



NOTICE OF ANNUAL MEETING  
OF SHAREHOLDERS  
AND  
MANAGEMENT PROXY CIRCULAR  
2013

TVA GROUP INC.  
Tuesday, May 7, 2013 at 11:30 a.m.  
612 Saint-Jacques Street – Montréal, Québec

NOTICE OF ANNUAL MEETING  
OF SHAREHOLDERS  
2013



**Date:** Tuesday, May 7, 2013  
**Time:** 11:30 a.m.  
**Place:** Quebecor Building  
612 Saint-Jacques Street  
Montréal, Québec, Canada

Please note that at the Annual Meeting of the holders of shares of TVA Group Inc. (the “**Corporation**”), the shareholders will be asked to:

- receive the consolidated financial statements of the Corporation for the year ended December 31, 2012 and the External Auditor’s report thereon;
- elect the directors;
- renew the mandate of the External Auditor; and
- transact such other business as may properly be brought before the meeting or any adjournment thereof.

Enclosed are the Corporation’s Management Proxy Circular and a form of proxy or a voting instruction form (to be used by holders of Class A Common Shares).

Shareholders registered at the close of business on March 11, 2013 are entitled to receive notice of the Meeting. Shareholders who are unable to attend the meeting are urged to complete and sign the enclosed form of proxy and return it in the postage-paid envelope provided for that purpose. To be valid, proxies must be received at Computershare Trust Company of Canada, 100 University Avenue, 9<sup>th</sup> floor, Toronto, Ontario, Canada, M5J 2Y1, no later than May 3, 2013 at 5:00 p.m.

BY ORDER OF THE BOARD OF DIRECTORS,

A handwritten signature in dark ink, appearing to read "C. Tremblay", written over a light blue background.

Claudine Tremblay  
Vice-President and Secretary

Montréal, Québec  
March 28, 2013

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## **I. GENERAL INFORMATION**

### **SOLICITATION OF PROXIES**

This Management Proxy Circular (the “**Circular**”) is provided in connection with the solicitation of proxies by the Management of TVA Group Inc. (the “**Corporation**”) for use at the Annual Meeting of shareholders of the Corporation to be held on Tuesday, May 7, 2013 (the “**Meeting**”) at the time and place and for the purposes mentioned in the Notice of Meeting and at any and all adjournments thereof.

Except as otherwise indicated, the information contained herein is given as at **March 19, 2013**. All dollar amounts appearing in this Circular are in Canadian dollars.

Proxies are solicited primarily by mail. However, proxies may also be solicited by other means of communication or directly by officers and employees of the Corporation, but without additional compensation. In addition, the Corporation shall, upon request, reimburse brokerage firms and other custodians for their reasonable expenses in forwarding proxies and related material to beneficial owners of shares of the Corporation. The cost of soliciting proxies shall be borne by the Corporation. The costs are expected to be nominal.

### **RECORD DATE**

The holders of Class A Common Shares (the “**Class A Shares**”) whose names appear on the list of shareholders prepared at the close of business on March 11, 2013 (the “**Record Date**”) will be entitled to vote at the Meeting and any adjournment thereof if present or represented by proxy thereat.

The holders of Class B Non-Voting Shares (the “**Class B Shares**”) are entitled to receive notice of and to attend and participate at meetings of shareholders of the Corporation, but are not entitled to vote.

A transferee of Class A Shares acquired after the Record Date is entitled to vote those shares at the Meeting and at any adjournment thereof if he produces properly endorsed share certificates for such shares or if he otherwise establishes that he owns the shares and if he requires, not later than ten days before the Meeting, that his name be included on the list of shareholders entitled to vote at the Meeting.

### **VOTING SHARES AND PRINCIPAL HOLDERS THEREOF**

The shares of the Corporation conferring the right to vote at the Meeting are the Class A Shares. Each Class A Share confers the right to one vote.

The Class B Shares are “restricted securities” (within the meaning of the relevant Canadian regulations respecting securities) in that they do not carry equal voting rights to those attached to the Class A Shares. They do not carry any voting rights.

As at March 19, 2013, 4,320,000 Class A Shares and 19,450,906 Class B Shares were issued and outstanding.

To the knowledge of the directors and executive officers of the Corporation, the only person who, on March 19, 2013, beneficially owned or exercised control over more than 10% of the Class A Shares of the Corporation was Quebecor Media Inc. (“**QMI**”). As of March 19, 2013, QMI directly held 4,318,488 Class A Shares representing a total of 99.97% of all the voting rights attached to the issued and outstanding Class A Shares, and 7,910,583 Class B Shares being 40.67% of the issued and outstanding Class B Shares. As of March 19, 2013, QMI was owned directly and indirectly by Quebecor Inc. (75.36%) and by CDP Capital d’Amérique Investissements Inc. (“**CDP**”) (24.64%).

Quebecor Inc., Capital Communications CDPQ Inc. (now CDP) and QMI entered into a shareholders’ agreement dated October 23, 2000, as consolidated and amended by shareholder agreement on December 11, 2000 and an amended agreement to this agreement dated October 11, 2012 (together, the “**QMI Agreement**”), which sets forth, in particular, their respective rights of representation on the Board of Directors and Committees of the Board of QMI and of the Corporation, in proportion of their respective shareholding. Since CDP has lowered in 2012 its shareholding in the share capital of QMI, CDP has chosen to designate only one nominee to the Board of Directors of the Corporation, being Mr. A. Michel Lavigne.

## **RIGHTS IN THE EVENT OF A TAKE-OVER BID**

**In the event that a take-over bid is made for the Class A Shares, there are no provisions in the Articles of the Corporation granting the holders of Class B Shares the right to convert their shares into Class A Shares or any similar right designed to enable them to participate in such a take-over bid.**

## **VOTING OF SHARES BY CLASS A SHAREHOLDERS**

### **A. Registered shareholders**

A shareholder is a registered shareholder if his name appears on his share certificate.

A registered shareholder can vote his Class A Shares in one of the following ways:

- in person at the Meeting;
- by proxy;
- by fax.

#### Voting in person at the Meeting

The registered shareholder who intends to be present at the Meeting and who wishes to vote in person should not complete or return the form of proxy. His vote will be taken and considered at the Meeting. The registered shareholder should present himself to a representative of Computershare Trust Company of Canada (“**Computershare**”) at the registration table before entering the Meeting.

#### Voting by proxy

Whether or not he attends the Meeting, the registered shareholder may appoint another person to attend the Meeting and to vote his shares on his behalf as proxyholder.

**A shareholder may choose anyone to be his proxyholder. The person he chooses does not have to be a shareholder of the Corporation. The shareholder should simply insert the person’s name in the blank space provided on the form of proxy. The shareholder should make sure that this person is attending the Meeting and is aware that he or she has been appointed to vote his shares. If a name is not inserted in the blank space, then one of the individuals named on the form, being Pierre Karl Péladeau or Pierre Dion, each of whom being a director of the Corporation, will be appointed to act as proxyholder.**

The appointed proxyholder is authorized to vote and act on behalf of a shareholder at the Meeting, including any adjournment thereof. The shareholder should indicate on the form of proxy how he wants his shares to be voted. Alternatively, he can let his proxyholder decide for him. If the proxyholder does not attend the Meeting and vote in person, the shares will not be voted. *Please refer to Section “C. Vote by proxyholders” for additional details.*

### *Revocation of a proxy*

A registered shareholder who has given a proxy may revoke it at any time prior to its use, by instrument in writing executed by the shareholder or by his attorney duly authorized in writing or, if the shareholder is a corporation, by an officer or attorney thereof duly authorized. Such instrument should either be received at the Corporate Secretariat of the Corporation, 612 Saint-Jacques Street, 18<sup>th</sup> floor, Montréal, Québec, Canada, H3C 4M8, at any time up to and including the last business day preceding the Meeting or any adjournment thereof, or deposited with the Chairman of such Meeting on the day of the Meeting or any adjournment thereof.

### Voting by fax

A registered shareholder who wishes to vote by fax should follow the instructions appearing on his form of proxy.

### **B. Non-registered shareholders (or beneficial shareholders)**

A shareholder is a non-registered shareholder (or a beneficial shareholder) if a bank, trust corporation, securities broker or other financial institution holds shares for him (his nominee). If shares appear in an account statement sent by a broker to the shareholder, such shares are most likely not registered in the name of the shareholder, but rather in the name of a broker or a representative of that broker. As a result, the non-registered shareholder must ensure that his voting instructions are communicated to the appropriate person before the Meeting or any adjournment thereof. Without specific instructions, brokers and their agents or nominees are prohibited from voting their clients' shares.

A shareholder who is not sure whether he is a registered or non-registered shareholder should contact Computershare, the Corporation's transfer agent, at 1-800-564-6253 (toll free in Canada and the United States) or at 514-982-7555 (in the Montréal area or from outside Canada and the United States).

Applicable securities laws and regulations, including *Regulation 54-101 Respecting Communication with Beneficial Owners of Securities of a Reporting Issuer*, require nominees of non-registered shareholders to seek their voting instructions in advance of the Meeting. Brokers and other intermediaries have their own procedures for sending materials and their own guidelines for the return of documents. Non-registered shareholders should follow these instructions to the letter if the voting rights attached to their shares are to be cast at the Meeting. Most brokers now delegate the responsibility of obtaining their clients' instructions to a third party. Non-registered shareholders who receive a voting instruction form from this third party may not use such form to vote directly at the Meeting as the voting instruction form must be returned to this third party in advance of the Meeting in order to have their shares voted or to appoint an alternative representative to attend the Meeting in person to vote such shares.

A non-registered shareholder may vote his Class A Shares that are held by its nominee in one of the manners described below:

- in person at the Meeting;
- by proxy (voting instruction form);
- by fax.

### Voting in person at the Meeting

A non-registered shareholder who wishes to vote his shares in person at the Meeting must insert his own name in the space provided on the voting instruction form in order to appoint himself as proxyholder and follow the signature and return instructions provided by its nominee. The non-registered shareholder should not otherwise complete the form sent to him as his votes will be taken and counted at the Meeting. A non-registered shareholder who appoints himself as proxyholder should present himself at the Meeting to a representative of Computershare.

### Voting by proxy (voting instruction form)

Whether or not he attends the Meeting, the non-registered shareholder may appoint another person to attend the Meeting and to vote his shares on his behalf as proxyholder.

**A shareholder may choose anyone to be his proxyholder. The person he chooses does not have to be a shareholder of the Corporation. The shareholder should simply insert the person's name in the blank space provided on the voting instruction form. The shareholder should make sure that this person is attending the Meeting and is aware that he or she has been appointed to vote his shares. If a name is not inserted in the blank space, then one of the individuals named on the form, being Pierre Karl Péladeau or Pierre Dion, each of whom being a director of the Corporation, will be appointed to act as proxyholder.**

The appointed proxyholder is authorized to vote and to act on behalf of a shareholder at the Meeting, including any adjournment thereof. The non-registered shareholder should indicate on the voting instruction form how he wants his shares to be voted. Alternatively, he can let his proxyholder decide for him. If the proxyholder does not attend the Meeting and vote in person, the shares will not be voted. *Refer to Section "C. Vote by proxyholders" for additional details.*

### *Revocation of a proxy*

A non-registered shareholder who has given a proxy may revoke it by contacting his nominee in respect of such proxy and by complying with any applicable requirements imposed by such nominee. The nominee may not be able to revoke a proxy if it receives insufficient notice of revocation.

