

Employees



Communities



Prosperity



Environment



# Driving Sustainable Results

2016-2018

Corporate Social Responsibility Report



This Report presents headway made toward the 13<sup>1</sup> main objectives identified in TC Transcontinental's 2016-2018 three-year Corporate Social Responsibility (CSR) plan entitled "Driving Sustainable Results".

These objectives are measured against established targets that reflect TC Transcontinental's commitment towards its employees, its prosperity, the communities and the environment.

TC Transcontinental is a leader in flexible packaging in North America, and Canada's largest printer. The Corporation is also a Canadian leader in its specialty media segments. For over 40 years, TC Transcontinental's mission has been to create quality products and services that allow businesses to attract, reach and retain their target customers.

July 16, 2019



Committed to disclosure to the climate change and forests programs



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This plan was developed with support from the Sustainable Packaging Coalition®

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<sup>1</sup> In light of TC Transcontinental's business transformation strategy, the Corporation has sold its local and regional newspapers in recent years. Therefore, the "Community Access to Local Information" objective has been removed from the 2016-2018 plan. Additionally, since the Corporation's Executive Management Committee initiated an analysis on the most appropriate measure to assess the return on investment in the context of our business transformation, the objective 'Optimization of capital allocation' of the 2016-2018 plan was also removed.

## Note to Reader



TC Transcontinental's *2016-2018 Corporate Social Responsibility Report* covers the period from November 1, 2015 to October 29, 2018. In this document, unless otherwise indicated, the term "dollar", as well as the symbol "\$", refers to Canadian dollars. The results achieved relative to our targets cover our consolidated activities unless otherwise stated, according to the proposed legend by business activity.

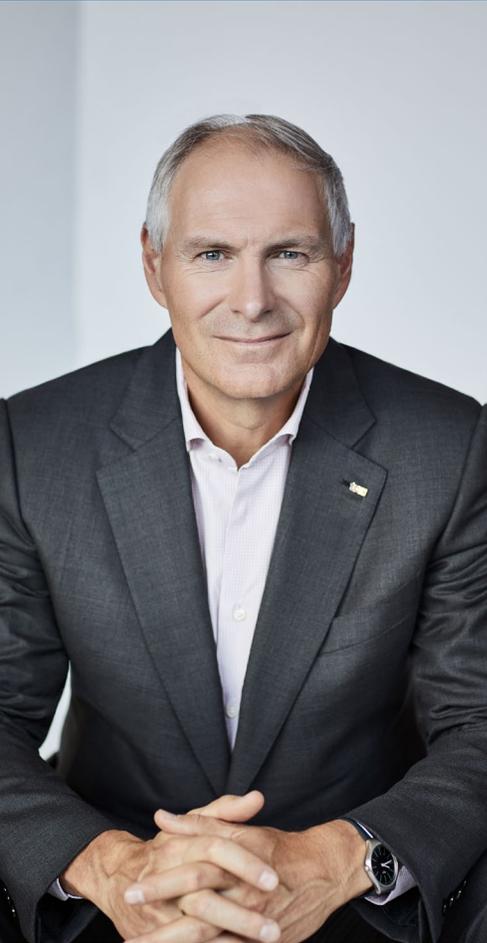
## Forward-Looking Information



This corporate social responsibility report may contain forward-looking statements or objectives which are based on the expectations of management and inherently subject to a certain number of risks and uncertainties, known and unknown. The Corporation cautions against undue reliance on such statements or objectives since actual results or events may differ materially from the expectations expressed or implied in them.

The main risks, uncertainties and other factors that could influence actual results are described in the most recent annual *Management's Discussion and Analysis* ("MD&A") and in the latest *Annual Information Form* of the Corporation available on its website at [www.tc.tc](http://www.tc.tc).

## Message from the President and Chief Executive Officer



Our 2016-2018 Corporate Social Responsibility Plan has now come to an end. We have worked tirelessly to achieve our 13 goals reflecting our commitment to our people, our prosperity, the communities in which we operate and the environment. In many cases, we exceeded our stated targets, while in others, we made great strides and we are continuing our efforts. Over the past three years, we have effectively mobilized our stakeholders around important social responsibility issues, while solidifying our strategic shift towards flexible packaging. I am therefore very proud to share our achievements with you in this three-year report.

