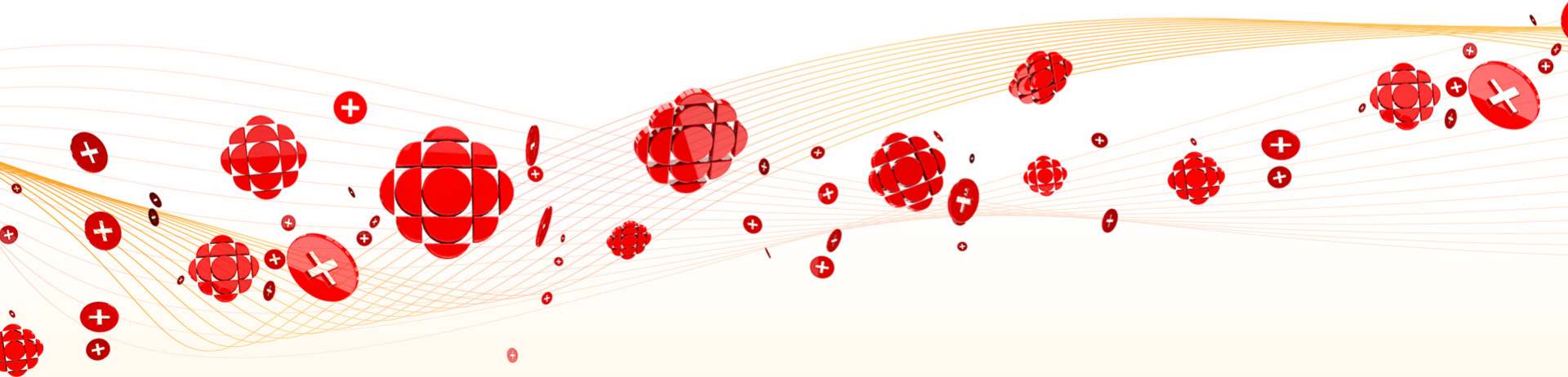




# ANNUAL PUBLIC MEETING

**WELCOME TO CBC/RADIO-CANADA'S 2012 APM**  
**2015 AND BEYOND: MORE CANADIAN, MORE REGIONAL, MORE DIGITAL.**





**RÉMI RACINE**

*Chair of the Board of Directors*

# BOARD OF DIRECTORS



**EDWARD W. BOYD**

*Toronto*



**PETER D. CHARBONNEAU**

*Ottawa*



**GEORGE COOPER**

*Halifax*



**PIERRE GINGRAS**

*Blainville*



**MARNI LARKIN**

*Winnipeg*



**TERRENCE ANTHONY LEIR**

*Regina*



**PATRICIA A. MCIVER**

*Vancouver*



**BRIAN R. MITCHELL**

*Montreal*



**EDNA TURPIN**

*ST. John's*

# CBC/RADIO-CANADA IS RESPONSIBLE TO CANADIANS THROUGH

## PARLIAMENT

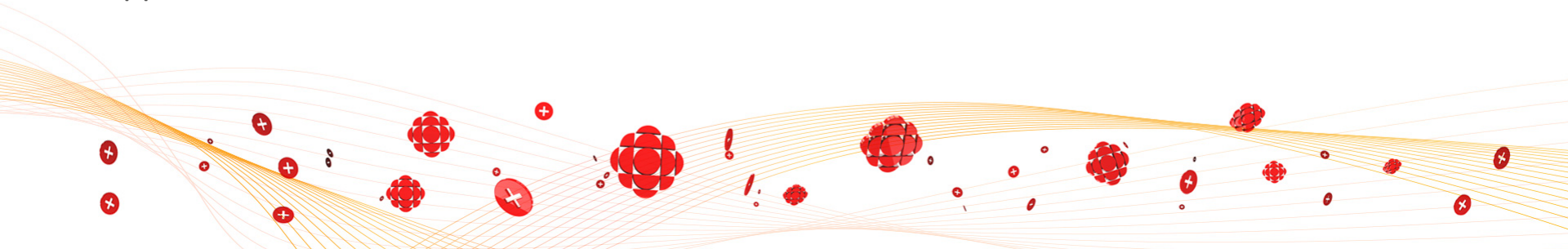
Corporate Plan  
Annual Report  
Quarterly Reports  
Parliamentary Committee  
appearances

