, including the suspension of all activities deemed non-essential and a ban on gatherings of more than 250 people. The lockdown had an immediate impact on all of the Group's activities.

Quebecor Sports and Entertainment fully supported the measures to curb the spread of COVID-19 and rapidly overhauled its calendar. Ticket-holders for cancelled or rescheduled shows were offered a refund. In the midst of the pandemic, the Group made a special effort to promptly inform and compensate all affected customers.



**\$500,000 EMERGENCY
FUND PROVIDES
IMMEDIATE FINANCIAL
RELIEF**

Proactive support for employees during the crisis

The pandemic put Québec on pause and plunged the events industry into uncertainty. In a spirit of solidarity and appreciation, Quebecor Sports and Entertainment responded proactively by setting up, within 48 hours, a **\$500,000 emergency fund** to provide immediate financial assistance to its employees, contributors and freelancers, who were among the first to be impacted by the crisis.

The emergency fund was the first in a series of measures taken by Quebecor Sports and Entertainment to support its employees. It committed to maintaining all permanent jobs without exception during the 30-day ban on gatherings in spring 2020. Subsequently, its people were also able to take advantage of Quebecor's assistance package, which provided employees who had been placed on stand-by with up to 95% of their regular salary.

INNOVATIVE EXPERIENCES FOR THE NEW CONDITIONS

Faced with an unprecedented situation, the Sports and Entertainment team set about finding creative ways to continue bringing people together and showcasing Québec talent. Their efforts spawned some unique events that helped revive cultural and sporting activities and generated financial benefits.

Drive-in concerts: TD musiparcs presented by Videotron

At a time when cultural events were virtually absent from the summer calendar because of the pandemic, **Gestev** and **Musicor Spectacles** were among the first to organize cultural activities approved by public health authorities. Launched in May 2020, **TD musiparcs presented by Videotron** put on more than 100 shows over the summer in Québec City, Bromont, Gatineau, Mercier and Mirabel.

The innovative new concept, which let Quebecers take in live shows safely in the comfort of their cars via FM radio, helped relaunch the entertainment industry and supported Québec's performing artists.

In all, nearly 30,000 spectators enjoyed the live concerts on a giant stage, the only events of this kind in Québec. More than 325 performance industry professionals worked to make the shows a resounding success.



TD musiparcs presented by Videotron - Kain

©TOMA ICKOVITS/AGENCE QMI

“It was an honour to be part of history in the making. A big thanks to everyone who turned out to write this chapter with us!”

- Kain



TD musiparcs presented by Videotron - Bleu Jeans Bleu

©ANDRÉ LYRA

“We realized that for some people it's ideal because they have lots of room and it's a comfortable way to enjoy a show on a balmy summer evening.”

- Claude Cobra, vocalist, Bleu Jeans Bleu



TD musiparcs presented by Videotron - Guylaine Tanguay

©PASCAL HUOT/JOURNAL DE QUÉBEC/AGENCE QMI

“There was no way the bond I've built with the audience over the years was going to be torn asunder by the pandemic! Nothing can stop the power of music!”

- Guylaine Tanguay



A virtual version of the SSQ Québec City Marathon

To give runners a challenge even during these difficult times, Gestev came up with a free 100% virtual solution for its **2020 SSQ Québec City Marathon, a healthy invitation from Brunet**. All distance categories were maintained and thousands of runners from many parts of Québec, as well as the rest of Canada, the United States, France, Mexico, Guatemala, China and Morocco took part.



Québec City Marathon, a healthy invitation from Brunet

©MANON PARE / FACEBOOK

A successful 2020 season for Baie de Beauport

Gestev did everything necessary to make **Baie de Beauport** safe for visitors and control attendance to comply with public health guidelines. Recreational traffic at the site hit a new record, with 82,852 visitors during the 2020 summer season (May to October).



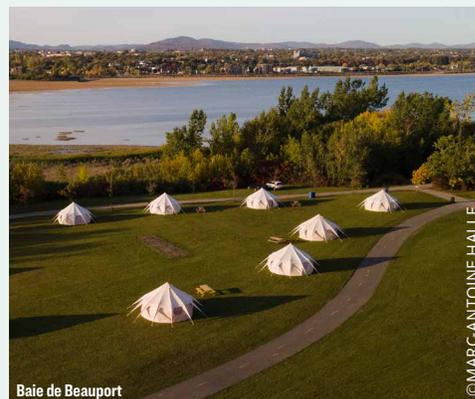
Baie de Beauport

©MARC-ANTOINE HALLE



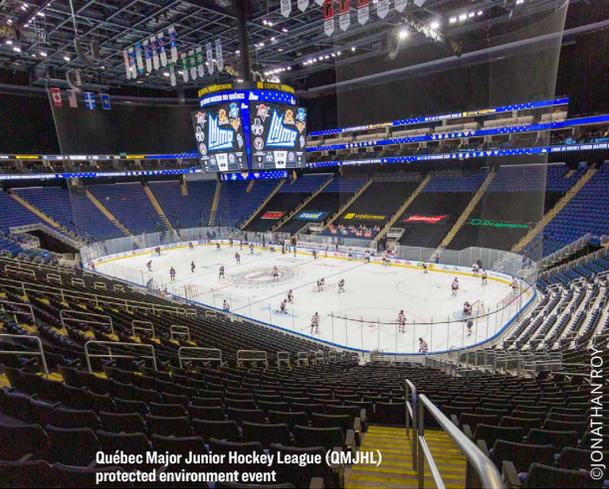
Baie de Beauport

©MARC-ANTOINE HALLE



Baie de Beauport

©MARC-ANTOINE HALLE



Québec Major Junior Hockey League (QMJHL)
protected environment event

Safe tournament for the QMJHL

To play an active role in Québec City's economic recovery, the Videotron Centre organized a **protected environment event for the Québec Major Junior Hockey League (QMJHL)** in November 2020. It was one of the few sporting events held in Québec during the pandemic, and the only live hockey to be aired on TVA Sports.

- 238 players, referees and staff from COVID hot zones converged in Québec City for the tournament
- 21 hockey games were played over 10 days

Thanks to safety protocols based on the strictest public health guidelines, the event caused no COVID-19 outbreaks and it generated tangible economic benefits for Québec City. More than 1,750 nights were booked at three local hotels, 8,000 meals were prepared by restaurants and hotels, and numerous buses were rented to transport the teams.

“We had an amazing experience in Québec City, and we’re really happy with how smoothly it went. We worked hand-in-hand with the Videotron Centre team, who proved again that they are true professionals in their field, even in the middle of a pandemic!”