Our employees are at the heart of our success thanks to their contribution to our transformation. That is why we have deployed several programs since 2016 to invest in their development and help maintain a healthy and safe work environment. We implemented the Leadership Journey for our managers across all our sectors, in addition to reaching and even surpassing our lost time accident frequency rate target for 2018. We have also taken concrete actions defined in our gender diversity strategy and continue to work to ensure greater female representation in our leadership.

TC Transcontinental has remained rooted in the communities where we operate. Between 2016 and 2018, we donated more than \$7 million to support a myriad of organizations, focusing on health and education, as well as supporting our clients' causes. This social solidarity reflects our values and our desire to build for the long term.

In order to ensure our profitable growth, we had also set objectives related to the Corporation's prosperity. It goes without saying that we achieved our growth objective for the Packaging Sector! 2016 to 2018 were significant years on this front. Thanks to five acquisitions, including that of Coveris Americas which was transformational for our company, as well as organic sales growth, we have increased the share of revenues from this sector. As I am writing these lines, the Packaging Sector now represents more than half of our consolidated revenues.

As a responsible corporate citizen, TC Transcontinental has always focused on how today's decisions will impact our collective tomorrow. The last three years are a testament to this. We achieved our targets for optimizing waste management and reducing greenhouse gases, and decreased our energy consumption in absolute terms, bringing us closer to our relative target. As the largest printer in Canada, TC Transcontinental remained firmly committed to its eco-responsible sourcing practices, increasing its purchasing of Gold and Gold Plus paper to 96%<sup>2</sup>.

To conclude, I encourage you to read this report to learn more about our commitments, their scope and our results for each one. We built on these achievements to create our 2019-2021 CSR plan, based on extensive consultation with our internal and external stakeholders. We set goals in line with our commitments to our employees, operations, products and communities, including specific targets to reduce our environmental impact. Of course, this plan reflects our new business reality and includes targets for our flexible packaging operations, as part of our participation in the Ellen MacArthur Foundation's New Plastics Economy Global Commitment.

A handwritten signature in black ink, appearing to read 'François Olivier'.

François Olivier  
President and Chief Executive Officer

<sup>2</sup> Categories defined in our [Classification of Environmental Papers](#).



## Employees

At TC Transcontinental, our employees are the backbone of the company and the primary reason for our success. Our vision is to attract, develop and retain top talent by supporting individual development. With this in mind, we improved our managers' development through the *Leadership Journey* initiative. Following the 2016-2018 plan, we implemented at least one of the three components of this targeted program in all our sectors: *Welcome Program*, *Management 101 Series* and *Leadership Camp*. Furthermore, our successor retention rate for senior management exceeded the 80% target for the past three years, with a rate of 92% in 2018.

TC Transcontinental is also constantly seeking to promote and enhance employee health and safety by maintaining a healthy and safe work environment conducive to wellness. Our goal was to attain a lost time accident frequency rate below 0.64, which we achieved in 2018 with a rate of 0.55. We are very proud of it! Each year, we also encourage all our business units to take part in the *Health and Wellness Journey program*, which aims to raise awareness about adopting healthy lifestyle habits: being active, eating well and taking care of yourself. Our business unit participation rate remained above the 90% mark between 2016-2018, which is an excellent result bringing us very close to our target of 100%.

Finally, TC Transcontinental is fully committed to providing a fair and equitable work environment where women and men are valued and respected, recognized for their contribution and promoted based on individual merit. We have achieved the concrete actions defined in our 2016-2018 gender diversity plan, in particular sharing our commitment and policies on this subject, as well as implementing training on unconscious bias and development plans for our leaders. We will continue working to ensure greater female representation in our leadership, a goal that remains a high priority.

