



**"WHILE IT IS EARLY DAYS, I BELIEVE WE CAN EVOLVE THE BUSINESS IN A WAY THAT WILL BE EVEN MORE REWARDING FOR OUR CUSTOMERS, OUR SHAREHOLDERS AND EMPLOYEES."**

**GUY LAURENCE**

## A MESSAGE FROM THE **PRESIDENT & CEO**

**As I write these words after recently joining the company, I can say with genuine enthusiasm that it's great to be here at Rogers. I took this post because Rogers is a remarkable company with a rich history and an unrivalled mix of wireless, cable and media assets. It is a good match with my background and my experience.**

During the recruiting and onboarding process, I spent considerable time with the Rogers family, the Board of Directors and the leadership team. I am struck by their energy, passion and drive to win, which I think we can harness to do even greater things. I also value the support and longer-term focus of the founding Rogers family who own significant equity in the company.

Since joining, I have criss-crossed Canada meeting my team, external stakeholders and customers. I have also conducted numerous business reviews, overseen the 700 MHz spectrum auction and reviewed the regulatory agenda. All this with the view to developing a detailed set of priorities and plans for the company going forward. After I complete this review in the Spring I will outline a detailed strategy and business plan working with my management team.

Rogers has many strengths and I intend to capitalize on them. This is a financially strong company with a solid balance sheet and investment grade credit ratings. We have highly advanced cable and wireless networks and a robust portfolio of media assets. We also have a strong pipeline of new products and services to offer to our customers and some of the most passionate, committed employees I have ever worked with.

While it is early days, I believe we can evolve the business in a way that will be even more rewarding for our customers, our shareholders and employees. Our goal is clear – winning on a consistent basis. And while our industry faces the challenge of moderating growth and regulatory uncertainty, few industries are more dynamic and better at leveraging new technologies.

To win, we must put our customers' needs front and centre in everything we do. This means delivering a better and more consistent customer experience. It means strengthening our value proposition to make sure our customers can answer the question "why Rogers?" As a company, we need to bring our collection of assets together in a way that strengthens and differentiates Rogers with our customers and our shareholders. We also need to align and focus our investments in key areas to accelerate our growth. Internally we need to execute with operational excellence. And we need to focus on clarifying accountabilities and strengthening our teams at all levels of the company.

As CEO, I will work to re-establish our leadership position and accelerate our growth. This will take time. It is a long-term effort that will require a clear strategy, rigorous prioritization and disciplined execution. It will not be easy, but it is the job I have signed up for, and it is a challenge I intend to meet head-on.

I look forward to continuing Ted's legacy, and to leading Rogers through the next phase of growth and to serving you, our shareholders.

Thank you for your continued business, investment and support.

**GUY LAURENCE**

**PRESIDENT AND CHIEF EXECUTIVE OFFICER**  
ROGERS COMMUNICATIONS INC.