### Voting by fax

A non-registered shareholder who wishes to vote by fax should follow the instructions appearing on the voting instruction form.

## **C. Vote by proxyholders**

The persons named in the form of proxy, or voting instruction form, will vote the shares in respect of which they are appointed in accordance with the instructions of the shareholder appointing them, and in compliance with the applicable laws and regulations. **Unless otherwise indicated, the voting rights pertaining to the shares represented by a form of proxy or voting instruction form will be voted: i) FOR the election as a director of each person listed in this Circular; and ii) FOR the appointment of Ernst & Young LLP ("Ernst & Young") as External Auditor of the Corporation.**

The proxy confers discretionary authority upon the persons named therein with respect to all amendments to matters identified in the Notice of Meeting and to any other matter which may properly come before the Meeting. At the time of printing this Circular, management of the Corporation knows of no such amendments, variations or other matters to be brought before the Meeting.

## **D. Date and time limits**

The date and time limits to have a duly completed and signed form of proxy or voting instruction form received by the Corporation's transfer agent, Computershare, 100 University Avenue, 9<sup>th</sup> floor, Toronto, Ontario, Canada, M5J 2Y1, or to vote by fax, have been fixed at 5:00 p.m. on May 3, 2013, or, if the Meeting is postponed, no later than 5:00 p.m. two business days prior to the day fixed for the postponed Meeting.

## **II. BUSINESS OF THE MEETING**

The resolutions submitted to a vote at the Meeting must be approved by a majority of the votes cast at the Meeting, in person or by proxy, by the holders of Class A Shares.

## FINANCIAL STATEMENTS AND EXTERNAL AUDITOR'S REPORT

The consolidated financial statements and the External Auditor's report thereon, for the financial year ended December 31, 2012, have been sent to all shareholders who have requested them and are available on the Corporation's Website at <http://groupe TVA.ca> and under the Corporation's SEDAR profile at [www.sedar.com](http://www.sedar.com). A presentation will also be made to the shareholders at the Meeting, but no vote is required thereon.

## ELECTION OF DIRECTORS

The Articles of the Corporation provide that the Board of Directors shall consist of a minimum of seven and a maximum of twenty directors.

The Board of Directors has set at eight the number of directors. The term of office of each director elected will expire upon the election of his or her successor, unless he or she resigns from office or his or her office becomes vacant by death, removal or other cause. Mr. Serge Gouin, a director since 2001, Chairman of the Compensation Committee, and Chairman of the Board of Directors since March 2011, and Mr. André Tranchemontagne, a director since 2004 and member of the Audit Committee, have decided not to seek re-election. Moreover, on March 15, 2013, Mr. Jacques Dorion, a director since 2001 and member of the Compensation Committee resigned from the Corporation's Board of Directors. He will now act as consultant of QMI National Sales. The Board of Directors has decided to reduce to eight the number of directors serving on the Board of Directors and to propose one new nomination, being Ms. Isabelle Courville.

The persons named in the section entitled "III. Board of Directors – Nomination of directors" will be presented for election at the Meeting. Except for Isabelle Courville, all of the nominees proposed for election as directors are currently directors of the Corporation. It is not contemplated that any of the nominees will be unable, or for any reason, will become unwilling to serve as a director but, should this occur prior to the election, the persons named in the accompanying form of proxy, or voting instruction form, reserve the right to vote for another nominee in their discretion, unless the shareholder has specified that his shares are to be withheld from voting on the election of directors.

Except where authority to vote on the election of directors is withheld, the persons named in the form of proxy, or voting instruction form, will vote "**FOR**" the election of the eight nominees whose names are hereinafter set forth.

## APPOINTMENT OF THE EXTERNAL AUDITOR

At the Meeting, the shareholders will be called upon to renew the appointment of the External Auditor to hold office until the next annual meeting of shareholders.

Except where authority to vote on the appointment of the External Auditor is withheld, the persons named in the form of proxy, or voting instruction form, will vote "**FOR**" the appointment of Ernst & Young as the External Auditor of the Corporation. Ernst & Young has been acting as the External Auditor of the Corporation since June 10, 2008.

The Corporation incorporates by reference the information pertaining to the fees paid to Ernst & Young with respect to the two most recently completed financial years contained in the Annual Information Form for the year ended December 31, 2012. The Annual Information Form may be viewed under the Corporation's SEDAR profile at [www.sedar.com](http://www.sedar.com) and on the Corporation's Website at <http://groupe TVA.ca>.

## OTHER BUSINESS

Management of the Corporation knows of no other matter that should have been put before the Meeting. If, however, any other matters properly come before the Meeting and are in order, the persons designated in the accompanying form of proxy or voting instruction form shall vote on such matters in accordance with their best judgement pursuant to the discretionary authority conferred on them by the proxy with respect to such matters.



### **III. BOARD OF DIRECTORS**

#### **SELECTION OF CANDIDATES TO THE BOARD OF DIRECTORS**

The Chairman of the Board consults the members of the Board in that regard and reviews the criteria for the selection of directors in assessing, on the one hand, skills, personal qualities, business experience and diversity of experience within the Board of Directors and, on the other hand, the needs of the Corporation.

However, the Board of Directors must also take into account the rights provided in the QMI Agreement. Please refer to section “I. General Information – Voting shares and principal holders thereof” of this Circular. Also, the conditions attached to the broadcasting licences of the Corporation stipulate that a maximum of 40% of the directors of the Corporation can be members, or previous members, of the Board of Directors of Quebecor Inc. or QMI, or of any Board of Directors of a company controlled directly or indirectly by Quebecor Inc. or QMI.

The Corporation does not have a committee responsible for identifying new director nominees. Furthermore, the Corporation does not have a policy regarding majority voting for the election of directors which requires that a director who has not received the majority of the votes in favour of his or her election has to resign. The adoption of such a policy would serve no purpose since QMI holds substantially all voting shares of the Corporation.

Except as otherwise indicated or as disclosed in previous management proxy circulars of the Corporation, each of the nominees named hereinbelow has held the principal occupation indicated opposite his or her name for more than five years.

The information on securities held was provided to the Corporation by each of the nominees. The number and value of shares are given as of December 31, 2012.



**Marc A. Courtois**

#### **Independent**

Director since 2003  
Age: 60  
Montréal  
Québec (Canada)

#### **Ownership of securities of the Corporation:**

Class B Shares:	3,300
Value of Class B Shares:	\$28,017

#### **Committee of the Board:**

Chairman of the Audit  
Committee

Marc A. Courtois is a corporate director.

Mr. Courtois holds a MBA degree and has more than twenty years of experience in capital markets. He has particular expertise in the areas of financing, mergers and corporate acquisitions. He worked for RBC Dominion Securities Inc. from 1980 to 2001.

Mr. Courtois is Chairman of the Board of Directors of Canada Post Corporation, as well as Chairman of the Board of Directors and a member of the Safety and Corporate Governance Committees of NAV Canada.

#### **Other reporting issuers' directorship:**

The GBC North Growth Fund Inc.  
Chairman of the Audit Committee  
GLV Inc.  
Member of the Audit Committee



**Isabelle Courville**

**Independent**

Age: 50  
Rosemère  
Québec (Canada)

**Committee of the Board:**

None

Isabelle Courville is a corporate director.

Ms. Courville is an engineer and a lawyer. She was, until January 2013, President of Hydro-Québec Distribution, and from 2007 to 2011, President of Hydro-Québec TransÉnergie. From 2003 to 2006, Ms. Courville was President of Bell Canada's Enterprise business segment and from 2001 to 2003, President and Chief Executive Officer of Bell Nordinq Group (Télébec NorthernTel). She was recipient in 2005, 2006 and 2008 of Canada's Most Powerful Women: Top 100 Award of the Women's Executive Network and received in 2007 the McGill Management Achievement Award for her contribution to the business world and her community involvement. Ms. Courville serves on the Board of École Polytechnique de Montréal, She also serves as Canadian Member on the APEC (Asia Pacific Economic Cooperation) Business Advisory Council (ABAC).

**Ownership of securities of the**

**Corporation:**

Class B Shares:	2,000
Value of Class B Shares:	\$16,980

**Other reporting issuers' directorship:**

Laurentian Bank of Canada  
Chair of the Board of Directors  
Chair of the Human Resources and Corporate Governance Committee



**Pierre Dion**

**Non Independent**

Director since 2011  
Age: 48  
Saint-Bruno  
Québec (Canada)

**Committee of the Board:**

None

Pierre Dion has been President and Chief Executive Officer of the Corporation since March 2005.

He joined the Corporation in September 2004 as Executive Vice President and Chief Operating Officer. Prior to that date, Mr. Dion occupied several senior positions at Sélection du Reader's Digest (Canada) during eight years, four of which as President and Chief Executive Officer. From 1990 to 1996, he has held various management positions with Le Groupe Vidéotron Itée.

Mr. Dion is active in many charitable and cultural organizations.

**Ownership of securities of the**

**Corporation:**

Class B Shares:	400
Value of Class B Shares:	\$3,396

**Other reporting issuers' directorship:**

He is not a member of the Board of Directors of any other reporting issuers.



**Nathalie Elgrably-Lévy**

**Independent**

Director since 2008

Age: 44

Côte St-Luc

Québec (Canada)

**Ownership of securities of the Corporation:**

Class B Shares:

**Committee of the Board:**

None

Nathalie Elgrably-Lévy is an economist at HEC Montréal.

She graduated from HEC Montréal where she obtained her master of science in administration, option applied economics. She started her career at the Centre d'études en administration internationale (CETAI), HEC Montréal, where she worked for three years as a project manager. Since 1992, she has been teaching economics at HEC Montréal, Université de Montréal and UQAM. In 2005, she joined the Montreal Economic Institute as an economist, a position she has held until 2008. She is the author of *La face cachée des politiques publiques*, and of *Microéconomie*, and writes a weekly column in *Le Journal de Montréal* and *Le Journal de Québec*.

**Other reporting issuers' directorship:**

She is not a member of the Board of Directors of any other reporting issuers.



**Sylvie Lalande**

**Independent**

Director since 2001

Age: 62

Lachute

Québec (Canada)

**Ownership of securities of the Corporation:**

Class B Shares:

1,550

Value of Class B Shares:

\$13,160

**Committee of the Board:**

Member of the  
Compensation Committee

Sylvie Lalande is a corporate director.

She held several senior positions in the media, marketing, communication marketing and company communications sectors. Until October 2001, she was the Chief Communications Officer of Bell Canada. From 1994 to 1997, she was President and Chief Executive Officer of UBI Consortium, a consortium formed to develop and manage interactive and transactional communication services. From 1987 to 1994, she occupied several senior positions at Group TVA Inc. and at Le Groupe Vidéotron ltée. Ms. Lalande began her career in the radio industry, after which, she founded her own consultation firm. In 2006, Ms. Lalande earned a university certificate in corporate governance from the Collège des administrateurs de sociétés.

**Other reporting issuers' directorship:**

GLV Inc.

Chair of the Corporate Governance and  
Human Resources Committee  
Lead director

Quebecor Inc.

Member of the Corporate Governance and  
Nominating Committee



**A. Michel Lavigne**  
FCPA, FCA

**Independent**

Director since 2005  
Age: 62  
Laval  
Québec (Canada)

**Committee of the Board:**

Member of the Audit  
Committee

A. Michel Lavigne is a corporate director.

He was, until May 2005, President and Chief Executive Officer of Raymond Chabot Grant Thornton in Montréal, as well as Chairman of the Board of Grant Thornton Canada. He has also been a member of the Board of Governors of Grant Thornton International. Mr. Lavigne is a Fellow Chartered Accountant of the Ordre des comptables professionnels agréés du Québec and a member of the Canadian Institute of Chartered Accountants since 1973.