– Martin Lavallée, Assistant to the QMJHL Commissioner

QUEBECOR SPORTS AND ENTERTAINMENT: LOOKING AHEAD WITH CONFIDENCE

Quebecor Sports and Entertainment showed the depth of its strength and resilience in 2020. It continued its activities with the same determination as always and the same confidence in the future of live sporting and entertainment events in Québec, as demonstrated by the acquisition of the celebrated **Théâtre Capitole** and the iconic record label **Audiogram**.

Quebecers are hungry to experience the buzz and excitement of live shows again, to see the world's best athletes in action and to test themselves in participatory sporting events. When the time comes, Quebecor Sports and Entertainment Group will be there to welcome them with an unrivalled selection of safe activities, in line with its commitment to remain a leader on Québec's entertainment scene.



Two major acquisitions by the Sports and Entertainment Group

Quebecor Sports and Entertainment continued its growth with the acquisition of the famed **Théâtre Capitole** in Québec City in June 2020. The unique, century-old theatre will enable the Group to expand its offering of live shows. The transaction is part of Quebecor's push to grow its venue assets in order to create a diverse ecosystem for promoters and artists, and most of all for everyone who enjoys music and culture. The Théâtre Capitole joins the Videotron Centre and Baie de Beauport as a performance space for the many shows and events Gestev will hold in years to come.

In February 2021, Quebecor Sports and Entertainment announced the acquisition of **Audiogram**, one of Canada's most respected French-language record labels. The transaction demonstrated the Group's commitment to supporting Québec's talented musicians, investing in the production of diverse musical content, and introducing talented new artists to the public. The Group is reaffirming its confidence in the Québec music industry and doing everything possible to showcase and promote it.



MUSIC

Quebecor's Music Division – which includes Disques Musicor, MP3 Disques, STE-4 and Musicor Spectacles – plays a leading role in Québec's music industry by producing albums, videos and concerts, and through its distribution activities. As a preferred partner for Francophone artists, it represents renowned acts and promising newcomers alike.

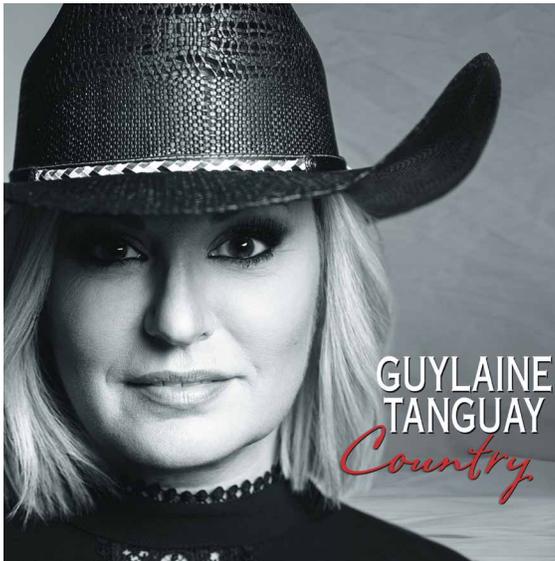
CREATING NEW MUSIC DISSEMINATION CHANNELS

As the pandemic closed down the main music retail locations for months, Quebecor's Music Division stepped up its efforts to design new marketing solutions and pressed ahead with digital development, making its artists' catalogues available on streaming platforms.

In these uncertain times, **Quebecor's record labels** stayed active, producing and releasing 14 physical and digital records (7 of them exclusively digital), 1 digital EP, 31 music videos and 61 digital singles.

The Music Division also strengthened its ties with Quebecor's other subsidiaries, spawning a number of collaborations and new initiatives, including:

- The creation of a music rights clearance service for Quebecor subsidiaries
- The production of exclusive content for QUB musique subscribers, including live performances from *La Voix* and albums with commentary, such as *La Voix chante* and *Noël à trois*, featuring Mario Pelchat, Christian Marc Gendron and Manon Séguin
- The production and marketing of a new version of the *Star Académie* theme song, *Et c'est pas fini*, to promote the auditions for the 2021 season
- Exposure for Music Division artists' music videos on the TVA network's *La musique fait du bruit* segments



DISQUES MUSICOR

Guylaine Tanguay's latest album, *Guylaine Tanguay – Country*, was an immediate commercial success when it was released in May 2020 in the midst of the lockdown, even though non-essential businesses, including record shops, were closed. As Guylaine Tanguay's audience remains strongly attached to physical media, **Les Disques Musicor** partnered with TVA Publications to insert her latest album in a special edition of *Échos Vedettes*. It proved to be a profitable strategy: in three months, more than 14,000 copies were sold at essential businesses. *Country* was re-released to traditional record stores in November 2020 and sold nearly 19,000 copies by December 31, 2020.

Éditions Musicor continued developing its advertising music business. There is growing demand for titles from its catalogue – such as *Nous autres* and *À tous les vents* by 2Frères, *Le monde est à vous* by Alex Nevsky, and *Fuego* by Sarahmée – to soundtrack advertising campaigns, particularly on television.

Streaming revenues on the rise

Artists' back catalogues make up the bulk of streams on music services. The Music Division therefore worked on making the entirety of MP3 Disques' catalogue available in digital format, in addition to releasing new music.

This two-pronged strategy – making back catalogues available and supplying stores with new content – increased streaming of the Music Division's content by 42% compared with the previous year and generated a nearly 47% increase in streaming revenues.



MP3 DISQUES

MP3 Disques had a stellar year in 2020, spearheaded by 2Frères. The duo's latest album, *À tous les vents*, climbed to No. 2 on Nielsen SoundScan's list of the 200 best-selling records in Québec, even as many retailers remained closed during the various phases of the lockdown. The record also climbed to the No. 12 spot on the Canadian Top 200.

2Frères accounted for 24.4% of all streaming of the Music Division's entire catalogue, making them Quebecor's top artists on the streaming market.

Music Division lights up the stage

The Music Division picked up 12 nominations at the last ADISQ awards, including "Record label of the year" for Les Disques Musicor.

Alleys by Domeno, featuring Kaïn, and *Tout le monde* by Corneille, both co-published by Éditions Musicor, each won a SOCAN Popular Song Award.



STE-4

In 2020, **STE-4** continued its progress by signing several new electro-urban music artists. Sydney, Kingdom Street and Félix Lemelin joined the alternative label, alongside Sarahmée. They resonated throughout Québec and as far away as France and Asia. STE-4 also welcomed Suzane, winner of the Stage Revelation award at France's Victoires de la musique, to its ranks, and plans to promote her vision and electronic soundscapes throughout Canada.

