



## **Investor Update**

As of July 15, 2020



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### Forward-looking statement and Presentation of financial information

Certain statements contained in this presentation may constitute forward-looking information within the meaning of securities laws. Forward-looking information may relate to our future outlook and anticipated events, business, operations, financial performance, financial condition or results. Particularly, statements regarding our financial guidelines, future operating results and economic performance, objectives and strategies are forward-looking statements. These statements are based on certain factors and assumptions including expected growth, results of operations, performance and business prospects and opportunities, which we believe are reasonable as of the current date. Refer in particular to the "Corporate Objectives and Strategies" section in the MD&A of the 2019 annual report and the "Fiscal 2020 Outlook and Financial Guidelines" section of the FY2020 third quarter shareholders' report for a discussion of certain key economic, market and operational assumptions we have made in preparing forward-looking statements.

While we consider these assumptions to be reasonable based on the information currently available to us, they may prove to be incorrect. Forward-looking information is also subject to certain factors, including Uncertainties and Main Risk Factors which are described in the MD&A sections of the 2019 annual report and the FY2020 third quarter shareholders' reports that could cause actual results to differ materially from what we currently expect. These factors include risks such as competitive risks, business risks (including potential disruption to our supply chain), regulatory risks, public health crisis and emergencies such as the current COVID-19 pandemic, technology risks, financial risks (including variations in currency and interest rates), economic conditions, human-caused and natural threats to our network, infrastructure and systems, community acceptance risks, ethical behavior risks, ownership risks and litigation risks, many of which are beyond Cogeco's control. Moreover, the Corporation's radio operations are significantly exposed to advertising budgets from the retail industry, which can fluctuate due to changing economic conditions.

These factors are not intended to represent a complete list of the factors that could affect Cogeco and future events and results may vary significantly from what we currently foresee. The reader should not place undue importance on forward-looking information contained in this presentation and forward-looking statements contained in this presentation represent our expectations as of July 15, 2020 and are subject to change after such date. While we may elect to do so, we are under no obligation (and expressly disclaim any such obligation) and do not undertake to update or alter this information at any particular time, whether as a result of new information, future events or otherwise, except as required by law.

#### **Presentation of financial information:**

FY2018 financials were restated to comply with IFRS 15 and to reflect a change in accounting policy with respect to reconnect costs as well as to reclassify results from Cogeco Peer 1, which was sold on April 30, 2019 as discontinued operations. The impact of the changes in accounting policies are described in note 3 on pages 93 to 97 of Cogeco Communications' 2019 annual report. Note that FY2017 financials and any preceding years, were not restated for these changes.

IFRS 16 has been applied as of September 1, 2019 using the modified retrospective approach where the comparative period is not restated but the cumulative effect is recognized in the opening retained earnings of FY2020. IFRS 16 eliminates the distinction between operating and finance leases, requiring instead that future lease payments be capitalized and recognized as lease liabilities. As a result, the presentation of expenses between operating expenses, depreciation and financial expenses has changed.

#### **Non-IFRS** measures

## The following non-IFRS measures are used in the presentation and are described on page 30 and 31 of Cogeco Communications' FY2020 third quarter shareholders' report

Free cash flow <sup>(1)</sup>	adjusted EBITDA
	<ul> <li>add</li> <li>amortization of deferred transaction costs and discounts on long-term debt</li> </ul>
	share-base payment
	gain on disposals and write-offs of property, plant and equipment
	defined benefit plans expense, net of contributions
	defined benefit plans expense, her or contributions  deduct
	integration, restructuring and acquisition costs
	financial expense <sup>(2)</sup>
	current income taxes
	capital expenditures
	repayment of lease liabilities
Adjusted EBITDA	profit for the year from continuing operations
	add
	income taxes
	financial expense
	depreciation and amortization
	integration, restructuring and acquisition costs
Adjusted EBITDA margin	adjusted EBITDA as a % of revenue
Capital expenditures	acquisitions of property, plant and equipment. Exclude purchases of Spectrum licenses
("CAPEX")	and acquisition of right-of-use-assets
Capital intensity	capital expenditures as a % of revenue

