

Welcome to Greater Montréal's World-Leading Video Game Hub



The world's best economic promotion agency at your service





Content



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Personalized,
Free and
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Top reasons to develop video games in Greater Montréal



A leading edge ecosystem

- **200 studios**
- **A complete ecosystem with key players** in tool development and service providers (e.g. audio services, quality assurance, publishing, localization, etc.)
- **Ubisoft, EA, WB Games, Eidos, Epic Games, Gameloft, Take-Two, Behaviour Interactive and many more** chose Montréal to develop globally successful games



A very creative & specialized workforce

- **18,000 workers with skills in video game**
- **Close to 18,000 university students enrolled in IT related programs** and more than **2,200 in arts related programs**
- **3,400+ college students** enrolled in technical programs related to **video game**



Competitive costs & tailor-made incentives

- **28% cost advantage** compared to the average of the 20 largest metropolitan areas in Canada and the U.S. for video game development
- **Advantageous salaries for companies**
- **Up to 37.5% tax credit** of eligible expenses and salaries



A great quality of life

- **Best city in Canada and 6th in the world** (TimeOut, 2019)
- **Most affordable major city** in Canada and the U.S. (UBS, 2018)
- **Best Student City** in the Americas tied with Boston (QS, 2022)

01

A World-Leading Video Game Hub



Among the top five largest video game development hubs in the world



200

studios

18 000

workers

A complete ecosystem with key players in tool development and service providers (e.g. audio services, quality assurance, publishing, localization, etc.)

Ubisoft, EA, WB Games, Eidos, Epic Games, Gameloft, Take-Two, Behaviour Interactive and many more chose Montréal to develop globally successful games:

- Assassin's Creed Origins (Ubisoft)
- Batman Origins (Warner Bros Games)
- Deus Ex and Rise of the Tomb Raider (Eidos)
- *Dead by Daylight* (Behaviour Interactive)

Winner of the Gaming and Visual Effects Specialism Award from the *Financial Times' fDi Strategy Awards 2019*



A collaborative video game ecosystem



With its 245 member studios, La Guilde du jeu vidéo du Québec's mission is to promote the Québec video game industry. It is the largest association of its kind in the world



Private initiatives such as GamePlay Space founded by Jason Della Rocca contribute to the dynamism of Montréal's video game ecosystem



Initiative committed to helping more women make and change games. It offers monthly workshops, mentoring program and game jams



Initiative of Québec Ministry of Education and Higher Education to support the growth and training of cutting-edge expertise in the digital sector and create better synergy between the various players



Birth and growth of the video game industry in Montréal

Over the past 25 years, Greater Montréal became Canada's most important video game hub and the 5th in the world

Three waves of development

1 – Birth of the industry

- Before Ubisoft and Autodesk became influential players in Montréal's industry, locally owned **Behaviour Interactive** (BHVR) and **Kaydara** anchored the local development scene
- Thanks to the implementation of the **Multimedia Titles tax credit**, in 1997, **Ubisoft** committed to Montréal and took the industry to the next level
- As a result, **Ubisoft**, along with **EA**, **Eidos**, **Gameloft**, **WB Games** and **Behaviour Interactive** grew large studios in Montréal



2 – Emergence of Montréal content

- The wave of handheld games created a paradigm shift in the development scene
- Thanks to cheaper tools, a mature talent base and the opportunity to self-publish, along with the demand for smaller and more addictive games, the stage was set for the emergence of a local, independent development scene
- Studios such as **Outerminds**, **Riposte Games**, **Compulsion Games**, **Red Barrels**, **Panache Digital Games** are at the vanguard of this trend

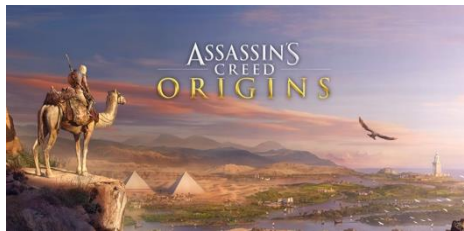


3 – The future of the industry

- Montréal has emerged as a global leader in **new video game niches**, such as **VR/AR** and **gamification** in fields such as **health care** and **education**
- Montréal is also making a name for itself as a world **AI and deep learning** hub, which will revolutionize the video game development



Many major successes developed in Greater Montréal



Montréal's ecosystem: some of the major players

Full-service industry made up of academia, tool
developers, animation, sound, production and post-
production studios, etc.