MUSICOR SPECTACLES

Musicor Spectacles had 262 shows planned for 2020. Artists such as Lara Fabian, Marc Dupré, André-Philippe Gagnon, Mario Pelchat, Bruno Pelletier and 2Frères had major Québec-wide tours scheduled.

The year was off to a strong start with the *Révolution en tournée* dancers, who opened a sold-out 38-show stand at Théâtre St-Denis in February 2020. With 50,000 tickets sold, the show was a resounding commercial success and drew critical acclaim from the day of the preview for journalists.

Then, in March 2020, the Government of Québec shut down all non-essential activities and banned indoor gatherings of more than 250 people. Musicor Spectacles moved quickly to postpone nearly 150 shows. It would be the first in a series of postponements and cancellations which continued throughout 2020, creating a substantial logistical challenge.

Ready to (re)launch

That is not to say that Musicor Spectacles was idle during the pandemic. Its team used the opportunity to solidify Musicor Spectacles' industry-leading position by signing Roxane Bruneau, Ludovik Bourgeois and a number of other Québec artists for their next tours.

With its sights set firmly on the future, Musicor Spectacles also pursued its development strategy by executing several major growth projects, including plans for stage musicals.





CONTRIBUTE
CULTIVATE
MOBILIZE

2020

CORPORATE SOCIAL RESPONSIBILITY

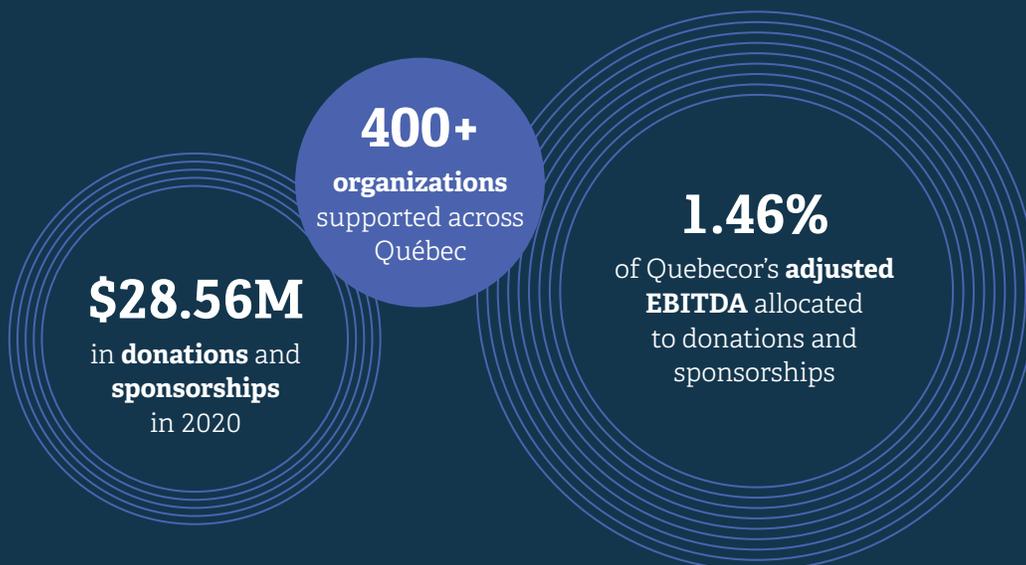
CULTURE
ENVIRONMENT
ENTREPRENEURSHIP
COMMUNITY
EMPLOYEES
GOVERNANCE

LA culture DU possible

QUÉBECOR

BUILDING A PROUD AND PROSPEROUS QUÉBEC TOGETHER

For more than 70 years, Quebecor has contributed to Québec's economic, cultural and social vitality by joining forces with visionaries, creators, cultural workers and the next generation. Driven by our entrepreneurial spirit and strong philanthropic commitment, we make practical efforts on all fronts to support our culture, local entrepreneurs, our community, the environment and our employees.





©ANDRE LYRA

CONTRIBUTING TO THE
VITALITY OF QUÉBEC'S
CULTURAL INDUSTRIES
FOR MORE THAN
70 YEARS

CULTURE

A CULTURE OF OUTREACH

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

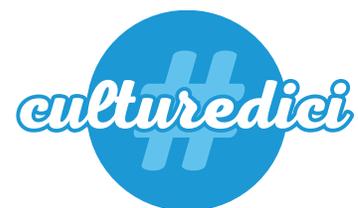
For over 70 years, we have been actively contributing to the vitality of Québec's cultural industries. The crisis we and the rest of the world have been facing since the spring of 2020 has only intensified our commitment and our sense of responsibility to our culture

Our efforts are making a difference for all artists, writers, composers, performers and cultural workers, and for everyone who wants to keep our culture vibrant and project it onto the world stage. Our culture is our legacy. It is who we are. It is up to us to support it.

Culture d'ici boosts Québec culture

In April 2020, as Québec was gearing up to reopen its economy after the first wave of the COVID-19 crisis, Quebecor launched **Culture d'ici**, a movement to support and promote the work of the artists and creators who make and shape our culture, and who were hard hit by the unprecedented circumstances.

Almost 50% of our donations and sponsorships went to support the development and dissemination of Québec culture.



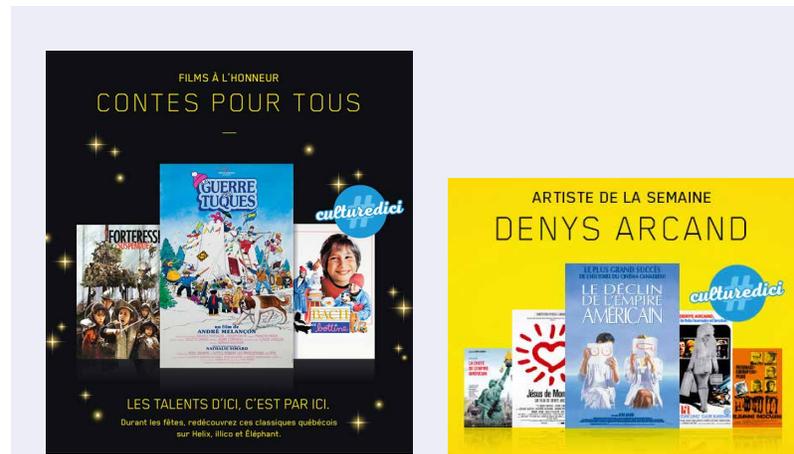
Actions to support culture and local artists

The challenges brought on by the crisis pushed us to be more creative than ever in finding new ways to bring the talent, diversity and richness of Québec culture to audiences. We harnessed the strengths of our large family to launch a vast awareness campaign on all our platforms and to carry out a multitude of initiatives that gave Québec culture and artists prominent exposure.