Results

Employees

|                                      | 1 Talent   | Activities included in target  | 2018 Target | 2018 Result         | 2017 Result | 2016 Result | 2015 Baseline year |
|--------------------------------------|--|--|-------------|---------------------|-------------|-------------|--------------------|
| 1.1                                  | <b>Develop talent</b><br>Percentage (%) of business sectors that have implemented at least 1 of the 3 components of the Leadership Journey program <sup>(1)</sup>                  |    | 100         | 100 <sup>(2)</sup>  | 100         | 100         | 100                |
|                                      | <b>1.2 Retain talent</b><br>Successor retention rate for senior management (%)   |    | 80          | 92                  | 86          | 83          | 96                 |
| <b>2 Health, Safety and Wellness</b> |  |  |             |                     |             |             |                    |
| 2.1                                  | <b>Maintain a safe and healthy work environment</b><br>Lost time accident frequency rate (accidents per 200,000 worked hours)  |    | < 0.64      | 0.55 <sup>(2)</sup> | 0.74        | 0.51        | 0.45               |
|                                      | <b>2.2 Maintain an environment conducive to health and well-being</b><br>Percentage (%) of business units that have deployed the Health and Wellness Journey program               |    | 100         | 91 <sup>(2)</sup>   | 97          | 90          | 97                 |
| <b>3 Governance</b>                  |  |  |             |                     |             |             |                    |
| 3.1                                  | <b>Progressively move to a more balanced gender representation in the workforce</b><br>Percentage (%) of actions completed in the three-year plan of the Gender Diversity Strategy |    | 100         | 100                 | 2/3         | 1/3         | n/a                |

LEGEND



<sup>(1)</sup> The information is only available by sector and not by business unit as indicated in the 2016-2018 plan. The 3 components of the Leadership Journey program are: Welcome Program, Management 101 Series, Leadership Camp.

<sup>(2)</sup> This result excludes Coveris Americas.

Investing in employee development and well-being: some landmark achievements from the past three years

Women@TC: A unifying and enriching event



In 2017, over one hundred TC Transcontinental women leaders from all of our sectors were invited to Montréal for the first annual Women@TC event. This event is one of many initiatives deployed as part of our gender diversity strategy. It created a platform for our women leaders to learn from each other in their professional development and benefit from an internal support network. Managers were offered training on unconscious bias, and also had the opportunity to attend an enriching panel and conferences, to network and to further their development. The second annual Women@TC event has already taken place in 2019!

## Training our managers to succeed in our transformation



Our talent development is pursued, namely, by implementing the three components of the *Leadership Journey*: the *Welcome Program*, the *Management 101 Series* and the *Leadership Camp*. The latter is a targeted program, specifically designed to support managers in developing their leadership skills and strengthening the performance of their teams. It consists of 8 workshops as well as individual coaching over a period of approximately 8 to 12 months. Since its launch in 2015, 495 leaders have taken part in the *Leadership Camp* – 90 in 2018 – totalling 23 cohorts and 270 development workshops. New cohorts have already been launched for 2019.

## Combining plant safety and generosity in the community



TC Transcontinental's Health, Safety and Community Partner Program was launched in 2017. A year later, a sum of \$33,000 has been distributed to 11 of our business units. On an annual basis, the program effectively rewards business units in the Printing Sector and the Packaging Sector that had one or more years without a lost time accident by providing them with a monetary sum of \$1,000 to \$5,000 to be donated to the registered charitable organization of their choice. One of the objectives is to help employees support social causes that are relevant to them in their local communities. In this way, not only does the winning business unit implement a safer work environment, but it also invests in the well-being of communities.

## Transcontinental Ross-Ellis: recipient of a 2018 MultiPrévention award



The plant was rewarded with a MultiPrévention award by the Association sectorielle paritaire pour la santé et la sécurité du travail, which promotes workplace health and safety, and of which TC Transcontinental is a member. The purpose of the MultiPrévention awards is to acknowledge and promote good workplace accident and occupational disease prevention ideas every year. In the *Printing Industry and related sectors* category, Transcontinental Ross-Ellis set itself apart thanks to a project dealing with the modification of a workstation and work processes, which helped to significantly reduce the risks of musculoskeletal disorders.