Successful tech, services and game developers to create great games

Technologies



The Montréal office is at the core of Unity's animation systems and emerging AI technology



Game development teams and Unreal Engine tech team for industrial applications



Software services for the architecture, engineering, construction, manufacturing, media, and entertainment industries



Cross-platform audio middleware solutions for the interactive media and gaming industries

Services



Post production services like localization, quality assurance and live operations for games



Specialized in audio and motion capture services



Quality assurance, localization, live operations support, data analytics, test automation and consulting services



Customer experience, quality assurance, localization, engineering and audio production services

Developers



The world's biggest game development studio with a rich portfolio of globally renowned brands



Two studios in Montréal: Eidos Montréal and Square Enix known for titles such as Lara Croft GO and Deus Ex GO



Creates and distributes cross-platform digital games with mass consumer appeal



Canada's largest independent video game publisher and developer

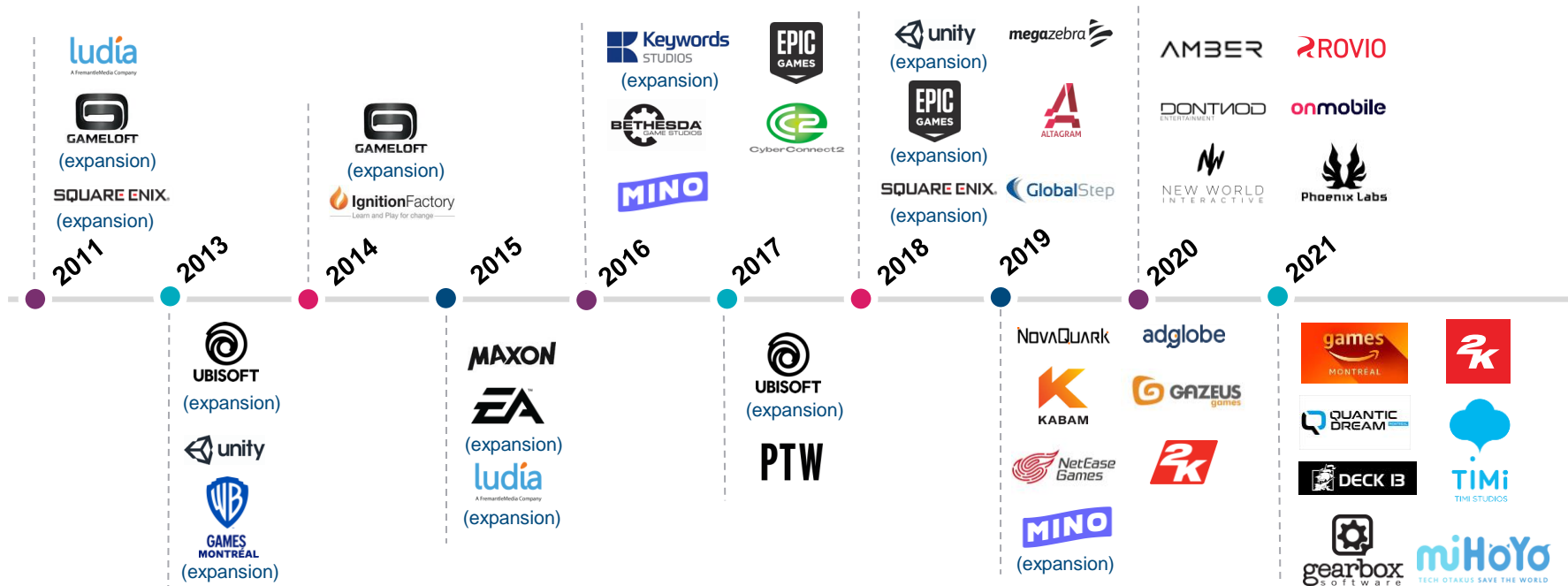


Developer known for Contrast and We Happy Few

... and more
than 200 others! 11

Major global players have recently chosen Montréal

Montréal's video game industry has experienced phenomenal growth in recent years, through the expansion and setting up of international subsidiaries of companies from around the world