In the midst of the first lockdown in May 2020, we moved up the launch of **QUB musique** to offer Quebecers a music streaming service designed and created in Québec, which spotlights Québec artists and their catalogues.



In just a few days, TVA put together **Ça va bien aller**, a show that entertained and united Quebecers during the crisis. TVA's 2020-2021 schedule continued to revolve around original shows produced by Québec creators, in collaboration with Quebecor Content.



Videotron added a special **Culture d'ici** section to Helix and illico featuring all the Québec content available on its video-on-demand platforms, including Club illico and the **Éléphant: The Memory of Québec Cinema** catalogue.

In collaboration with **Éléphant: The Memory of Québec Cinema**, Videotron also launched a **weekly film series**, which offered a wide selection of feature films from the filmography of the Québec film personality of the week.



In collaboration with Québec's independent booksellers, Quebecor's publishing houses set up **Des livres, ça se livre**, an online book site backed by a media campaign to support Québec writers and encourage readers to buy local.

The **TD musiparcs presented by Videotron** series of outdoor concerts, organized by Gestev and Musicor Spectacles at a time when cultural events were almost non-existent, benefitted Québec artists and spectators alike.





Festival en chanson de Petite-Vallée

©ALEXANDRE COTTON

Always there for our partners

Acting on our deep attachment to the cultural community, which was heavily impacted by the COVID-19 crisis, we were there for our partners at this difficult time. Though most cultural events were cancelled in the spring and summer of 2020, we maintained our commitments to our partners, a sign of our confidence in their work and our appreciation for all that they do for our culture.



Festival de musique émergente

©LOUIS ALBERT



Les Dames du Lac



ÉLÉPHANT HAS
RESTORED AND
DIGITIZED MORE THAN
230 QUÉBEC FILMS
SINCE 2008

ÉLÉPHANT: THE MEMORY OF QUÉBEC CINEMA

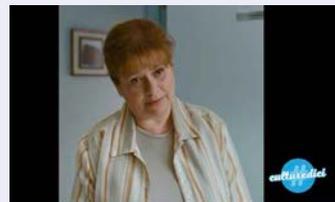
In 2008, we launched **Éléphant: The Memory of Québec Cinema** to preserve Québec's film heritage. Led by a team of experts and film-lovers, Éléphant has been digitizing and restoring the movies that have marked Québec's history and culture, and making them accessible to the general public.

Since its inception, we have spent more than \$39 million on Éléphant, our largest philanthropic project. Aside from a small amount to cover a portion of the Éléphant platform's operating costs, all revenues from distribution of the movies go to the filmmakers and rights holders.

To make classic Québec films discoverable for all generations, Éléphant is now embarking on many new initiatives to reach new audiences, including Québec high-school and college students.

Internationally recognized expertise

Éléphant has quickly become known around the world as a major player in the restoration and dissemination of heritage films. Movies restored by Éléphant have been screened at prestigious international festivals, including Cannes, Lyon and New York. The restoration work is carried out by MELS professionals, who have rare expertise in the field.



Éléphant on the big screen

In October 2020, we organized the **Rendez-vous #Cinéma'd'ici présentés par Éléphant** as part of the Festival du nouveau cinéma (FNC) to encourage audiences to discover or rediscover iconic works from our catalogue. On the 50th anniversary of the October Crisis, free screenings of Pierre Falardeau's **Octobre** and Michel Brault's **Les Ordres**, digitized and restored by Éléphant, were held.

We took the public behind the scenes with a series of exclusive interviews with major figures in Québec cinema, conducted by the Éléphant team. They were presented at the FNC and the Festival de Cinéma de la Ville de Québec.

"Many of these movies had been practically impossible to see until they were restored and digitized. Thanks to Éléphant's work, they can now be viewed again at any time and, most importantly, discovered by new generations."

– Pierre Karl Péladeau, President and CEO of Quebecor

CONCRETE SUPPORT FOR LOCAL CREATORS

The numerous grants and prizes we award every year to figures on Québec's cultural scene have a concrete impact on the arts community. They go to well-established and emerging artists alike.



Every year since 2016, we have sponsored an **artist's studio at the Darling Foundry** to allow an artist-in-residence to focus on their craft. In 2020, we sponsored Marion Lessard.



Since its inception, we have contributed to the **Prix de la danse de Montréal** by awarding, in collaboration with the City of Montréal, a \$25,000 prize to a creator who has made an outstanding contribution to dance. In 2020, choreographer/dancer Rhodie Désir was the recipient.



For nearly 15 years, we have been supporting composers of instrumental music with the \$10,000 **Prix André Gagnon**, presented at the **Fondation de la Société professionnelle des auteurs et des compositeurs du Québec** gala. In 2020, the prize went to saxophonist Yannick Rieu.



We have been awarding the **Prix Robert-Cliche** for the past 10 years. It goes to the author of a noteworthy first novel and supports the emerging writer with a \$10,000 grant and publication of his or her novel by VLB éditeur, a Quebecor publishing house. Alexandre Michaud won in 2020 for his novel *Francis*.



For the past 15 years, we have been awarding the **Grand Prix Québécois du Festival international de la poésie de Trois-Rivières**, along with a \$10,000 grant. This award supports the work of the poets who make our language sparkle. Authors Martine Audet and Jean-Philippe Gagnon won in 2020.



At the 35th **Grand Prix du Conseil des arts de Montréal** awards ceremony, we presented a \$5,000 award to Alchimies, Créations et Cultures, an organization that provides a window to the cultural diversity of the Arab world, in recognition of its contribution to Montréal's artistic vitality.



As a partner of the **Fondation du Centre des auteurs dramatiques**, we award the **Prix Gratien-Gélinas**, along with a cash prize for an emerging playwright and a grant for a theatre company to put on their play. In 2020, the award went to author Caroline Bélisle for her play *Les remugles*.



©ROXANE PAQUET PHOTOGRAPHE

OUR COMMITMENT TO THE ENVIRONMENT

ENVIRONMENT

A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

We support the fight against climate change and Québec's energy transition through initiatives such as our transportation electrification plan. We are reducing our environmental impact on a daily basis for a sustainable economy and future.



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



ENERGY MANAGEMENT

Electrification of transportation is a driver of innovation

To fight climate change and participate in Québec's energy transition to a more sustainable economy, we launched an action plan in January 2020 to accelerate the electrification of our vehicle fleet.