Mr. Lavigne is also a director and a member of the Audit and Compensation Committees of Quebecor Media Inc. as well as a director and member of the Pension and Audit Committees of Canada Post Corporation. He is also a director and Chairman of the Board of Teraxion Inc. He was until recently a director and Chairman of the Audit Committee of Caisse de dépôt et placement du Québec.

Mr. Lavigne is the designated nominee of CDP pursuant to the QMI Agreement (see section entitled "*I. General Information – Voting Shares and Principal Holders Thereof*").

**Ownership of securities of the Corporation:**

Class B Shares:	2,000
Value of Class B Shares:	\$16,980

**Other reporting issuers' directorship:**

Laurentian Bank of Canada  
Member of the Audit Committee  
Primary Energy Recycling Corporation  
Chairman of the Board  
Member of the Audit Committee



**Jean-Marc Léger**

**Non Independent**

Director since 2007  
Age: 51  
Repentigny  
Québec (Canada)

**Committee of the Board:**

None

Jean-Marc Léger is Chief Executive Officer of Léger Marketing, a survey and marketing research firm that has experienced strong growth in the past few years. He is also President of Léger Metrics and Isopublic, subsidiaries of Léger Marketing.

He is currently a member of the Board of governors of the Conseil du Patronat, UQAM's Raoul-Dandurand Chair of Strategic and Diplomatic Studies for the United States, and a member of the Chair in American Political and Economic Studies – Université de Montréal. Moreover, he is an economist and holds a master degree (Economics) from the Université de Montréal. He is a member of the Board of Directors of the Fondation de l'entrepreneuriat, and is also President of the Worldwide Independent Network of Market Research WIN.

**Ownership of securities of the Corporation:**

Class B Shares:	—
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**Other reporting issuers' directorship:**

He is not a member of the Board of Directors of any other reporting issuers.



**Pierre Karl Péladeau**

**Non Independent**

Director since 2007

Age: 51

Outremont

Québec (Canada)

**Committee of the Board:**

None

Pierre Karl Péladeau is Vice-Chairman of the Board of the Corporation. He is also President and Chief Executive Officer of Quebecor Inc., Quebecor Media Inc. and Sun Media Corporation.

He joined Quebecor Inc. as Assistant to the President in 1985. Since then, he has occupied various positions in the Quebecor group of companies. In 1998, he spearheaded the acquisition of Sun Media Corporation and in 2000, he was responsible for the acquisition of Groupe Vidéotron. He was also President and Chief Executive Officer of Videotron Ltd. from July 2001 until June 2003, and President and Chief Executive Officer of QMI from August 2000 to March 2004. From March 2004 to May 2006, he held the position of President and Chief Executive Officer of Quebecor World Inc., in addition to his other functions and returned to QMI in May 2006 as Vice-Chairman of the Board and Chief Executive Officer, and as President and Chief Executive Officer since August 1<sup>st</sup>, 2008. He is also President and Chief Executive Officer of Sun Media Corporation since November 7, 2008. Pierre Karl Péladeau sits on the board of numerous Quebecor group of companies and is active in many charitable and cultural organizations. Mr. Péladeau is also involved in the entrepreneurial community and is Chairman of the Board of the Fondation de l'entrepreneurship.

**Ownership of securities of the Corporation:**

Class B Shares:

— \*

**Other reporting issuers' directorship:**

Quebecor Inc.

\* Mr. Péladeau has indirect control over the Class A Shares of the Corporation held by QMI. Indeed, Pierre Karl Péladeau controls Quebecor Inc. through the voting rights conferred by the shares held or controlled by him.

## **Skills matrix – nominees for election to the Board of Directors**

The following table shows the current expertise considered as part of the skills matrix developed by the Board of Directors and identifies the expertise and skills of each nominee for election to the Board of Directors.

<b>SKILLS MATRIX</b>											
	Entrepreneurship	Economics / Communication / Marketing	Experience as a Board Member	Corporate Governance	Finance / Accounting / Risk Management	Legal	Regulatory and Public Affairs	Compensation / Labor Relations / Human Resources	Cultural Sector	Television	Publishing
<b>Marc A. Courtois</b>			√	√	√		√				
<b>Isabelle Courville</b>		√	√	√	√	√	√	√			
<b>Pierre Dion</b>		√			√		√	√	√	√	√
<b>Nathalie Elgrably-Lévy</b>		√	√		√		√				
<b>Sylvie Lalande</b>		√	√	√			√	√	√	√	√
<b>A. Michel Lavigne</b>	√		√	√	√			√			
<b>Jean-Marc Léger</b>	√	√	√				√			√	
<b>Pierre Karl Péladeau</b>	√	√	√	√	√	√	√	√	√	√	√

## **Board interlocks**

The Board does not limit the number of its directors who sit on the same board of another public company but reviews interlocking board memberships and believes disclosing them is important.

The following table sets out interlocking board memberships of the Corporation's nominees for election.

Corporation	Nominee	Committee membership
Quebecor inc.	Sylvie Lalande	Corporate Governance and Nominating Committee
	Pierre Karl Péladeau	None
GLV Inc.	Marc A. Courtois	Audit Committee
	Sylvie Lalande	Chair of the Corporate Governance and Human Resources Committee Lead director
Laurentian Bank of Canada	Isabelle Courville	Chair of the Board of Directors Chair of the Human Resources and Corporate Governance Committee
	A. Michel Lavigne	Audit Committee

### **Attendance at Board of Directors and committee meetings**

The following table sets forth the attendance of directors at meetings of the Board and of its committees held during the financial year ended December 31, 2012.

Directors	Board of Directors and Committees	Attendance at meetings
<b>Marc A. Courtois</b>	Board of Directors	6/6
	Audit Committee	5/5
<b>Pierre Dion</b>	Board of Directors	6/6
<b>Jacques Dorion</b>	Board of Directors	6/6
	Compensation Committee	3/3
<b>Nathalie Elgrably-Lévy</b>	Board of Directors	6/6
<b>Serge Gouin</b>	Board of Directors	6/6
	Compensation Committee	3/3
<b>Sylvie Lalande</b>	Board of Directors	6/6
	Compensation Committee	3/3
<b>A. Michel Lavigne</b>	Board of Directors	6/6
	Audit Committee	5/5
<b>Jean-Marc Léger</b>	Board of Directors	5/6
<b>Pierre Karl Péladeau</b>	Board of Directors	5/6
<b>André Tranchemontagne</b>	Board of Directors	5/6
	Audit Committee	5/5
<b>Overall rate of attendance</b>	<b>Board of Directors meetings</b> <b>Committee meetings</b>	<b>95 %</b> <b>100 %</b>

## COMPENSATION OF DIRECTORS

All the directors who are not senior executives of the Corporation received, during the financial year ended December 31, 2012, the following compensation:

Annual Base Compensation	(\$)
Directors	30,000
Chair of the Audit Committee	8,000
Chair of the Compensation Committee	5,000
Members of the Audit Committee (except Chair)	2,000
Members of the Compensation Committee (except Chair)	1,500
Attendance fees (per meeting)	(\$)
Board of Directors meetings	1,500
Audit Committee meetings	2,000
Compensation Committee meetings	1,500

Pierre Dion and Pierre Karl Péladeau do not receive compensation for acting as directors of the Corporation.

The following table sets forth the details of the annual compensation and attendance fees paid to the directors for the year 2012. No option-based and share-based awards were granted to directors of the Corporation during the last fiscal year, nor any other form of compensation.

### Directors Compensation Table

Directors	Compensation				
	Annual Compensation \$	Attendance Fees \$	Compensation Chairman of a Committee \$	Compensation Committee Members \$	Total Compensation Paid \$
Marc A. Courtois	30,000	19,000	8,000	-	57,000
Jacques Dorion	30,000	13,500	-	1,500	45,000
Nathalie Elgrably-Lévy	30,000	9,000	-	-	39,000
Serge Gouin <sup>(1)</sup>	30,000	13,500	5,000	-	48,500
Sylvie Lalande	30,000	13,500	-	1,500	45,000
A. Michel Lavigne	30,000	19,000	-	2,000	51,000
Jean-Marc Léger	30,000	7,500	-	-	37,500
André Tranchemontagne	30,000	17,500	-	2,000	49,500
<b>TOTAL</b>	<b>240,000</b>	<b>112,500</b>	<b>13,000</b>	<b>7,000</b>	<b>372,500</b>

<sup>(1)</sup> For fiscal year 2012, Mr. Gouin did not receive additional compensation for acting as Chairman of the Board of the Corporation.



### **Additional disclosure relating to directors**

Between April 2, 2008 and May 20, 2008, Pierre Karl Péladeau was subject to a cease trade on the securities of Quebecor Inc. imposed by the *Autorité des marchés financiers* in the context of the late filing of Quebecor's 2007 annual financial statements and related management's discussion and analysis.

Furthermore, Pierre Karl Péladeau was director of Quebecor World Inc., a corporation that filed for protection under the *Companies' Creditors Arrangement Act* (Canada) on January 21, 2008.

## **IV. STATEMENT OF CORPORATE GOVERNANCE PRACTICES**

### **INDEPENDENCE OF DIRECTORS**

Within the meaning of section 1.4 of Regulation 52-110, an independent director is a director who has no direct or indirect material relationship with the Corporation, namely a relationship which could, in the view of the Board of Directors, be reasonably expected to interfere with the exercise of the director's independent judgment. After having examined the relationships of each nominee standing for election to the Board, the Board of Directors has determined that five of the eight persons nominated by Management for election to the Board of Directors are independent of the Corporation. Mr. Gouin, the Chairman of the Board who does not seek re-election as director, was an independent director.

<b>Directors</b>	<b>Independent</b>	<b>Non independent</b>
<b>Marc A. Courtois</b>	Marc A. Courtois is considered independent because he has no direct or indirect material relationship with the Corporation.	
<b>Isabelle Courville</b>	Isabelle Courville is considered independent because she has no direct or indirect material relationship with the Corporation.	
<b>Pierre Dion</b>		Mr. Pierre Dion is not independent because he is President and Chief Executive Officer of the Corporation.
<b>Nathalie Elgrably-Lévy</b>	Nathalie Elgrably-Lévy is considered independent because she has no direct or indirect material relationship with the Corporation.	
<b>Sylvie Lalande</b>	Sylvie Lalande is considered independent because she has no direct or indirect material relationship with the Corporation.	
<b>A. Michel Lavigne</b>	A. Michel Lavigne is considered independent because he has no direct or indirect material relationship with the Corporation.	
<b>Jean-Marc Léger</b>		Mr. Jean-Marc Léger is not independent because of its relationship with the Corporation and its affiliates.
<b>Pierre Karl Péladeau</b>		Mr. Pierre Karl Péladeau is not independent because he is an executive officer of Sun Media Corporation, Quebecor Media Inc. and of Quebecor Inc.

The Chair of the Board of is appointed each year from among the members of the Board of Directors.

#### In camera sessions

After each meeting of the Board of Directors and of its committees, a meeting of the independent directors is held, at which members of management are not in attendance. These meetings encourage free and open discussions between the independent directors.