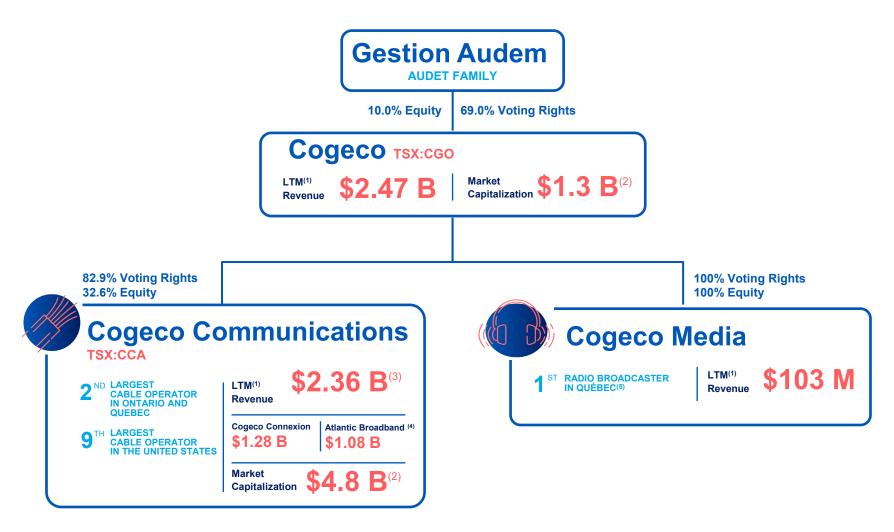
<sup>(1)</sup> During the second quarter of fiscal 2020, the Corporation modified the calculation method of its free cash flow in order to reflect how the Corporation analyzes and makes projections of its free cash flow. This modification generates the same result under the current and former calculation, and therefore free cash flow for the comparable periods were not affected by this change.





<sup>(2)</sup> Excludes the non-cash gain on debt modification related to the repricing of Atlantic Broadband's Term Loan B

### Cogeco generates over \$2.4 B in revenue



<sup>(1)</sup> For the last twelve months ended May 31, 2020





<sup>(2)</sup> As of July 7, 2020

<sup>(3)</sup> Includes "inter-segment eliminations and other" but excludes discontinued operations

<sup>(4)</sup> Caisse de dépôt et placement du Québec ("CDPQ") holds an equity investment in Atlantic Broadband, representing a 21% ownership position

<sup>(5)</sup> Based on weekly reach

## **Managing the COVID-19 Crisis**

- Cogeco Communications quickly adapted to the significant usage increase in Internet, video and telephony services as network traffic increased by 25% during peak periods:
  - Cogeco's ongoing investments in upgrading and expanding its hybrid fibre coaxial cable network has enabled it to deliver a highly reliable service with minimal additional investments required
- The crisis management teams have implemented the following initiatives at Cogeco Communications, among others, to keep employees and customers safe and ensure a continued level of high quality service:
  - Transitioned virtually all contact center and office employees to work from home
  - Converted customer visits to self-installation and remote repairs in part through the use of new customer-friendly video technology
  - Transitioned most store operations to be handled either on-line, by phone or by mail over the long-term
  - Increased network capacity in certain areas to handle higher traffic
  - Provided customers with temporary relief during the crisis
- Cogeco Media also quickly transformed its radio programming in Quebec to provide all the information necessary to follow developments related to the crisis, doing so in each region of the province
- In the medium term, we intend to capitalize on a number of initiatives which we are implementing through this crisis to accelerate our digital transformation program
- Refer to the FY2020 third quarter shareholders' report for further information on the impacts related to the COVID-19 crisis





## Investment highlights: Long-term profitable growth

#### STRONG CANADIAN CABLE OPERATIONS

- Fastest Internet speeds in a large portion of our footprint
- Superior locally-based customer support
- Industry leading adjusted EBITDA margin
- Strong free cash flow generation

#### SUCCESSFUL U.S. CABLE EXPANSION

- Strong organic growth opportunity in our largely non-metropolitan markets with fragmented competition
- Florida expansion provides for higher growth opportunity and stable cash flow
- Positioned to act as a consolidator of regional cable operators

#### STRONG FINANCIAL PERFORMANCE

- Attractive adjusted EBITDA margins, strong free cash flow and dividend growth
- Prudent financial management with a history of de-leveraging following acquisitions





## Six Strategic priorities to enable our growth



Deliver an
exceptional
customer
experience through
continuous
innovation of our
service offering