# Communities

Our desire to contribute to the collective well-being has endured since the founding of TC Transcontinental. It has shaped our corporate culture and our commitment to helping the communities in which we operate grow.

As part of its 2016-2018 CSR plan, the Corporation's objective was to give back to the community at least 1% of its adjusted operating earnings each year. Over this three-year period, TC Transcontinental has allocated a total of more than \$7 million in cash donations, or in products and services, to hundreds of charitable causes by prioritizing health and education. Although our results tend towards the 1% target each year, they are slightly lower. This difference is especially due to the sale of several of the Corporation's media assets, including its local newspaper portfolio in which advertising space was reserved to promote charities.

It should be noted that the amount donated does not include employee contributions, which totaled over \$1 million between 2016 and 2018. TC Transcontinental's employees share the same desire to help others, and are committed to collecting donations, giving their time to causes they care about and spontaneously taking action to support their colleagues in need. We commend their wonderful generosity.

## Results

### Community

#### 1 Community Well-Being



**1.1 Maintain philanthropic involvement**  
Percentage (%) of adjusted <sup>(3)</sup> operating earnings given as donations

| Activities included in target   | 2018 Target | 2018 Result | 2017 Result | 2016 Result | 2015 Baseline year |
|---|-------------|-------------|-------------|-------------|--------------------|
|    | 1.0         | 0.7         | 0.8         | 0.9         | 1.0                |

LEGEND



<sup>(3)</sup> Non-IFRS financial measure. Operating earnings before the accelerated recognition of deferred revenues\*, accelerated depreciation\*, 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. \*Related to the agreement signed with The Hearst Corporation on December 21, 2017.

## Fostering the growth of communities: some landmark achievements from the past three years

### Centraide of Greater Montreal: a decades-old commitment



Centraide of Greater Montreal is an organization that has been close to our hearts for nearly 35 years. We believe this is the most concrete and effective way to make a real difference in sustainably breaking the cycle of poverty and social exclusion in our community. In 2016, Isabelle Marcoux, Chair of the Board, co-chaired the Centraide of Greater Montreal Campaign and has been the Chair of the Major Donors' Circle since 2018. Inspired by this philanthropic leadership, we have upheld our unwavering commitment to Centraide of Greater Montreal over the past three years. We donated nearly \$1,300,000 to this organization on behalf of the Corporation and its employees between 2016 and 2018.

## The Rémi-Marcoux Entrepreneurial Track helps future entrepreneurs take flight!



The *Rémi-Marcoux Entrepreneurial Track* (PeRM), jointly supported by TC Transcontinental and the Marcoux family, is an eight-month academic program offered to students at HEC Montréal, Polytechnique Montréal and Université de Montréal. Celebrating its sixth anniversary in 2019, this program is designed to harness the entrepreneurial spirit of students, who have their own start-up business at the end of the Track. Since its launch, the PeRM has hosted five cohorts with a total of 55 students, including 9 in 2018, and has resulted in 44 projects. The resulting start-up companies have helped create 107 jobs since 2014. The PeRM becomes a lasting experience for the vast majority of its participants, since 83.7% of them are still entrepreneurs.

## Isabelle Marcoux and François Olivier: exemplary philanthropic leadership



Isabelle Marcoux, our Chair of the Board, and François Olivier, our President and Chief Executive Officer, demonstrate a deep and steadfast community engagement, both in their personal and professional lives. In 2018, they stood out among the greatest philanthropists in Québec. Portage, a non-profit organization long supported by our executives and by TC Transcontinental, honoured this unwavering commitment at the 15<sup>th</sup> edition of the *Soirée des Grands Philanthropes*. This event helped raise a net amount of over \$1,250,000 for Portage, thanks in part to our many partners to whom we are grateful for their invaluable contribution.