A powerhouse IT industry

- **160,000+ IT workers** and **7,000 companies** in Greater Montréal
- **Lowest operating costs in North America** for software development
- **Broadly diversified industries related to video game:**



1st

city in Canada
and a world
leader in digital
creativity



Top 3

Best places to
invest in AI in
North America



Top 5

Highest
concentrations of
tech jobs among
Canadian and U.S.
metropolitan areas

And at the leading edge of mobile technologies, VR/AR, data analytics and FinTech

Sample of major companies located in Greater Montréal



In 2020, Montréal welcomed three international events focused on video game



January 2020

Event where studios have the chance to show off their work-in-progress games to the Montréal development community



September 2020

Montréal's edition of the world's largest digital festival



Fall 2020

MEGA + MIGS is a B2B2C event that brings together over 3,000 developers, publishers and other major players in the video game industry



02

A Deep and Growing Pool of Highly Qualified Talent



Montréal, where creativity and technical expertise meet

Greater Montréal's video game industry counts close to 18,000 workers

That number is increasing fast thanks to the large number of graduates the region's colleges and universities provide every year, combining expertise in the digital arts and tech

Also, Montréal's Mile End neighborhood is known for hosting the greatest concentration of artists in Canada and is a major culture and arts hub in North America

Mile End is also home to a growing number of video game studios and visual effects firms, including Ubisoft, Framestore, Behaviour Interactive, Gameloft and Atelier Animation



There are close to 18,000 workers with video game skills in Montréal

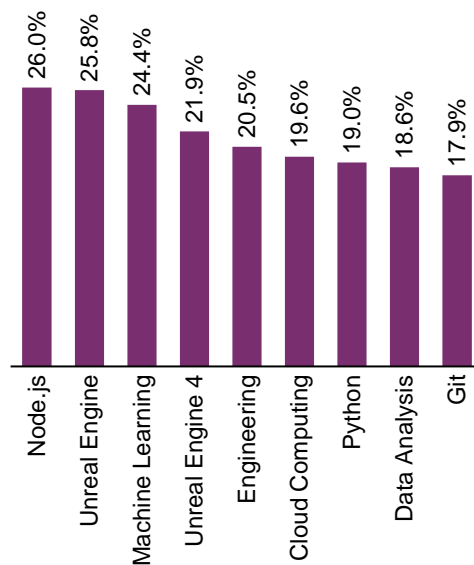
Sample of the 54 key skills taken into account to define video game workers*



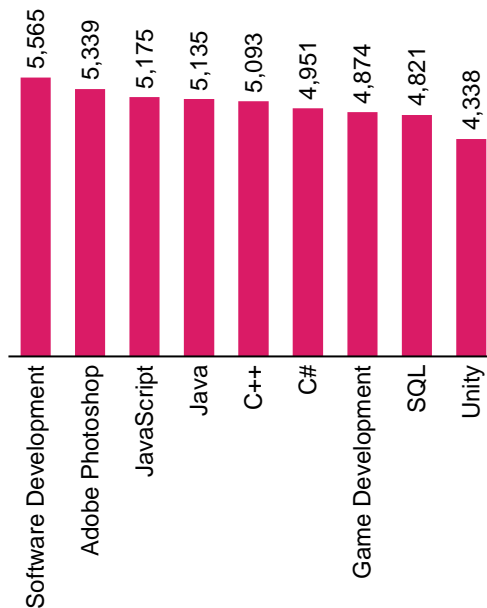
Number of LinkedIn profiles** in Montréal with the identified skills:

17,995

Fastest-growing skills among video game workers over the past 12 months



Number of video game workers who have the skills below



*Key skills identified using LinkedIn's Talent Insights tool are not cumulative or exclusive.