### **BOARD OF DIRECTORS MANDATE**

The mandate of the Board of Directors of the Corporation is to assume stewardship of the Corporation's overall administration and to oversee the management of the Corporation's operations. The Corporation's Board of Directors has approved and adopted an official mandate that describes the composition, responsibilities and operation of the Board of Directors (the "**Board Mandate**").

The Board Mandate provides that the Board is responsible for supervising the management of the Corporation's business and affairs, with the objective of increasing value for the shareholders. Although Management manages the Corporation's day-to-day operations, the Board is responsible for stewardship of the Corporation and, as such, it must efficiently and independently supervise the business and affairs of the Corporation.

A copy of the Board Mandate is annexed hereto as Schedule "A". A copy of the Board Mandate is also available on the Corporation's Website at <http://groupe TVA.ca>.

### **POSITION DESCRIPTIONS**

#### **Chairman of the Board and Committee Chairman**

The Board of Directors has adopted position descriptions for the Chairman of the Board and the chairman of each Board committee.

The Chairman of the Board is responsible for the operation of the Board of Directors. He ensures that the Board of Directors fully executes its mandate and that the directors clearly understand and respect the boundaries between the responsibilities of the Board of Directors and the responsibilities of Management.

According to the position description for each committee chairman, the principal role of the committee chairman is to ensure that the committee fully executes its mandate. Committee chairs must report on a regular basis to the Board of Directors regarding the activities of the committee.

Position descriptions are available on the Corporation's Website at <http://groupe TVA.ca>.

#### **President and Chief Executive Officer**

The President and Chief Executive Officer is responsible for implementing the Corporation's strategic and operational objectives and for the execution of the Board's decisions. Moreover, he must establish the required procedures for fostering a corporate culture that promotes integrity, discipline and tight financial policies.

### **ORIENTATION AND CONTINUING EDUCATION**

Each director has access at any time, via the electronic portal, to the guide for directors which is updated constantly. The guide contains, among other things, the mandates and working plans of the Board of Directors and the committees, as well as useful information about the Corporation. Senior management of the Corporation also provides directors with historical and forward-looking information regarding the Corporation's market position, operations and financial situation, so as to ensure that the directors understand the nature, functioning and positioning of the Corporation.

Members of senior management regularly make presentations to the Board of Directors regarding the Corporation's principal business sectors. For this purpose, the Corporation organizes education sessions to present the major trends related to its main activities. Thus, presentations have been given on the following topics:

- Development of digital initiatives in the magazine publishing field
- Review and analysis of the specialty channel market and positioning of the Corporation's brands
- Comparison of industry best practices and development of the Corporation's sales forces in order to maximize performance
- Review of the Corporation's creative forces and implementation of innovative initiatives to realize their full potential

In between Board meetings, directors are provided with analyst reports, relevant media reports and other documentation to keep them informed of any changes within the Corporation, the industry or the regulatory environment.

## **ETHICAL BUSINESS CONDUCT**

The Board of Directors adopted a Code of Ethics to encourage and promote a culture of ethical business conduct within the Corporation. The Code of Ethics may be consulted under the Corporation's SEDAR profile at [www.sedar.com](http://www.sedar.com). The Code is also available on the Corporation's Website at <http://groupe TVA.ca>.

The Board of Directors has not allowed departures from the Code of Ethics by a director or an executive officer during the fiscal year 2012. Accordingly, no material change report was needed or filed.

If a director is in a situation of conflict of interests during any discussions occurring at a meeting of the Board of Directors or one of its committees, he must declare his interest and withdraw from the meeting so as not to participate in the discussions or in any decisions which may be made. This is noted in the minutes of the meeting.

In addition to monitoring compliance with the Code of Ethics, the Board of Directors has adopted various internal policies to encourage and promote a culture of ethical business conduct.

In particular, a *Policy relating to the use of privileged information* reminds directors, senior executives and employees of the Corporation who have access to confidential information likely to affect the market price or value of the Corporation's securities or of any third party to significant negotiations, that they may not trade in shares of the Corporation or of the other firms involved as long as the information has not been fully made public and as long as a reasonable period of time has not elapsed since the public disclosure. Furthermore, the directors and senior executives of the Corporation and all other persons who are insiders of the Corporation may not trade in securities of the Corporation during certain periods set forth in the said Policy.

Lastly, a *Communications Policy* ensures that disclosure to the investing public regarding the Corporation is made in a timely manner, in keeping with the facts, accurately and widely, in accordance with the applicable statutory and regulatory requirements.

## **Trading and hedging restrictions**

Moreover, although the Board of Directors has not adopted a policy prohibiting insiders from buying financial instruments or derivatives to protect against fluctuations in the price of the Corporation's shares which they hold, the Corporation is not aware of any insider who has concluded transactions of this kind.

## **COMMITTEES OF THE BOARD**

### **Compensation Committee**

Please refer to section entitled "Compensation of Executive Officers – Compensation Committee" of this Circular which gives details on the composition of the committee and its mandate.

## **Audit Committee**

The Audit Committee assists the Board of Directors in overseeing the financial controls and reporting of the Corporation. The Committee also oversees the Corporation's compliance with financial covenants and legal and regulatory requirements governing financial disclosure matters and financial risk management.

In 2012, the Audit Committee was composed exclusively of independent directors, namely:

Chairman: Marc A. Courtois  
Members: A. Michel Lavigne  
André Tranchemontagne

All the minutes of the Audit Committee are submitted to the Board of Directors of the Corporation for information, and the Committee Chairman also reports to the Board of Directors on its activities. A copy of the mandate is available on the Corporation's Website at <http://groupetva.ca>.

The Corporation hereby incorporates by reference the additional information on its Audit Committee set out in its Annual Information Form for the fiscal year ended December 31, 2012. The Annual Information Form is available under the Corporation's SEDAR profile at [www.sedar.com](http://www.sedar.com) or on the Corporation's Website at <http://groupetva.ca>.

## **ASSESSMENT**

The mandate of the Board of Directors provides that it has the responsibility for assessing the committees. Thus, each year, each Committee Chairman reports to the Board of Directors on the work carried out during the most recently completed fiscal year and provides the Board of Directors with an attestation indicating whether or not the committee has covered the required elements of the working plan resulting from its mandate.

On an annual basis, the Chairman of the Board meets each of the directors individually to review the effectiveness of the Board and the contribution of its members.

## **V. COMPENSATION OF EXECUTIVE OFFICERS**

### **COMPENSATION COMMITTEE**

#### **Composition of the Compensation Committee**

The Compensation Committee is comprised of three independent directors. In 2012, the members of the Compensation Committee were Sylvie Lalande, Jacques Dorion and Serge Gouin. On the basis of their professional background, education and involvement on a Board of Directors, all members were sufficiently experienced in matters relating to compensation.

Serge Gouin, chairman of the Compensation Committee, has extensive experience in the field of compensation of senior executives and has the required skills to guide the committee in its review of compensation practices. In fact, throughout his career, he has been managing and monitoring all aspects of compensation, having held several senior executive positions within large companies, including that of President and Chief Operating Officer of Le Groupe Vidéotron ltée and President and Chief Executive Officer of Télé-Métropole Inc. Throughout her career, Sylvie Lalande has held several management positions including one at the Corporation that led her to monitor various aspects of executive compensation. In addition, she attended the Corporate Governance University Certification Program of the *Collège des administrateurs de sociétés* with respect to various topics relating to talent management and executive compensation as well as the governance program relating to pension plan. For his part, Jacques Dorion has been managing companies for many years and has the relevant experience in managing and monitoring compensation programs including performance assessment and compensation structure.

### **Mandate of the Compensation Committee**

Among the Compensation Committee's responsibilities, the following are included:

- a) Review periodically the organizational structure and ensure the establishment of a succession plan for senior management;
- b) Recommend to the Board of Directors the appointment of senior management of the Corporation and approve the terms and conditions of their hiring or termination;
- c) Annually review the objectives that the Chief Executive Officer is expected to reach, evaluate him in light of those objectives and other factors deemed relevant by the Compensation Committee, and report annually to the Board of Directors on the results of its evaluation and recommend the Chief Executive Officer's total compensation and overall objectives to the Board of Directors;
- d) Review and recommend to the Board of Directors the Chief Financial Officer's compensation;
- e) Determine and approve grants of stock options under the Stock Option Plan;
- f) Ensure that the Corporation has a competitive compensation structure so as to attract, motivate and retain qualified individuals that the Corporation requires to meet its business objectives.
- g) Ensure that the policies and compensation programs in place do not encourage executives to take excessive risks or do not encourage them to make profitable short-term decisions that could undermine the long-term viability of the Corporation.

The Compensation Committee carries out its mandate within the parameters of compensation policies implemented by the Corporation which provide a framework for the overall compensation structure described in the next section.

The mandate of the Compensation Committee may be viewed under the "Corporate Governance" section, under the "Le Groupe" heading of the Corporation's Website at <http://groupe TVA.ca>.

In conformity with Quebecor Inc., the Corporation participates in the succession plan in place for the parent company.

### **Compensation consultants**

For the past several years, the Corporation has retained Towers Watson for compensation consulting services when needed.

In 2011 and 2012, the Corporation did not retain Towers Watson's services and therefore no fees were paid.

However, the compensation of the Corporation's executive officers is reviewed and analyzed when Quebecor Inc. reviews the compensation of its executive officers. Quebecor Inc. also retains the services of Towers Watson.

For more details, you may refer to Quebecor Inc.'s circular which is available on Quebecor Inc.'s Website at [www.quebecor.com](http://www.quebecor.com).

## COMPENSATION ANALYSIS

### Compensation principles

The Corporation and its subsidiaries want to attract and retain key talent to carry out their business mission. They believe that performance and competencies are fundamental factors for the salary progression of their employees and the determination of their overall compensation.

To that end, they are relying on a global compensation structure that ensures:

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Internal equity	Determine the relative value of positions and their classification in the salary structure, to meet pay equity requirements.
External equity	Offer compensation that is commensurate with that offered for equivalent positions in the reference market.
Individual equity	Consider the employee's individual performance and contribution in the determination of individual salaries.

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In accordance with the aggregate compensation package, the compensation policy and practices target the objectives described below.

### Objectives of compensation plans

An employee's overall remuneration goes beyond the base salary paid. It includes a series of components forming a compensation package, all aspects of which must be taken into account, for both the employee and the Corporation. Compensation for the President and Chief Executive Officer, the Vice-President and Chief Financial Officer and the other three most highly compensated executives in the Corporation who held their positions as at December 31, 2012 (collectively the "**Named Executive Officers**") may consist of one or more of the following components from which the objective of compensation differs from one another:

	Components	Reasons
Direct Compensation	Base salary	<ul style="list-style-type: none"> <li>Attract, retain, motivate and provide financial security.</li> </ul>
	Short-Term Incentive (bonus)	<ul style="list-style-type: none"> <li>Motivate to achieve strategic objectives and business priorities.</li> <li>Assign accountability to senior executives for the achievement of financial and strategic objectives.</li> </ul>
	Mid-Term Incentive (retention program with respect to certain senior executives)	<ul style="list-style-type: none"> <li>Motivate to achieve strategic objectives and business priorities.</li> <li>Target the focus of executives on the Corporation's mid-term strategic objectives.</li> <li>Ensure retention of officers.</li> </ul>
	Long-Term Incentive (Stock Option Plan)	<ul style="list-style-type: none"> <li>Motivate to achieve strategic objectives and business priorities.</li> <li>Render senior executives accountable for the achievement of financial objectives.</li> <li>Target the focus of executives on the Corporation's long-term strategic objectives.</li> <li>Attach executive initiatives with those of the shareholders.</li> </ul>
Indirect Compensation	Benefits (including pension)	<ul style="list-style-type: none"> <li>Support and promote employee health and well-being (financial and physical).</li> <li>Provide financial security for retirement and offer competitive benefits.</li> </ul>
	Perquisites	<ul style="list-style-type: none"> <li>Attract and retain talent.</li> <li>Offer competitive benefits.</li> </ul>

Direct compensation (base salary, short, mid and long-term incentives) is established by taking into account the reference market, the positioning desired by the Corporation and its capacity to pay. The reference market, being the television broadcasting market in Canada, is reviewed periodically against databases compiled by certain leading compensation consulting firms, such as AON Hewitt, Mercer and Towers Watson. The composition of reference groups is reviewed by the Corporation's Compensation Committee as the need arises.