Grow our footprint and obtain our fair share of market in current segments



Optimize our cost structure and operational effectiveness by exploiting group synergies facilitated through a highly collaborative culture



Leverage our leadership and digital technologies in client relationship management



Continue building a strong brand



Deliver an exceptional employee experience



## Corporate social responsibility ("CSR") at Cogeco



- CSR program overseen by a Steering Committee composed of executives from all business units
- Action plans have been developed to integrate the CSR pillars in each business plan
- Key performance indicators relative to environmental, social and governance objectives tracked and reported on a semi-annual basis to the Corporate Governance Committee of the Board of Directors
- CSR report was published in February and will be updated every two years. An update of our CSR KPIs will be
  provided on an annual basis on our website
- Key FY2020 recognitions:
  - Cogeco Communications ranked among Corporate Knights' 2020 Global 100 Most Sustainable Corporations in the World and 2020 50 Best Corporate Citizens in Canada for a third consecutive year
  - Cogeco is part of Forbes' prestigious Canada's Best Employers for 2020





# **Cogeco Communications**





## **Cogeco Communications overview**

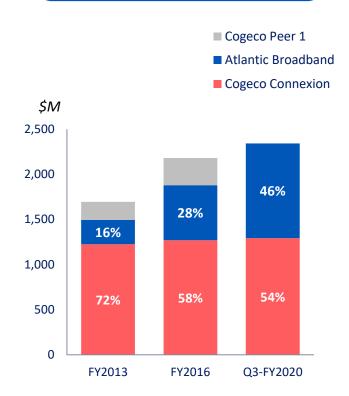
#### **Cogeco Connexion**

- Covers a footprint of 1,774,000 households and 150,000 businesses which provides ample room to grow the Internet and business customer base
- Offers services to 803,000 Internet service, 628,000 video service and 372,000 telephony service customers

#### **Atlantic Broadband**

- Cogeco Communications acquired Atlantic Broadband in November 2012 and the segment has grown through 4 other acquisitions since then
- Covers a footprint of 916,000 households and 190,000 businesses which provides for attractive residential and business organic growth opportunity in all service categories
- Serves 479,000 Internet service, 312,000 video service and 147,000 telephony service customers

STRONG REVENUE GROWTH THROUGH U.S. CABLE EXPANSION REPRESENTING 46% OF COMBINED REVENUE





## Capital allocation priorities

#### **VALUE CREATION**

- 1 PURSUE ACQUISITIONS OF BROADBAND BUSINESSES
- 2 ENHANCE AND EXTEND BROADBAND NETWORKS TO OFFER MORE EVOLVED SERVICES
  - Launch an IPTV service in Canada
  - Pursue the Florida expansion
  - Extend coverage of the 1 Gbps Internet service
  - Extend network in underserved and unserved communities
- 3. EXPLORE HMNO(1) WIRELESS MODELS WHICH MEET FINANCIAL RETURN OBJECTIVES

#### RETURN CAPITAL TO SHAREHOLDERS

- Over the last 5 years, Cogeco has increased its dividend by at least 10% annually
- On May 4, 2020 Cogeco Communications renewed its Normal Course Issuer Bid to repurchase up to 1,809,000 shares over a 1 year period

Balance allocation of capital between growing the business organically, making acquisitions and returning capital to investors, while maintaining a prudent level of financial leverage



## Cogeco Connexion: Second largest cable operator in Ontario and Quebec





ULTRAFAST INTERNET SPEEDS TO MORE THAN 803,000 CUSTOMERS



37 COMMUNITY
TV STATIONS AND MORE
THAN 1000 VOLUNTEERS



SUPPORT TO MORE THAN 300 LOCAL ORGANIZATIONS



2,500 EMPLOYEES IN OUR COMMUNITIES





## **Cogeco Connexion's highlights**

#### STRATEGIC RESIDENTIAL POSITIONING

- Leveraging superior Internet speeds in a large portion of the footprint
  - 120 Mbps offered in virtually all of the footprint
  - 1 Gbps Internet service offered in 70% of the footprint
  - Offering TiVo's advanced multiplatform video for the past 5 years
- Leverage advanced multiplatform video with existing TiVo service and upcoming launch of integrated MediaFirst's IPTV and enhanced WiFi platform

