



## **Investor Presentation**

November 22, 2022

# Cautionary Statement

This presentation contains forward-looking information and should be read subject to the following cautionary language:

To the extent any statements made in this presentation contain information that is not historical, these statements are forward-looking statements and may be forward-looking information within the meaning of applicable securities laws (collectively, “forward-looking information”). This forward-looking information relates to, among other things, the Company’s objectives, goals, strategies, targets, intentions, plans, estimates and outlook, including the adoption and anticipated impact of the Company’s strategic plan, advertising and expectations of advertising trends for fiscal 2023, subscriber revenue and anticipated subscription trends, distribution, production and other revenue, the Company’s dividend policy and the payment of future dividends; the Company’s leverage target; the Company’s proposed share purchases, including the number of Class B non-voting shares to be repurchased under its normal course issuer bid, if any, and timing thereof; the Company’s ability to manage retention and reputation risks related to its on-air talent; expectations regarding financial performance, including capital allocation strategy and capital structure management, operating costs and tariffs, taxes and fees, and can generally be identified by the use of words such as "believe", "anticipate", "expect", "intend", "plan", "will", "may" or the negatives of these terms and other similar expressions. In addition, any statements that refer to expectations, projections or other characterizations of future events or circumstances may be considered forward-looking information.

Although Corus believes that the expectations reflected in such forward-looking information are reasonable, such information involves assumptions, risks and uncertainties and undue reliance should not be placed on such statements. Certain material factors or assumptions are applied with respect to the forward-looking information, including without limitation: factors and assumptions regarding the general market conditions and general outlook for the industry including: the impact of recessionary conditions and continuing supply chain constraints; the potential impact of new competition and industry mergers and acquisitions ; changes to applicable tax, licensing and regulatory regimes; inflation and interest rates, stability of the advertising, subscription, distribution and production markets; changes to key suppliers or clients; operating and capital costs and tariffs, taxes and fees, the Company’s ability to source, produce or sell desirable content and the Company's capital and operating results being consistent with its expectations. Actual results may differ materially from those expressed or implied in such information.

Important factors that could cause actual results to differ materially from these expectations include, among other things: the Company’s ability to attract, retain and manage fluctuations in advertising revenue; the Company’s ability to maintain relationships with key suppliers and clients and on anticipated financial terms and conditions; audience acceptance of the Company’s television programs and cable networks; the Company’s ability to manage retention and reputation risks related to its on-air talent; the Company’s ability to recoup production costs; the availability of tax credits; the availability of expected news, production and related credits, programs and funding; the existence of co-production treaties; the Company’s ability to compete in any of the industries in which it does business including with competitors which may not be regulated in the same way or to the same degree; the business and strategic opportunities (or lack thereof) that may be presented to and pursued by the Company; conditions in the entertainment, information and communications industries and technological developments therein; changes in laws or regulations or the interpretation or application of those laws and regulations including statements, decisions or positions by applicable regulators including, without limitation, the Canadian Radio-television and Telecommunications Commission (“CRTC”), Canadian Heritage and Innovation, Science and Economic Development Canada (“ISED”); changes to licensing status or conditions; unanticipated or un-mitigatable programming costs; the Company's ability to integrate and realize anticipated benefits from its acquisitions and to effectively manage its growth; the Company's ability to successfully defend itself against litigation matters and complaints; failure to meet covenants under the Company’s senior credit facility, senior unsecured notes or other instruments or facilities; epidemics, pandemics or other public health and safety crises in Canada and globally, including COVID-19; physical and operational changes to the Company's key facilities and infrastructure; cybersecurity threats or incidents to the Company or its key suppliers and vendors; and changes in accounting standards.

Additional information about these factors and about the material assumptions underlying any forward-looking information may be found under the heading “Risks and Uncertainties” in the Management’s Discussion and Analysis for the year ended August 31, 2022 (the “2022 MD&A”) and under the heading “Risk Factors” in the Company's Annual Information Form for the year ended August 31, 2022 (the “AIF”). Corus cautions that the foregoing list of important assumptions and factors that may affect future results is not exhaustive. When relying on the Company's forward-looking information to make decisions with respect to Corus, investors and others should carefully consider the foregoing factors and other uncertainties and potential events. Unless otherwise specified, all forward-looking information in this document speaks as of the date of this document and may be updated or amended from time to time. Except as otherwise required by applicable securities laws, Corus disclaims any intention or obligation to publicly update or revise any forward-looking information whether as a result of new information, events or circumstances that arise after the date thereof or otherwise.

**Note to User:**

In addition to disclosing results in accordance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board (“IASB”), the Company also provides supplementary non-IFRS measures as a method of evaluating the Company’s performance and to provide a better understanding of how management views the Company’s performance. These non IFRS or non GAAP measures include: segment profit (loss), segment profit margin, free cash flow, net debt to segment profit, optimized advertising revenue and new platform revenue. These are not measurements in accordance with IFRS and should not be considered as an alternative to any other measure of performance under IFRS. Please see additional discussion and reconciliations under the Key Performance Indicators section of the Company’s Third Quarter 2022 Report to Shareholders.

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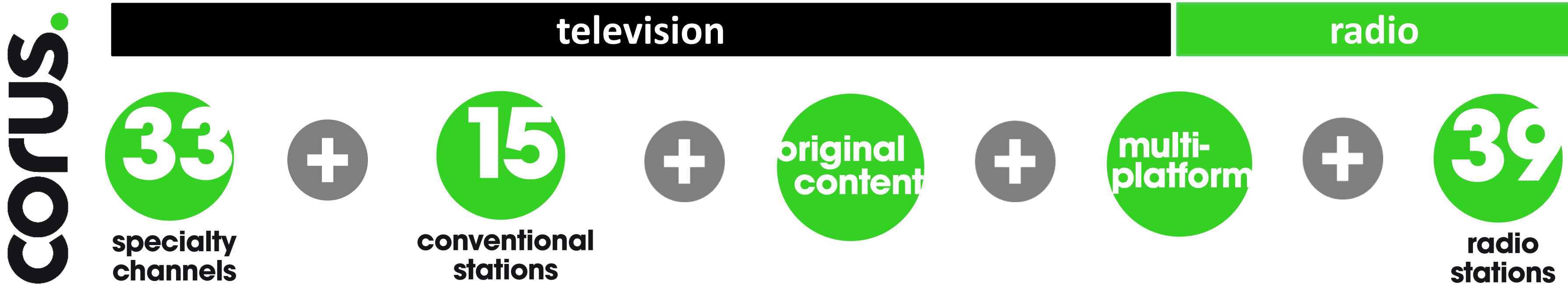


# Corus Overview

**Headquarters:** Toronto, Ontario | **TSX Ticker:** CJR.B | **Market Cap:** ~\$0.4 Bn

- Founded in 1999, Corus is a diversified Canadian-based integrated media and content company that creates and delivers high quality brands and content across platforms for audiences in Canada and around the world
- Corus operates through two reporting segments: Television and Radio, generating revenue through subscription fees, advertising revenue, content licensing and merchandising sales

<b>&gt;\$230 million</b> Annual free cash flow since F2017 <sup>1</sup>	<b>&lt;2.5x</b> Target net debt to segment profit <sup>1</sup>
<b>1 million</b> Target for paying digital streaming subscribers	<b>\$0.24</b> Annual dividend per Class B Share, paid quarterly <sup>2</sup>



1. This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the “Note to User” section on slide 2 for more information.  
2. Subject to approval of Board of Directors

# Investment **Highlights**

**1**

**Significant Diversity, Scope and Scale Across a Leading Portfolio of Television, Radio, Streaming and Digital Platforms with Considerable Strength in Local Markets**

**2**

**Deep Relationships with International Media Companies Enables Access to Great Content**

**corus.**

**3**

**Executing Multiple Growth Initiatives to Connect with Audiences on New Platforms and Deliver Advertising Innovations**

**4**

**Extensive Content Creation and Brand Building Across Broad Range of Genres through the "Corus Advantage"**

**5**

**Attractive Free Cash Flow<sup>1</sup> Supported by Strong Underlying Business Profile and Disciplined Operating Model**

1. This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS.  
Refer to the "Note to User" section on slide 2 for more information.

