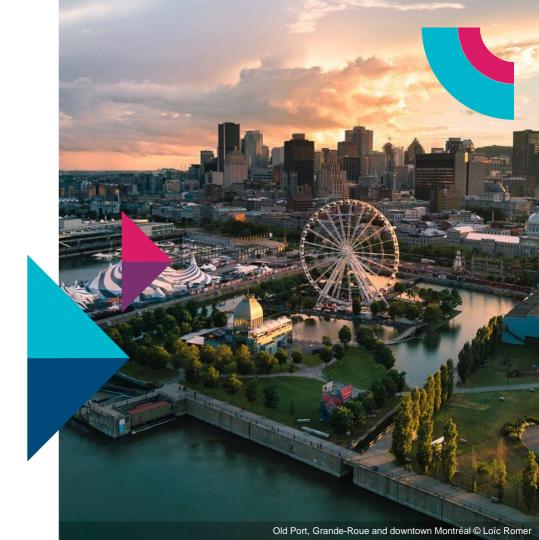


Greater Montréal: A Hub for the Digital Creativity Sector



Digital creativity hinges on three sub-sectors



Visual effects (VFX) and animation

includes companies that use animation techniques to create effects for movie and television productions, as well as companies that create animated movie and television productions



Video games

includes companies that create interactive audiovisual game products whose content is programmed and displayed on a screen, where players control the action using a gaming peripheral for entertainment or competition



Digital experiences¹

includes companies that create immersive and interactive experiences in public environments as well as narrative experiences in physical or virtual spaces, including virtual and augmented reality (excluding digital media, creative agencies, broadcasters, etc.)

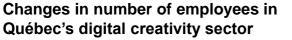
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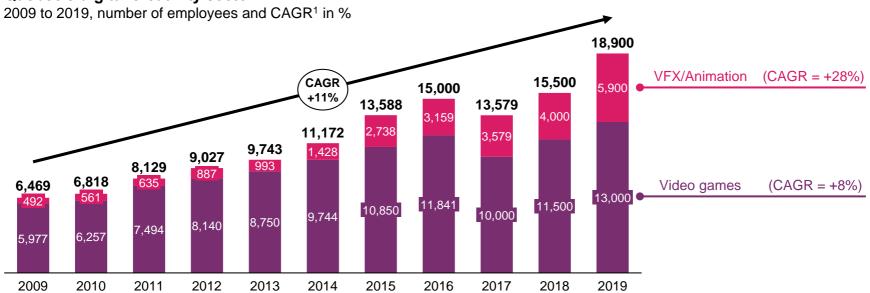
A Fast-Growing Sector Where Greater Montréal Stands Out





Job growth in excess of 10% per year

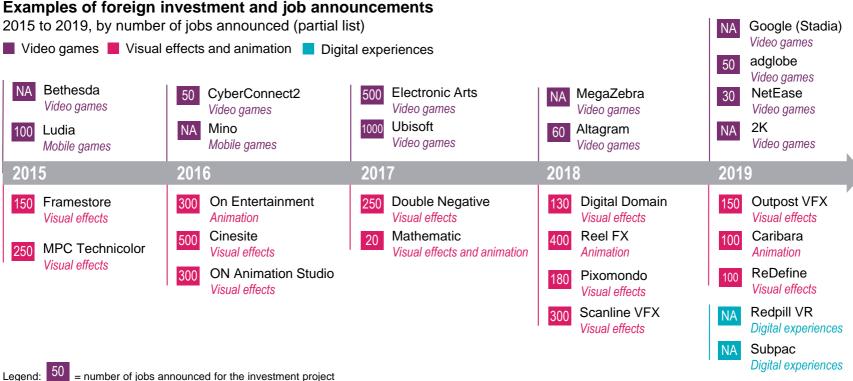




Note: 1- CAGR: Compound annual growth rate

Source: BCTQ (annual reports); ESAC (2019) "Canadian Video Game Sector Profile 2019"; Alliance Numérique (2014) "Perpétuons le miracle québécois : l'avenir de l'industrie du jeu vidéo au Québec"; KPMG (2018) "Industries créatives : réussir dans un environnement en mutation rapide"; Xn Québec; KPMG Analysis

Growth driven by the arrival of foreign companies



Source: KPMG study on the digital creativity sector in Greater Montréal, conducted for Montréal International (August 2020)





96%

Share of exports for all video game company revenues

\$75,000

Average annual salary in the digital creativity sector

\$1.8B

Economic spin-offs in Québec (including video games, VFX and animation)