## CRTC

Regulatory filings  
Licence renewals

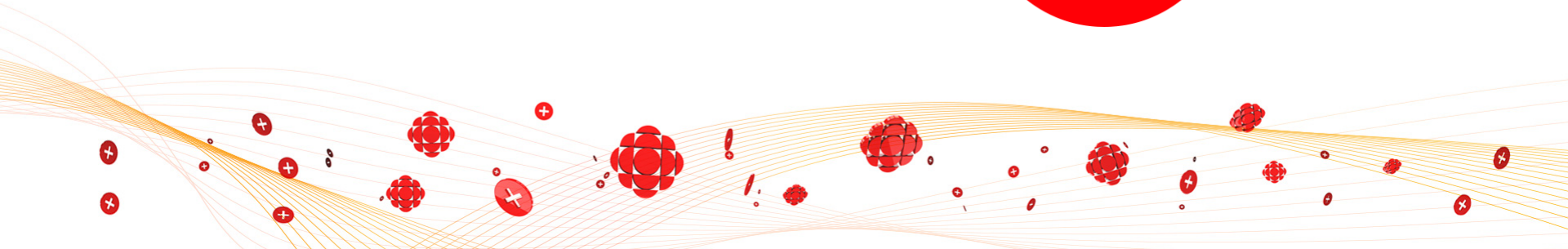
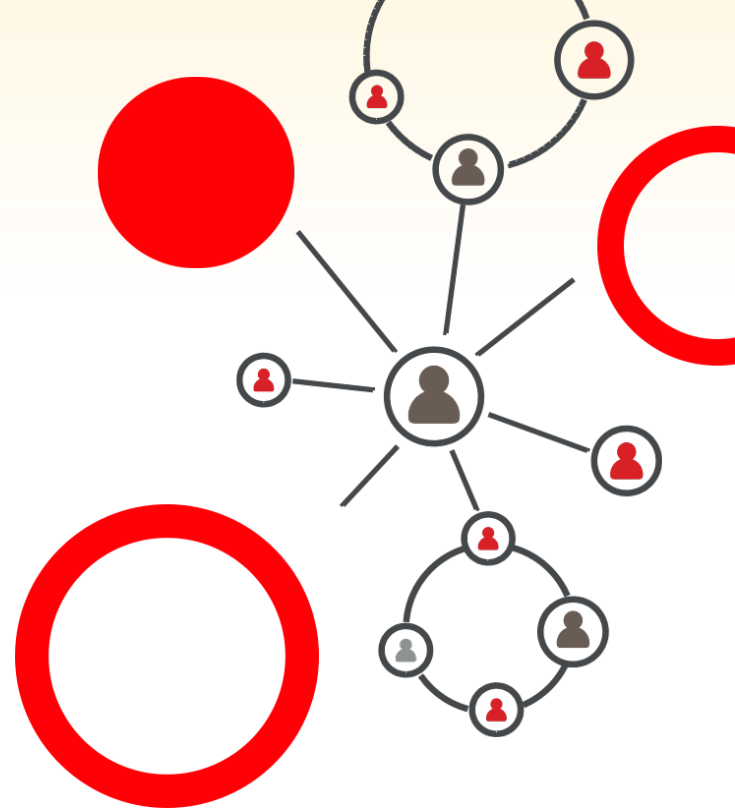
## AUDITOR GENERAL