**corus.**

# Media and Content Powerhouse



specialty  
channels



radio  
stations

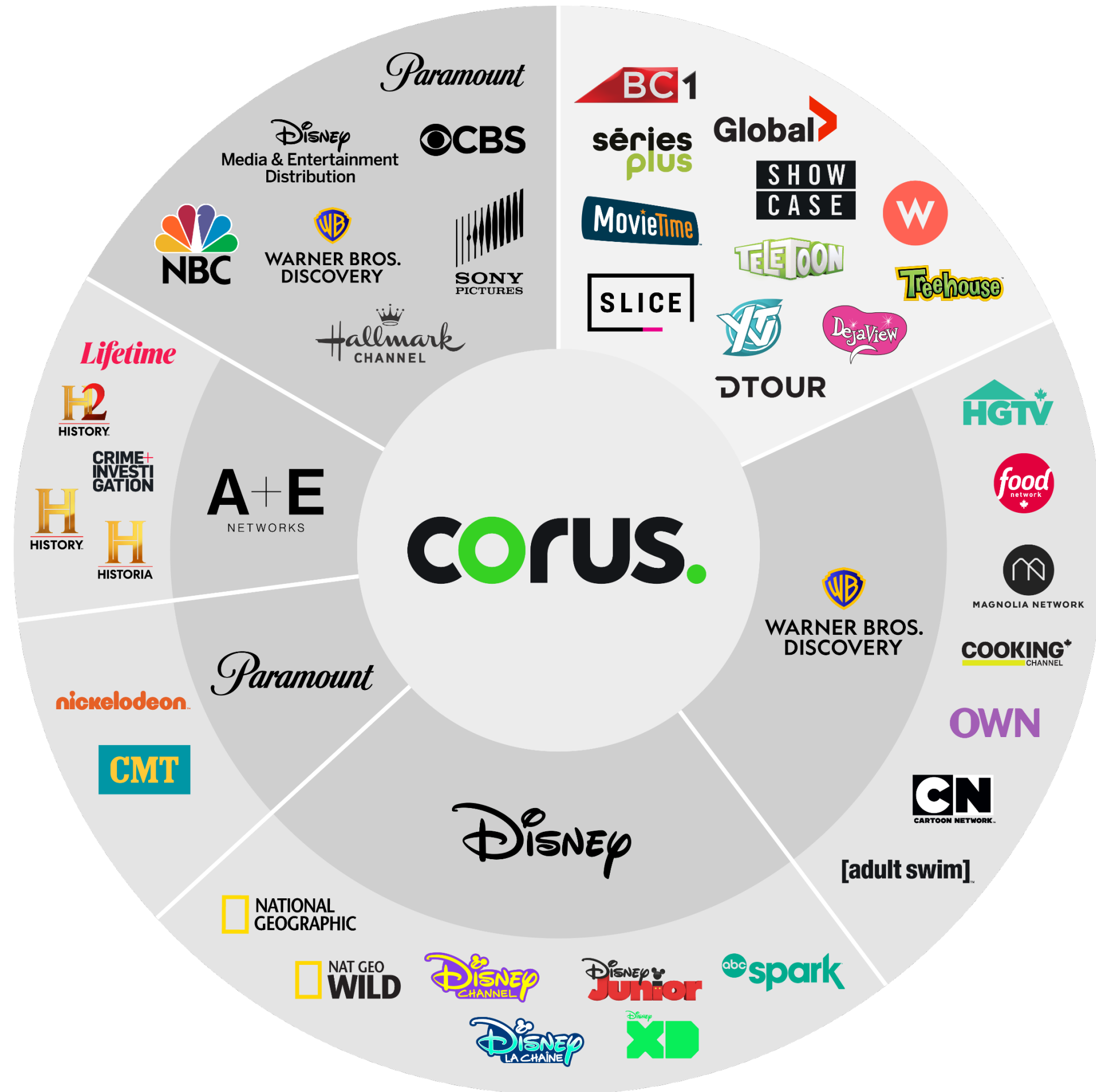


conventional  
stations





# Deep Relationships with World-Class Partners



# Ongoing Strategic Discipline

## Strategic Priorities



### **create** a great place to work

Create a diverse, equitable  
and inclusive culture

Build the capability and  
career flexibility of our  
people

Foster employee  
engagement and well-being



### **build** a content powerhouse

Secure great content to  
deploy across our portfolio  
of leading brands

Extend our leadership role  
in creating original  
Canadian content

Grow our slate of owned  
content for international  
sales

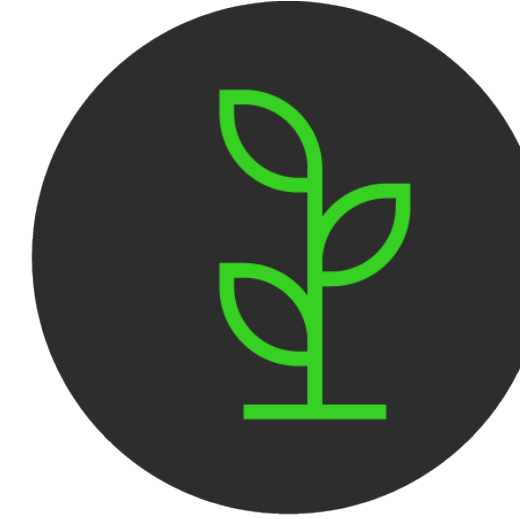


### **connect** with audiences

Create engaging content and  
brand experiences

Reach and interact  
with consumers on new  
platforms

Develop a unified view  
of audiences

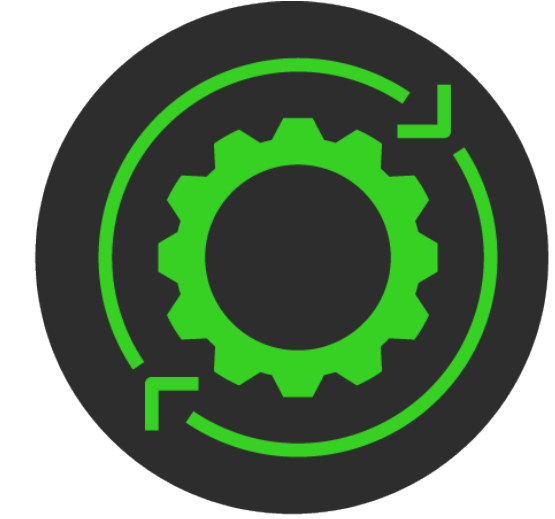


### **help** brands grow

Take a client-  
centric approach to  
everything we do

Build and deliver  
innovative advertising  
solutions

Become a trusted  
authority in marketing  
effectiveness



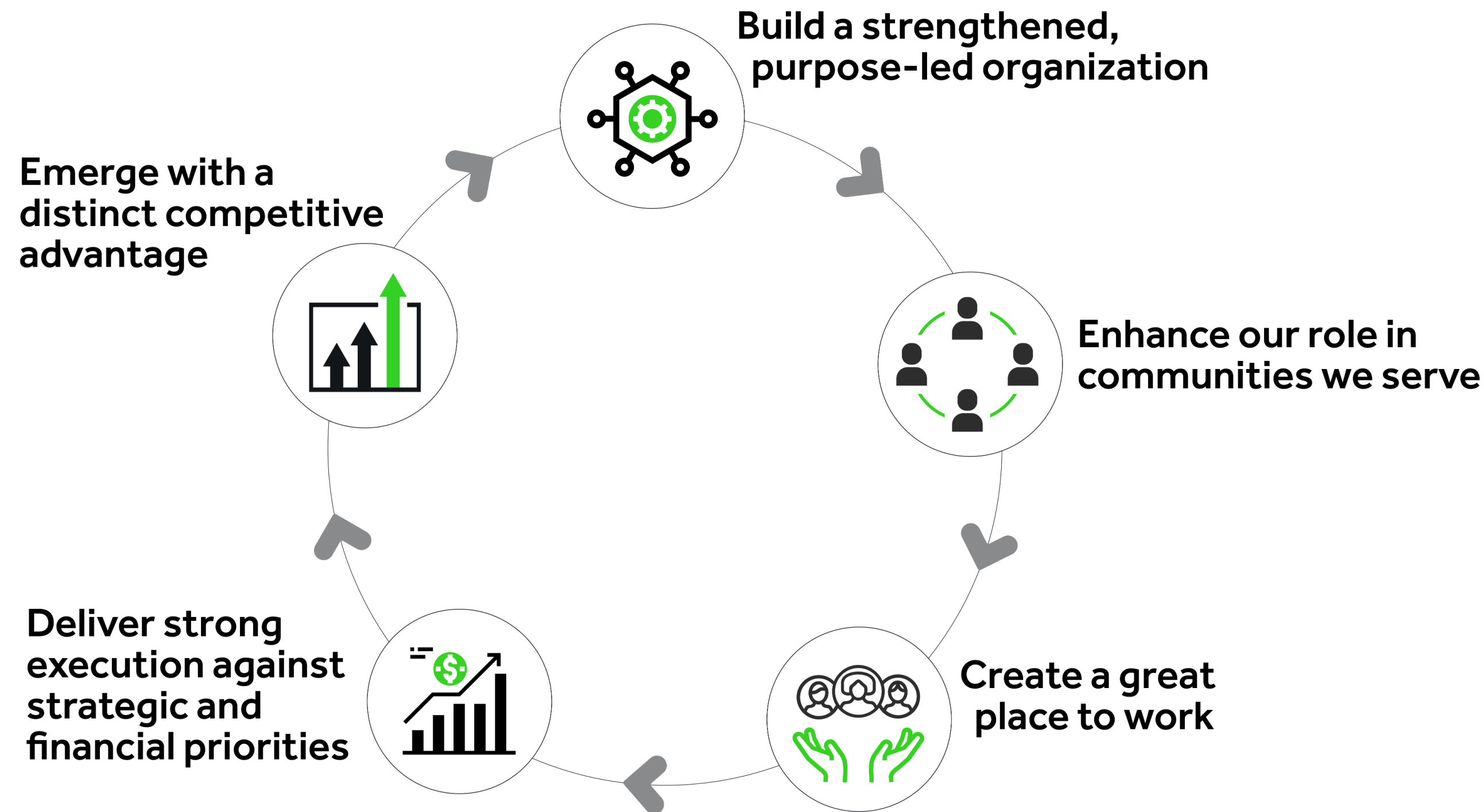
### **operate** with discipline

Embrace technology to  
support revenue growth  
and improve productivity

Bring rigour and financial  
discipline to decision  
making

Increase financial  
flexibility

# Integration of ESG Principles Into Strategy



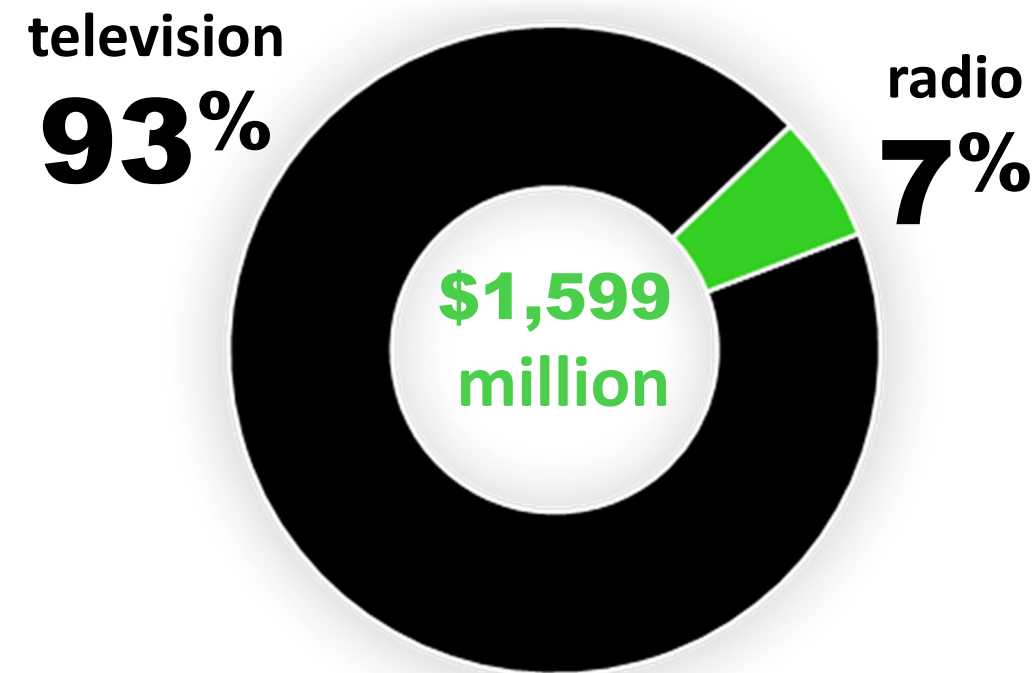


# Financial Overview

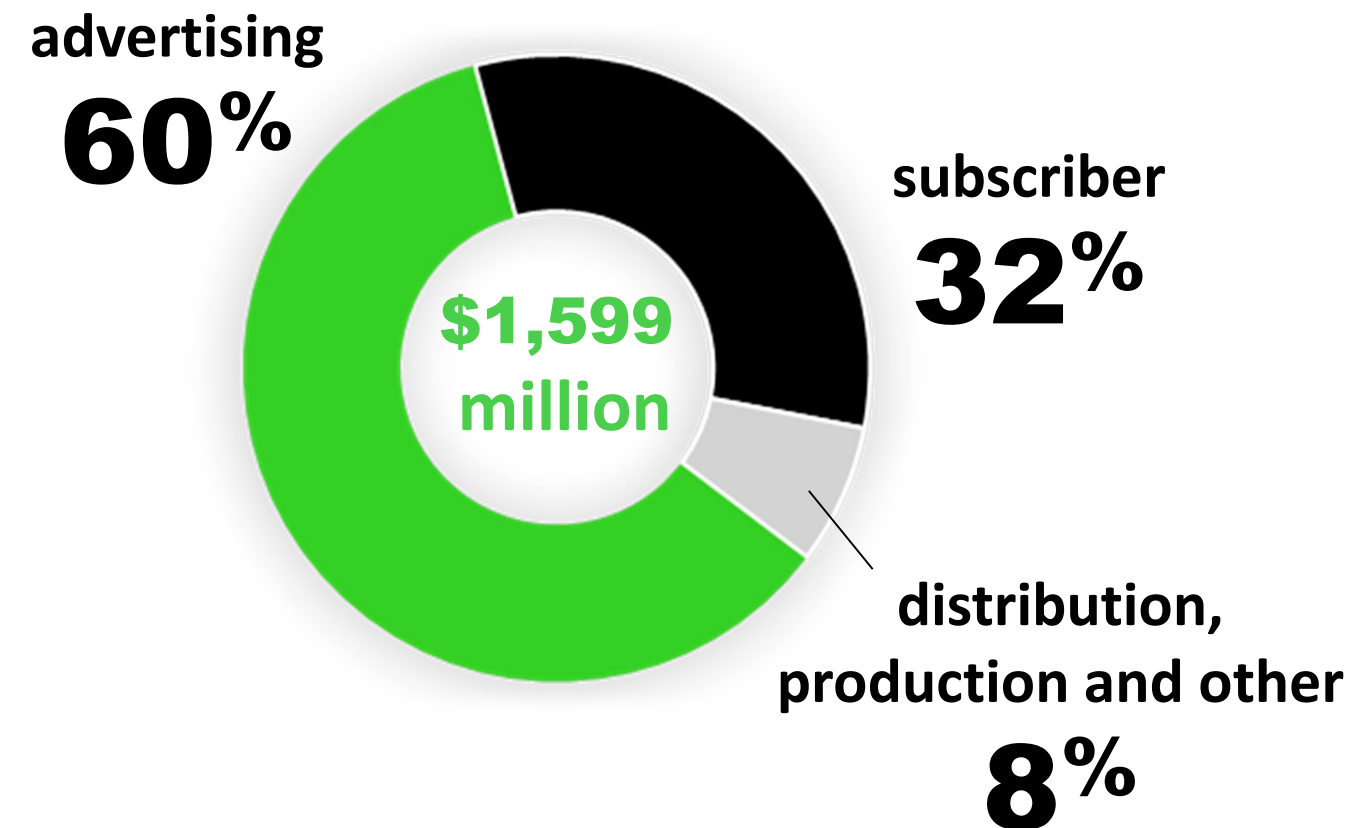


Operate  
with  
discipline

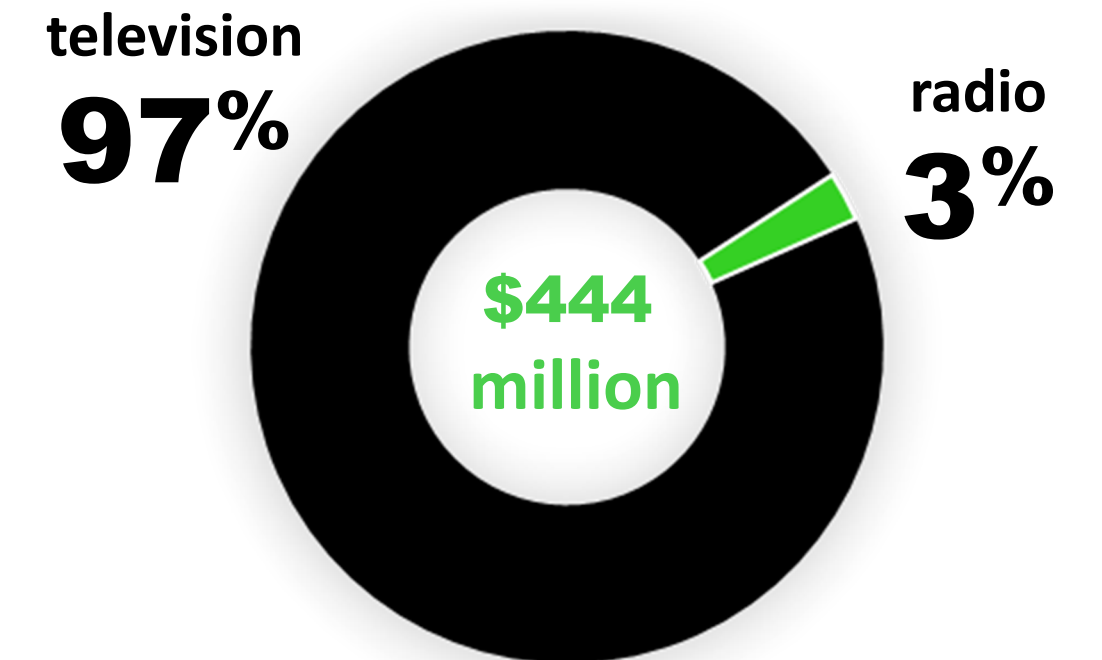