**Excluding profiles for the following titles: "founder", "co-founder", "CEO" and "president".

Source: LinkedIn, Talent Insights, November 2021.

Many specialized programs in video game development

Graduate, undergraduate programs and postgraduate (BA to Master)

Université
de Montréal

UQAT
UNIVERSITÉ DU QUÉBEC
EN ABITIBI-TÉMISCAMINGUE

UNIVERSITÉ DE
SHERBROOKE

UNIVERSITÉ
Concordia
UNIVERSITY

POLYTECHNIQUE
MONTREAL
UNIVERSITÉ
D'INGÉNIERIE

McGill

ÉTS
Le génie pour l'industrie

ÉCOLE
NAD
UQAC

Career/technical programs (DEP)

CÉGEP DU
VIEUX MONTRÉAL

DAWSON
COLLEGE

Inter-Dec College

Professional training (AEC)

ISART
DIGITAL

L'inis

INSTITUT
Desgraff

le campus
arts et
divertissement
numérique adn

RUBIKA
L'ÉCOLE DES TALENTS
DE LA CRÉATION NUMÉRIQUE

ÉCOLE
PIVAUT
SUPÉRIEURE TECHNIQUE
PRIVÉE D'ARTS APPLIQUÉS
& DESIGN NUMÉRIQUE



A rich pool of technical college students with specific expertise in video game

| Technical college programs related to video game | Students enrolled 2019-2020 | Collegial graduates 2018 |
|--|-----------------------------|--------------------------|
| Game Design and Animation 2D/3D | 1,241 | 408 |
| Visual Arts | 1,124 | 208 |
| Graphic Arts | 1,115 | 374 |
| Total | 3,480 | 990 |

Greater Montréal boasts 3,400+ college students enrolled in technical programs related to video game, animation and visual effects

The depth of Montréal's talent pool has allowed the region to remain at the avant-garde in the gaming industry, such as virtual and augmented reality

A rich pool of university students that combines creativity and technical knowledge

| University programs related to arts | Students enrolled in 2019-2020 | University graduates in 2019 |
|-------------------------------------|--------------------------------|------------------------------|
| Graphic Arts | 683 | 170 |
| Fine Arts | 900 | 175 |
| Plastic Arts | 544 | 159 |
| Arts (pluridisciplinary) | 144 | 35 |
| Total | 2,271 | 539 |

| University programs related to IT | Students enrolled in 2019-2020 | University graduates in 2019 |
|---|--------------------------------|------------------------------|
| Computer Sciences | 10,181 | 2,061 |
| Electric and Electronic Engineering | 3,613 | 842 |
| Computer Engineering and Computer Science | 2,328 | 464 |
| Mathematics | 1,416 | 313 |
| Applied Mathematics | 168 | 33 |
| Probabilities and Statistics | 203 | 51 |
| Total | 17,909 | 3 763 |

Greater Montréal is home to **11 university institutions**, including some of the most prestigious in the world, such as:



Yearly, these universities enroll close to **18,000 university students enrolled in IT** related programs and more than **2,200 in Arts** related programs

A large contingent of new university graduates in arts and IT joins the video game workforce every year

Multiple international mobility programs to attract the best international talents

| Temporary immigration programs* | | 1 – Obtain a LMIA** and CAQ*** | Approximate processing time**** | 2 – Submission of the work permit application**** | Approximate processing time**** |
|---------------------------------|--|---|---------------------------------|--|--------------------------------------|
| LMIA exempt | Intra-company transferees | N/A (LMIA exempt program) | - | Online or at Canada Customs if the candidate is exempt from the temporary resident visa requirements | 0 to 2 weeks***** |
| | Free trade agreements - ex. : CUSMA, Colombia, Chile, Peru | N/A (LMIA exempt program) | - | Online or at Canada Customs if the candidate is exempt from the temporary resident visa requirements | 0 to 2 weeks***** |
| | International Experience Canada | N/A (LMIA exempt program) | - | Online | 4 to 8 weeks |
| With LMIA | Global Talent Stream | Exemption from the obligation to make efforts to hire and recruit locally. 12 eligible professions | 2 weeks | Online or at Canada Customs if the candidate is exempt from the temporary resident visa requirements | 0 to 2 weeks***** |
| | Québec Simplified Process | Process offered exclusively to businesses in Quebec. Exemption from the requirement to demonstrate that efforts to hire locally were unsuccessful. 200+ professions are on the list of eligible professions | 6 to 8 weeks | Online or at Canada Customs if the candidate is exempt from the temporary resident visa requirements | Canadian Visa Office (BVC) timelines |
| | Regular process | Demonstrate that reasonable efforts have been made to hire locally | 8 to 10 weeks | Online or at Canada Customs if the candidate is exempt from the temporary resident visa requirements | Canadian Visa Office (BVC) timelines |