## Solidarity through the storm



We understand that climate change will increase the frequency and intensity of natural disasters. In this respect, several TC Transcontinental Packaging sites in southeastern United States were fully impacted or under threat in 2018. In such cases, we witnessed an exceptional show of solidarity. For example, employees at Transcontinental Griffin in Georgia quickly mobilized themselves to deliver basic emergency supplies (water, food, etc.) to colleagues at our Albany plant who went through a difficult time during Hurricane Michael. Transcontinental Thomasville followed suit by organizing a fundraiser to collect donations, water and cleaning products that were in turn sent to employees in Albany. These inter-plant expressions of solidarity are deeply inspiring and attest to the company's values.

# Prosperity

Since TC Transcontinental fosters a long-term vision, it places great importance on the profitable growth of its operations in order to create value for all its stakeholders. With this in mind, one of the main objectives of the 2016-2018 CSR plan was to increase the proportion of the Packaging Sector revenues relative to the Corporation's consolidated revenues. Mission accomplished! Revenues from the Packaging Sector accounted for 38% of our consolidated revenues at the end of the 2018 fiscal year. As we are writing these lines, the Packaging Sector now accounts for over 50% of the Corporation's revenues.

Our future growth also depends on our ability to stimulate innovation, which is one of the Corporation's values. Over the past few years, our innovation program's format has evolved within the Printing Sector, meaning that the number of projects funded based on the criteria set when we launched our plan three years ago are below our target. That being said, the *Innovation: Run it!* program is alive and well: between 2016 and 2018, more than 145 innovative initiatives were presented to the sector's management team.

## Results

|            |   | Activities included in target   | 2018 Target    | 2018 Result | 2017 Result      | 2016 Result | 2015 Baseline year |
|------------|---|---|----------------|-------------|------------------|-------------|--------------------|
| Prosperity | <b>1 Future Growth</b><br> <b>1.1 Grow the Packaging Sector</b><br>Share (%) of Packaging Sector in consolidated revenues <sup>(4)</sup> |  | Increase share | 38.4        | 15.1             | 10.6        | 5.6                |
|            |  <b>1.2 Foster innovation</b><br>Yearly number of projects financed through the <i>Innovation: Run it!</i> Program <sup>(5)</sup>        |  |                | 10          | 5 <sup>(5)</sup> | 5           | 8                  |

LEGEND



<sup>(4)</sup> Consolidated revenues excluding inter-segment eliminations. The Packaging Sector's profitability data was grouped with the Printing Sector's data for 2016 and 2017 and, as such, this measure is not disclosed.

<sup>(5)</sup> The methodology used to measure the number of projects funded and the minimum capital deployed per project has changed over the last three years.

## Ensuring our long-term profitable growth: some landmark achievements from the past three years

### TC Transcontinental wins in the "Business Transfer" category at Mercuriades Awards



In 2016, TC Transcontinental won the Mercure award in the "Business Transfer" category at the prestigious Mercuriades business competition, held by the Fédération des chambres de commerce du Québec. This award recognizes a company that has successfully transferred powers while securing its future through a development or growth plan. After several years of preparation, the second generation of the Marcoux family has successfully taken the reins, while reinvigorating the company's growth.

## Achieving our transformation



In 2014, we began our transformation towards flexible packaging with our first acquisition. Since then, we have made six promising acquisitions in this market while generating organic sales growth. Between 2016 and 2018, the reference period of our CSR plan, we acquired Robbie Manufacturing, Flexstar Packaging, Les Industries Flexipak, Multifilm Packaging and Coveris Americas, our largest transaction ever. This transformational acquisition led us to become a North American leader in flexible packaging and significantly expand our platform. We successfully executed our strategic shift with agility and conviction, with a desire for lasting growth.

## Cutting-edge ideas from the 2018 Innovation: Run it! program



In 2018, all business units in the Printing Sector submitted at least one innovative idea to the program. The projects were expected to help grow the business by designing new products, services or solutions to better meet customer needs, or to improve operational efficiency and reduce costs through better management. At least 31 eligible innovative ideas were presented to the jury, which awarded three Brigitte-Lépine Innovation prizes and two Innovation Spirit prizes. This program aims to increase our plants' market competitiveness by generating cutting-edge ideas in line with the sector's strategic plan.