For the President, the comparison market determined by Towers Watson, in collaboration with the Compensation Committee, takes into account the following market of Canadian public corporations or subsidiaries that are in operations in the same industry to that of the Corporation or looking for the same skills as those required by the Corporation. These corporations are as follows:

Astral Media Inc.	Lions Gate Entertainment Corp.
Bell Aliant	Rogers Broadcasting
Bell Media	Score Media Inc.
Cogeco Inc.	Shaw Communications Inc.
Corus Entertainment Inc.	Torstar Corporation
Glacier Media Inc.	

A compensation study was completed in 2010, the results of which, after validation, are still relevant for 2012.

### **Objectives of the compensation elements**

In support of the Corporation and its subsidiaries to implement and carry out their business strategies, the various compensation components were designed to reward foremost performance, but equally attitude, aptitudes and abilities. The base salary offers a degree of financial security to remain competitive in the market. The incentive plans aim to recognize the achievement of specific objectives, primarily financial, but also strategic in the short, mid and long term.

In response to the major changes the media industry is going through, the Corporation adapted its bonus objectives to take into account strategic factors that will make it possible for the Corporation to build a solid



foundation, properly aligned with its business plan. Although the financial objective based on operating income<sup>1</sup> (to which some adjustments have been made) is still a major component in the calculation of the various incentive plans, some target organizational objectives have been integrated for most of the Named Executive Officers in order to reward the implementation of specific strategies for each of the Corporation's business sectors. Whether in terms of protecting the Corporation's market share while creating new content, establishing multiplatform structures (i.e. for the broadcasting of content in multiple media), or strict cost control, these elements are all criteria that enable the Corporation to create solid foundations for the mid-term strategic plan and that were included in the 2012 bonus objectives.

A mid-term compensation plan was introduced in 2010 in order to support mid-term strategies. It is a 3-year cycle program which will enable the achievement of strategic objectives while promoting the retention of certain officers.

Long-term compensation in the form of stock options allows the Corporation to reach several objectives over a longer period of time. The first objective of this compensation component is to provide an incentive for the participants to take the proper actions, sometimes difficult in the short term, so that the Corporation can carry out its business plan and build for the long term. The benefit of this compensation component is that it aligns the interests of the senior executives with those of the shareholders. The long-term incentive plan was reviewed in 2007 so that the senior executives could receive stock options of the Corporation combined with stock options of QMI. After review, the Corporation's Compensation Committee grants the stock options (except for grants to the President and to the Vice-President and Chief Financial Officer which are approved by the Board of Directors) and makes the appropriate recommendations to QMI's Compensation Committee, which then grants QMI stock options to the Corporation's executives who have been recommended. The number of stock options granted varies according to the level of responsibility of the position held. In order to demonstrate to certain senior executives the importance the Corporation ascribes to their performance and contribution and to provide an incentive for them to stay with the Corporation for the long term, grants may cover a horizon of more than one year.

### **Compensation components**

The total compensation package offered to senior executives for 2012 has been set in accordance with a "pay-for-performance" philosophy which reflects individual performance, the performance of the business units and that of the enterprise as a whole. It favors:

- Alignment of compensation with the interests of the shareholders to maximize their equity over the long term;
- Promotion of and remuneration for the attainment or overachievement of organizational and financial objectives;
- Offering a competitive compensation package to retain and motivate talent.

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<sup>1</sup> Operating income is a financial measure that is not consistent with IFRS. For the definition of this measure and its reconciliation with the financial measure consistent with IFRS in the Corporation's financial statements, please refer to management's discussion and analysis for the period ended December 31, 2012, which is available on our Website and on the SEDAR Website under the Corporation's profile at [www.sedar.com](http://www.sedar.com).



The various compensation components are described below:

Components	Description	Eligibility
<b>Base salary</b>	<ul style="list-style-type: none"> <li>Annual cash base compensation commensurate with skills, the level of responsibilities and the reference market.</li> </ul>	All employees
<b>Short-Term Incentive</b>	<ul style="list-style-type: none"> <li>Bonus plan with targets between 4% and 80% of base salary.</li> <li>Objectives vary depending on the sector <ul style="list-style-type: none"> <li><u>President</u>: 100% on consolidated operating income</li> <li><u>Corporate</u>: 75% on consolidated operating income, and 25% on strategic objectives</li> <li><u>Business Units</u>: 20% to 25% on consolidated operating income 50% to 60% on business unit operating income, and 20% to 25% on strategic objectives</li> </ul> </li> <li>If the objectives are exceeded, bonus may be increased up to a maximum of 1.6x of target.</li> </ul>	Professionals and senior positions
<b>Mid-Term Incentive</b>	<ul style="list-style-type: none"> <li>3-year bonus plan subject to the achievement of objectives provided in the strategic plan which are based on market share and the launch of new specialty channels.</li> <li>Bonus earned and paid after the 3-year cycle attributed on a percentage of annual base salary, varying from 20% to 40%.</li> <li>Bonus paid under the Mid-term incentive plan are capped and cannot be increased even if the objectives are surpassed.</li> </ul>	Selected senior executives
<b>Long-Term Incentive</b>	<ul style="list-style-type: none"> <li>Stock option plan of the Corporation and QMI.</li> <li>Attributed on a % of base salary calculated based on Black &amp; Scholes value for QMI options.</li> <li>The compensation value varies from 80% to 185%, depending on the position occupied within the organization and the impact of the individual's contribution on the financial results and the implementation of the strategy. For details concerning these plans, including horizons and vesting periods, please refer to the section of this Circular entitled "Equity Compensation Plans".</li> </ul>	Senior executives
<b>Benefits</b>	<ul style="list-style-type: none"> <li>Flexible benefits.</li> <li>Complete annual medical exam for executives.</li> </ul>	All employees
<b>Pension</b>	<ul style="list-style-type: none"> <li>Retirement plan for senior executives including a supplementary plan.</li> </ul>	Senior executives
<b>Perquisites</b>	<ul style="list-style-type: none"> <li>Company car or allocation.</li> </ul>	Senior executives and general managers

The relationship between each of the compensation components was taken into account in establishing the parameters of the compensation policy. The relative weight of each component varies based on the employee's rank and type of position within the organization. In general, the more senior the position, the greater the portion of compensation that is variable, thereby creating a direct link between the degree of influence exercised by the senior executive and organizational objectives. If it deems appropriate, the Compensation Committee may enhance any of the components to reward a promotion, retain an employee, in recognition of service, or to balance out the other compensation components.

No policy prevents the Board of Directors from awarding compensation even if the performance objective has not been reached or from increasing or decreasing an award or payment. In 2012, the Board of Directors did not exercise this discretionary prerogative in relation to a Named Executive Officer.

#### **Risk assessment in establishing the elements of compensation**

To remain competitive and to encourage Named Executive Officers to achieve growth expected by shareholders, it is required that the Corporation be exposed to some level of risk-taking. However, the Compensation Committee ensures that the policies and compensation programs in place do not encourage executives to take excessive risks. It is therefore important that the objectives of senior executives do not encourage them to make profitable short-term decisions that could undermine the long-term viability of the Corporation.

Firstly, short-term incentive plans applicable to the Corporation and its subsidiaries are capped at a maximum.

Secondly, in order to ensure that senior executives act in the best interests of the Corporation in the long-term, the Compensation Committee ensures that a portion of compensation be based on long-term goals. This translates into the granting of stock options of the Corporation and of QMI. This aspect of compensation depends on the price of the Corporation's shares within an organized market, the TSX, or an assessment by an independent third party for QMI. In addition, stock options are subject to vesting periods restricting the exercise of such options.

For the time being, the Board of Directors has not considered it appropriate to adopt a clawback policy should a restatement of part or all of the financial statements of the Corporation become necessary as a result of gross negligence or fraud by a senior executive. Moreover, although the Board of Directors has not adopted a policy prohibiting insiders from buying financial instruments or derivatives to protect against fluctuations in the price of the Corporation's shares which they hold, the Corporation is not aware of any insider who has concluded transactions of this kind.

#### **Method for determining compensation for the year 2012**

The compensation for the Named Executive Officers is determined by the Corporation's Compensation Committee, except, as stated above, for the President and for the Chief Financial Officer of the Corporation whose compensation is approved by the Board of Directors of the Corporation.

It is important to note that a portion of the compensation of Édith Perreault and Serge Fortin is charged back to QMI for services that are rendered by them to that company.

The various elements of compensation are described in the table hereinbelow:

	Pierre Dion	Denis Rozon	Édith Perreault	Serge Fortin	France Lauzière
Base salary	Market positioning				
	50 <sup>th</sup> percentile				
Short-Term Incentive	Target bonus (% of base salary)				
	80%	35%	50%	40%	40%
	Objectives				
	100% on reaching the Corporation's budgeted operating income (reached at 98.9% for a multiplying factor of 89%).	75% on reaching the Corporation's budgeted operating income (reached at 98.9% for a multiplying factor of 89%).  25% on reaching strategic objectives which are related to the effective management of financial resources and the optimization of internal processes (reached at 85%).	25% on reaching the Corporation's revenues (reached at 90%).  75% on reaching strategic objectives such as maintaining market shares (for the Corporation as well as for newspapers and digital products) and continuing the implementation of a sales structure. (As the achievement of financial results amounted to 98.9%, the achievement of strategic objectives was determined taking into account internal equity in connection with final payment of the bonus.)	50% on reaching objectives related to the Corporation  ➤ 25% on reaching the Corporation's budgeted operating income (reached at 98.9% for a multiplying factor of 89%).  ➤ 25% on reaching the Corporation's budgeted operating income of the broadcasting sector (reached at 97.1% for a multiplying factor a 71%).  50% on reaching strategic objectives which are related to TVA Nouvelles and TVA Sports as well as the QMI Agency (reached at 85%).	25% on reaching the Corporation's budgeted operating income (reached at 98.9% for a multiplying factor of 89%).  50% on reaching the budgeted operating income for the television sector (reached at 97.1% for a multiplying factor of 71%).  25% on reaching strategic objectives which are related to market shares, brand and content development and the efficient management of operations (reached at 85%).
	Bonus paid (% of target bonus)				
	89%	88%	74%	82%	79%
Mid-Term Incentive	% of base salary				
	40%	25%	30 %	30%	30%
	Objectives				
	Market shares and launch of new specialty channels.				
	Payment				
All objectives were achieved and a payment was made in the first quarter of 2013.					
Long-Term Incentive	Market positioning				
	Adjusted such that direct compensation represents the 75 <sup>th</sup> percentile.	Adjusted such that direct compensation represents the median.			
	Grant				
	No options granted in 2012. An option with a 3-year horizon was granted in 2010 (QMI plan).				