* Examples of programs: the eligibility conditions specific to each program must be met

** LMIA: Labour Market Impact Assessment

*** CAQ: Québec Acceptance Certificate

**** **Pre-COVID-19 deadlines. During the pandemic**, with some exceptions, work permit applications must be submitted online to the visa office abroad and it is **impossible to assess processing times**

***** Priority treatment in 14 days (in 80% of cases) only for a qualified position at level 0 or A according to the National Occupational Classification

“Over 20 years, Ubisoft has created more than 3,600 jobs, invested more than \$3.5 billion and developed some of the greatest brands in the industry here in Québec. Today, videogames are the most dynamic segment of the entertainment industry, and are at the heart of technological revolution. As a result, we have a unique opportunity to build tomorrow’s Québec, together.”

– Yves Guillemot, Co-Founder and CEO, Ubisoft



“There are many very interesting aspects in Montreal: a multicultural aspect that is very very strong. Montreal is a city that is centered on art in various forms and there are also amazing universities. Finally, there is all this support for the creation of companies, especially in the technological field.”

- David Anfossi, Studio Head, EIDOS-Montréal



“Since 2000, Gameloft has never stopped reinventing itself. Our Montréal studio is one of the few capable of producing an entire game locally, thanks to support teams. Thus, our team plays a key role in the launch of new projects. The know-how here allows us to have a competitive advantage in the gaming industry and to impact the trends of tomorrow.”

– Mario Poulin, General Manager, Gameloft Canada



“Amber has been rapidly growing with an international team across Europe and North America, and we wanted to continue this global expansion with a multi-disciplinary game development studio in Canada. Montréal is the perfect place for this, as it’s one of the most cosmopolitan cities in North America, with a rich mixture of cultures from all over the world.”

- Mihai Pohontu, CEO, Amber



“Montréal’s rich vein of creative talent will be a valuable asset as we continue building our development and publishing teams. The highly skilled and experienced team at our new Montréal studio shares our commitment to creating best-in-class online games, and brings with them a wealth of knowledge and passion for building deep, community-focused multiplayer experiences.”

– Christoph Hartmann, VP, Amazon Games



“We also intend to draw on the new talent pool offered by Montréal to quickly extend our team of game designers to also include software developers, artists and business intelligence experts.”

- Mark Gazecki, MegaZebra’s Co-Founder



03

Attractive Operating Costs and Incentives



Operating a business costs less in Greater Montréal than in any other major metropolitan area in Canada and the U.S.