## Innovation at its best for Transcontinental Saint-Hyacinthe: Industry 4.0



With its cutting-edge automation project, Transcontinental Saint-Hyacinthe stood out as a high-performing and strategic plant at the Salon des Meilleures Pratiques d'Affaires 2018 (Best Business Practices Show), organized by the Mouvement québécois de la qualité. The kiosk took its place in Pavillon 4.0, alongside other organizations who are shifting toward the 4<sup>th</sup> industrial revolution, commonly referred to as "Industry 4.0" or "Smart Factory". The team was able to explain the entire automation project to participants, including development, objectives, challenges, change management, workflow and results. The project was nominated for the *Jury Favourite Award*.

# Environment

Between 2016 and 2018, TC Transcontinental continued its efforts to reduce its environmental impact. We reached our waste management optimization target, with a 97% waste recovery rate, as well as our greenhouse gas reduction target, with 148 kg of CO<sub>2</sub>e per tonne of paper consumed. Although we have not met our energy consumption relative target per tonne of paper consumed, we are down 1.1% from our base year. We have therefore seen an improvement since 2015.

As the largest printer in Canada, we maintained our leadership in the sustainable sourcing of certified papers, with 96% of purchases of eco-responsible Gold and Gold Plus papers. In light of our business strategy to transform our asset portfolio, we have sold all our local and regional newspapers in recent years. Specialty publications that remain part of TC Media are all printed on certified paper, without exception, although many of them do not necessarily bear the logo for this purpose.

Finally, let's remember that the 2016-2108 plan that recently ended was developed when the Corporation had just entered the flexible packaging market, which is why these activities were not included in the environmental objectives. Nevertheless, we have taken action on this matter. We have joined the *Sustainable Packaging Coalition*, which supports us as we integrate sustainable practices. Our research and development teams have also been busy developing eco-responsible packaging solutions that have been rewarded by the industry. You can read more about this below.

## Results

### Environment

|   |  | Activities included in target   | 2018 Target | 2018 Result       | 2017 Result | 2016 Result | 2015 Baseline year |
|---|--|---|-------------|-------------------|-------------|-------------|--------------------|
| <b>1 Environmental Impact of our Activities</b>                                     |  |   |             |                   |             |             |                    |
|  | <b>1.1 Optimize waste management</b><br>Waste recovery rate (%)  |  | 95          | 97                | 97          | 96          | 95                 |
|  | <b>1.2 Reduce energy consumption</b><br>Intensity of energy consumption (in GJ per tonne of paper consumed) <sup>(6)</sup>                   |  | 2.69        | 2.80              | 2.78        | 2.81        | 2.83               |
|  | <b>1.3 Reduce greenhouse gas emissions</b><br>Intensity of greenhouse gas emissions (in kg of CO <sub>2</sub> e per tonne of paper consumed) |  | 148         | 148               | 150         | 149         | 153                |
| <b>2 Ecoresponsible Procurement Practices</b>                                       |  |   |             |                   |             |             |                    |
|  | <b>2.1 Maintain our preference for ecoresponsible paper</b><br>Percentage (%) of purchases of Gold and Gold Plus papers <sup>(7)</sup>       |  | 95          | 96                | 96          | 95          | 95                 |
| <b>3 Ecoresponsible Corporate Practices</b>   |  |   |             |                   |             |             |                    |
|  | <b>3.1 Increase certification rate of TC Media publications</b><br>Percentage (%) of TC Media publications bearing a certified paper logo    |  | 95          | 27 <sup>(8)</sup> | 91          | 87          | 90                 |

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<sup>(6)</sup> The initial unit of measure in the 2016-2018 plan was modified.

<sup>(7)</sup> As described in TC Transcontinental's *Classification of Environmental Papers*.

<sup>(8)</sup> TC Media specialty publications are all printed on certified paper although many of them do not necessarily bear the logo for this purpose.