Annual review  
Special audit every five to ten  
years



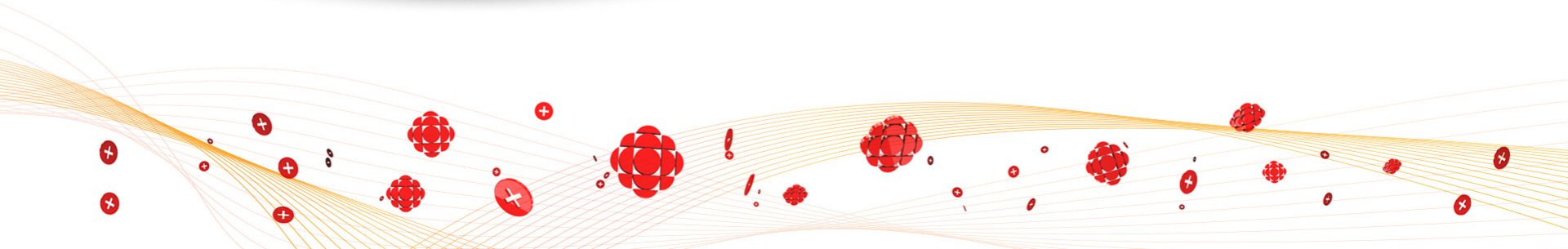


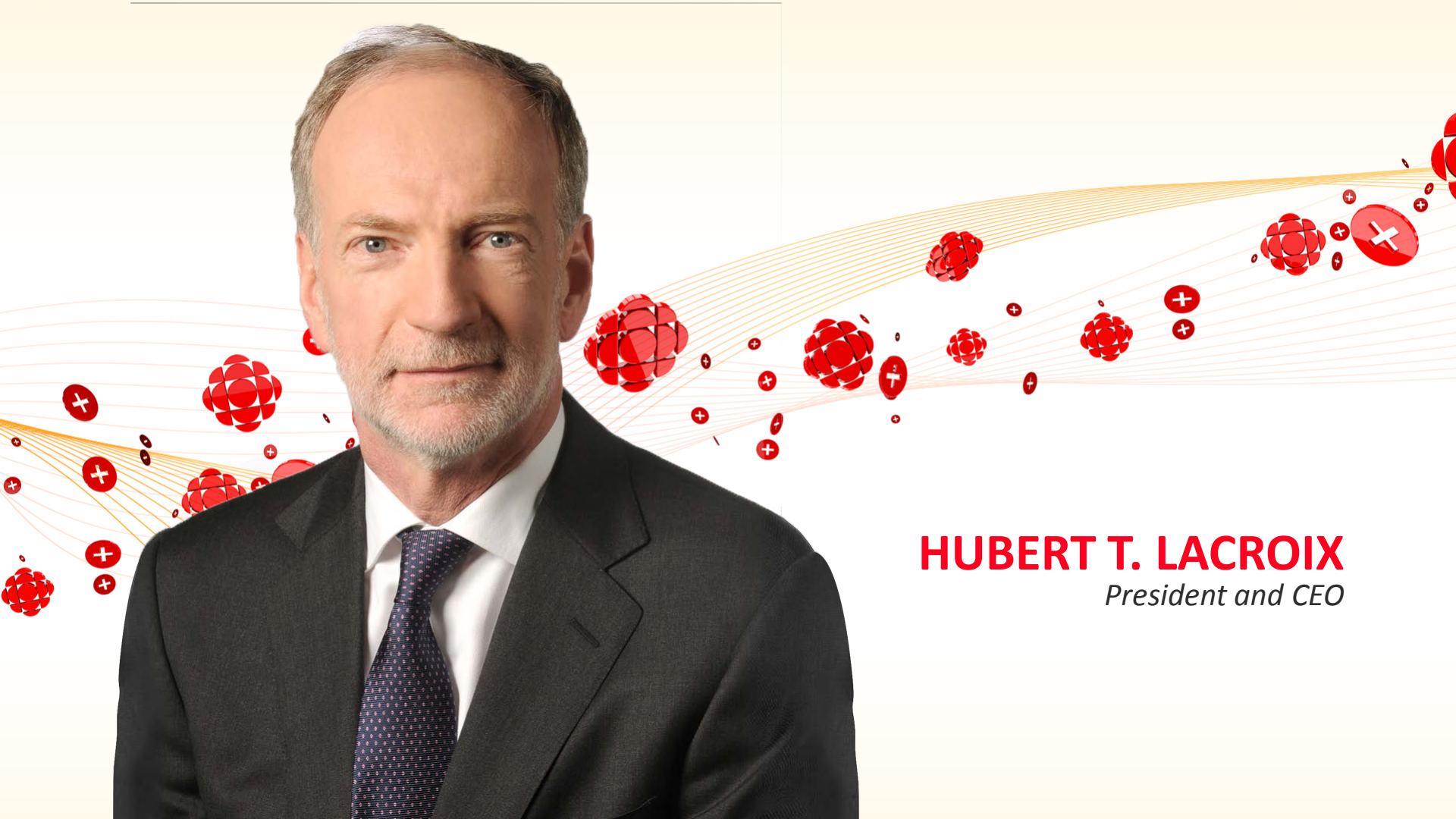
EXCHANGE OF  
**IDEAS**





TO BE AS  
**EFFICIENT**  
AS POSSIBLE