#### **COMMERCIAL GROWTH OPPORTUNITY**

- Approximately 150,000 businesses in footprint
- Suite of business solutions, including Hosted PBX phones and ultra fast Internet connections
- Cloud-based managed WiFi solutions

#### STRONG FINANCIAL PROFILE OVER THE LAST TWO FISCAL YEARS

- Adjusted EBITDA margin of over 52%
- Low capex intensity below 19%
  - 1 Gbps Internet speeds deployed in a cost effective way using DOCSIS 3.1 technology





## **Cogeco Connexion FY2021 priorities**

#### 1 RESIDENTIAL: ORGANIC GROWTH THROUGH ENHANCED SERVICES & NETWORK EXTENSIONS

- Launch the IPTV platform with an enhanced WiFi as an anchor to home entertainment
  - Customizable video content
  - Enhanced WiFi managed services, extenders and security
  - Savings through increased self-installs, lower equipment cost and increased network capacity
- Expanding in underserved and unserved regions through our participation in governments' funding programs and potential tuck-in acquisitions such as the iTéract acquisition which closed in May 2020

#### **2** COMMERCIAL: GROW MARKET POSITION IN THE 150,000 BUSINESSES FOOTPRINT

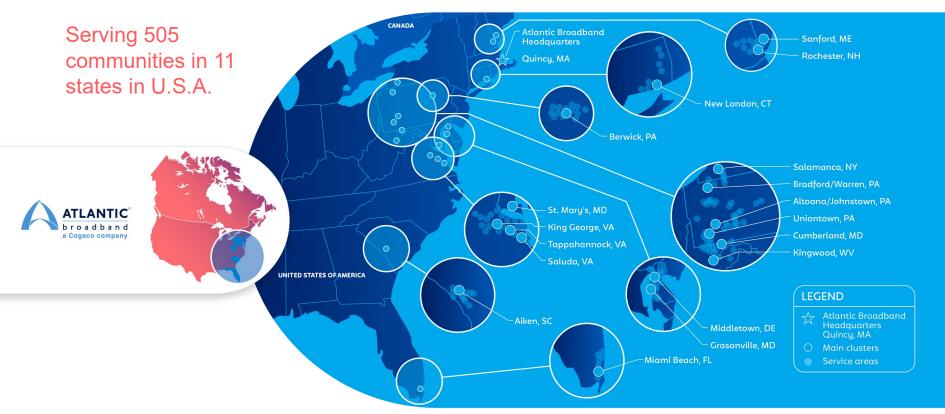
- Continue to drive market share through product enhancement and network expansion
  - Introduce evolved customer portal and enhanced management for Dedicated Fibre customers
  - Hosted PBX & SIP<sup>(1)</sup> services offered with enhanced backup and outage resiliency
  - Continue business market footprint expansion

#### OPTIMIZE RETURN ON INVESTMENT: DELIVERING SERVICES MORE EFFICIENTLY

- Continue to drive adoption of digital interactions:
  - Increase self-serve capabilities, self-install, IVR<sup>(2)</sup> features and e-Billing
  - Continue to reduce technical calls and onsite repairs through new diagnostic tools



## Atlantic Broadband: A scale operator from Maine to Florida





1,500 EMPLOYEES IN OUR COMMUNITIES



ULTRAFAST
INTERNET SPEEDS TO
NEARLY 500,000
CUSTOMERS



NAMED INDEPENDENT CABLE OPERATOR OF THE YEAR BY THE MULTICHANNEL NEWS (U.S.A.)



FEATURING LATEST HIGH DEMAND STREAMING VIDEO APPS



21% MINORITY
SHAREHOLDER AND KEY
PARTNER FOR FUTURE
ACQUISITIONS





## **Atlantic Broadband's highlights**

#### **ENHANCED GROWTH THROUGH PRUDENT ACQUISITIONS**

- Largely non-metropolitan areas with fragmented competition
- Completed the acquisition of Thames Valley Communications for US\$50 M on March 10, 2020:
  - Adjacent broadband systems in Connecticut
  - Serves approximately 10,000 customers

#### STRATEGIC RESIDENTIAL POSITIONING

- Superior video platform and Internet speeds
  - TiVo platform offers integrated Netflix video search, Amazon
     Prime Video and Amazon Alexa voice activated remotes
  - 1 Gbps service offered to over 90% of footprint