Ambitious three-pronged plan

1. Reassess the size of our fleet on an ongoing basis
2. Acquire new electric or hybrid vehicles to replace end-of-life gasoline-powered vehicles
3. Electrify our light trucks using innovative clean technologies.

Unique conversion process

We have developed an inventive process to electrify our light trucks. As electric vehicles in this class couldn't be purchased on the market, we took the lead and began transforming gas-powered trucks to electric using a unique technology developed in Québec.

Instead of disposing of a truck after eight years, we replace the gas engine with an electric motor and put it back on the road for another four years. After that, the electric motor can be installed in another truck and enjoy a second life.

It means the useful life of the trucks is increased by 50%.

A 100% electric fleet will reduce Quebecor's greenhouse gas emissions by more than 50%, the equivalent of 85,000 Montréal-Toronto flights for one person!

As of December 31, 2020, Quebecor and its subsidiaries had a fleet of:

- 48 all-electric, hybrid or converted vehicles
- 105 charging stations



The concrete impact of electrification

- Increase the useful life of our light trucks
- Reduce environmental impacts from the manufacture of new vehicles
- Capitalize on one of Québec's most valuable natural resources: clean, renewable hydroelectricity
- Reduce local air pollution
- Support Québec know-how

One of the largest private charging station banks in Canada

Videotron, which operates the bulk of Quebecor's vehicles, demonstrated leadership in 2020 by accelerating the electrification of its fleet. Under a Québec government pilot project, Videotron is setting up **one of the largest private banks of charging stations in Canada** at its facility located at 4545 Frontenac Street in Montréal. The project consists in adding 42 level 2 charging stations and one fast-charging station, connected to a powerful electrical infrastructure, to support full electrification of the vehicle fleet attached to Videotron's Frontenac Street depot.

Partnerships for sustainable mobility

To expand our commitment to sustainable mobility, we entered into several promising new partnerships and agreements related to electric transportation in 2020.

- Major partner of **Propulsion Québec**, Québec's smart and electric transportation cluster
- Member of **EV100**, a global initiative launched by The Climate Group, dedicated to accelerating business adoption of electric vehicles around the world between now and 2030
- Member of **Electric Mobility Canada**, a national non-profit association that works to accelerate the electrification of transportation in Canada



VIDEOTRON SETS UP ONE
OF THE LARGEST PRIVATE
CHARGING STATION
BANKS IN CANADA

Greenhouse gas emission offsets

In 2020, we offset the greenhouse gas emissions of our two aircraft through **COOP FA's Carbone Scol'Ère** exchange, an educational program that encourages elementary school students and their families to adopt new environmentally friendly habits.

We also used the **Carbone Scol'Ère** exchange to offset an additional 958.22 metric tons of CO₂ eq.

Actions to improve energy efficiency

In 2020, we pressed ahead with measures to improve the energy efficiency of our operations. Here are a few examples.

- Videotron signed on to the **Canadian Energy Efficiency Voluntary Agreement for Small Network Equipment** and committed to ensuring that 90% of its new modems, routers and other equipment meet stringent energy efficiency targets
- Making more efficient, less polluting carbon-dioxide-based cooling systems for mechanical rooms a standard clause in calls for tenders
- Gradually replacing the equipment in server rooms with air conditioners that can use outside air for cooling



QUEBECOR'S HEAD OFFICE
HAS ONE OF THE HIGHEST
AND LARGEST GREEN
ROOFS IN QUÉBEC



PRESERVING BIODIVERSITY

We have carried out a number of projects in recent years to green our workspaces, such as creating **urban vegetable gardens** for our employees and **planting trees at our sites**.

In 2020, **TVA Group** continued its urban vegetable garden project on the roof of its head office building in downtown Montréal. This urban agriculture initiative holds benefits for the building, increases biodiversity in a densely populated area of the city, supports pollinating insects and mitigates the effects of heat islands. The harvest from the green roof is mainly used in the building's cafeteria to create nutritious meals for employees.



Since 2017, we have also been a major partner of **A Tree for my Neighbourhood**, a campaign spearheaded by the Regroupement des écoquartiers and the Société de verdissement du Montréal métropolitain that has planted nearly 4,400 trees in Montréal. Trees in the city improve air quality, create cool islands and help fight climate change.

RESPONSIBLE WASTE MANAGEMENT

We recycle

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

RESPONSIBLE PROCUREMENT

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

- TVA Publications prints its magazines on FSC®-certified paper
- A supplier code of conduct has been incorporated into Videotron and Quebecor contracts
- Environmental criteria are factored into the design of Videotron's product packaging, such as the Helix equipment boxes which are made in Québec from recycled materials
- Videotron is a member of ECPAR, an organization that coordinates responsible procurement practices in Québec
- Videotron has identified its large-volume purchases with high environmental and social impact in order to prioritize them in its responsible procurement efforts

**IN LESS THAN 9 YEARS,
VIDEOTRON HAS COLLECTED
OVER 9.9 MILLION
ELECTRONIC DEVICES
FOR REUSE OR RECYCLING**



**DONNEZ-LEUR LA
DEUXIÈME VIE QU'ILS
MÉRITENT**



**ON
RECYCLE**

DÉCOUVREZ COMMENT



FOR MORE THAN
20 YEARS, OUR
BURSARIES HAVE
ENABLED STUDENTS
TO REALIZE THEIR
BUSINESS PROJECTS

ENTREPRENEURSHIP

A CULTURE OF AUDACITY

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

PIERRE PÉLADEAU BURSARIES A 20-YEAR TRADITION

The **Pierre Péladeau Bursaries** are a prime example of our commitment to the next generation of entrepreneurs. Created in honour of our founder, the great builder Pierre Péladeau, the grants have been helping students carry out their business projects for over 20 years.

The Pierre Péladeau Bursaries disburse a total of \$200,000 per year to support the development of Québec startups that offer innovative, sustainable solutions and business models. Often, they are built on technologies that will improve our quality of life and positively impact the environment. New businesses of this type are essential to the diversification of our economy and to Québec's growth and vitality in the years to come.

Support for emerging entrepreneurs, even in times of crisis

As we firmly believe in the need to encourage local businesses and local buying, especially in the midst of a crisis, we maintained the Pierre Péladeau Bursaries in 2020. In these times, it is particularly important for us to recognize the tenacious young entrepreneurs who will have an important role to play in Québec's economic recovery.

