

# 2020 CSR KEY PERFORMANCE INDICATORS

	2020	2019	2018
<b>FINANCIALS</b> (in millions)			
Revenues	\$2,574.0	\$3,038.8	\$2,623.5
Operating earnings	\$241.4	\$309.5	\$367.7
Adjusted operating earnings (operating earnings before the accelerated recognition of deferred revenues <sup>1</sup> , accelerated depreciation <sup>1</sup> , restructuring and other costs (gains), impairment of assets, as well as amortization of intangible assets and reversal of the fair value adjustment of inventory sold arising from business combinations)	\$352.8	\$348.0	\$356.9
Total assets	\$3,598.4	\$3,781.8	\$3,782.2
Market capitalization at fiscal year-end	\$1,444.8	\$1,333.1	\$1,819.5
Operating expenses (excluding employee-related costs)	\$1,436.2	\$1,770.0	\$1,417.5
Dividends on participating and preferred shares	\$77.9	\$76.0	\$68.6
Interest paid on debt	\$42.6	\$64.0	\$35.0
Income taxes paid	\$49.8	\$59.5	\$41.9
Research and development expenditures <sup>2</sup>	\$10.5	\$7.3	n.d.
<b>OUR EMPLOYEES</b>			
Number of employees	8,103	9,070	9,059
Female employees (%)	28	28	28
Employee-related costs (in millions)	\$638.4	\$781.3	\$654.0
Employee turnover rate (%) <sup>3</sup>	7.4	8.5	n/a
<b>PENSION FUND</b>			
Type of pension fund <sup>4</sup>	MIX DB and DC	MIX DB and DC	MIX DB and DC
Pension plan assets (in millions)	\$758.1	\$766.6	\$721.2
Deficit of defined benefits plans (in millions)	\$62.5	\$75.6	\$58.0
Defined contribution pension plans and State plans expenses (in millions)	\$27.7	\$30.1	\$32.1
Number of unionized employees <sup>5</sup>	1,873	2,263	n/a
<b>HEALTH, SAFETY AND WELLNESS</b>			
Number of fatalities	0	0	0
Total incident rate (incidents per 200,000 worked hours) <sup>5</sup>	1.88	2.96	3.37 <sup>6</sup>
Lost time accident severity rate (lost days per 200,000 worked hours)	93.0	69.1 <sup>6</sup>	70.5 <sup>6</sup>
<b>GOVERNANCE</b>			
Independent Directors (in %)	62	62	62
Female representation on Board of Directors (in %)	39	39	36
Number of women on the Executive Management Committee	3	3	3
Women in executive and management positions (in %)	31	25	24
<b>OUR COMMUNITIES</b>			
Donations of cash, goods and services (in millions)	\$1.7	\$2.1	n/a
<b>OUR PRODUCTS</b>			
<b>PROCUREMENT</b>			
Paper purchased (excluding paper provided by customers) (in tonnes) <sup>7</sup>	311,468	396,545	448,090
Total paper consumed (in tonnes) <sup>7</sup>	328,126	435,803	462,424
Purchases of FSC® C011825 certified paper (in tonnes) <sup>7</sup>	65,243	77,051	297,650
Purchases of PEFC certified paper (in tonnes) <sup>7</sup>	240,791	313,542	128,743
Purchases of SFI® certified paper (in tonnes) <sup>7</sup>	637	1,000	3,250
Total plastic consumed (in tonnes) <sup>2</sup>	138,235	148,831	156,821

	2020	2019	2018
<b>ENERGY</b>			
Energy used (in GJ)	2,640,020	2,965,761	2,948,970
Natural gas purchased (in GJ)	1,318,300	1,472,320	1,438,889
Propane purchased (in GJ)	7,041	7,685	4,864
Electricity purchased (in GJ)	1,314,679	1,485,756	1,505,218
Renewable energy used (in %)	23.17	22.41	22.25
<b>AIR EMISSIONS</b>			
Scope 1 Greenhouse gases (GHG) emissions (in tonnes of CO <sub>2</sub> e)	102,611	113,218	109,819
Scope 2 Greenhouse gases (GHG) emissions (in tonnes of CO <sub>2</sub> e)	89,286	97,482	97,278
Volatile organic compounds (VOC) emissions (in tonnes) <sup>8</sup>	856	904	1,163
<b>WASTE</b>			
Waste generated (in tonnes)	78,064	93,393	62,000 <sup>7</sup>
Recycled waste (in tonnes)	66,496	79,866	59,700 <sup>7</sup>
Waste used for energy recovery (in tonnes)	3,348	4,141	0 <sup>7</sup>
Waste sent to landfill (in tonnes)	8,223	9,386	2,300 <sup>7</sup>
<b>WATER</b>			
Water used (in cubic meters) <sup>9</sup>	1,259,824	1,237,577	1,251,213
<b>ENVIRONMENTAL MANAGEMENT</b>			
Spills	0	1	0
Fines for environmental damage or non-compliance (in US \$)	0	10,000	900

Unless otherwise indicated, all TC Transcontinental business units are included in the data and amounts are in Canadian dollars. Certain historical data has been modified as a result of updated methodology and changes in our operations.

- 1) Related to the agreements signed with The Hearst Corporation. Please refer to Note 31 to the annual consolidated financial statements for the year ended October 27, 2019. For a reconciliation of non-IFRS financial measures, please refer to the Management Discussion and Analysis for the year ended October 27, 2019.
- 2) For TC Transcontinental Packaging only
- 3) Voluntary turnover only
- 4) For Canadian entities only
- 5) For TC Transcontinental Packaging and TC Transcontinental Printing only
- 6) Data calculated with a different methodology. This data cannot be compared with subsequent data
- 7) For TC Transcontinental Printing only
- 8) Does not include our facilities in Latin America, China and New Zealand
- 9) Water use was calculated based on information from water meters and estimates of average consumption by facility type