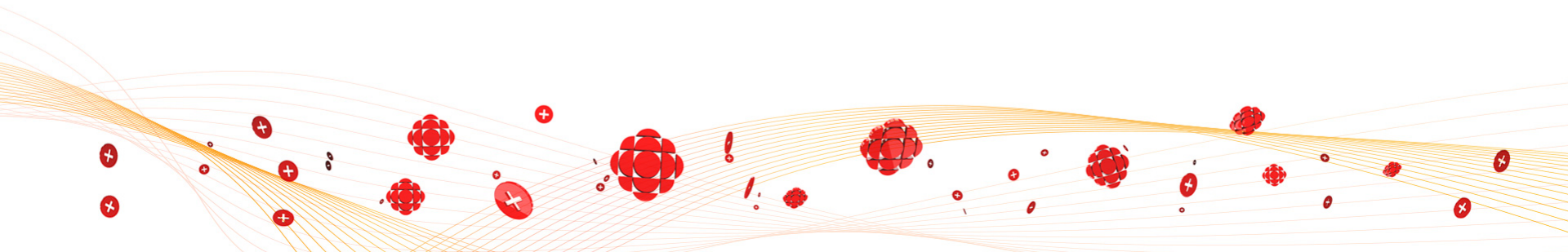


**HUBERT T. LACROIX**

*President and CEO*



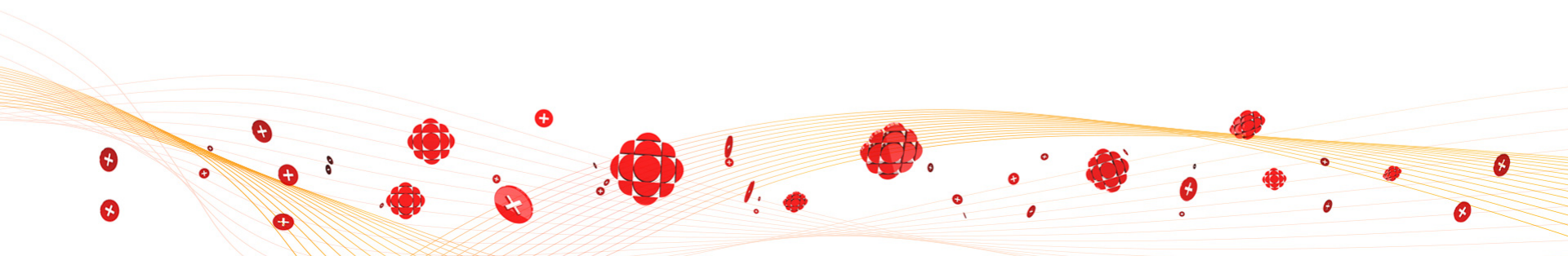
Everyone.  
Every way.  
Partout.  
Pour tous.