The President's objectives are reviewed by the Compensation Committee on an annual basis and submitted to the Board of Directors for approval. The Compensation Committee reviews and approves the financial objectives of the Named Executive Officers, and the President and Chief Executive Officer sets the strategic objectives. Payment of any bonus further to the attainment of objectives is subject to the Compensation Committee's pre-approval.

#### **Potential payment in the event of termination**

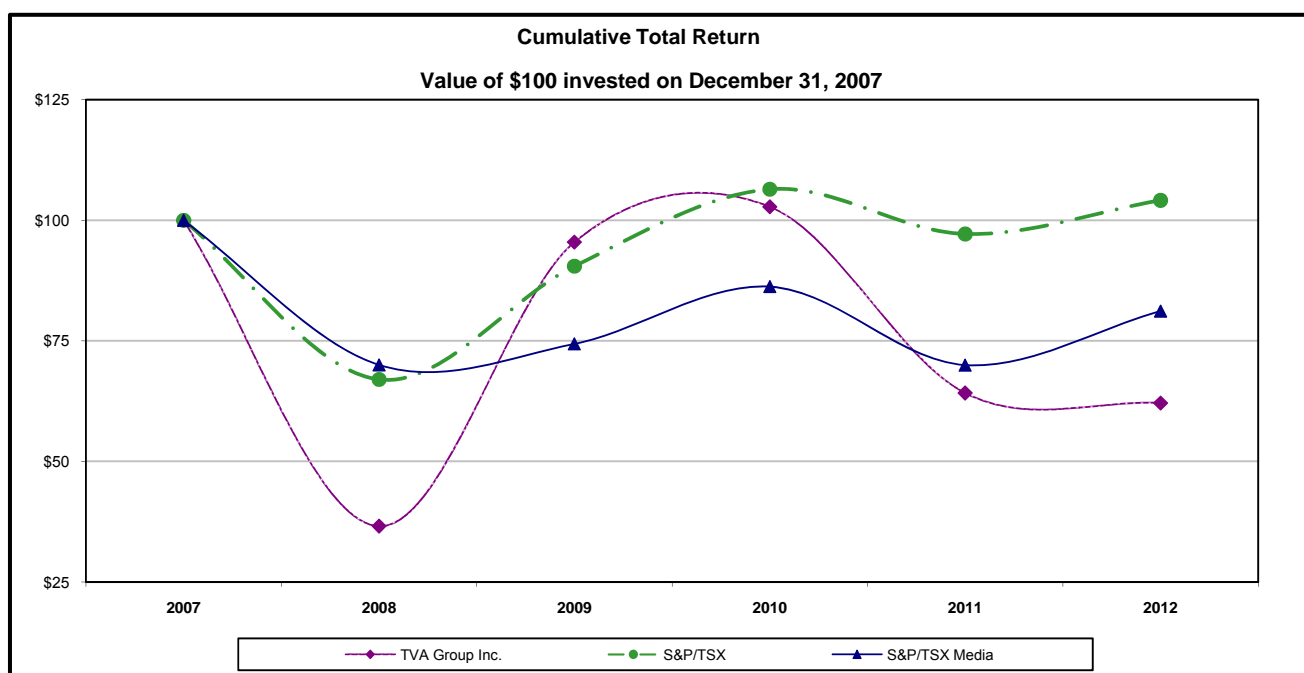
The Corporation has entered into employment agreements with the Named Executive Officers. The potential costs in the event of employment termination without cause as set out in the following table are tied to non-competition and non-solicitation agreements up to 18 months depending on the position. Each agreement is individually formulated and no single policy applies to everyone. Pierre Dion's employment agreement stipulates that the indemnity shown below is also payable in the event his employment would be terminated due to a change of control.

<b>Name</b>	<b>Agreement</b>	<b>Potential # of Months of Severance</b>	<b>Severance Value</b>
<b>Pierre Dion</b>	Termination by the Corporation, except for cause; or substantial reduction in responsibilities.	18 months of base salary.	\$832,680
<b>Denis Rozon</b>	No arrangement is stipulated in the agreement.	—	—
<b>Édith Perreault</b>	Termination by the Corporation, except for cause.	12 months of base salary.	\$310,000
<b>Serge Fortin</b>	Termination by the Corporation, except for cause.	12 months of base salary + six months of car allocation.	\$308,400
<b>France Lauzière</b>	Termination by the Corporation, except for cause	12 months of base salary.	\$283,633

## Performance graph

The performance graph set out below illustrates the cumulative total return, over a period of five years, of a \$100 investment in the Class B Shares of the Corporation as compared to the S&P/TSX Composite Index and the TSX “Media” Sub-index.

The year-end value of each investment is based on share appreciation plus dividends paid in cash, the dividends having been reinvested on the date they were paid. The calculations exclude brokerage fees and taxes. Total shareholder returns from each investment may be calculated from the year-end investment values shown below the graph.



	2007	2008	2009	2010	2011	2012
TVA Group Inc.	\$100	\$37	\$95	\$103	\$64	\$62
S&P/TSX Index	\$100	\$67	\$90	\$106	\$97	\$104
S&P/TSX Media Index	\$100	\$70	\$74	\$86	\$70	\$81

Although it may take it into account in its evaluation, the Corporation's Compensation Committee does not base its compensation decisions only on the trading price of the Class B Shares on the Toronto Stock Exchange. The Committee believes that the trading price is also affected by external factors on which the Corporation has little control and which do not necessarily reflect the Corporation's performance.

## Equity Compensation Plans

### Stock Option Plan of the Corporation

The Corporation has a stock option plan (the “**Plan**”), which entitles officers of the Corporation and of its subsidiaries, and its directors, to benefit from the appreciation in value of the Corporation's Class B Shares. The Plan provides for the grant of options for the purchase of a maximum of 2,200,000 Class B Shares, being 9.3% of the issued Class A and Class B Shares as at December 31, 2012. As of this date, 1,832,180 Class B Shares,

being 7.7% of the Class A and Class B Shares are still reserved under the Plan with the Toronto Stock Exchange.

The Compensation Committee administers the Plan, designates the optionees and determines the expiry date and any other question relating thereto, in each case in accordance with applicable securities legislation. The number of options granted is based on individual merit and depends on the level of responsibility of the optionee. However, the Plan contains restrictions regarding the number of options that may be granted and the number of Class B Shares that may be issued. No insider may be granted, within any one year period, a number of Class B Shares exceeding 5% of the total number of Class B Shares and Class A Shares issued and outstanding from time to time (the “**Corporation’s Issued Share Capital**”), less shares issued under equity compensation plans during the preceding year. Moreover, the number of Class B Shares which may be reserved for issuance under options granted to insiders under the Plan and any other equity compensation plans of the Corporation, cannot exceed 10% of the Corporation’s Issued Share Capital. The Plan also provides that, in any given one-year period, the number of Class B Shares which may be issued to insiders under the Plan cannot exceed 10% of the Corporation’s Issued Share Capital, less shares issued under equity compensation plans during the preceding year. All options granted are non-transferable. The Compensation Committee ratifies the recommendations made by Management or makes the appropriate modifications (except for grants to the President and to the Vice-President and Chief Financial Officer that are approved by the Board). Prior grants are taken into consideration and market comparisons are analyzed.

The subscription price of each share under option may not be less than the closing price of a board lot of Class B Shares on the Toronto Stock Exchange on the last trading day before the date of grant. In the absence of a closing price for a board lot of Class B Shares on the Toronto Stock Exchange on that day, the subscription price may not be less than the average ask and bid prices of the Class B Shares on the Toronto Stock Exchange on the same day. At the time of exercising their options, optionees may decide to (i) subscribe for the Class B Shares in respect of which the option is being exercised; or (ii) receive from the Corporation a cash payment equal to the number of shares corresponding to the options exercised, multiplied by the difference between the market value and the subscription price of the shares underlying the option. The market value is defined by the average closing market price of the shares for the five trading days preceding the date on which the option was exercised. If an optionee decides to receive a cash payment from the Corporation upon the exercise of his option, then the number of underlying Class B Shares covered by the option will once again become available under the Plan.

Options granted under the Plan prior to January 2006 usually vest annually equally with the first 25% vesting on the second anniversary of the date of grant.

Since January 2006, except under specific circumstances and unless the Compensation Committee of the Corporation has decided otherwise at the time of grant, options vest over a five-year period in accordance with one of the following vesting schedules:

- (i) equally over five years with the first 20% vesting on the first anniversary of the date of the grant;
- (ii) equally over four years with the first 25% vesting on the second anniversary of the date of the grant;  
or
- (iii) equally over three years with the first 33⅓% vesting on the third anniversary of the date of the grant.

The right to exercise options expires on the earlier of:

- The expiry date of the option, as determined at the time of the grant (maximum of 10 years);
- On the day of termination of the optionee’s employment for cause;
- Thirty days following the date on which the optionee’s employment is terminated by reason of voluntary termination of employment by resignation or termination without cause, retirement or disability;
- Three months following the death of the optionee.

The Board of Directors of the Corporation may, without being required to obtain the prior approval of shareholders and regulatory authorities, amend the terms and conditions of the Plan including, but not limited to, an amendment to the vesting terms of an option, an amendment to the subscription price, unless the amendment is a reduction of the subscription price of an option held by an insider and an amendment intended

to correct or rectify an ambiguity, inapplicable provision, error or omission in the Plan or an option except for: (i) an increase in the number of Class B Shares reserved for issuance under the Plan; and (ii) a reduction of the subscription price or the extension of the term of an option held by an insider. The Board can also decide to accelerate the exercise of options as part of a proposed transaction subject to the controlling shareholder ceasing to be the controlling shareholder upon completion of the transaction. The Corporation does not provide financial assistance to optionees for the exercise of their options.

Finally, the Plan provides that if an expiry date falls during a blackout period or within 10 days following a blackout period, the period during which an option may be exercised shall be extended by 10 business days from the expiry of the blackout period (for those optionees subject to the Corporation's Policy Relating to the Use of Privileged Information).

During the financial year ended December 31, 2012, no options were granted and no shares were issued upon the exercise of stock options. As at December 31, 2012, 819,421 options were outstanding, being 3.4% of the Corporation's Issued Share Capital. As of the date hereof, 691,076 options are outstanding, being 2.9% of the Corporation's Issued Share Capital.

The following table gives information with regard to all of the Corporation's equity compensation plans as of December 31, 2012.

Plan Category	Number of Securities to Be Issued Upon Exercise of Outstanding Options, Warrants and Rights	Weighted Average Exercise Price of Outstanding Options, Warrants and Rights	Number of Securities Remaining Available for Further Issuance Under Equity Compensation Plans (Excluding Securities Reflected in the First Column)
<b>Equity Compensation Plans Approved by Shareholders:</b>			
Stock Option Plan of the Corporation	819,421 (or 4.21% of the number of Class B Shares issued and outstanding)	\$16.34	1,012,759 (or 5.21% of the number of Class B Shares issued and outstanding)
<b>Equity Compensation Plans Not Approved by Shareholders:</b>	—	—	—

### **QMI Stock Option Plan**

On January 29, 2002, the Board of Directors of QMI, upon the recommendation of its Compensation Committee, approved the establishment of a stock option plan for officers, senior employees, directors and other key employees of QMI and its subsidiaries (the "**QMI Plan**") as a long term performance incentive.