\$100,000 bursary

Boomerang

Basile Thisse, Mathieu Gauthier, Alexis Galand and Tanguy Conrad from Polytechnique Montréal and HEC Montréal have developed a project to fight food waste by collecting and making flour from the brewing residues that are usually dumped or composted by microbreweries, but which are full of untapped nutritional properties for human consumption.



\$50,000 bursary

Eyful

Michael Perreault and Sami Maarabouni of the École de technologie supérieure have developed eyeglasses that improve the vision of visually impaired people suffering from age-related macular degeneration.



\$35,000 bursary

Aleo VR

Caroline Bazinet, Catherine Bazinet, Alexis Maher and Charles Tétreault from Polytechnique Montréal and Université du Québec à Montréal have developed a virtual reality-based teaching tool for school-aged children with learning disabilities.

\$15,000 bursary

Évéa

Eva Roux and Eve Eilles from HEC Montréal have started a business based on the circular economy and sharing principles which rents out second-hand clothing for babies and young children.

Enhancements to the bursaries

We reaffirmed our commitment to the next generation of Québec entrepreneurs by enhancing the Pierre Péladeau Bursaries on the occasion of the program's 20th anniversary in 2018. The total amount awarded to the recipients was doubled to \$200,000 and a 4th bursary was added.

Since 1999

60+

businesses created in Québec with the support of the Pierre Péladeau Bursaries

\$2.3M

distributed to young entrepreneurs by Quebecor



Behind the scenes at startups

To give local entrepreneurs more exposure, we launched the podcast series **Sur un 10 cents** in the spring of 2021, in collaboration with QUB radio and *24 heures*. It highlights the boldness and creativity of the Québec entrepreneurs who have received support from the Pierre Péladeau Bursaries. The series pays tribute to their resilience in the course of their journey, and it is hoped that sharing their experiences will inspire other budding businesspeople to dare to develop their entrepreneurial spirit and realize their potential.

IN THE FIELD SUPPORTING THE LOCAL ENTREPRENEURIAL ECOSYSTEM

In addition to our own program to support the next generation of entrepreneurs, we partner with other organizations on the ground to raise the profile of local entrepreneurs.

We have been the major partner of **Expo Entrepreneurs** for the past 3 years. For the 2020 edition, we initiated a series of workshops led by innovation experts from the Quebecor family, including Videotron, Fibrenoire, Fizz, NumériQ, QUB radio and *Le Journal de Montréal*. They covered topics such as digital branding, mentoring and artificial intelligence with the aim of sharing knowledge, encouraging open discussion and promoting networking.

We also engage with the entrepreneurial community through **Startupfest**, the largest gathering for startups in Canada, of which we have been the presenting partner for almost a decade.



Expo Entrepreneurs 2020



Expo Entrepreneurs 2020

Culture d'ici gives entrepreneurs a boost

Our commitment to **entrepreneurial culture in Québec** was also at the heart of our **Culture d'ici** movement. With the support of our subsidiaries, we launched a string of initiatives to celebrate talented Québec entrepreneurs and promote local buying. For example, QUB radio and *Porte-Monnaie* joined forces to conduct a **buy local in Québec** campaign and our media outlets created a multiplatform advertising space dedicated to local businesses in order to support them in these challenging times.



1 million de km ensemble - Grand défi Pierre Lavoie

©JEAN-PIERRE ROBERT

WE SUPPORT OVER
400 ORGANIZATIONS
THROUGHOUT QUÉBEC

COMMUNITY

A CULTURE OF ENGAGEMENT

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

BUILDING A HEALTHY AND COMPASSIONATE SOCIETY

In addition to being an active player in Québec's economic, social and cultural development, we attach great importance to our involvement in the community. Every year, we support more than 400 organizations across Québec.

In 2020, business support for the community was more important than ever. As always, we were determined to be there for the community. Social solidarity was a prime consideration in everything we did.

To help reduce food insecurity during the crisis, Quebecor and the Fondation Chopin-Péladeau joined forces with **Food Banks of Québec** in April 2020 to support **Cuisines Solidaires**, an initiative by **La Table des Chefs** to produce more than 1.6 million meals. TVA Group also helped them achieve their target by placing its Dock619 event venue and its team of chefs at their disposal.



Cuisines Solidaires

©JOFÉ LEMAY



«LORSQU'ON A REÇU BEAUCOUP,
IL FAUT DONNER BEAUCOUP»

- PIERRE PÉLADEAU



Meanwhile, as a major partner of the **CHUM hospital foundation**, we donated 150 Videotron mobile devices to the hospital's healthcare professionals to enable them to communicate with their patients while minimizing the risk of infection.

To help fight isolation, Videotron worked with the Québec government to provide 1,000 smartphones with unlimited data plans to **youth rehabilitation centres** and **long-term care facilities**.

Then, in May 2020, TVA was involved in developing, producing and broadcasting the television event **Une chance qu'on s'a**, in partnership with Télé-Québec and the Government of Québec. It raised **\$2 million for SOS violence conjugale** and **Les Petits Frères**, organizations that support domestic violence victims and isolated seniors.



PROMOTING PHYSICAL ACTIVITY, EVEN DURING THE CRISIS

During the lockdown, physical activity was more essential than ever to health and wellness. We maintained our commitment as a **partner in action of the Grand défi Pierre Lavoie**, which encourages Quebecers to get up, get moving and adopt a healthy lifestyle.

In June 2020, we promoted **1 000 000 de KM ensemble**, an event in which nearly 70,000 participants covered 2,057,136 km “together,” and we participated as a team, including our President and CEO Pierre Karl Péladeau, employees and their families, and many Quebecor talents and personalities from all parts of Québec. We also supported **La Grande marche**, which brought together over 150,000 people in October 2020.

Partnerships that celebrate diversity and promote inclusion

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



Quebecor has been a partner of The Muses: Performing Arts Center since 2017. The unique school offers professional arts training for people with disabilities.



Au Québec, 1 enfant sur 5 est atteint d'un trouble de santé mentale ou d'autisme.

Aidez-nous à soigner les têtes en tempête. Faites un don aujourd'hui. www.petitstresors.ca



Since 2014, Quebecor has been supporting the Fondation les petits trésors, an organization dedicated to the mental health of Québec children and teens.



As a major partner of the Vues d'Afrique international film festival since 2016, Quebecor is proud to help bring important works from Québec and abroad to audiences.



Quebecor supports the Fondation Émergence in its fight against homophobia and transphobia.