# MORE THAN 30 SERVICES



**Bell**

 **ROGERS™**

**SHAW**)



**CONTROL**

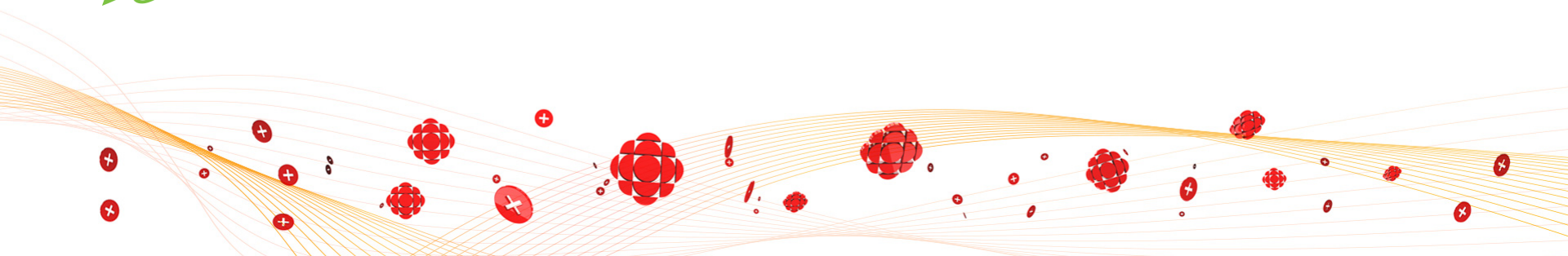


**83%**

**QUEBECOR**

 **TELUS®**

of all broadcasting and  
telecommunications  
revenues



# TELEVISION PRIMETIME FALL 2012 SCHEDULE



*Canadian*



*American/other*

|         |               | Sunday                | Monday                           | Tuesday                        | Wednesday                | Thursday         | Friday               | Saturday                      |
|---------|---------------|-----------------------|----------------------------------|--------------------------------|--------------------------|------------------|----------------------|-------------------------------|
| CBC     | 7 p.m.        | Heartland             | George Stroumboulopoulos Tonight |                                |                          |                  |                      | Hockey Night in Canada (HNIC) |
|         | 8 p.m.        | Over the Rainbow Perf | OTR Results                      | Rick Mercer Report             | Coronation Street        |                  | Marketplace          |                               |
|         |               |                       | Who Do You Think/Are             | 22 minutes                     | Dragons' Den             | Nature of Things | Rick Mercer Encore   |                               |
|         | 9 p.m.        | Dragons' Den Encore   | Murdoch Mysteries                | The Big Decision               | Titanic: Blood and Steel | Doc Zone         | The fifth Estate     |                               |
| 10 p.m. | The National  |                       |                                  |                                |                          |                  |                      |                               |
| CTV     | 7 p.m.        | Once Upon a Time      | etalk                            |                                |                          |                  |                      | W5                            |
|         | 8 p.m.        | The Amazing Race      | Dancing with the Stars           | Dancing with the Stars Results | The X Factor             | Big Bang Theory  | CSI NY               | Crimetime Saturday            |
|         |               |                       |                                  | Anger Mgmt                     |                          | Two/Half Men     | Grimm                | Crimetime Saturday            |
|         |               |                       |                                  | The New Normal                 |                          | Grey's Anatomy   |                      |                               |
|         | 9 p.m.        | The Mob Doctor        |                                  |                                |                          |                  |                      |                               |
| 10 p.m. | The Mentalist | Castle                | Criminal Minds                   | CSI                            | Flashpoint               | Blue Bloods      | Neighbors<br>Whitney |                               |
| Global  | 7 p.m.        | N/A                   | Entertainment Tonight            |                                |                          |                  |                      | Cdn Doc                       |
|         | 8 p.m.        | The Simpsons          | Bones                            | NCIS                           | Survivor                 | Last Resort      | Touch                | Recipe to Riches              |
|         |               | Bob's Burger          |                                  |                                |                          |                  |                      |                               |
|         | 9 p.m.        | Family Guy            | Parenthood                       | NCIS: Los Angeles              | Go On                    | Glee             | Made in Jersey       | Crimetime Saturday            |
|         |               | American Dad          |                                  |                                | Guys With Kids           |                  |                      |                               |
| 10 p.m. | The Good Wife | Hawaii Five-O         | Vegas                            | Chicago Fire                   | Elementary               | 16:9             | Close Up             |                               |



# FINANCIAL CHALLENGES

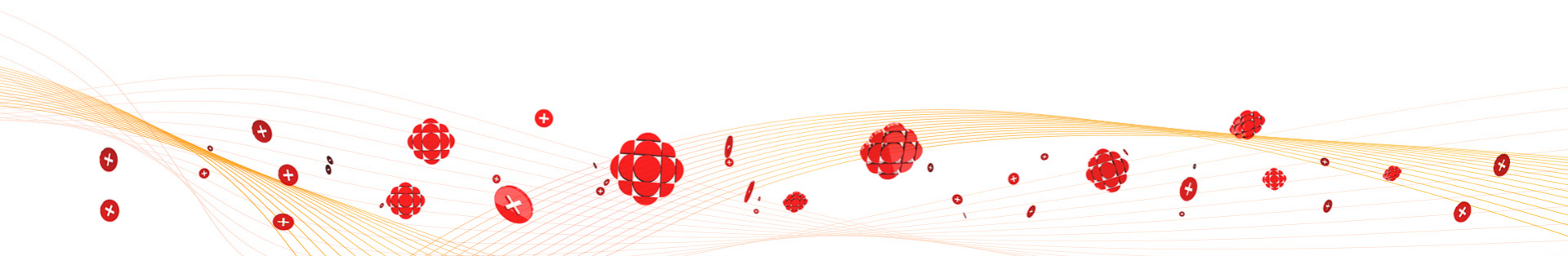
**SPRING 2012**  
**\$200**  
MILLION



**SEVERANCE**  
**\$25**  
MILLION

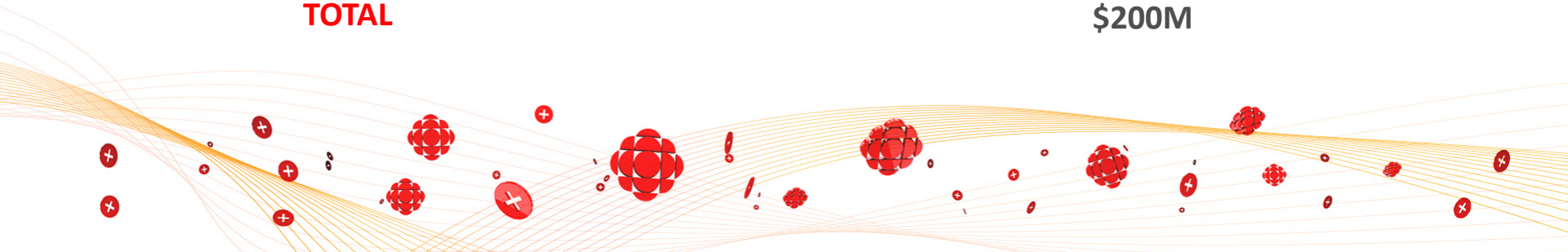


**LPIF**  
**\$47**  
MILLION





| <b>SOLUTION SUMMARY</b>                            | <b>TOTAL</b>  |
|--|---------------|
| Transformation of Radio Canada International       | \$10M         |
| Accelerating the shutdown of analogue transmitters | \$10M         |
| Reducing costs and doing things differently        | \$100M        |
| Pacing the 2015 roll-out                           | \$30M         |
| <b>Increasing revenue</b>                          | <b>\$50M</b>  |
| <b>TOTAL</b>                                       | <b>\$200M</b> |