## Segment Revenue<sup>1</sup>



## Sources of Revenue<sup>1</sup>



## Segment Profit<sup>1,2,3</sup>



## Balanced Capital Allocation Policy

### 1 Invest in the Future

- Investment to advance strategic priorities and diversify revenues
  - Ad Tech + Data Analytics
  - Connect with audiences in new ways
  - Build a content powerhouse

### 2 Pay Down Debt

- Disciplined focus on reducing leverage
  - **Leverage target of below 2.5x net debt to segment profit<sup>3</sup>**

### 3 Return Cash to Shareholders

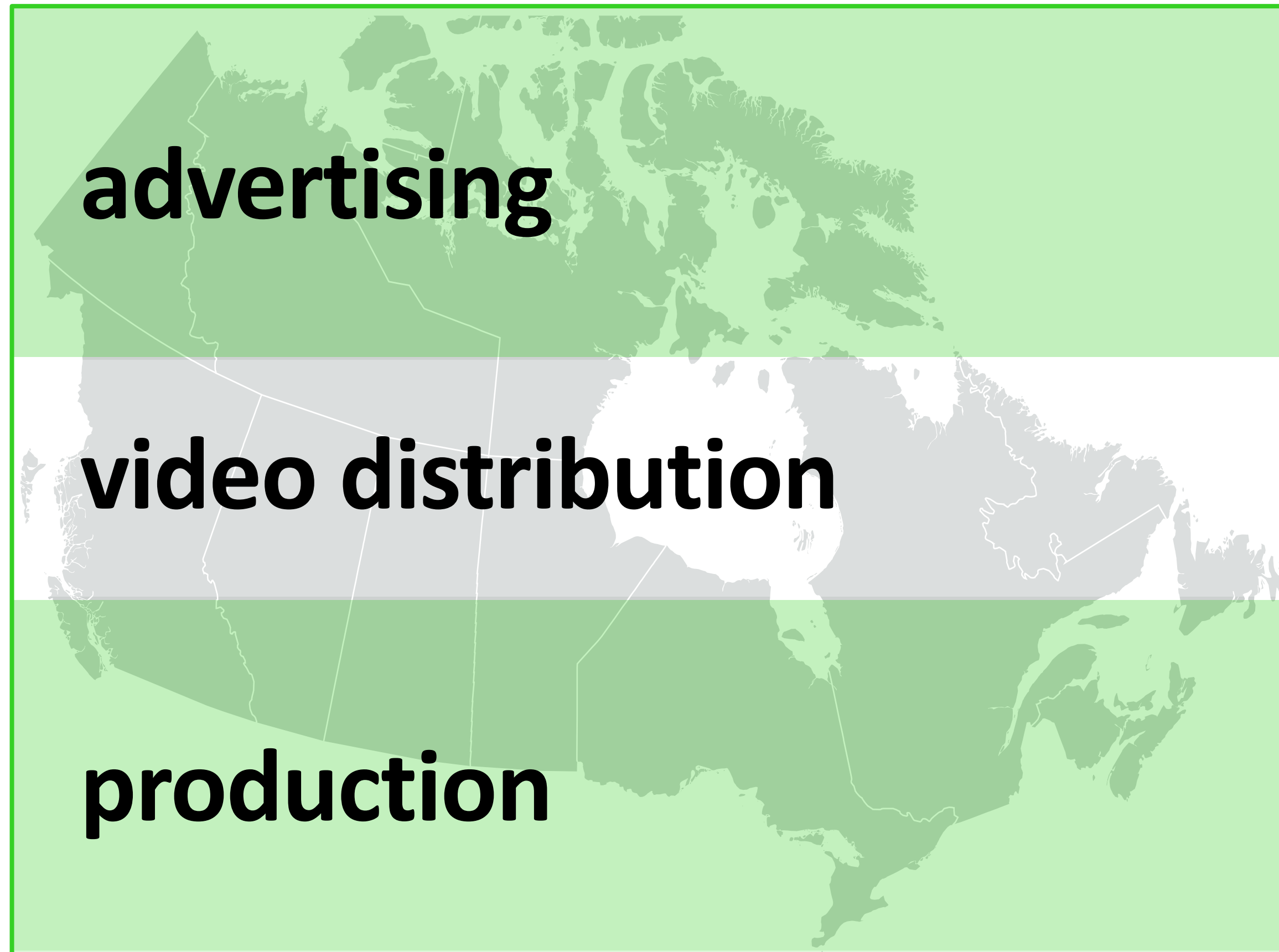
- Annual dividend rate of \$0.24 / Class B Share
  - Dividend subject to Board approval
- Normal Course Issuer Bid

1. Last 12 months for the period ended August 31, 2022.

2. Percentages exclude unallocated corporate costs.

3. This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the "Note to User" section on slide 2 for more information.

# Canadian Market Opportunity



## Unique Market Structure

- 1 Concentrated
- 2 Regulated
- 3 Vertically Integrated



# Alignment and Collaboration in Canadian Ecosystem



## Future Video Platforms



Alignment on next-generation video platforms for PayTV, X1 and MediaFirst

xfinity x1

MediaKind



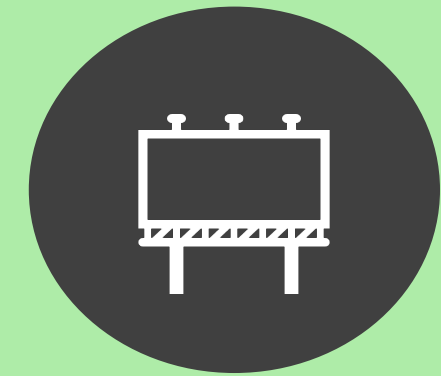
## Industry Measurement



Alignment on enhanced set-top box measurement and cross-platform video audiences

NUMERIS

ENVIRONICS  
ANALYTICS



## Advanced Advertising



Alignment on common industry segments, Dynamic Ad Insertion, and ad-buying platforms

think<sup>tv</sup>

cynch<sup>®</sup>  
audience buying made easy



High Degree of Alignment and Collaboration among Key Players

# Transforming the Way Television is Sold



Help brands  
grow

## Common Audience Segments

### NEW



APPetizing



FIRST IN  
LINE



GOOD  
SPORTS



HEALTH AND  
BEAUTY SAMPLERS



I ♥  
PLANET EARTH



TECHNOPHILES



TRUCKIN'