EVERY DAY, OUR
10,000 EMPLOYEES
SHOW THEIR
CREATIVITY AND
INNOVATIVE SPIRIT

EMPLOYEES

A CULTURE OF PERSONAL EXCELLENCE

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

Every day, the 10,000 employees who work for our subsidiaries display outstanding creativity, innovation, agility and teamwork, pooling their ideas and their strengths, going the extra mile to satisfy their customers and giving the best of themselves to achieve great results.

10,454 employees

48% are **millennials**

44% have been with the organization for **5 to 15 years***

10,000+ **hours of training and talks** delivered to employees and managers by Campús Québecor

*Based on total employees with 5-10 years or 10-15 years seniority in all subsidiaries

SUPPORTING AND HARNESSING OUR TALENTS

Starting in spring 2020, we did all in our power to support our employees and help them face the challenges created by the COVID-19 crisis. We moved quickly to introduce measures and programs to protect our people, support them and equip them to deal with the new conditions.

Assistance and support for employees

The Québec government's suspension of business activities deemed non-essential in March 2020 curtailed the operations of many of our business partners and led to a significant slowdown at some of our subsidiaries. Unfortunately, we had to temporarily lay off approximately 1,000 employees, or 10% of our workforce.

To support and show loyalty to our people, we set up a **\$500,000 emergency fund** to provide immediate financial assistance to the Sports and Entertainment Group's employees, contributors and freelancers, who were the first to be affected by the crisis. In order to provide greater security for all affected employees at all our business units, we also set up a **financial assistance program that guaranteed employees up to 95% of their salaries**, in some cases.

BULLETIN DES EMPLOYÉS
Semaine du 6 avril 2020

QUÉBÉCOR

ÇA VA bien aller

Malgré la distance, restons connectés et unis en partageant nos bons coups, nos coups de cœur culturels et nos meilleurs conseils pour demeurer en forme, et surtout, en santé!

洗
手
場

NOS BONS COUPS

Vidéotron réussit tout un tour de force grâce à sa SWAT TEAM COVID!

Montréal, le 19 mars – Les équipes de Vidéotron Affaires ont branché le plus grand centre de dépistage de la COVID-19 au Québec! Nécessitant habituellement des travaux de 2 à 3 semaines effectués par plusieurs secteurs, elles ont réussi l'exploit en seulement quelques heures, mais non pas sans quelques rebondissement! L'histoire vous intrigue?

[Lire la suite »](#)

LE JOURNAL DES EMPLOYÉS
SEMAINE DU 1^{ER} SEPTEMBRE 2020

QUÉBÉCOR

LE 14 HEURES

C'est un rendez-vous à 14 heures toutes les deux semaines pour ne rien manquer de vos dernières nouvelles!

EN MANCHETTE

Bell vs TVA Sports: le CRTC donne encore raison à TVA

En août dernier, le CRTC a donné pour une deuxième fois raison à Groupe TVA en ordonnant au géant Bell d'offrir à ses abonnés la chaîne TVA Sports dans son forfait télé le plus populaire, comme elle le fait pour RDS, ou de retirer RDS de ce forfait. Depuis près de deux ans, plusieurs équipes de l'entreprise sont impliquées dans ce dossier afin que Bell se conforme aux règles de l'industrie et cesse de favoriser sa propre chaîne au détriment de TVA Sports et des téléspectateurs.

Parallèlement, Groupe TVA a entamé des procédures devant la Cour supérieure du Québec afin d'être indemnisé de dizaines de millions de dollars pour les préjudices causés par Bell. Dossier à suivre...

New employee newsletter to keep us connected

In April 2020, we launched the *Ça va bien aller* newsletter to stay connected and united despite the distance. Distributed to Quebecor's 10,000 employees each week, it allowed us to share successes, culture picks and tips for staying fit and healthy throughout the crisis. In view of its success with employees, the newsletter has been transformed into a permanent publication called *Le Journal 14 heures*.



Improved training for new realities

All Quebecor employees have been working from home since March 2020, with the exception of those whose presence is needed to provide essential services, such as telecommunications and news.

Accordingly, we enhanced our **Campus Quebecor** training and development program in order to better equip our employees and managers. In view of the new circumstances, we shifted to virtual training formats and added relevant new themes, such as managing teams working from home and connecting with peers remotely.

At the same time, to continue supporting our employees' professional development, we introduced new training sessions on priority topics for Quebecor, such as ethics, governance and data security for all hierarchical levels and all subsidiaries.

Back to the office with new ways of doing things

Since employees were working from home for the better part of 2020, a **telework policy and guide** was developed and distributed to regulate the practice. As we prepare to return to the office when the time comes, we have started thinking about how to reorganize our teamwork spaces in order to adapt to the new lay of the land and position ourselves for the future.



Exceptional Women

RESPECT, DIVERSITY AND INCLUSION ARE CORE PRIORITIES

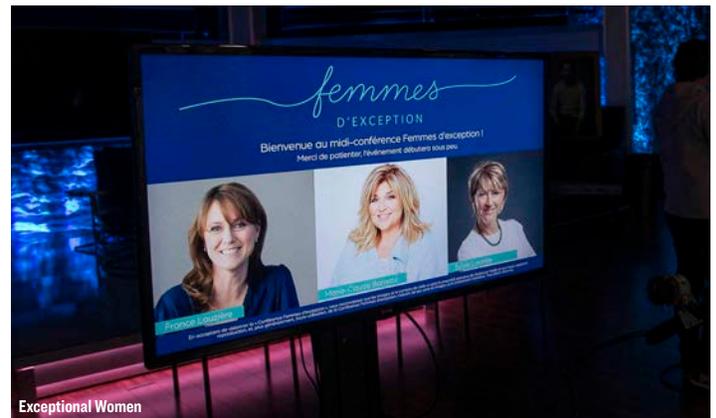
Quebecor is committed to creating an inclusive, respectful, fair, equal-opportunity workplace for all. Every employee, regardless of gender, culture, religion, disability or sexual orientation, has the opportunity to apply his or her skills and strengths in the workplace. In 2020, we continued our diversity and inclusion initiatives.

Partner in workplace mentoring program

Since January 2019, Quebecor has been participating, in partnership with the **Fondation Les Petits Rois**, in an on-the-job mentoring program designed to ease the path to independence for young people with slight to severe intellectual disabilities.

Exceptional women: inspirational panel discussion

As part of the **Exceptional Women** initiative launched by Quebecor in 2019, employees of all subsidiaries were invited to an exclusive panel discussion featuring two inspiring and assertive women leaders: France Lauzière, President and CEO of TVA Group, and Sylvie Lalande, Vice-Chair of the Board and Lead Director of Quebecor. The moderator was Marie-Claude Barrette. The purpose of this talk was to highlight and inspire female leadership, a goal Quebecor takes to heart.