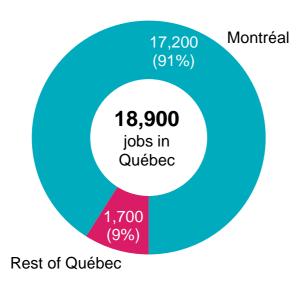


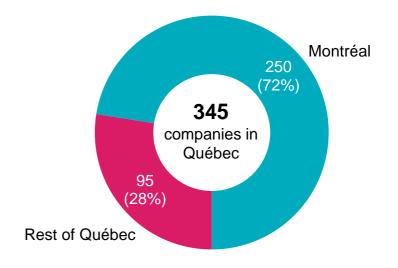
Source: KPMG estimates based on Alliance Numérique (2014) "Perpétuons le miracle québécois : l'avenir de l'industrie du jeu vidéo au Québec," ESAC (2019) "The Canadian Video Game Industry 2019," BCTQ (2020 company survey), PwC (2014) "Étude d'évaluation du potentiel du secteur des effets visuels au Québec," results adjusted to inflation based on ISQ (February 27, 2020) "Taux d'inflation dans les provinces et dans certaines villes"

Greater Montréal: 17,200 jobs make it Québec's centre of digital creativity

Distribution of digital creativity studios and jobs

2019, number of companies and jobs, distributed by %

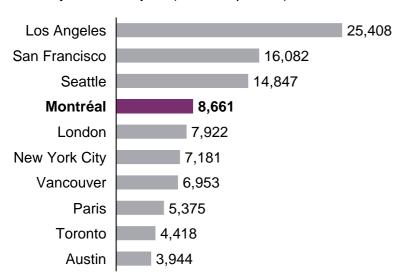




A hub that stands out internationally: Montréal is one of the world's top 10 major centres

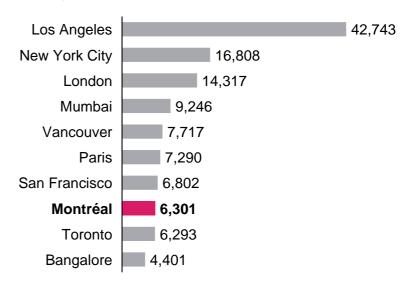
Professional specializing in video games for a selection of metro areas¹

2020, by number of jobs (LinkedIn profiles)



Professionals specializing in VFX and animation for a selection of metro areas

2020, by number of jobs (LinkedIn profiles)



Note: 1- Russia (5,774 professionals) and Ukraine (6,311 professionals) were excluded from the ranking because results were not available by metro area. Results for China and Japan were also excluded because the number of users may be biased due to the platform's lower rate of use in these regions. These changes do not affect Greater Montréal's position.

Source: Montréal International analysis, based on data from LinkedIn Talent Insights dated June 24, 2020

A complete ecosystem developed around a talent pool

Support for the sector Clusters, associations, professional groups Universities, colleges and schools **Events and showcases** and sectoral committees École NAD-UQAC, ISART Digital, Hub Montréal Québec Film and Television Council Cégep du Vieux Montréal, etc. MEGAMIGS Marché de la réalité virtuelle de Montréal La Guilde du jeu vidéo du Québec Effects Montréal Xn Québec Pixelles Printemps numérique (Montreal Digital **TECHNOCompétences** Spring) Festival Montréal Joue Montréal International Video games Behaviour Incubators and accelerators Other partners and Ubisoft La Piscine distribution centres **Production and Budge Studio** Centre d'entreprises et GamePlay Space **Compulsion Games** development d'innovation de Montréal SAT Red Barrels (CEIM) Centre PHI Ludia Co LABO **VFX** Digital and animation experiences Ubisoft La forge Research laboratories. Rodeo FX Ubisoft Moment Factory **Atomic Fiction** centres and chairs Felix & Paul Entrepreneurs Hybride Hexagram Triotech Middleware and NSERC/Ubisoft Alchemy 24 Thinkwell software Industrial Research Digital Dimension Creative Lune Rouge Unity Chair in Believable talent Virtual Character Autodesk Experiences Unreal Engine

O2 Foreign Workers Play an Indispensable Role in Companies' Growth

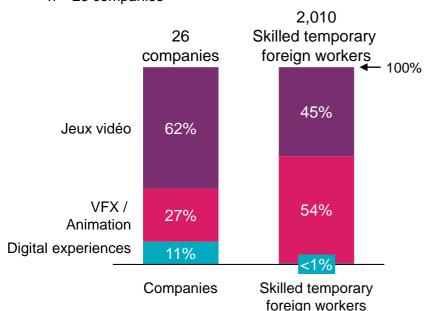




2,010 foreign workers surveyed among 26 companies

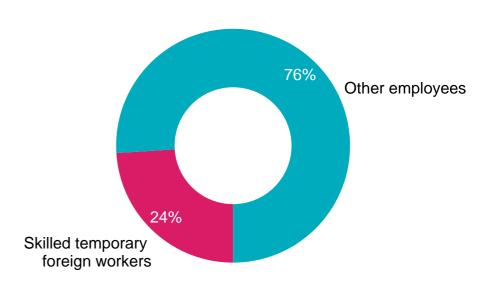
Distribution of respondent companies and skilled temporary foreign workers hired by sub-sector

2020, by number of companies and workers, n = 26 companies



Distribution of skilled temporary foreign workers as part of the total workforce of companies that hire them