GROCERY BIG  
SPENDER



FASHIONISTAS



DEEP  
POCKETS



SMALL  
CARS



SUVers



GREAT  
GETAWAYS



MY NEW  
RIDES



LOOKING  
BEAUTIFUL



HOME  
IMPROVERS



KEEPIN'  
IT CLEAN



CUSTOM



JAVA JOINTS



QUICK SERVICE  
RESTAURANT



FAMILY  
SIT DOWN



FLEDGLING  
FAMILIES



YOUNG DIVERSE  
FAMILIES



BURGEONING  
FAMILIES



MIDDLE AGED  
ACHIEVERS



PROSPEROUS  
PARENTS



EMPTY  
NESTERS

Industry Solution reaches **>90%+** of English TV



Automated  
buying platform

**cynch**



dynamic  
advertising  
insertion (DAI) for  
video on demand

**STACKTV**



Industry Leading Portfolio of Advanced Advertising Solutions



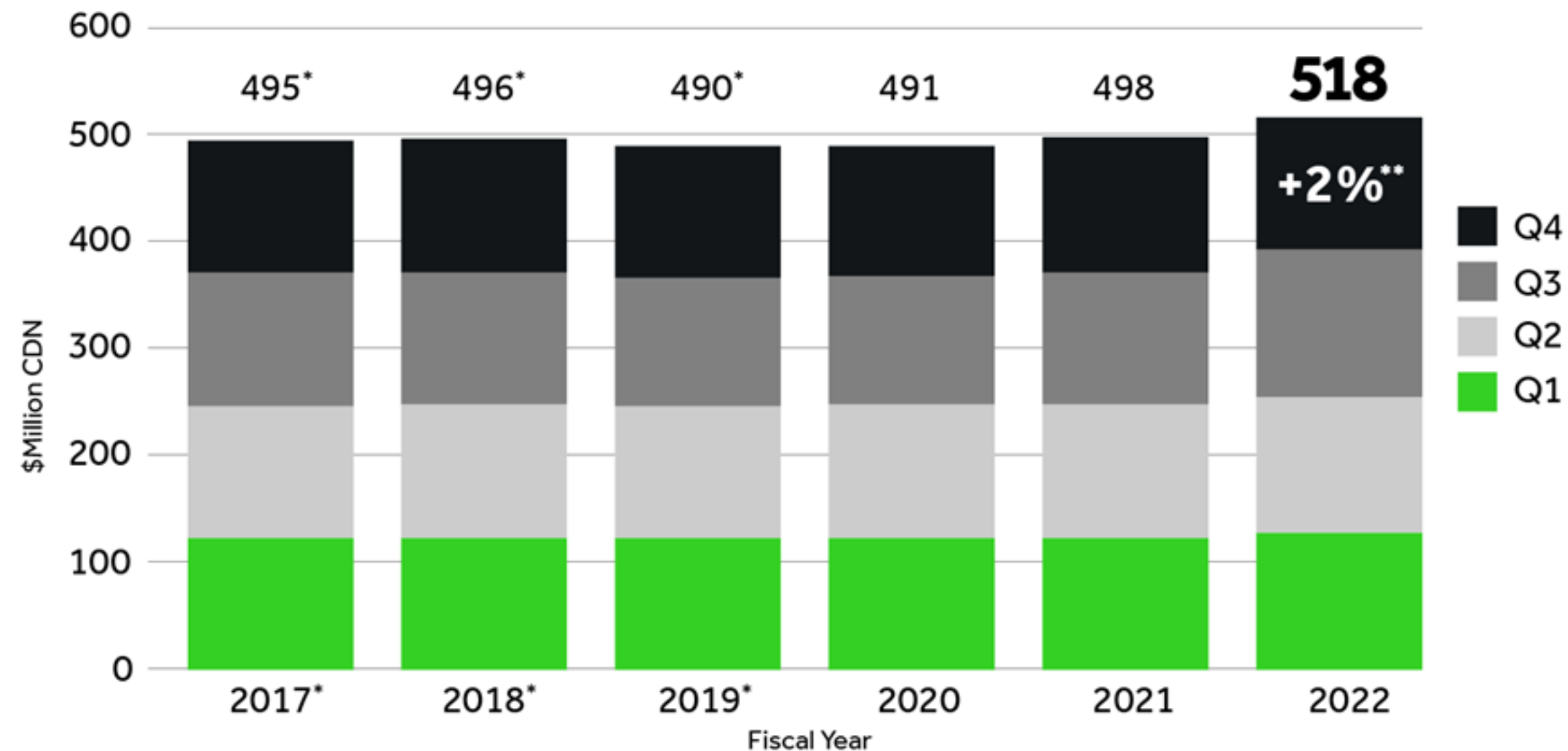
# Resilient Recurring Subscriber Revenue



Connect with  
audiences

## Television Subscriber Revenue since F2017

Television Subscriber Revenue by Quarter



# STACKTV

Hybrid SVOD/Live



Authenticated VOD  
for traditional TV

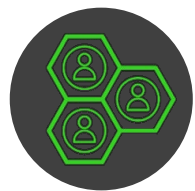


SVOD

Achieved a record \$518 million of Television subscriber revenue in F2022

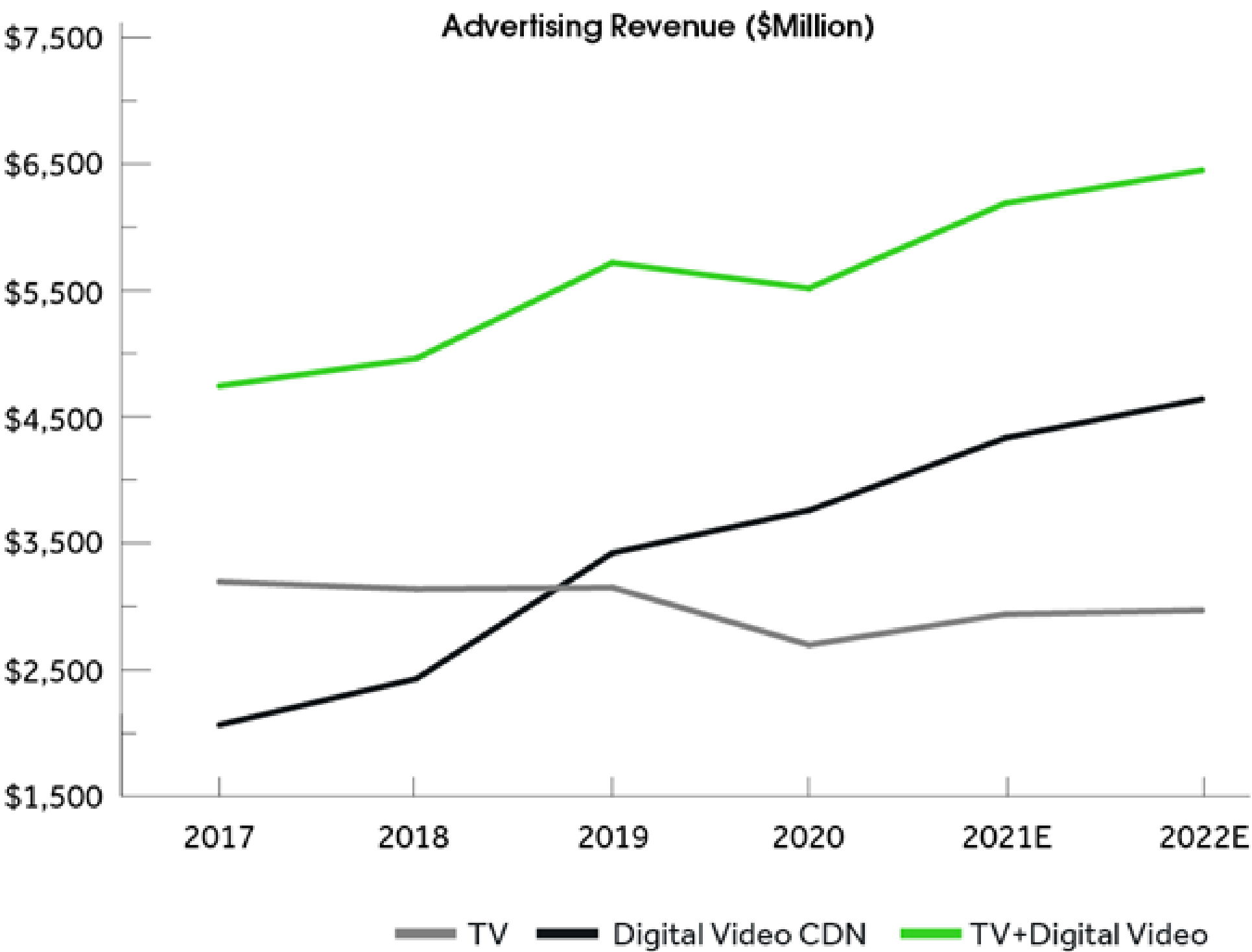


# Video Advertising is a Growth Market



Connect with audiences

Digital Video and TV Advertising Revenue Trend in Canada



Source: ThinkTV Feb 1, 2022 summary for all media except Digital Video which is eMarketer (March'22). 2021 and 2022 estimates use eMarketer growth rates by media (March'22). Note that digital video was restated in 2017 to include both instream and outstream revenue

# Building a Powerful Streaming Portfolio



Connect with  
audiences



Ad-supported Hybrid SVOD/Live



Ad Supported VOD (AVOD)



Free Ad-Supported Streaming Television (FAST)



Subscription-Based VOD (SVOD)



Free Ad-Supported Streaming Television (FAST)