## Reducing our environmental impact: some landmark achievements from the past three years

### Air quality: installation of an oxidizer at Transcontinental Flexstar



In 2018, a major project was rolled-out at our Transcontinental Flexstar plant in order to reduce our impact on air quality. The ink drying process emits volatile organic compounds (VOCs) known for potentially contributing to the creation of smog. We are therefore continually looking to limit and control these emissions, both at the source and by capturing press emissions and burning them in oxidizers. This latter solution was selected by our Richmond, British Columbia plant, as a regenerative thermal oxidizer was installed, thereby reducing emissions by more than 90%. TC Transcontinental thus became a pioneer in the packaging industry in Metro Vancouver in terms of environmental performance.

### Ecodesign: Gold for our compostable peanut bag



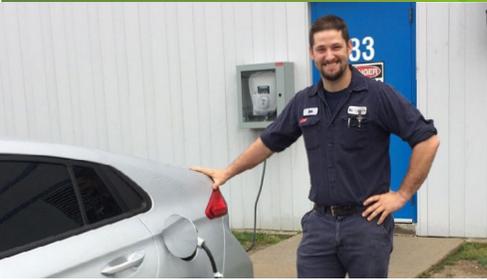
TC Transcontinental Packaging distinguished itself at the 2018 Flexible Packaging Achievement Awards taking the Gold in the Sustainability category for its compostable peanut bag. This acknowledgment from the Flexible Packaging Association (FPA) highlighted the colossal work done by our teams at Transcontinental Ultra Flex in Brooklyn, in the United States, in order to design a highly innovative bag made from certified compostable materials. This success was made possible thanks to the collaboration of the customer and many partners, and demonstrates a joint commitment to ecodesign across the entire supply chain. This progress helps support the green initiatives of sports organizations by diverting a residual material commonly found in stadiums and arenas away from landfills.

### Putting Canadian innovators up to a recycling challenge



Several of our plants produce multi-layer plastic packaging, sold as bags, pouches or rollstock. This production generates, among other things, post-production waste of laminated plastics, which are difficult to recycle. Given our high environmental performance objectives, we are seeking to identify alternative methods to promote reuse or recycling. In 2018, we therefore turned to Écotech Québec, an organization aiming to promote the development of clean technologies in Québec, to challenge Canadian innovators to find solutions to this situation. Eight proposals proved to be interesting and have been the subject of feasibility discussions and analyses. Pilot projects have subsequently been put in place and we are confident that some will come to fruition in 2019, better enabling a circular economy within our industry.

## More electric charging stations



In Canada, about a quarter of greenhouse gas emissions originate from the transportation sector. To resolve this situation, vehicle electrification has been identified as a key solution. This is why TC Transcontinental has put in place a program for the installation of electric charging stations in its business units, enabling its employees with an electric or hybrid vehicle to charge it during work hours. In 2017 and 2018, three projects have already been completed at Transcontinental Ross-Ellis, Transcontinental Vaughan and at our offices in Rivière-des-Prairies. This program especially enables us to highlight the efforts of our employees who have made a decision to use a hybrid or electric car, in addition to inspiring their colleagues to do the same.

## Energy efficiency initiatives



The ingenuity of our employees has once again been recognized as the Ministère québécois de l'Énergie et des Ressources naturelles—Québec's department of energy and natural resources—granted us two major subsidies in 2016 to support energy efficiency projects. Transcontinental Interglobe, in Beauceville, received \$340,175, while Transcontinental Saint-Hyacinthe received a grant of \$387,324. By installing a heat exchanger at the outlet of the thermal incinerator, these plants utilize the recovered heat to heat their building and to supply the presses' dryers with preheated air, thereby reducing their natural gas consumption. On an annual basis, this amounts to total potential natural gas savings of 1,330,000 m<sup>3</sup>, or \$375,000, and thus a reduction of 2,582 tonnes of greenhouse gas emissions, which is equivalent to some 522 fewer light vehicles on the roads every year.

## Corporate Information

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Ce Rapport est disponible en français sur notre site Internet au [www.tc.tc](http://www.tc.tc) sous la rubrique « À propos > Responsabilité sociale ».

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