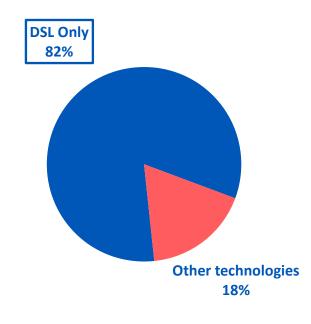
#### **COMMERCIAL GROWTH OPPORTUNITY**

- Approximately 190,000 businesses in footprint
- Florida expansion provides stable cash flow

#### STRONG FINANCIAL PROFILE

Strong adjusted EBITDA margin and free cash flow generation

## COMPETITION SUMMARY EXCLUDING FLORIDA<sup>(1)</sup>



(1) Cogeco's estimates as a percentage of homes passed. Florida is excluded as a large portion of the customer base is comprised of bulk units for which customer penetration rates are not relevant metrics



## **Atlantic Broadband: FY2021 priorities**

#### 1 DRIVE GROWTH THROUGH INTERNET SUPERIORITY AND COMMERCIAL BUSINESS FOCUS

- Continuing residential focus on ever-increasing demand for high-speed Internet service and speed
- Further expansion in commercial markets led by hosted voice service
- Building customer base in expansion areas will fuel customer and revenue growth

#### **2** ENHANCE CUSTOMER EXPERIENCE AND LEVERAGE BRAND AWARENESS

- Leverage new IVR<sup>(1)</sup> capabilities and website enhancements to improve customer service
- Focus efforts on main call drivers to address underlying issues
- Implement more frequent and consistent measurement of brand awareness
- · Renew investment in marketing efforts to leverage company strengths

#### 3 CONTINUE TO INVEST IN STRENGHTENING PRODUCTS & NETWORK

- Launch advanced in-home Wi-Fi products to meet customer needs
- Commence migration planning to IPTV to prepare for future delivery efficiencies
- Further improve network redundancy and reliability

#### **MAINTAIN SOLID ADJUSTED EBITDA MARGIN**

 Drive increased efficiencies through regional focus and further utilization of self-care, self-install and on-line capabilities



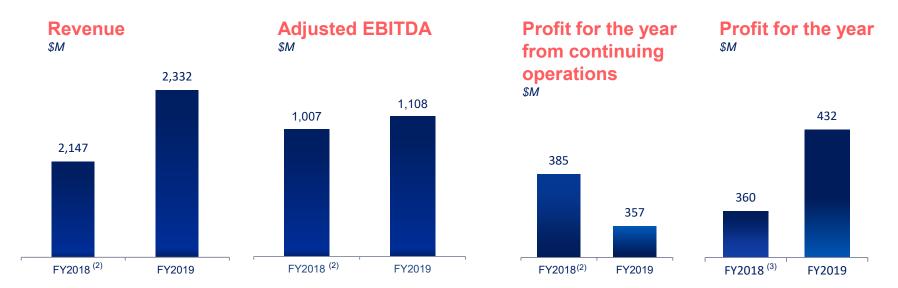
# Financial Results





## Revenue and adjusted EBITDA growth

- FY2019 revenue and adjusted EBITDA grew by 6.8% and 8.5%, respectively, in constant currency<sup>(1)</sup>: includes organic and acquisition growth
- FY2019 profit for the year from continuing operations has declined due to a non-recurring \$94 million income tax reduction recorded in FY2018 following the U.S. tax reform
- Despite the financial pressure related to the Covid-19 crisis, Cogeco expects to realize low single-digit revenue and EBITDA growth in FY2020



<sup>(1)</sup> FY2019 Constant currency basis relative to FY2018 average USD/CDN exchange rate of 1.2773