# Connecting with Audiences on New Platforms



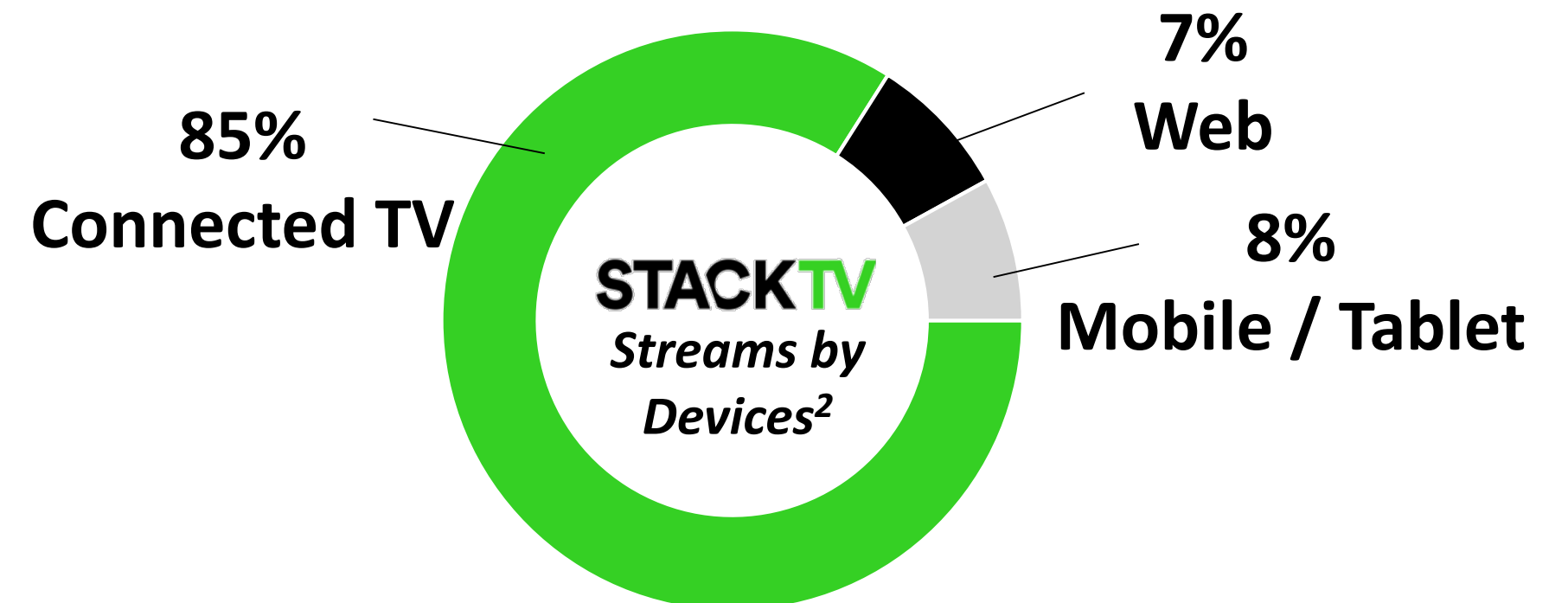
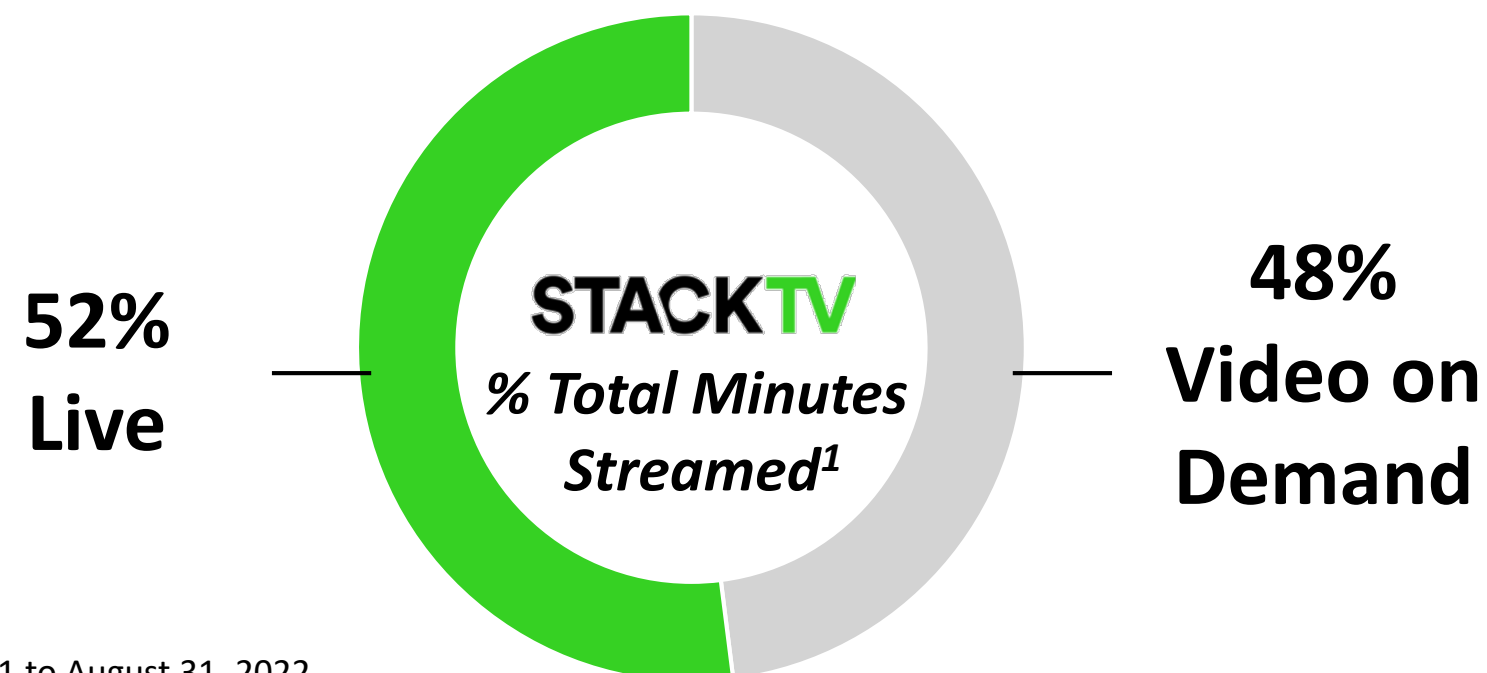
Connect with  
audiences

More Content in **More Places**  Strong **Live TV Viewership**

## STACKTV



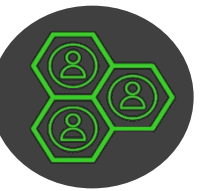
**Target of 1 million**  
*paying subscribers*



1. Data from August 31, 2021 to August 31, 2022

2. Data for calendar 2021 year-to-date through December 4, 2021

# Global TV Delivers Premium Content **Everywhere**

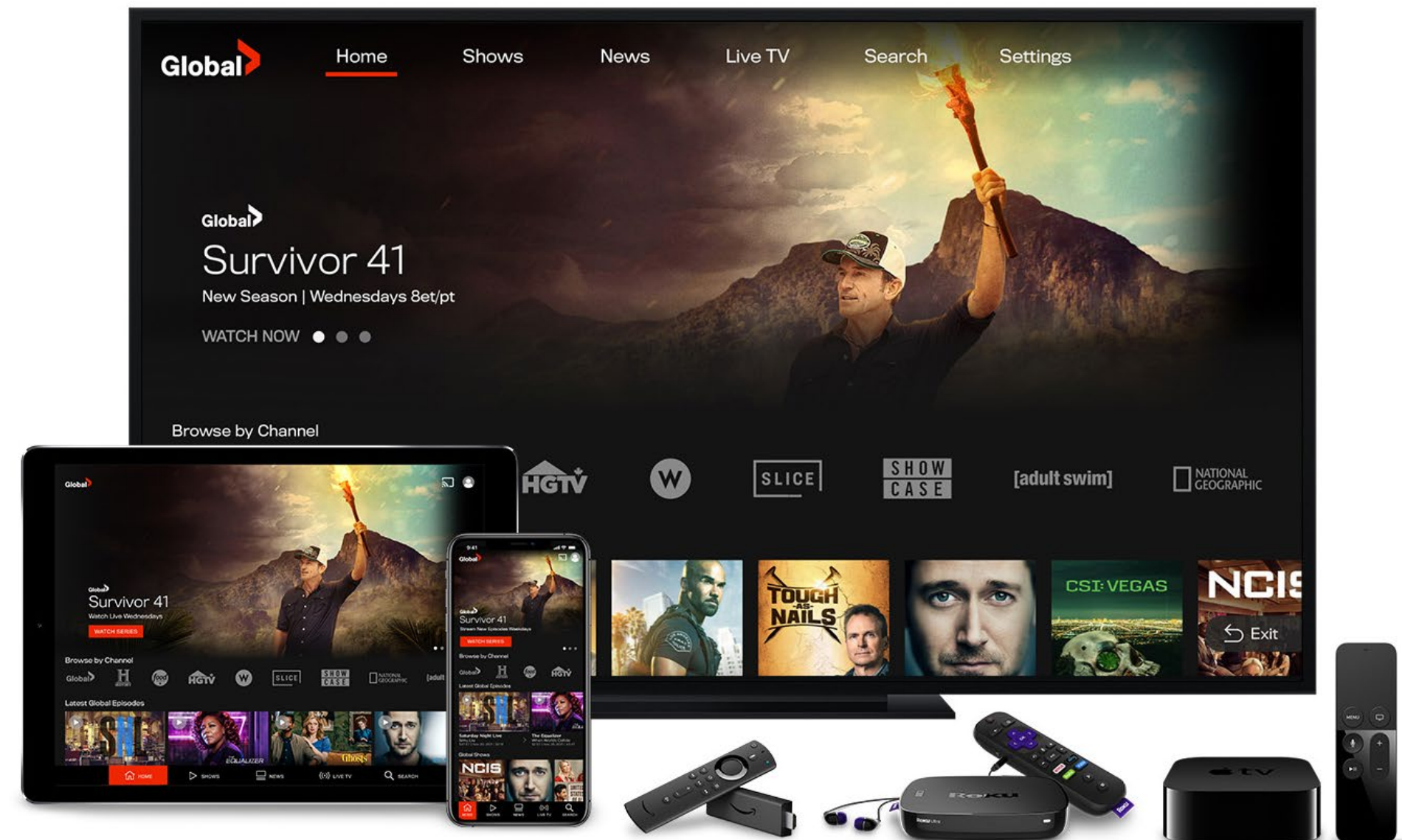


Connect with  
audiences

- Global TV is gaining traction with robust demand for advertising inventory

## ● ***Evolution of Global TV App***

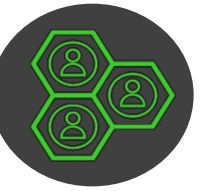
- Authenticated AVOD product available on mobile apps, web and connected TV
- Includes Global TV plus up to eight specialty services and 14 free Global News 24/7 live streams
- Live and on demand



Actively pursuing **advertising-supported video on demand (AVOD)** opportunities



# Expansion into FAST Channels



Connect with  
audiences



- Corus and Paramount Global will launch Pluto TV, a Free Ad-Supported Streaming Television (FAST) channel offering, in Canada on December 1, 2022 with more than 100 unique, curated channels and over 20,000 hours of content
- Pairs Corus' leading ad sales capabilities with Pluto TV's best-in-class platform and technology
- Enables Corus to serve compelling content to audiences and offers more premium video options for advertisers
- Provides incremental programming window for Corus content