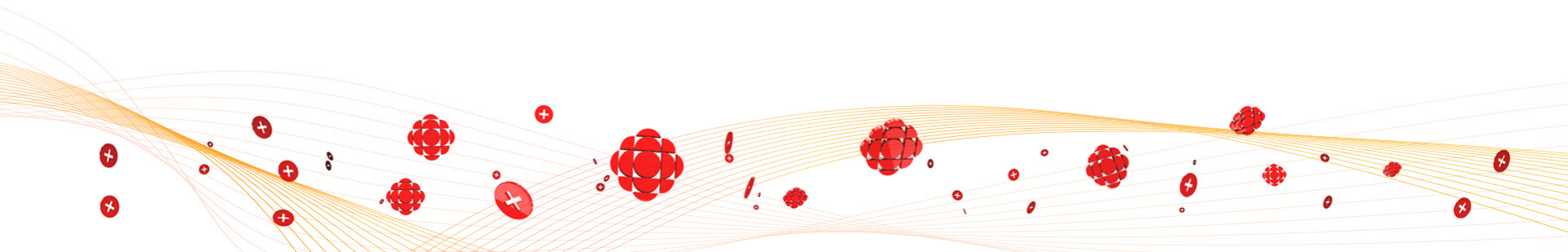
Everyone.  
Every way.  
Partout.  
Pour tous.



# MODERN PUBLIC BROADCASTER



**FLEXIBLE  
REGULATORY  
FRAMEWORK**





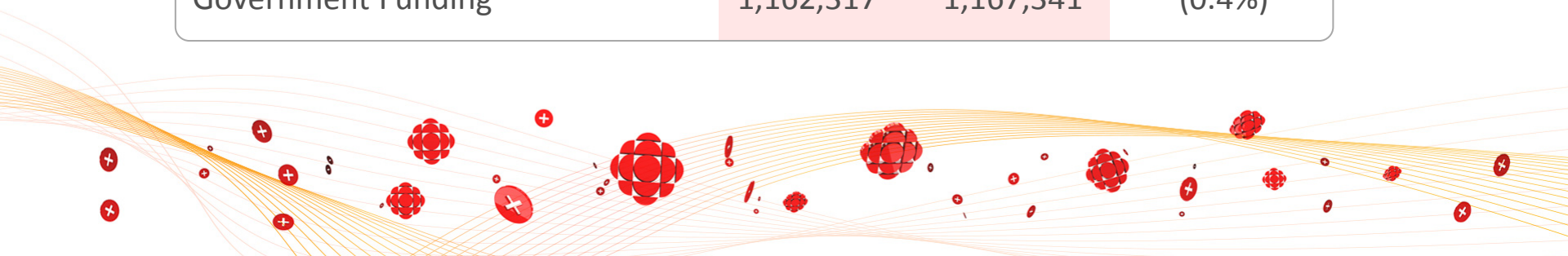
**SUZANNE MORRIS**

*Vice-President and CFO*

# 2011–2012 FINANCIAL RESULTS

## FOR THE YEAR ENDED MARCH 31

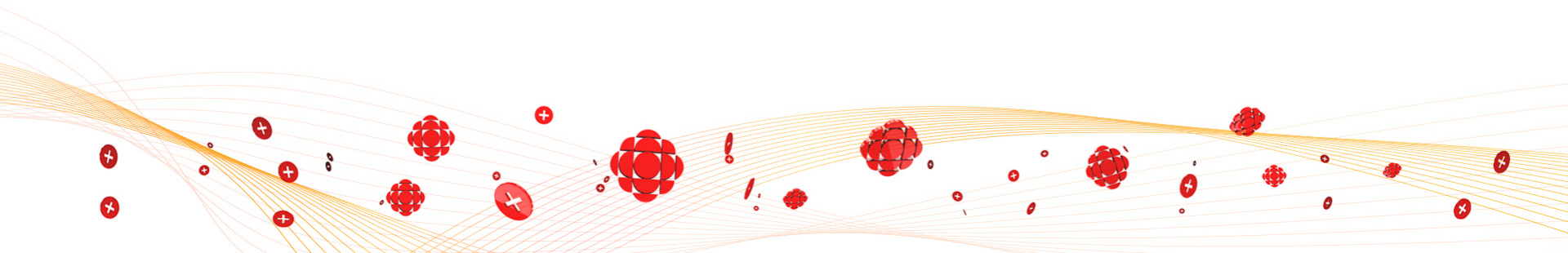
| <i>(IN THOUSANDS OF DOLLARS)</i> | 2012        | 2011        | % CHANGE |
|----------------------------------|-------------|-------------|----------|
| Revenues                         | 688,964     | 662,337     | 4.0%     |
| Expenses                         | (1,840,769) | (1,834,219) | 0.4%     |
| Government Funding               | 1,162,317   | 1,167,341   | (0.4%)   |