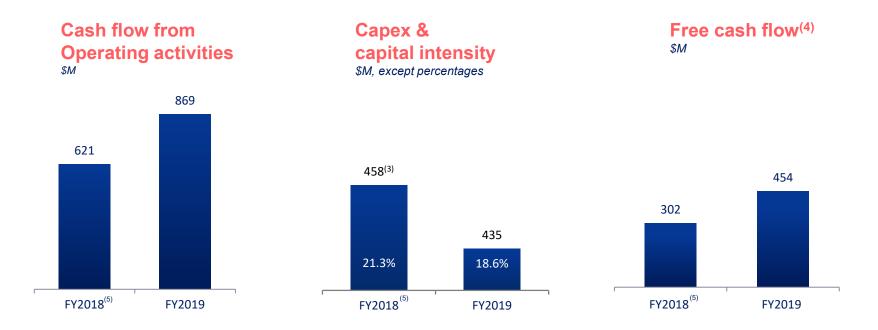
<sup>(2)</sup> FY2018 financials were restated to comply with IFRS 15 and to reflect a change in accounting policy with respect to reconnect costs as well as to reclassify results from Cogeco Peer 1, which was sold on April 30, 2019 and presented as discontinued operations

<sup>(3)</sup> Profit for the year was restated to comply with IFRS 15 and to reflect a change in accounting policy with respect to reconnect costs



## Strong free cash flow generation

- FY2019 free cash flow has grown by 50.0%, in constant currency<sup>(1)</sup>, mainly as a result of adjusted EBITDA growth and a decline in financial expense and current income taxes<sup>(2)</sup>
- In FY2020, Cogeco expects to realize mid single-digit FCF growth



<sup>(1)</sup> FY2019 constant currency basis relative to FY2018 average USD/CND exchange rate of 1.2773

<sup>(5)</sup> FY2018 financials were restated to comply with IFRS 15 and to reflect a change in accounting policy with respect to reconnect costs as well as to reclassify results from Cogeco Peer 1 as discontinued operations



<sup>(2)</sup> Current income tax effective rate has declined from 19% in FY2018 to 12% in FY2019 and financial expenses have mainly declined as a result of the sale of Cogeco Peer 1 Inc. on April 30, 2019 for a net cash consideration of \$720 million

<sup>(3)</sup> FY2018 financials include an eight-month period of MetroCast's capex but exclude the purchases of Spectrum licenses amounting to \$32.3 million

<sup>(4)</sup> Free cash flow excludes purchases of Spectrum licenses as they are not part of the definition of capital expenditures



## Compensation aligned with economic value creation ("EVC")

- Between 50% and 75% of senior executives' compensation is variable and at risk based on long-term creation of Economic Value
  - Reasonable use of equity compensation to minimize dilution
  - Stock ownership requirements for senior executives
  - Balancing risk and reward to avoid excessive risk taking

Incentive Programs	Summary Features
Annual Bonus	60-70% based on level of EVC achieved vs. target and the balance based on employee engagement, customer experience, health and safety and other objectives
Incentive Share Units (25% of the total LTI (1))	3 year time vesting
Performance Share Units (50% of total LTI)	3 year time and performance vesting based on cumulative EVC
Stock Options (25% of the total LTI)	5 year time vesting

- EVC, which is a form of return on equity, is at the core of our compensation programs
  - Annual targets are established at each business segment
  - Targets, which are benchmarked against industry, are mainly based on EBITDA growth and capital efficiency objectives

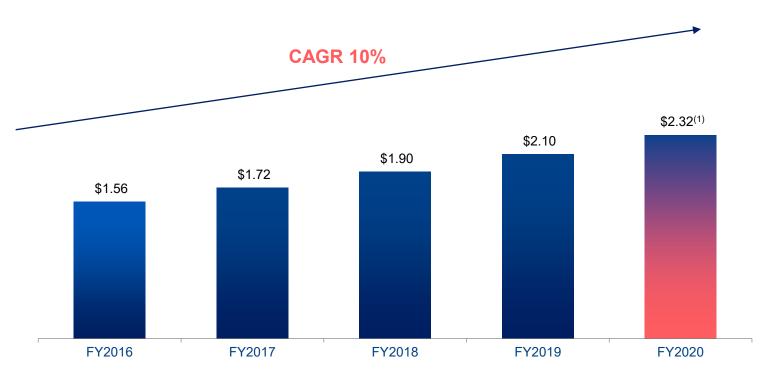
Economic Value Targets	FY2020
Cogeco Inc.	12.7 %
Cogeco Connexion	11.0%
Atlantic Broadband	15.0%





## **Sustained dividend growth**

#### Annual dividend declared per share



 Sustained free cash flow generation has allowed us to pursue growth objectives while returning capital to shareholders