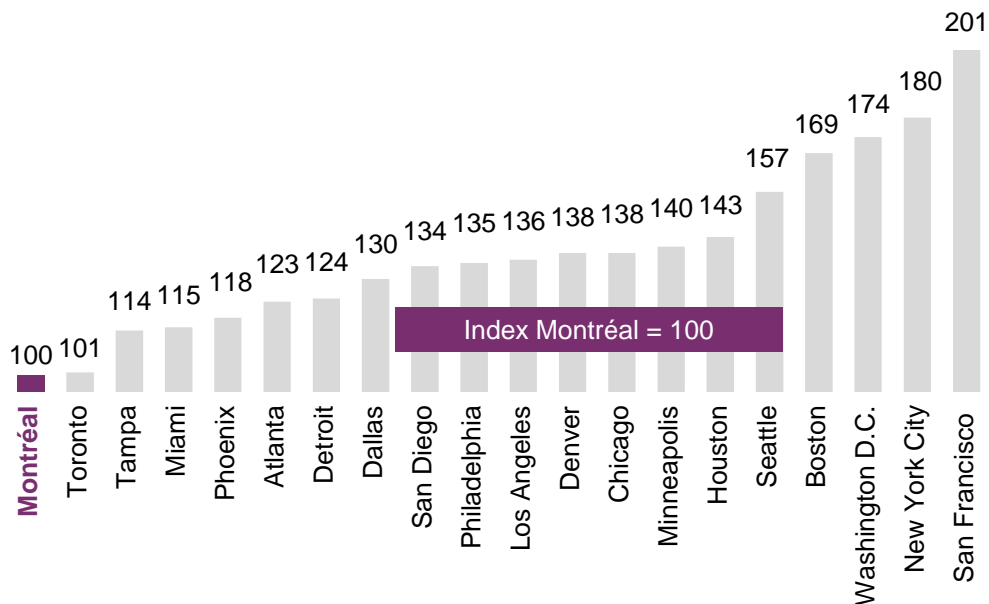


28% cost advantage

compared to the average
20 largest metropolitan
areas in Canada and
the U.S.

The cost advantage is even greater
when factoring in **Québec's video
game tax credit**

Total operating costs Index for a Video Game Design Centre
20 largest metropolitan areas in Canada and the U.S., 2021



Advantageous salaries for employers

Even before factoring in the video game tax credit (up to 37.5%), salaries in Montréal are more competitive compared to Toronto and Vancouver

Median annual salaries* (US\$) for 5 typical profession

Five major North American cities, 2021

| | Montréal | Montréal with tax credit (37.5%**) | Toronto | Vancouver | Austin | San Francisco |
|-------------------------|-----------|--|-----------|-----------|-----------|---------------|
| 3D Animator | \$63,032 | \$39,395 | \$67,418 | \$66,641 | \$77,894 | \$98,227 |
| Video Game Programmer | \$72,335 | \$45,209 | \$77,846 | \$78,572 | \$91,161 | \$119,404 |
| Programmer Analyst | \$77,655 | \$48,535 | \$83,468 | \$84,186 | \$98,640 | \$128,451 |
| Database Architect | \$78,997 | \$49,373 | \$84,882 | \$85,599 | \$101,339 | \$131,715 |
| Project Manager Systems | \$100,384 | \$62,740 | \$107,864 | \$107,486 | \$132,068 | \$172,580 |

Note: *Salaries based on five years of experience, Computer Systems Design and Related Services (NAICS 5415).

** If your title is available in French, you can save up to 37.5% on eligible salaries and expenses.

Currency exchange based on the monthly average of June 2021: US\$1.00 = CA\$1.2219.

Source: Economic Research Institute Inc., July 2021.

Video game tax credit: one of the most advantageous in the world

- The tax credit could cover **up to 37.5%** of your qualifying labour expenditures, if the multimedia title is available in French. If it is not available in French, the tax credit rate is **up to 30%**.
- **Eligible labour expenditures** include*:
 - **Salaries and wages** paid to eligible employees (including bonus)
 - **The portion of amounts paid to a subcontractor** not dealing at arm's length with the multimedia producer for the execution of eligible production work by employees of the subcontractor in an establishment in Québec
 - **50% of amounts paid to a subcontractor** dealing at arm's length with the Multimedia producer for the execution of eligible production work in Québec



Tax credit: Case Study 1

Studio fully operational for the whole year with **15 employees**; Two games in production; No R&D activities

Payroll and tax credit

| Positions | Average salary |
|--------------------------------------|--------------------|
| Technical Director (1) | \$100,000 |
| Programmer (3) | \$80,000 |
| Junior Programmer (2) | \$50,000 |
| Technical Artist (2) | \$35,000 |
| Art Director (1) | \$50,000 |
| 3D Artist (2) | \$50,000 |
| 2D/3D Artist (2) | \$45,000 |
| Creative Director (1) | \$100,000 |
| Studio Manager (1) | \$130,000 |
| Total: 15 employees | \$980,000 |
| Total salaries + bonus @ 10% | \$1,078,000 |
| Multimedia Tax Credit @ 30% | (\$323,400) |
| Multimedia Tax Credit @ 37.5% | (\$404,250) |