# Revenue Growth and Diversification Initiatives



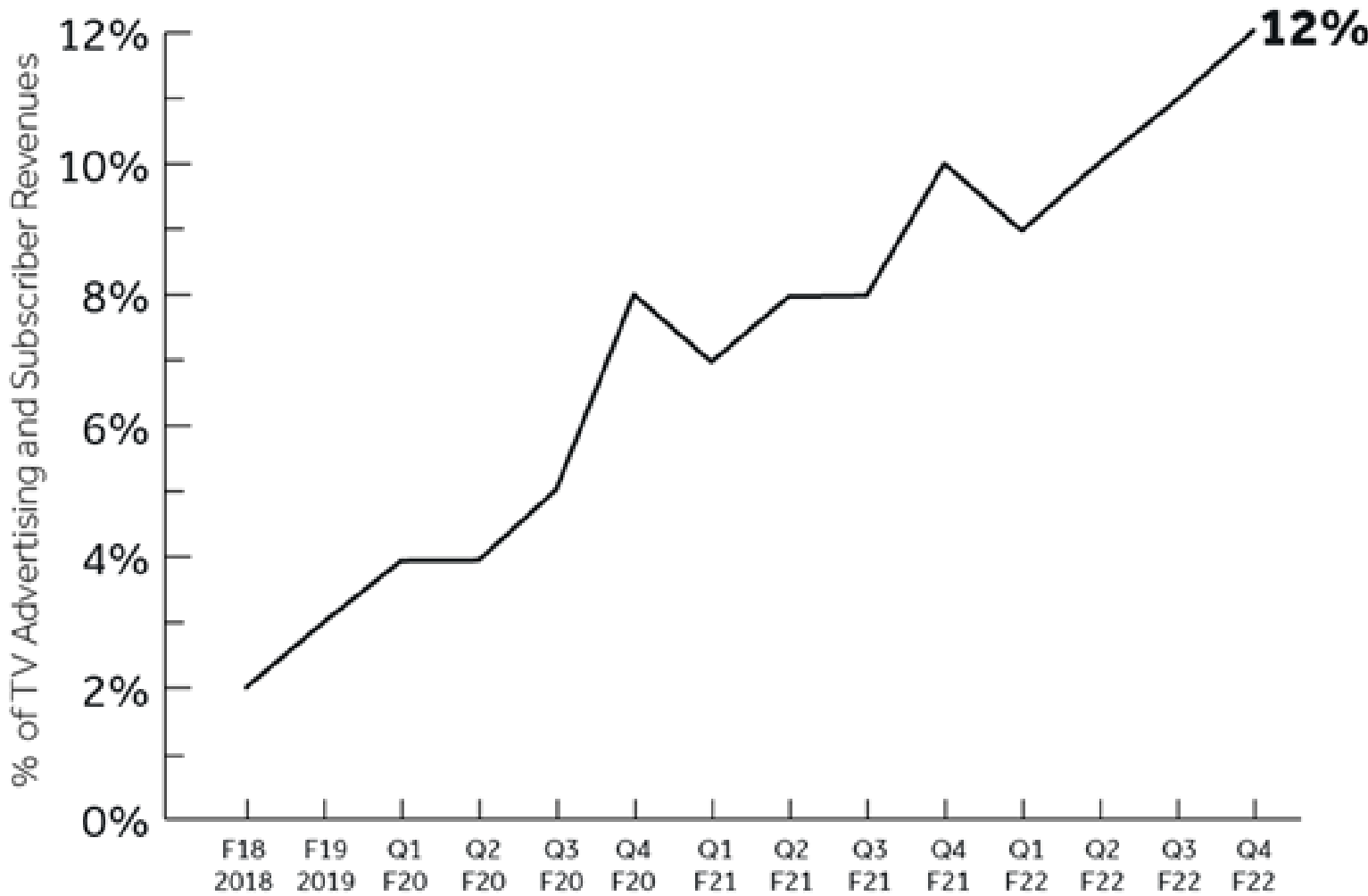
Connect with audiences



Help brands grow



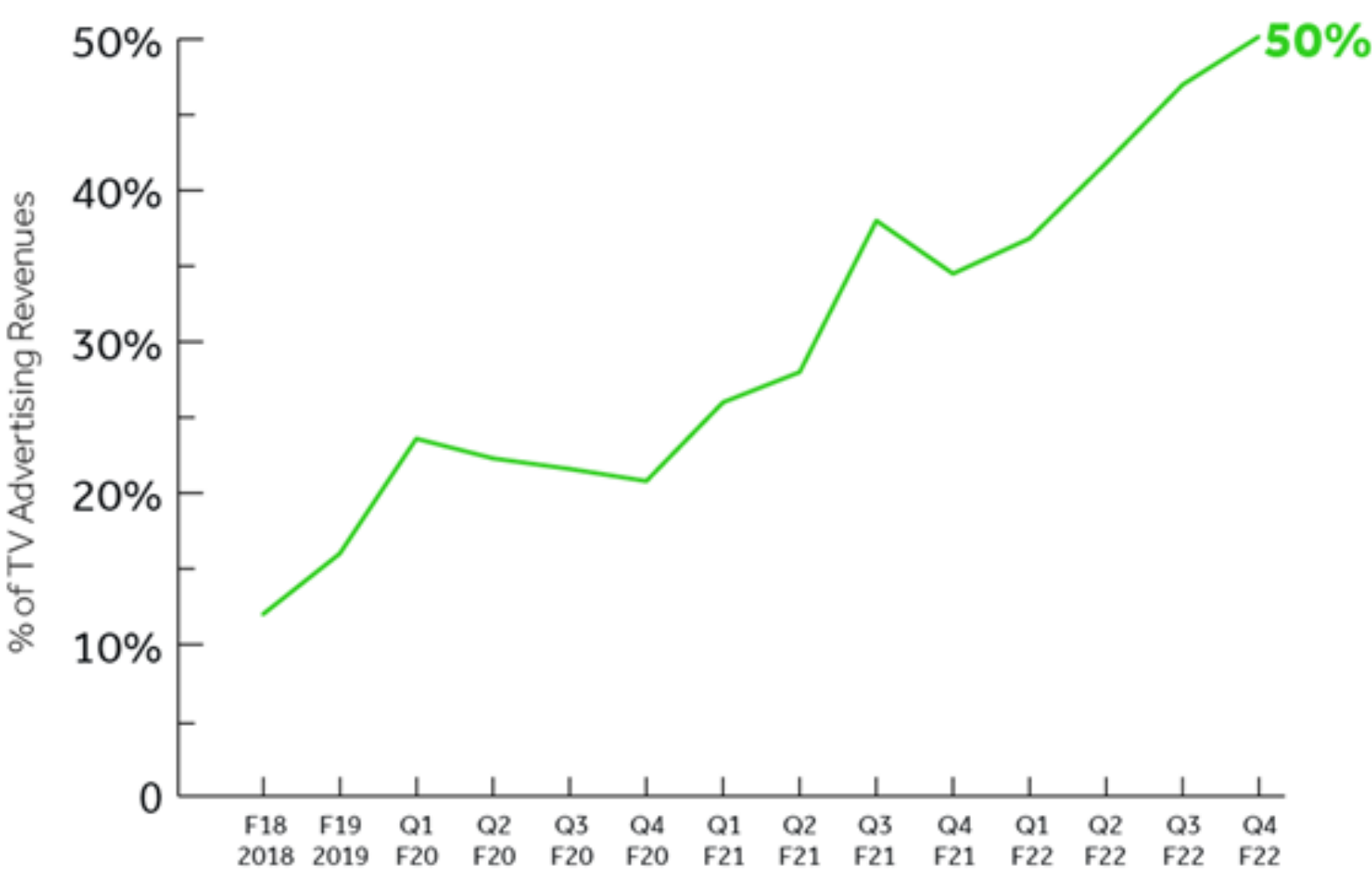
## New Platform Revenue<sup>1</sup>



- Reflects progress on Corus’ participation in rapidly growing streaming distribution platforms and digital video advertising markets
- Combines subscriber revenue from streaming initiatives and advertising revenue from digital platforms expressed as a percentage of total Television advertising and subscriber revenue



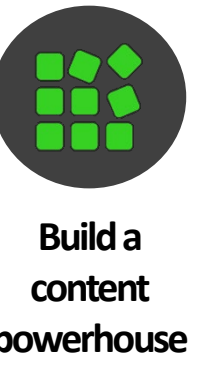
## Optimized Advertising Revenue<sup>1</sup>



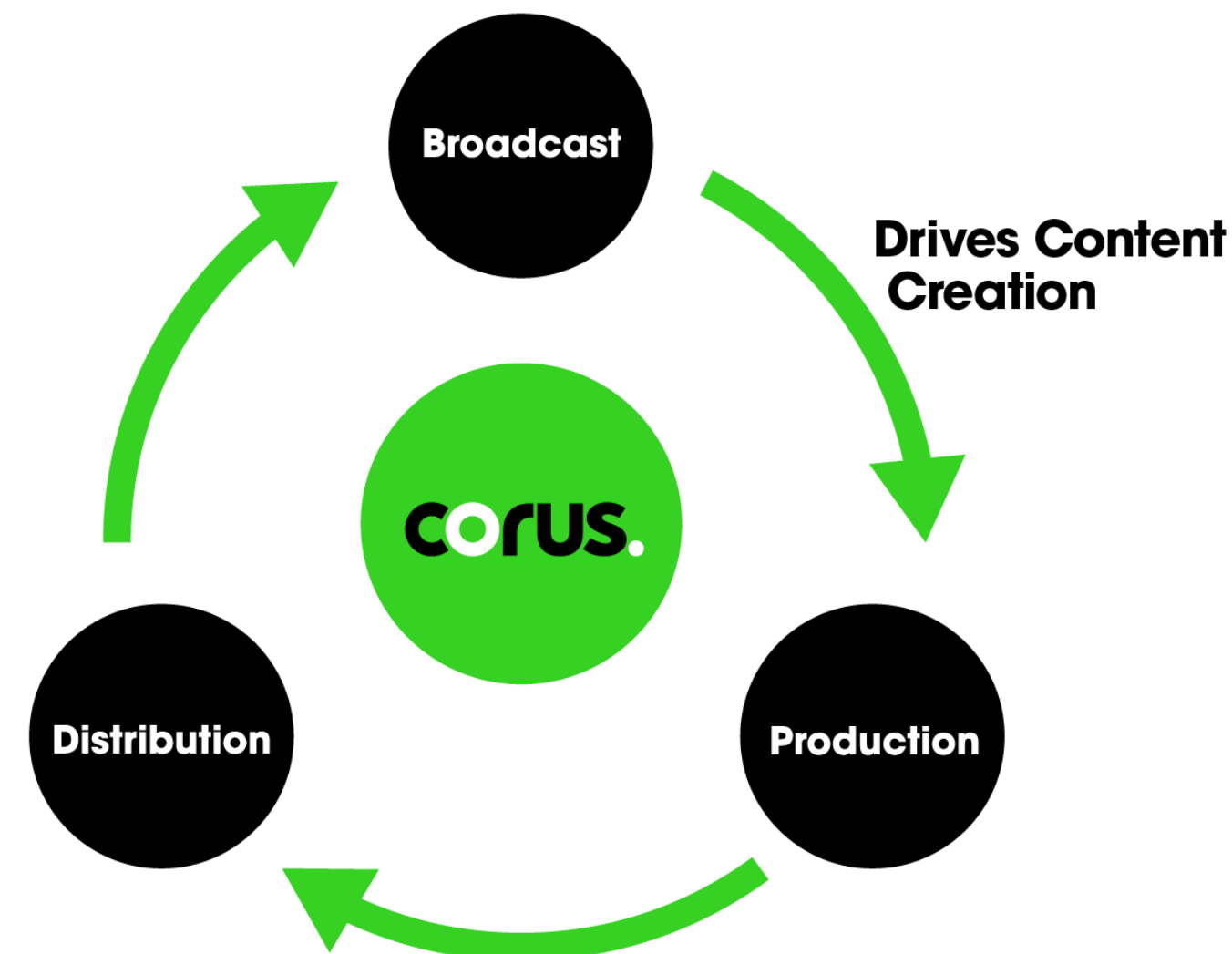
- Reflects progress on the transformation of how Television advertising is sold
- Includes advertising revenue attributable to audience segment selling and to the Cynch automated buying platform expressed as a percentage of Television advertising revenue