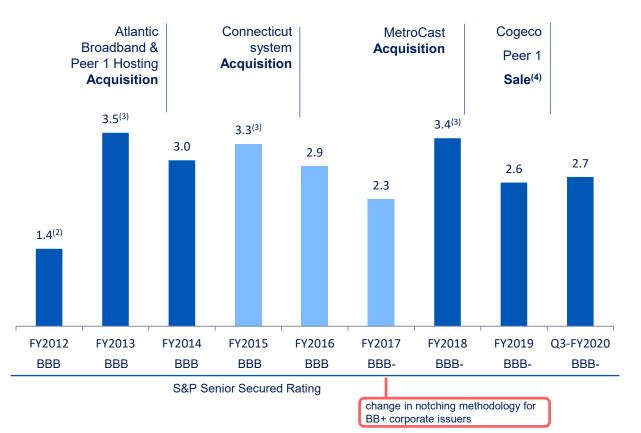
<sup>(1)</sup> Annualized quarterly dividend of \$0.58 per share declared on October 30, 2019, January 14, 2020, April 7, 2020 and July 15, 2020. The dividend is subject to Board of Directors' approval on a quarterly basis and there is no assurance that it will remain at the current level





## History of de-leveraging following acquisitions

#### **Evolution of net leverage**<sup>(1)</sup> ratios



Liquidity: \$1,448 M

$M_{2}$	v 31.	ാഗ	าวก
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Revolving Credit Facilities <sup>(4)</sup>	957
Amounts drawn	3
Unused credit facilities	954
Cash and cash equivalents	494
Liquidity	1,448
Pro forma debt redemption (5)	1,248



<sup>(1)</sup> Net debt / Adjusted EBITDA. Net debt represents the addition of bank indebtedness, balance due on business combination, intercompany note payable, principal on long term debt and obligations under cross currency swaps net of cash and equivalents and short-term investments

<sup>(2)</sup> Restated for IFRS purposes

<sup>(3)</sup> Includes twelve months pro forma adjusted EBITDA of the acquisitions

<sup>(4)</sup> For a net cash consideration of \$720 million

<sup>(5)</sup> The 5.15% \$200 million Senior Secured Debentures will be early redeemed on July 20, 2020 with excess cash on hand



## Low cost of capital and manageable maturities

	August 2019	May 2020 <sup>(2)</sup>	
Average Cost of Debt <sup>(1)</sup>	4.4%	3.9%	_
Average Life	4.9Y	4.4Y	

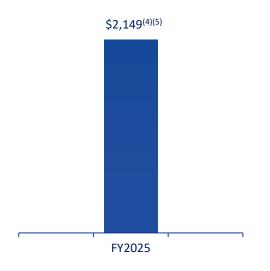
#### **Cogeco Communications**

Excluding credit facility<sup>(3)</sup>



#### **Atlantic Broadband**

Excluding credit facility<sup>(2)</sup> \$M





<sup>(1)</sup> Excludes amortization of debt issuance cost

<sup>(2)</sup> Pro forma the early redemption of the 5.15% \$200 million Senior Secured Debentures

<sup>(3)</sup> A total of CDN\$ 3.3 million was drawn on Cogeco Communications' \$750 million revolver facility maturing in FY2025 and Atlantic Broadband's US\$ 150 million revolving facility maturing in FY2024

<sup>(4)</sup> Converted at the May 31, 2020 closing exchange rate of USD/CDN 1.3787

<sup>(5)</sup> Balance payable in FY2025 after giving effect to annual mandatory repayments of US\$17 million (CDN\$23 million)



## **USD** debt hedges U.S. operations

- Cogeco Communications is mostly naturally hedged from a free cash flow perspective as USD adjusted EBITDA exposure is mainly offset by interest expense on U.S. denominated debt and U.S. denominated capex
- The following table<sup>(1)</sup> highlights, in Canadian dollars, the impact of a 10% depreciation of the Canadian dollar against the USD (or \$0.13 USD/CND<sup>(2)</sup>) on operating results for the nine-months ended May 31, 2020

Favorable / (Unfavorable) impact CDN\$ M	Cogeco Connexion	Atlantic Broadband	Consolidated
Revenue	-	81.6	81.6
Adjusted EBITDA	(2.0)	37.0	35.0
Financial expense			(8.8)
Others			(0.6)
Capex	(9.5)	(15.2)	(24.7)
Free Cash Flow (FCF) impact			0.9
Variance relative to total FCF			0.3%

<sup>(1)</sup> Foreign exchange impact related to revenue, adjusted EBITDA and CAPEX is disclosed on page 27 of Cogeco Communications' FY2020 third quarter shareholders' report. The impact on financial expense can be derived from the long-term debt note disclosure on page 50 of the FY2020 third quarter shareholders' report.