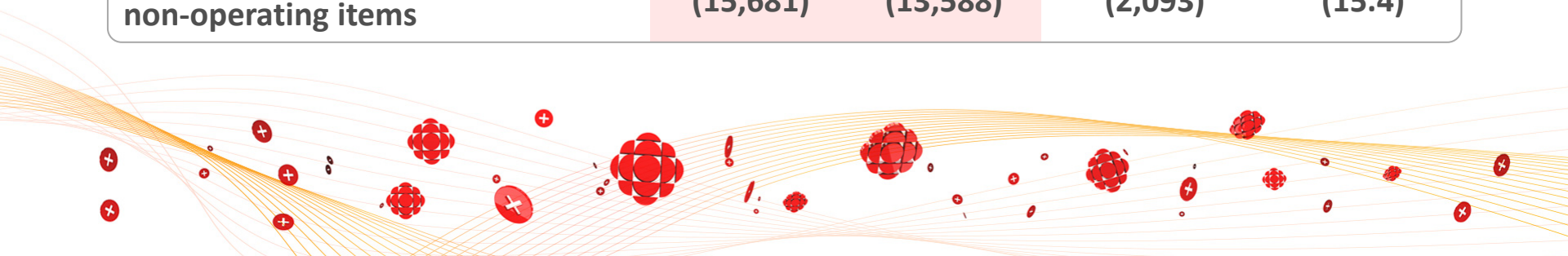
SAME STRATEGY,  
DIFFERENT PATH.



# FINANCIAL HIGHLIGHTS

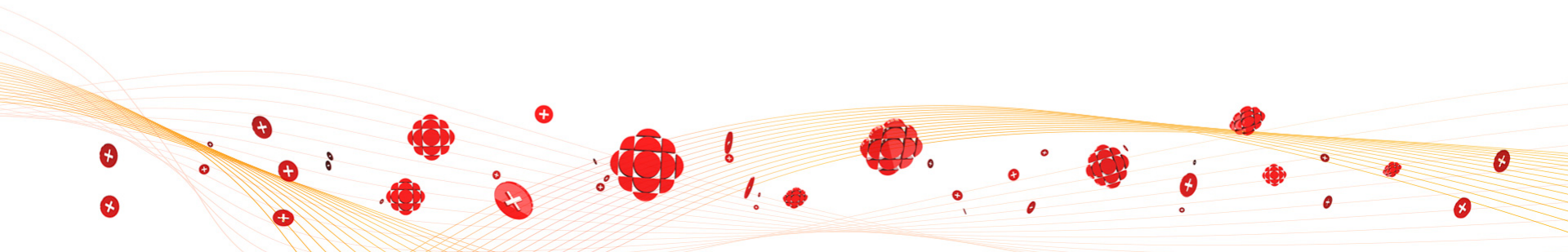
## FOR THE THREE MONTHS ENDED JUNE 30

| <i>(IN THOUSANDS OF DOLLARS)</i>              | 2012            | 2011            | \$ CHANGE      | % CHANGE      |
|---|-----------------|-----------------|----------------|---------------|
| Revenues                                      | 182,705         | 180,145         | 2,560          | 1.4           |
| Expenses                                      | (501,434)       | (471,615)       | (29,819)       | (6.3)         |
| Government Funding                            | 303,048         | 277,882         | 25,166         | 9.1           |
| <b>Net results before non-operating items</b> | <b>(15,681)</b> | <b>(13,588)</b> | <b>(2,093)</b> | <b>(15.4)</b> |