1. This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the “Note to User” section on slide 2 for more information.

# Corus Advantage Drives Content Creation



## corus. Advantage



## Content Creation

- Leveraging required Canadian content spending to grow international content sales

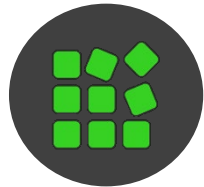
## Robust Production Slate

- Multi-season lifestyle, factual reality and children's series are sold in the U.S. and around the world





# Robust Demand for Original Content



Build a  
content  
powerhouse

**corus.**  
STUDIOS



~900 episode  
library



~4,800 episode  
library



AIRCRAFT PICTURES

**Waterside  
Studios**

Expanding content  
production portfolio



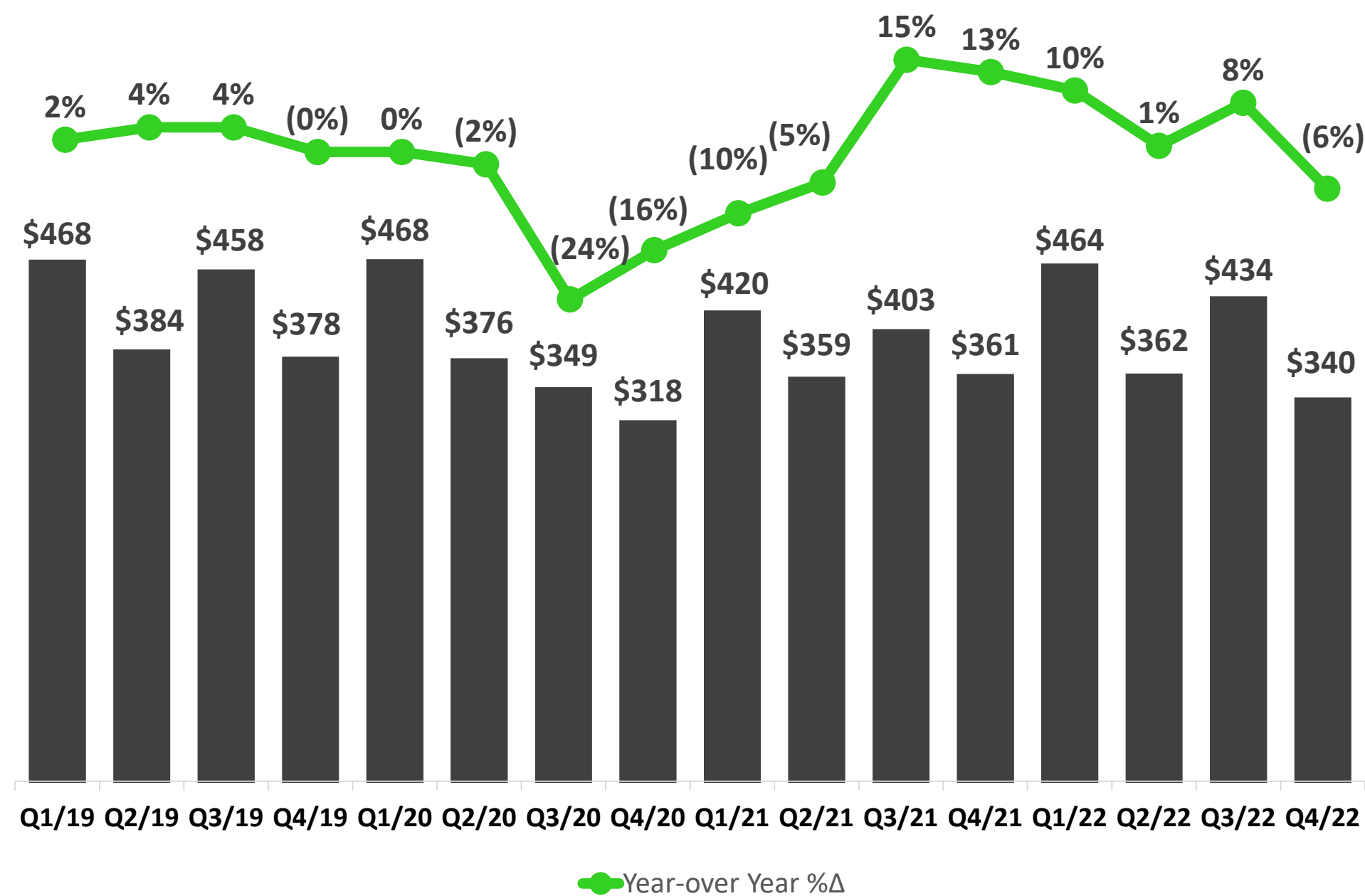
# Consolidated Results



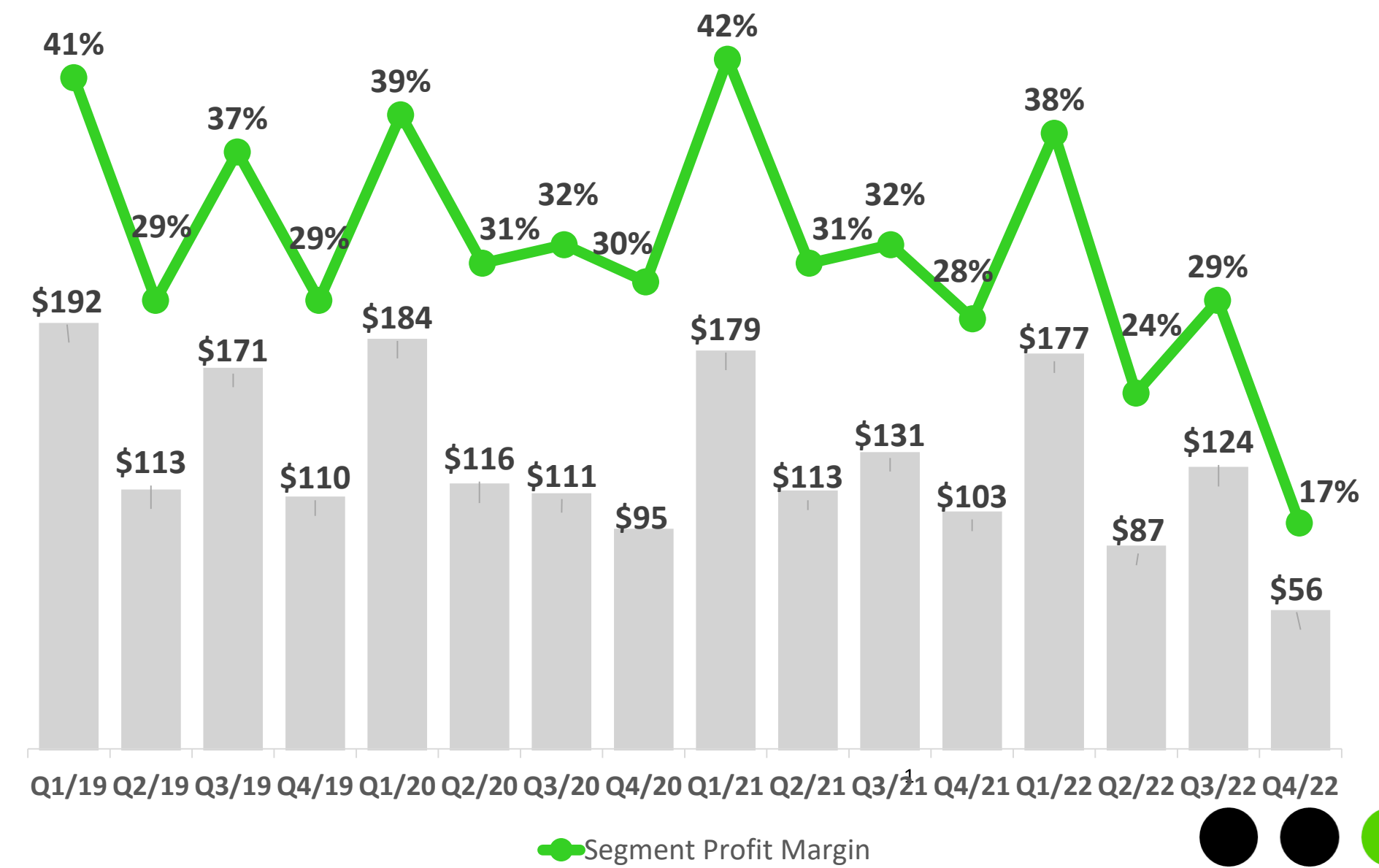
Operate  
with  
discipline

- Strong track record of navigating through challenging macroeconomic conditions while continuing to invest in long-term growth opportunities

Consolidated Revenue



Consolidated Segment Profit<sup>1</sup>



Note: Quarterly financials based on Corus' fiscal year-end of August 31. Figures in C\$ millions, unless otherwise specified.  
1. This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the "Note to User" section on slide 2 for more information.