<sup>(2)</sup> Increase of the USD exchange rate compared to the average rate of USD/CDN 1.3466 for the first nine-month period of FY2020

# Cogeco

## Cogeco

COGECO TSX:CGO
PUBLIC MARKET VALUE OF EQUITY
\$1,343 M (16.0M shares at \$83.94 (1))

15.7M shares of CCA



**Investment in** 

Cogeco Communications TSX:CCA

\$1,581 M

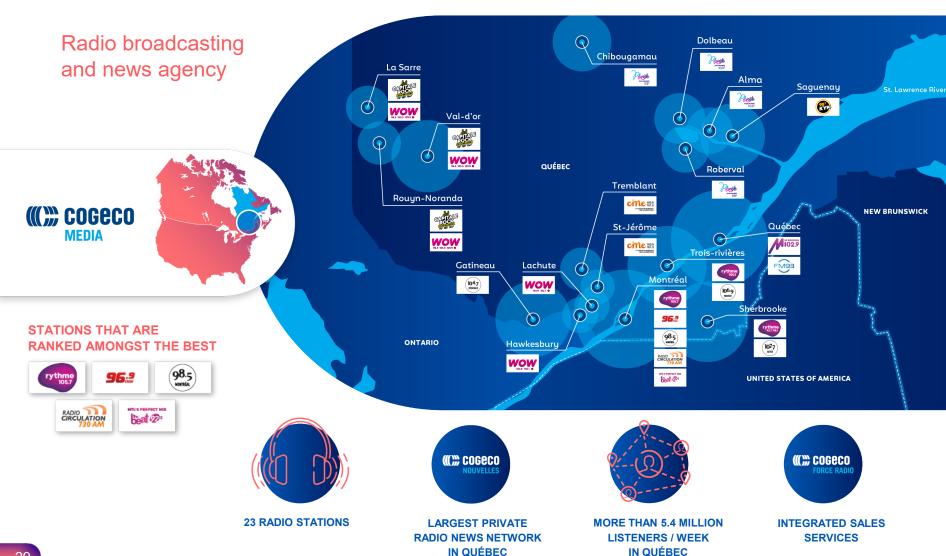
per CGO share<sup>(1)(2)</sup>



"Cogeco Media

**RADIO BROADCASTING** 

## Cogeco Media: Strong network of radio stations





## Cogeco Media: Most important radio broadcaster in Quebec<sup>(1)</sup>

#### **Broad radio coverage**

 No. 1 in commercial share of hours tuned in Montreal and in Quebec City

## Radio is an important media for Quebecers

- •86% tune in every week
- Time spent listening of 17.1 hours per week

News agency with a presence in more than 50 cities in Québec

The Cogeco Media App: 116,250 downloads since its launch last year



# **Appendices**



## **Customer profile**

May 31, 2020	Cogeco Connexion	Atlantic Broadband	Total
Homes passed	1,773,695	916,207	2,689,902
Primary service units <sup>(1)</sup>	1,802,631	937,272	2,739,903
Internet service customers  Internet penetration <sup>(2)</sup>	803,073	478,689	1,281,762
	<i>45.3</i> %	52.2%	<i>47.7%</i>
Video service customers  Video penetration <sup>(2)</sup>	627,608	311,845	939,453
	<i>35.4%</i>	<i>34.0%</i>	<i>34.9%</i>
Telephony service customers  Telephony penetration <sup>(2)</sup>	371,950	146,738	518,688
	21.0%	<i>16.0%</i>	19.3%



<sup>(1)</sup> Includes Internet, video and telephony customers (2) As a percentage of homes passed

## Acronyms

CAGR	Compound Average Growth Rate
DOCSIS	Data Over Cable Service Interface Specifications
Gbps	Gigabits per second
HPBX	Hosted Private Branch Exchange
IP	Internet Protocol
Mbps	Megabits per second
HMNO	Hybrid Mobile Network Operator
WiFi	WIreless FIdelity