Exceptional Women

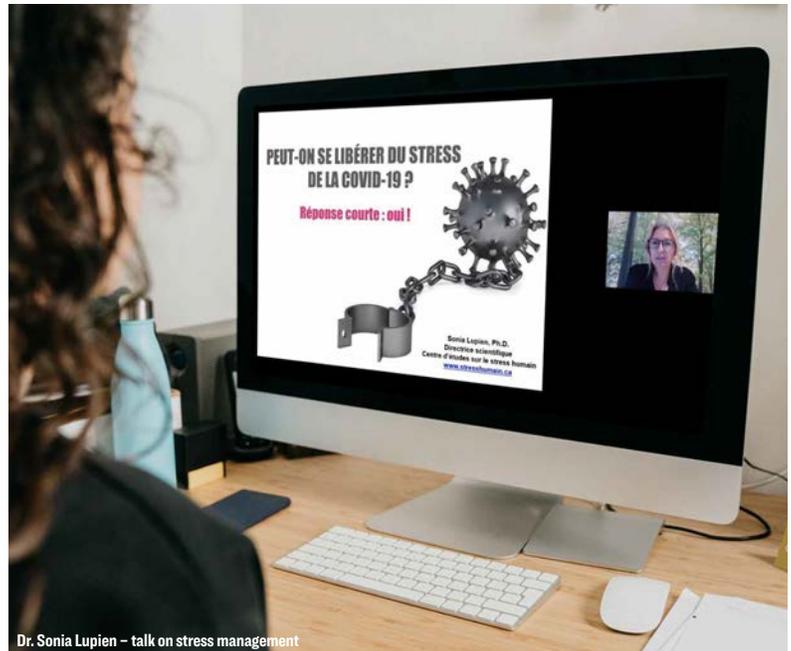
Women are strongly represented at Quebecor and its subsidiaries

	% of employees	% of management	% of management committee
Quebecor	63%	45%	37%
TVA Group	49%	54%	33%
Sports and Entertainment Group	41%	55%	29%
Videotron	30%	29%	20%
Books, Newspapers and Digital divisions	48%	60%	47%

OCCUPATIONAL HEALTH, SAFETY AND WELLNESS

Health and wellness program launched

In January 2021, we launched a **health and wellness program** to strengthen our employee support in the areas of psychological, financial, social and physical health. The program is available at all subsidiaries and consists of a set of initiatives and practical tools including a full range of professional resources and assistance for employees and their families. It also offers a wide selection of activities such as psychological health webinars, ergonomic training for teleworkers, healthy eating workshops, practical financial tips, online exercise classes and videos about work-life balance.



Dr. Sonia Lupien – talk on stress management



Pierre Lavoie – talk on resilience



EMPLOYEES IN ACTION IN THE FIELD



GOVERNANCE

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

Quebecor 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 and Risk Management Committee and the Human Resources and Corporate Governance Committee, consist entirely of independent directors.

HIGH ETHICAL STANDARDS

Quebecor, TVA Group, and Videotron regularly review 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 through discussions with shareholder and investor advocacy groups, especially on governance issues. The Corporation's shareholders' meetings had to be held in virtual mode in 2020 and 2021, but shareholders were invited to submit their questions in advance or at the meeting.

GENDER DIVERSITY

In 2018, the Board of Directors adopted a written policy on candidate selection and set a target of at least 40% female representation on the Board by 2020. That target was achieved in 2019, with 44% female representation, and maintained in 2020. A number of women currently hold leadership positions within the Corporation and its subsidiaries, and the succession planning process will ensure strong female representation both in senior management and on the Board in the future. As of December 31, 2020, women made up 40% of the management committees of the Corporation and its subsidiaries.

ORIENTATION AND CONTINUING EDUCATION

Senior managers make regular presentations to the Board of Directors about Quebecor's main business segments and anticipated trends in its major lines of business. Directors attend the Board's strategy days, where the key orientations and strategic plans of Quebecor and its subsidiaries are presented and approved.

RISK MANAGEMENT

The Audit and Risk Management Committee reviews the principal risks identified by management and the effectiveness of risk mitigation measures. In the performance of its duties, it receives regular assessments from management of potential risks for Quebecor and its subsidiaries. The Audit and Risk Management Committee reports on risk management regularly to the Quebecor Board of Directors.

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.

Michèle Colpron¹
Corporate Director

Lise Croteau²
Corporate Director

Sylvie Lalande²
Vice-Chair of the Board and Lead Director,
Chair of the Human Resources and
Corporate Governance Committee,
Quebecor Inc. and Quebecor Media Inc., and
Chair of the Human Resources and
Corporate Governance Committee, TVA Group Inc., and
Corporate Director

The Right Honourable Brian Mulroney, P.C., C.C., LL.D.
Chair of the Board,
Quebecor Inc. and Quebecor Media Inc., and
Senior Partner,
Norton Rose Fulbright Canada LLP

Robert Paré
Strategic Advisor,
Fasken Martineau DuMoulin LLP

Érik Péladeau
President,
Cie de Publication Alpha inc.

Normand Provost¹
Chair of the Audit and Risk Management Committee,
Quebecor Inc. and Quebecor Media Inc., and
Corporate Director

Officers

The Right Honourable Brian Mulroney, P.C., C.C., LL.D.
Chair of the Board

Sylvie Lalande
Vice-Chair of the Board and Lead Director

Pierre Karl Péladeau
President and 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

Sophie Riendeau
Corporate Secretary

Catherine Tees
Assistant Secretary

¹ Member of the Audit and Risk Management Committee

² Member of the Human Resources and Corporate Governance Committee

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.

Michèle Colpron¹

Corporate Director

Lise Croteau²

Corporate Director

Sylvie Lalande²

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

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

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and Quebecor Media Inc., and
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Érik Péladeau³

President,
Cie de Publication Alpha inc.

Normand Provost^{1,3}

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

Management Team

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 Content Officer, Quebecor Content

Marc M. Tremblay

Chief Operating Officer and Chief Legal Officer

Hugues Simard

Chief Financial Officer

Lyne Robitaille

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

Martin Tremblay

Chief Operating Officer,
Quebecor Sports and Entertainment Group

Mathieu Turbide

Vice-President,
Digital Content, Quebecor

Patrick Jutras

Senior Vice-President and Chief Advertising Officer

¹ Member of the Audit and Risk Management Committee

² Member of the Human Resources and Corporate Governance Committee

³ Member of the Executive Committee

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>.



QUEBECOR

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