# Free Cash Flow and Leverage

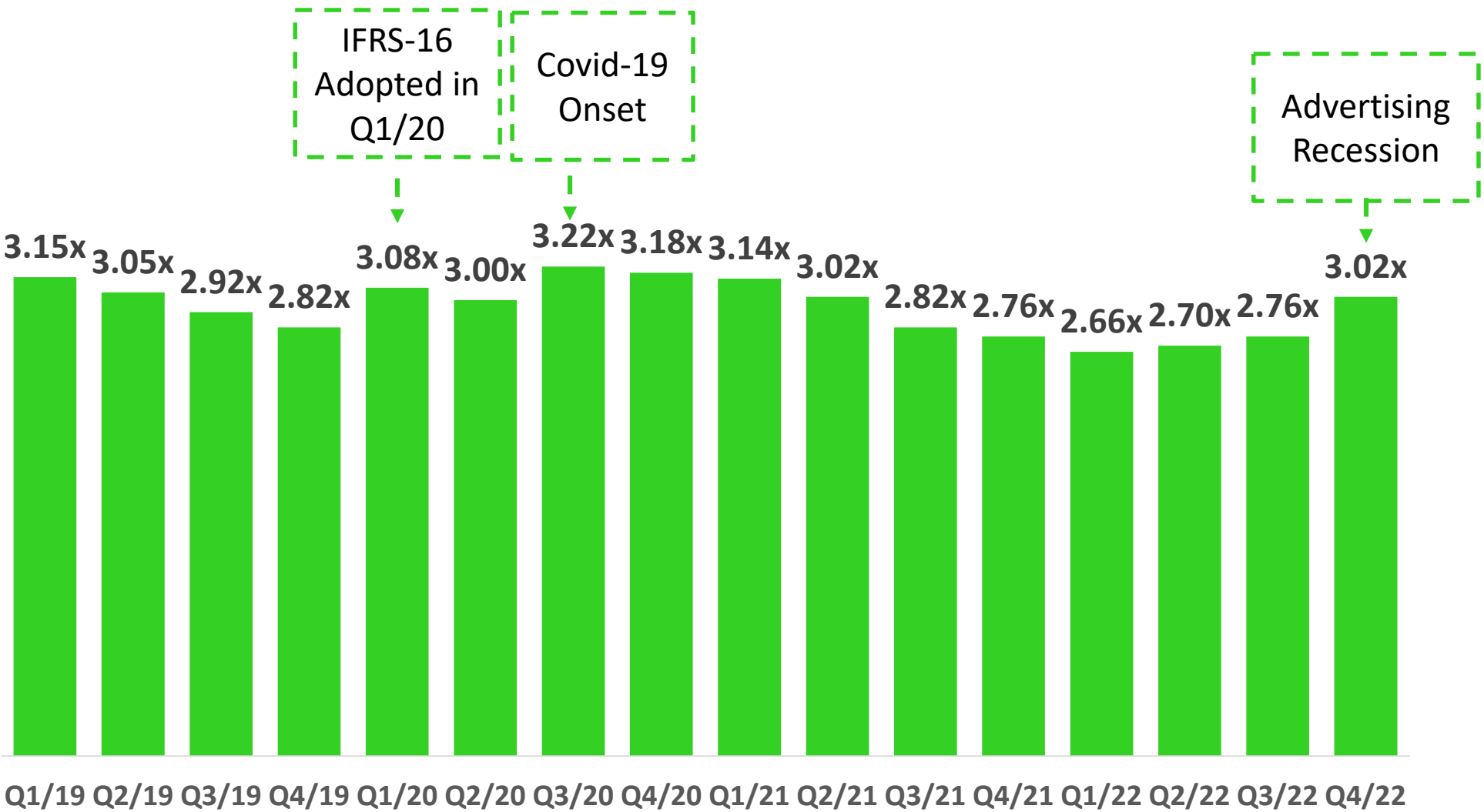
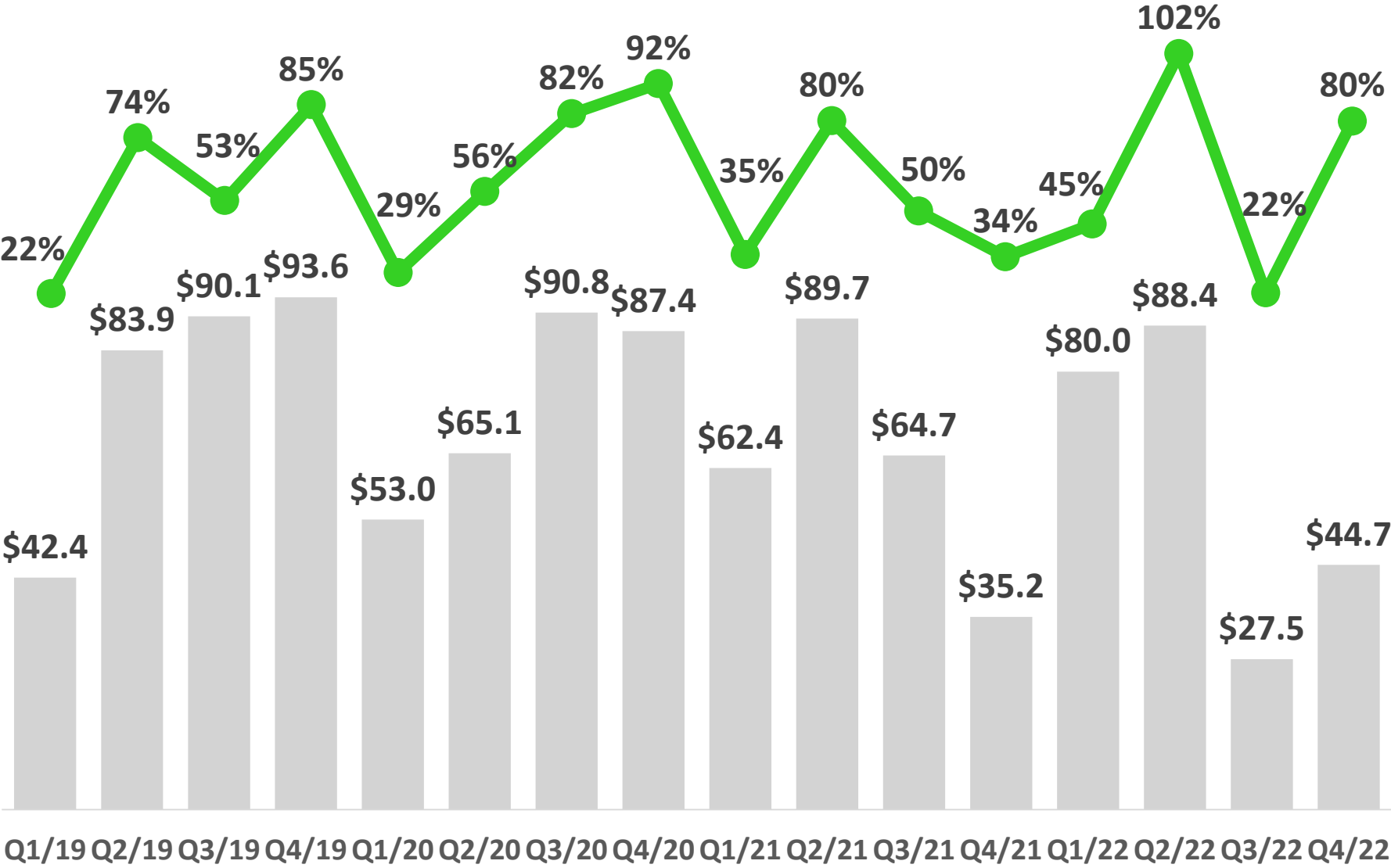


Operate  
with  
discipline

- Increased financial flexibility resulting from strong free cash flow generation, low capital expenditure intensity, improved capital structure and continued de-leveraging efforts

Free Cash Flow<sup>1,2</sup>

Net Debt to Segment Profit<sup>1,2</sup>



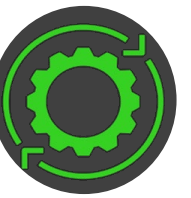
Conversion<sup>3</sup>

Note: Quarterly financials based on Corus' fiscal year-end of August 31. Figures in C\$ millions, unless otherwise specified.

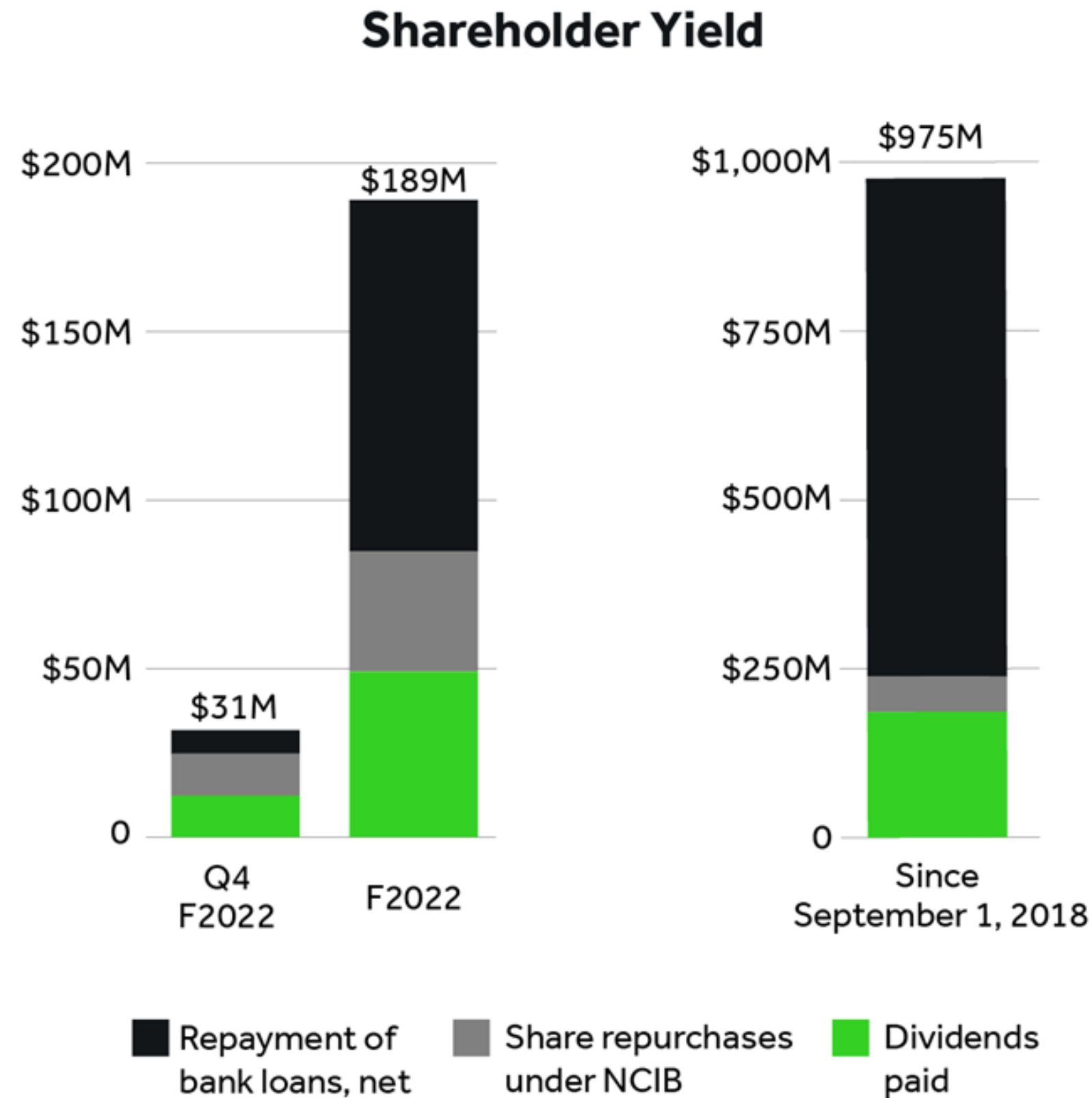
- This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the "Note to User" section on slide 2 for more information.
- Fiscal 2019 free cash flow and net debt to segment profit do not include impact of adoption of IFRS-16.
- Free cash flow as a percentage of segment profit.



# Significant Progress on Financial Priorities



Operate  
with  
discipline



### Recent Highlights

**~5.6 years**

weighted average debt maturity at August 31, 2022

**3.02x**

net debt to segment profit<sup>1</sup> at August 31, 2022

**~\$975 million**

allocated to shareholder-friendly activities since September 2018

1 This is a non-GAAP financial measure and does not have a standardized meaning prescribed by IFRS. Refer to the "Note to User" section on slide 2 for more information



Focus on returning value through shareholder yield

# Leading Canadian **Media** and **Content** Company

## Highly Differentiated Portfolio of Assets



## Proven Track Record of Financial Performance

- Leader in Canadian Broadcasting
  - Powerful brands and content
  - Valuable audience segments
  - Innovative advanced advertising solutions
  - Expanding premium digital video business
- Globally recognized creator, producer and distributor of high quality animated, lifestyle and factual reality content

- Proven record of driving efficiency and cash flow
  - Ongoing cost structure improvement
  - Superior margins
  - Asset optimization initiatives
  - Strong free cash flow<sup>1</sup> generation
  - Focus on reducing leverage to below 2.5x net debt to segment profit<sup>1</sup>

1. Represents non-IFRS financial measure. See "Non-IFRS measures" on slide 2.

# corus.

Q&A