2020, by %, n = 26 companies

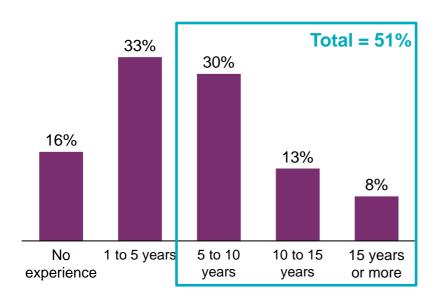


Source: KPMG study on the digital creativity sector in Greater Montréal, conducted for Montréal International (August 2020); Surveys of businesses and workers, and interviews conducted by KPMG

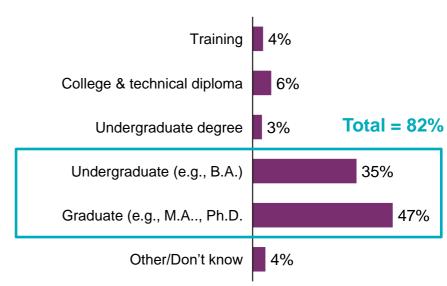
A top-notch pool of workers made up of experienced and qualified people

Distribution of skilled temporary foreign workers by work experience for the position held

2020, n = 254 workers, by %



Distribution of skilled temporary foreign workers by highest level of education completed 2020, n = 253 workers, by %

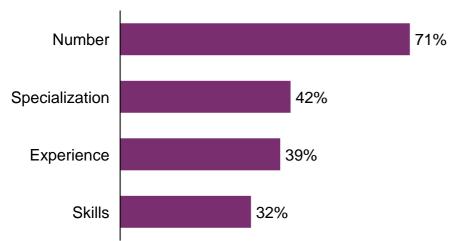


Source: KPMG study on the digital creativity sector in Greater Montréal, conducted for Montréal International (August 2020); Surveys of businesses and workers, and interviews conducted by KPMG

Leverage effect on company activities

Main reasons for hiring skilled temporary foreign workers 2020, n = 26 companies, % that ascribed greater importance

A question of...

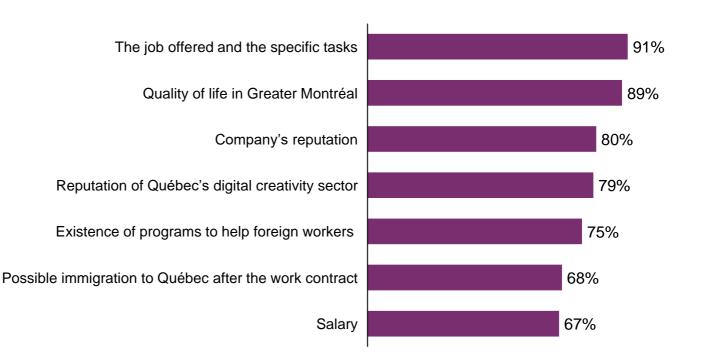


Beyond numbers, the strategic contribution of skilled temporary foreign workers translates into:

- Access to leading-edge expertise, skills and specializations
- Integration of best practices
- Access to an international network
- Cultural diversity of work teams
- Better knowledge of international markets
- Increased competitiveness and opportunities for innovation

Greater Montréal has many assets that make it attractive to foreign workers

Main reasons for choosing to accept a job in Québec 2020, n = 254 workers, % of respondents who answered "important" or "very important"



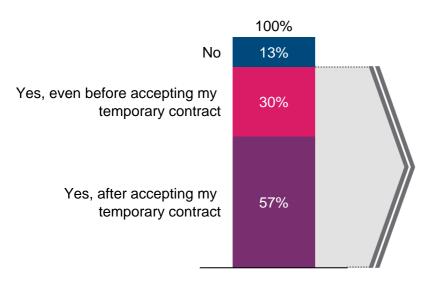
87% of skilled temporary foreign workers surveyed would like to settle in Québec for the long term, thereby increasing their spinoffs for the sector

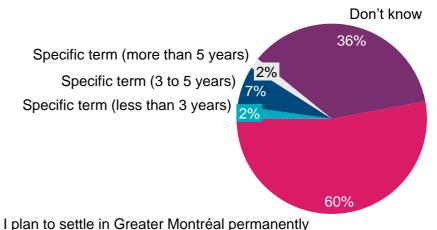
Skilled temporary foreign workers planning to seek permanent residency

2020, n = 249 workers, % of respondents

How long skilled temporary foreign workers plan to stay in Québec after immigration

2020, n = 217 workers, % of respondents





Source: KPMG study on the digital creativity sector in Greater Montréal, conducted for Montréal International (August 2020); Surveys of businesses and workers, and interviews conducted by KPMG

03 Study Objective and Methodology







Study objective and methodology

Objective

The purpose of the study was to analyze recent changes in Greater Montréal's digital creativity sector and identify strategic levers to support its competitiveness internationally

Methodology

The approach made use of the following tools to achieve these objectives:

- A review of the key trends and collection of secondary data
- Two surveys involving 26 companies and 254 skilled temporary foreign workers between March 9 and May 5, 2020
- Interviews with members of the steering committee



A KPMG study conducted for Montréal International and its partners



PRODUCTION

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