Each option may be exercised within a maximum period of ten years following the date of grant at an exercise price not lower than the fair market value, on the date of grant, of the common shares of QMI, as determined by an external expert whose services are retained by the Board of Directors of QMI (if the common shares of QMI are not listed on a recognized stock exchange at the time of grant), or the five-day weighted average closing price ending on the day preceding the date of grant of the common shares of QMI on the stock exchanges where such shares are listed. As long as the common shares of QMI are not listed on a recognized stock exchange, optionees may exercise their vested options during one of the following period: from March 1<sup>st</sup> to March 30, from June 1<sup>st</sup> to June 29, from September 1<sup>st</sup> to September 29 and from December 1<sup>st</sup> to December 30 in each year. In addition, at the time of exercise of an option, optionees have the option, at their discretion: (i) to request to receive the profit from the underlying shares, or (ii) subject to certain stated conditions, subscribe to common shares of QMI. The Compensation Committee ratifies the recommendations made by management or makes the appropriate modifications. Prior grants are taken into consideration and market comparisons are analyzed.

Except under specific circumstances and unless the Compensation Committee of QMI decides otherwise, options vest over a five-year period in accordance with one of the following vesting schedules as determined by the Compensation Committee of QMI at the time of grant:

- (i) equally over five years with the first 20% vesting on the first anniversary of the date of the grant;
- (ii) equally over four years with the first 25% vesting on the second anniversary of the date of the grant;  
or
- (iii) equally over three years with the first 33⅓% vesting on the third anniversary of the date of the grant.

No optionee may hold options entitling him to purchase more than 5% of the number of common shares of QMI issued and outstanding.

### **Summary Compensation Table**

The following table shows certain selected compensation information for the President and Chief Executive Officer, the Vice-President and Chief Financial Officer and the three other most highly compensated executive officers of the Corporation during the financial year ended December 31, 2012 for their services rendered during the financial years ended December 31, 2012, 2011 and 2010.



Name and principal position	Year	Salary (\$)	Option-based awards <sup>(1)</sup> (\$)	Non-equity incentive plan compensation (\$)		Pension value <sup>(3)</sup> (\$)	All other compensation <sup>(4)</sup> (\$)	Total compensation (\$)
				Annual incentive plans <sup>(2)</sup>	Long-term incentive plan <sup>(2)</sup>			
<b>Pierre Dion</b> President and Chief Executive Officer	2012	555,120	—	395,245	634,048 <sup>(5)</sup>	120,000	—	1,704,413
	2011	539,033	—	691,200	—	139,200	—	1,369,433
	2010	489,229	1,368,900 <sup>(6)</sup>	470,400	—	98,100	—	2,426,629
<b>Denis Rozon</b> Vice President and Chief Financial Officer	2012	230,343	—	70,855	168,254 <sup>(5)</sup>	58,100	—	527,552
	2011	223,955	—	120,577	—	47,800	—	392,332
	2010	217,710	228,150 <sup>(6)</sup>	120,505	—	35,700	—	602,065
<b>Édith Perreault</b> Vice President, Sales and Marketing and Executive Vice President, National Sales, QMI <sup>(7)(8)</sup>	2012	310,000	—	114,000	274,901 <sup>(5)</sup>	64,700	—	763,601
	2011	307,123 <sup>(9)</sup>	—	171,870	—	53,100	—	532,093
	2010	299,383 <sup>(9)</sup>	296,595 <sup>(6)</sup>	167,678	—	36,100	—	799,756
<b>Serge Fortin</b> Vice President, TVA News – Sports – QMI Agency <sup>(6)</sup>	2012	300,305	—	98,920	263,229 <sup>(5)</sup>	72,200	—	734,654
	2011	292,125	—	186,960	—	72,100	—	551,185
	2010	285,000	296,595 <sup>(6)</sup>	182,400	—	75,800	—	839,795
<b>France Lauzière</b> Vice-President, Programming, Branded & Content	2012	283,633	—	89,543	248,615 <sup>(5)</sup>	64,600	—	686,391
	2011	275,783	—	172,442	—	52,500	—	500,725
	2010	269,117	296,595 <sup>(6)</sup>	172,274	—	37,600	—	775,586

- (1) The compensation value included herein represents the estimated value of the stock options granted as determined by using the binomial model which is based on various assumptions.
- (2) Please refer to the “Compensation Analysis – Method for Determining Compensation for the year 2012” of this Circular for details relating to those payments
- (3) Refer to the “Pension Benefits” section of this Circular for additional details.
- (4) Perquisites and other personal benefits which do not exceed the lesser of \$50,000 or 10% of the annual salary are not disclosed.
- (5) This amount represents the payment made during the first quarter of 2013 for the 3-year cycle (2010, 2011 and 2012) under the mid-term incentive plan of the Corporation. Refer to the table appearing below for the annualized amount earned under this plan.
- (6) Underlying securities: common shares of QMI. The amount indicated represents the binomial value of the options at the time of grant. It is to be noted that the Compensation Committee has granted those options with a horizon of several years. Therefore, the total value of the options indicated in the table, represents compensation awarded on a 3-year horizon.
- (7) Édith Perreault was appointed Executive Vice President, National Sales of QMI on January 1<sup>st</sup>, 2012.
- (8) Since 2012, a portion of Édith Perreault's compensation is charged to QMI for her role with respect to national sales. Since 2010, a portion of Serge Fortin's compensation is recharged to QMI for his duties with respect to QMI Agency. Such recharges are taken into consideration for purposes of identifying Named Executive Officers.
- (9) Those amounts include salary and commissions paid. For the year 2011, Édith Perreault received \$208,081 in salary (68%) and \$99,042 in commissions (32%). For the year 2010, she received \$208,033 in salary (69%) and \$91,350 in commissions (31%).

The total 2010 compensation includes the estimated value of the stock options granted as determined by using the binomial value which is based on various assumptions as shown in our 2011 circular. It only represents an estimated value of the stock options granted and does not represent cash received by the Named Executive Officer.

The values appearing under the “Long-term incentive plans” column (as described in the “Compensation components” section under “Mid-term incentive”) represent the payment made during the first quarter of 2013 for the 3-year cycle (2010, 2011 and 2012) under the mid-term incentive plan of the Corporation. As the objectives set in the 3-year plan were met, a payment was made at the end of the cycle in conformity with this mid-term plan.

The following table shows the annualized total compensation values considering an annualized value of the amounts appearing under the « Long-term incentive plans » column.

Name	Exercise	Annualized long-term incentive plan (\$)	Annualized total compensation (\$)
Pierre Dion	2012	222,048	1,292,413
	2011	216,000	1,585,433
	2010	196,000	2,622,629
Denis Rozon	2012	57,586	416,884
	2011	56,017	448,349
	2010	54,651	656,716
Édith Perreault	2012	93,000	581,700
	2011	92,073	624,166
	2010	89,828	889,584
Serge Fortin	2012	90,092	561,517
	2011	87,638	638,823
	2010	85,500	925,295
France Lauzière	2012	85,090	522,866
	2011	82,772	583,497
	2010	80,753	856,339

## Outstanding option-based awards

The following table sets forth, for each Named Executive Officer, all awards outstanding as at December 31, 2012.

Name	Number of securities underlying unexercised options (#)	Option exercise price <sup>(1)</sup> (\$)	Option expiration date	Value of unexercised in-the-money options <sup>(2)</sup> (\$)
Pierre Dion	126,500 <sup>(3)</sup>	20.75	September 8, 2014	-
	52,619 <sup>(3)</sup>	21.38	March 30, 2015	-
	94,915 <sup>(4)</sup>	14.75	November 5, 2017	-
	15,860 <sup>(5)</sup>	47.287	November 1, 2017	163,770
	67,500 <sup>(5)</sup>	46.483	February 22, 2020	751,275
Denis Rozon	35,910 <sup>(4)</sup>	14.62	September 5, 2016	-
	45,199 <sup>(4)</sup>	14.75	November 5, 2017	-
	15,000 <sup>(5)</sup>	46.483	February 22, 2020	166,950
Édith Perreault	24,009 <sup>(4)</sup>	16.40	August 3, 2017	-
	45,199 <sup>(4)</sup>	14.75	November 5, 2017	-
	2,953 <sup>(5)</sup>	44.446	August 3, 2017	38,882
	14,099 <sup>(5)</sup>	47.287	November 1, 2017	145,586
	19,500 <sup>(5)</sup>	46.483	February 22, 2020	217,035
Serge Fortin	4 024 <sup>(3)</sup>	20.50	February 10, 2015	-
	24 625 <sup>(4)</sup>	15.99	January 30, 2016	-
	58 759 <sup>(4)</sup>	14.75	November 5, 2017	-
	4 582 <sup>(5)</sup>	47.287	November 1, 2017	47,314
	14 625 <sup>(5)</sup>	46.483	February 22, 2020	162,776
France Lauzière	2,988 <sup>(3)</sup>	20.50	February 10, 2015	-
	24,625 <sup>(4)</sup>	15.99	January 30, 2016	-
	58,759 <sup>(4)</sup>	14.75	November 5, 2017	-
	14,625 <sup>(5)</sup>	46.483	February 22, 2020	162,776

<sup>(1)</sup> The exercise price of options of the Corporation may not be less than the closing price of a board lot of Class B shares on the Toronto Stock Exchange on the last trading day before the date of grant. The exercise price of QMI options is the market value of the common shares at the time of grant, as determined on a quarterly basis by the external expert retained by QMI's Board of Directors.

<sup>(2)</sup> The value of unexercised in-the-money options of the Corporation is the difference between the option exercise price and the closing price of the underlying security on the Toronto Stock Exchange on December 31, 2012 or the difference between the option exercise price and the value of the common shares of the QMI options on December 31, 2012 as determined by an external expert retained by QMI's Board of Directors. **This amount has not been, and may never be, realized. The options have not been, and may never be, exercised; and actual gains, if any, on exercise will depend on the value of the aforesaid shares on the date of exercise.** On December 31, 2012, the closing price of the Class B shares of the Corporation on the Toronto Stock Exchange was \$8.49. For purposes of stock option grants, the external expert retained by QMI's Board of Directors has established the value of the common shares of QMI, as of December 31, 2012, at \$57.613 per share.

<sup>(3)</sup> Options of the Corporation granted prior to January 2006. Options can be exercised equally over four years with the first 25% vesting on the second anniversary of the date of grant.

<sup>(4)</sup> Options of the Corporation – Three-year horizon. Options can be exercised equally over four years with the first 25% vesting on the second anniversary of the date of the grant.

<sup>(5)</sup> QMI options – Three-year horizon. Options can be exercised equally over four years with the first 25% vesting on the second anniversary of the date of the grant.

### **Incentive plan awards – Value vested or earned during the year**

The following table sets forth, for each Named Executive Officer, the aggregate dollar value that would have been realized if the options under the option-based award had been exercised on the vesting date that occurred in 2012, the bonus earned during the 2012 fiscal year and the amount paid in accordance with the 2009-2012 mid-term incentive plan.

<b>Name</b>	<b>Option-based awards – Value vested during the year <sup>(1)</sup> (\$)</b>	<b>Non-equity incentive plan compensation– Value earned during the year <sup>(2)</sup> (\$)</b>
<b>Pierre Dion</b>	165,436 <sup>(3) (4)</sup>	1,029,293
<b>Denis Rozon</b>	32,957 <sup>(3) (4)</sup>	239,109
<b>Édith Perreault</b>	41,640 <sup>(3)</sup>	388,901
<b>Serge Fortin</b>	42,849 <sup>(3) (4)</sup>	362,149
<b>France Lauzière</b>	42,849 <sup>(3) (5)</sup>	338,158

<sup>(1)</sup> The value vested is the difference between the market value of the underlying securities at the vesting date and the exercise price of the options contemplated by the option-based award. The market value is defined: (i) in the case of options of the Corporation, by the average closing market price of the Class B shares on the Toronto Stock Exchange for the five trading days preceding the date on which the option became vested; and (ii) in the case of the QMI options, the market value of the common shares on the vesting date, as determined on a quarterly basis by the external expert retained by QMI's Board of Directors.