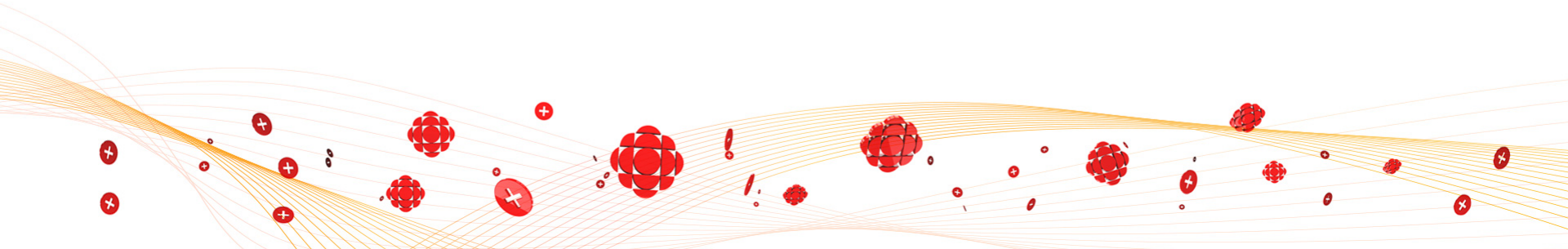
**\$47**  
**MILLION**

*(LPIF FUNDING FOR THE PAST BROADCAST YEAR, WHICH ENDED ON AUGUST 31, 2012)*



# CHALLENGES FOR 2012–2013

- Advertising revenue market in an environment of low and uncertain growth
- Delayed or cancelled NHL season
- Licence renewal
- Ecosystem and ongoing vertical integration
- Decisions regarding salary inflation







DOING THINGS BETTER



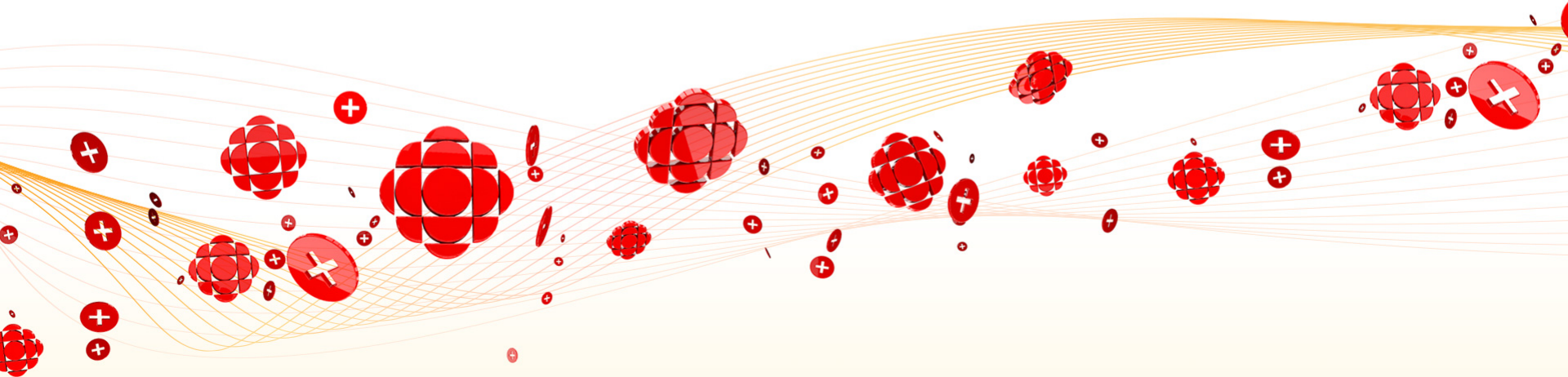
360°





# ANNUAL PUBLIC MEETING

**2015 AND BEYOND:  
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# PANELISTS



**ADRIENNE ARSENAULT**  
*The National*



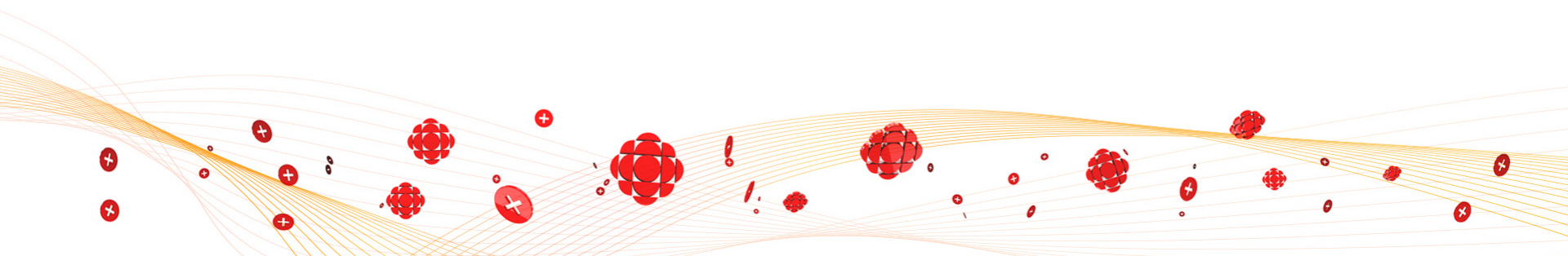
**DAVID COCHRANE**  
*On Point*



**CÉLINE GALIPEAU**  
*Le Téléjournal*



**TOM HARRINGTON**  
*Marketplace*





# ANNUAL PUBLIC MEETING

**2015 AND BEYOND:  
MORE CANADIAN, MORE REGIONAL, MORE DIGITAL.**