You can save up to \$404,250 for a total expenditures of \$1,567,500

Total expenditures and tax credit

| Total expenditures | Year 1 |
|---------------------------------------|--------------------|
| Salaries + 10% bonus + 20% benefits* | \$1,274,000 |
| OpEx (rent, social, and admin) | \$230,720 |
| Initial CapEx | \$50,000 |
| Training 1% of salaries | \$10,780 |
| One off (expensed current year) | \$2,000 |
| Total before tax credit | \$1,567,500 |
| Total after tax credit @ 30% | \$1,244,100 |
| Total after tax credit @ 37.5% | \$1,163,250 |

*Include mandatory benefits - 12-14% as well as other benefits usually provided by the employer in the video game industry. These benefits are not included in the total salaries admissible to the Multimedia Titles tax credit.

Tax credit: Case Study 2

Studio fully operational for the whole year with **125 employees**; games in production; No R&D activities

| Positions | Avg salary | Positions | Avg salary |
|-----------------------------|------------|------------------------------|------------|
| Technical Director (1) | \$145,000 | Creative/design Director (2) | \$100,000 |
| Producer (5) | \$80,000 | Community Manager (10) | \$45,000 |
| Mid Programmer (23) | \$100,000 | Live Developer (5) | \$75,000 |
| Junior Programmer (16) | \$50,000 | Network Architect (3) | \$80,000 |
| Technical Artist (13) | \$35,000 | BI Analyst (4) | \$75,000 |
| Art Director (4) | \$50,000 | User Acquisition Manager (2) | \$75,000 |
| 2D/3D Artist (12) | \$50,000 | Admin/HR/Finance (3) | \$40,000 |
| 2D/3D Junior Artist (21) | \$45,000 | Studio Manager (1) | \$180,000 |
| TOTAL: 125 employees | | \$7,510,000 | |

You can save up to \$2,816,250 for a total expenditures of \$11,450,100

| Total expenditures | Year 1 |
|-------------------------------------|---------------------|
| Salaries + 10% bonus + 20% benefits | \$9,763,000 |
| OpEx (rent, social, and admin) | \$1,100,000 |
| Initial CapEx investment | \$500,000 |
| Training 1% of salaries | \$75,100 |
| One off (expensed current year) | \$12,000 |
| Total before tax credit | \$11,450,100 |

Multimedia Tax Credit @ 30% **(\$2,253,000)**

Multimedia Tax Credit @ 37.5% **(\$2,816,250)**

Total after tax credit @ 30% **\$9,197,100**

Total after tax credit @ 37.5% **\$8,633,850**

*Include mandatory benefits - 12-14% as well as other benefits usually provided by the employer in the video game industry. These benefits are not included in the total salaries admissible to the Multimedia Titles tax credit.

Easy access to highly advantageous incentives

Major projects and innovations

Grants, interest-free loans and other supports available, including competitive electricity rates of **CAc4.04/kWh** for large power*

Labour development

Example of grant:
Up to 50% of eligible costs** to support HR management and training



Sector tax credits

Equivalent to eligible salaries and expenses:

- **Up to 43%** for film and video production
- **Up to 37.5%** for multimedia production
- **Up to 30%** for e-business development
- **24%** for international financial centres

Research and development

- **Up to 30%** tax credit on R&D expenses
- **Tax holiday** for foreign researchers and experts

Note:

Rate LG: large power with minimum billing demand of 5,000 kW, transmission and distribution included, for 120-kV supply with 95% load factor, and including the Economic Development Rate reduction (if eligible).

** and **up to 85%** on the first \$117,647 for certain sectors such as IT.

04

Montréal International's Personalized, Free and Confidential Services



Montréal International, a single point of access to a series of personalized, free and confidential services



**Long-term
strategic support**



**Economic data
and communication
services**



**Government
relations facilitation**



**Incentive programs
assistance**



**Foreign workers
immigration
assistance**



**International
recruiting solutions**



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