<sup>(2)</sup> The amount indicated is composed of the amount paid in accordance with the annual incentive plan and the amount paid in accordance with the 2010-2012 mid-term incentive plan.

<sup>(3)</sup> Underlying securities: common shares of QMI.

<sup>(4)</sup> Part of those options was exercised in 2012.

<sup>(5)</sup> Those options have all been exercised in 2012.

## Pension benefits

Senior executives participate in the supplemental and additional pension plans for the benefit of the designated senior executives of the Corporation and its subsidiaries. The material provisions of these plans are as follows:

	Basic Pension Plan <sup>(1)</sup>	Supplemental Executive Retirement Plan (« SERP ») <sup>(2)</sup>
Named Executive Officers	All	All
Participant contributions	None	
Normal retirement age	65	
Retirement age without reduction in retirement pension	65	
Reduction in the event of retirement before permitted age	Reduction of 3% per year for every year between 60 and 65 years old and 4% per year for every year between 55 and 60 years old.	
Early retirement age	55	
Retirement pension calculation	2% of the average salary over the best five consecutive years of salary (including commissions) multiplied by the number of years of membership in the plan.  Subject to the maximum annuity prescribed by the <i>Income Tax Act</i> (Canada).	2% of the average salary over the best five consecutive years of salary (including commissions) multiplied by the number of years of membership in the plan.  Minus the annuity payable pursuant to the basic plan.
Coordination with public plans	None	
Type of retirement pension	<b>With eligible spouse at the time of retirement.</b>	
	Lifetime annuity to spouse equal to 60% of the annuity paid.	
	<b>Without eligible spouse at the time of retirement or after the death of the latter.</b>	
	20% of the annuity is payable to each dependent child, not exceeding 60%.	
Indexation	After retirement	None

(1) The basic pension plan for Named Executive Officers is no longer available to new entrants since October 31, 2012.

(2) The Supplementary Executive Retirement Plan is no longer available to new officers.

The following table sets forth information on the Corporation's retirement plans, namely registered plans and SERP. In addition to annual benefits payable, the table shows the change in value of such benefits (obligation) year-to-date and year-end. Variations from one individual to another are due to the individual's age, salary and credited years of service in the base plan and the SERP. These plans provide an annuity based on the salaries at the time of retirement (for the purpose of this table, payable benefits are based on salaries as at December 31, 2012).

Name	Number of years credit services (#)	Annual benefits payable (\$)		Opening present value of defined benefit obligation <sup>(2)</sup> (\$)	Compensatory change (\$)	Non-compensatory change <sup>(2)</sup> (\$)	Closing present value of defined benefit obligation <sup>(2)</sup> (\$)
		At year end <sup>(1)</sup>	At age 65				
Pierre Dion	8.3	66,800	245,300	915,800	120,000	134,600	1,170,400
Denis Rozon	6.3	22,700	93,700	320,200	58,100	48,600	426,900
Édith Perreault <sup>(3)</sup>	15.5	54,700	169,800	800,300	64,700	116,200	981,200
Serge Fortin <sup>(4)</sup>	17.6	60,500	142,600	1,013,000	72,200	131,200	1,216,400
France Lauzière <sup>(5)</sup>	10.8	41,000	151,000	574,800	64,600	89,500	728,900

<sup>(1)</sup> Assumption: retirement at 59 years.

<sup>(2)</sup> Calculations are based on an assumption discount rate of 4.75% at the beginning of the year and 4.40% at year-end.

<sup>(3)</sup> The number of credit years in the supplementary plan is 5.9 for Édith Perreault.

<sup>(4)</sup> The number of credit years in the supplementary plan is 8.4 for Serge Fortin.

<sup>(5)</sup> The number of credit years in the supplementary plan is 7.0 for France Lauzière.

## VI. OTHER IMPORTANT INFORMATION

### INDEBTEDNESS OF DIRECTORS AND OFFICERS

As of the date hereof, no amount is owed to the Corporation by any of its directors and officers or any of their associates.

### TRANSACTION WITH RELATED PARTIES

To the knowledge of the Corporation, except as set forth in note 25 to the audited consolidated financial statements of the Corporation for the financial year ended December 31, 2012, no insider had an interest in a material transaction completed since the beginning of the most recently completed financial year of the Corporation or in a proposed transaction which had or was likely to have a material effect on the Corporation or any of its subsidiaries.

During the financial year ended December 31, 2012, the Corporation entered into transactions with its parent company, QMI, and with other companies under the control of QMI or Quebecor Inc., which transactions were entered into in the normal course of its operations and under terms and conditions that are generally not less favourable to the Corporation than those that would be offered by companies not affiliated with the Corporation.

The Corporation considers the amounts paid with respect to the various transactions mentioned hereinabove to be reasonable and competitive.

### SHAREHOLDER PROPOSALS

Holders of Class A Shares entitled to vote at the next annual meeting of shareholders and who want to submit a proposal in respect of any matter to be raised at such meeting must ensure that their proposal is received by the Corporation, to the attention of the Vice-President and Corporate Secretary, no later than December 28, 2013.

## AVAILABILITY OF DOCUMENTS

Financial information is provided in the Corporation's comparative financial statements and management's discussion and analysis for its most recently completed financial year ended December 31, 2012. Copies of the Corporation's latest annual information form, audited financial statements and management's discussion and analysis, may be obtained on request from the Corporate Secretariat of the Corporation, 612 Saint-Jacques Street, 18<sup>th</sup> floor, Montréal, Québec, Canada, H3C 4M8. All of these documents as well as additional information relating to the Corporation are available under the Corporation's SEDAR profile at [www.sedar.com](http://www.sedar.com) and on the Corporation's Website at <http://groupe TVA.ca>.

## APPROVAL

The Board of Directors has approved the content and the sending of this Circular to the shareholders.



Claudine Tremblay  
Vice-President and Secretary

Montréal, Québec  
March 28, 2013

**SCHEDULE A**  
**MANDATE OF THE**  
**BOARD OF DIRECTORS**

The Board of Directors (the “**Board**”) of TVA Group Inc. (the “**Corporation**”) is responsible for supervising the management of the Corporation’s business and affairs, with the objective of increasing value for its shareholders. The Board is responsible for the proper stewardship of the Corporation and, as such, it must efficiently and independently supervise the business and affairs of the Corporation which are managed on a day-to-day basis by management. The Board may delegate certain tasks to its committees. However, such delegation does not relieve the Board of its overall responsibilities with regards to the management of the Corporation.

All decisions of the Board must be made in the best interests of the Corporation.

**COMPOSITION AND QUORUM**

The majority of the members of the Board must be considered independent<sup>1</sup> by the Board, as defined in the laws and regulations. The Board considers annually the independence of each of its members. The members of the Board are elected annually by the holders of Class A common shares. Throughout the term of the mandate, the members of the Board may fill any vacancy on the Board.

All members of the Board must have the skills and qualifications required for appointment as a director. The Board as a whole must reflect a diversity of particular experience and qualifications to meet the Corporation’s specific needs.

At every meeting of the Board, the quorum established is a majority of directors holding office.

**RESPONSIBILITIES**

The Board has the following responsibilities:

A. With respect to strategic planning

1. Assessing and approving annually the strategic planning of the Corporation including its financial strategy and business priorities.
2. Reviewing and, at the option of the Board, approving all strategic decisions for the Corporation, including acquisitions or sales of shares, assets or businesses which exceed the delegated approval powers.

B. With respect to human resources and performance assessment

1. Appointing the President and Chief Executive Officer. Selecting a Chairman among the members of the Board.
2. Approving the appointment of the other members of management.
3. Ensuring that the Compensation Committee assesses annually the performance of the Chief Executive Officer and of senior management, taking into consideration the Board’s expectations and the objectives that have been set.

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<sup>1</sup> A director is independent if he has no direct or indirect material relationship with the Corporation i.e. he has no relationship which could, in the view of the Board of Directors, be reasonably expected to interfere with the exercise of his independent judgment.



4. Approving, upon the recommendation of the Compensation Committee, the compensation of the Chairman, the Chief Executive Officer and the Chief Financial Officer, as well as the Chief Executive Officer's overall objectives.
5. Ensure that a management succession planning process is in place.
6. Ensure that the Compensation Committee considered the implications of the risks associated with the Corporation's compensation policies and procedures.

C. With respect to financial matters and internal controls

1. Ensuring the integrity and quality of the Corporation's financial statements and the adequacy of the disclosure made.
2. Reviewing and approving the annual and quarterly financial statements and management's discussion and analysis. Reviewing the press release relating thereto.
3. Approving operating and capital budgets, the issuance of securities and, subject to authority limit policies, all transactions outside the ordinary course of business, including proposed amalgamations, acquisitions or other material transactions such as investments or divestitures.
4. Determining dividend policies and declaring dividends when deemed appropriate.
5. Ensuring that appropriate systems are in place to identify business risks and opportunities and overseeing the implementation of a process to evaluate those risks and to manage the principal risks generally relating to the Corporation.
6. Monitor the Corporation's internal control and management information systems.
7. Monitoring the Corporation's compliance with legal and regulatory requirements applicable to its operations.
8. Reviewing when required and upon recommendation of the Audit Committee, the Corporation's communications policy, monitor the Corporation's dealings with analysts, investors and the public and ensuring that measures are in place in order to facilitate shareholder feedback.

D. With respect to corporate governance matters

1. Ensuring that management manages the Corporation competently and in compliance with applicable legislation, including by making timely disclosure of relevant information regarding the Corporation and making statutory filings.
2. Reviewing, on a regular basis, corporate governance structures and procedures.
3. Ensuring that a code of ethics is in place and that it is communicated to the Corporation's employees and enforced.
4. Authorizing the directors to hire external advisors at the expense of the Corporation when the circumstances so require, subject to prior notification of the Chairman of the Board.
5. Reviewing the size and composition of the Board and its committees based on qualifications, skills and personal qualities sought in Board members. Annually reviewing the composition of Board committees and appointing committee chairs. Reviewing, when required, the mandates of the Board and Board committees.

6. Approving the list of Board nominees for election by shareholders.
7. Establishing annually the independence of the directors under the rules on the independence of directors.
8. Reviewing and approving the Corporation's management proxy circular as well as the annual information form and all documents or agreements requiring its approval.
9. Receiving annually confirmation from the Board's various committees that all matters required under their mandate and working plan have been covered.
10. Ensuring that the directors have all the support they require in order to fully perform their duties.

#### **METHOD OF OPERATION**

1. Meetings of the Board are held quarterly, or more frequently, as required. A special meeting of the Board is held annually to review and approve the strategic plan, as well as the Corporation's operating and capital budgets.
2. The Chairman of the Board, in collaboration with the President and Chief Executive Officer and the Secretary, proposes the agenda for each meeting of the Board. The agenda and the relevant documents are provided to directors of the Corporation sufficiently in advance.
3. The independent directors meet after each meeting of the Board, or more frequently, as required.