SUMMIT Materials

INVESTOR PRESENTATION

September 2016

LEGAL DISCLAIMER

Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the federal securities laws, which involve risks and uncertainties. Forward-looking statements include all statements that do not relate solely to historical or current facts, and you can identify forward-looking statements because they contain words such as "believes," "expects," "may," "will," "should," "seeks," "intends," "trends," "plans," "estimates," "projects" or "anticipates" or similar expressions that concern our strategy, plans, expectations or intentions. Any and all statements made relating to the macroeconomic outlook for our markets, potential acquisition activity, our estimated and projected earnings, margins, costs, expenditures, cash flows, sales volumes and financial results are forward-looking statements. These forward-looking statements are subject to risks and uncertainties that may change at any time, and, therefore, our actual results may differ materially from those expected. We derive many of our forward-looking statements from our operating budgets and forecasts, which are based upon many detailed assumptions. While we believe that our assumptions are reasonable, it is very difficult to predict the impact of known factors, and, of course, it is impossible to anticipate all factors that could affect our actual results.

In light of the significant uncertainties inherent in the forward-looking statements included herein, the inclusion of such information should not be regarded as a representation by us or any other person that the results or conditions described in such statements or our objectives and plans will be achieved. Important factors could affect our results and could cause results to differ materially from those expressed in our forward-looking statements, including but not limited to the factors discussed in the section entitled "Risk Factors" in our Annual Report on Form 10-K filed with the SEC on February 22, 2016. Such factors may be updated from time to time in our periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov.

We undertake no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

Non-GAAP Financial Measures

Included in this presentation are certain non-GAAP financial measures, such as Adjusted EBITDA, Further Adjusted EBITDA, Adjusted EPS, Gross Profit and Net Debt, designed to complement the financial information presented in accordance with U.S. GAAP because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to, and not superior to, financial measures provided in accordance with GAAP. Please refer to the appendix of this presentation for a reconciliation of the historical non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

Reconciliations of the non-GAAP measures used in this presentation are included in the tables attached to the appendix, to the extent available without unreasonable effort. Because GAAP financial measures on a forward-looking basis are not accessible, and reconciling information is not available without unreasonable effort, we have not provided reconciliations for forward-looking non-GAAP measures.

EXPERIENCED MANAGEMENT TEAM

Tom Hill, CEO

Founded Summit Materials in 2009

30+ years of industry experience at Oldcastle, Inc., the North American arm of CRH plc

- CEO of Oldcastle Materials from 1992 to 2006
- CEO of Oldcastle, Inc. ($15B revenue, $2B EBITDA) from 2006 to 2008
- Served on the CRH plc Board of Directors from 2002 to 2008

Former Chairman of American Road and Transportation Builders Association (2002–2004)

- Now serving on Executive Committee and as Treasurer

Brian Harris, Executive Vice President and CFO

Joined Summit Materials in 2013

Previously Executive Vice President & CFO of Bausch & Lomb Holdings Inc. (2009-2013)

Held several key senior management roles at Tomkins plc., including President of its Worldwide Power Transmission business, President of Gates Unitta Asia, Senior Vice President for Strategic Business Development, and CFO of Gates Corp. (1989–2009)Development

OVERVIEW – COMPANY PROFILE

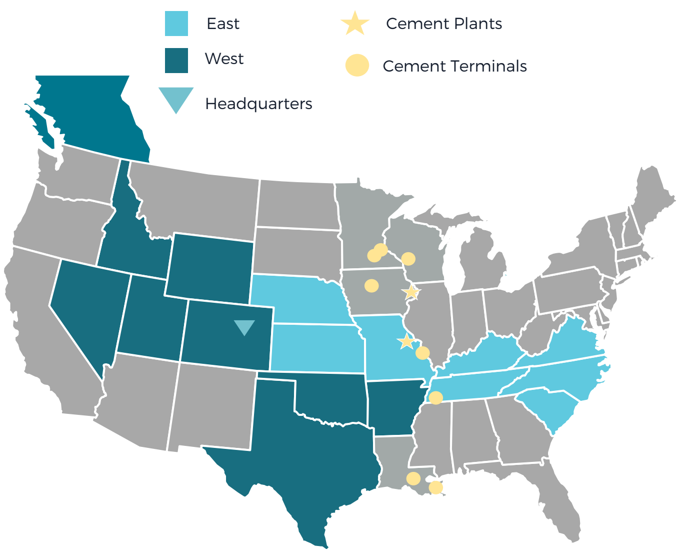
Founded in 2009 to create a leading aggregates based business
- 43 acquisitions: $2.5B of capital invested
- Management team that has done it before
- Track record of successfully acquiring, integrating and improving

Vertically-integrated supplier of:
- Materials: Aggregates & Cement
- Products: Ready-Mixed Concrete & Asphalt
- Services: Paving & Other

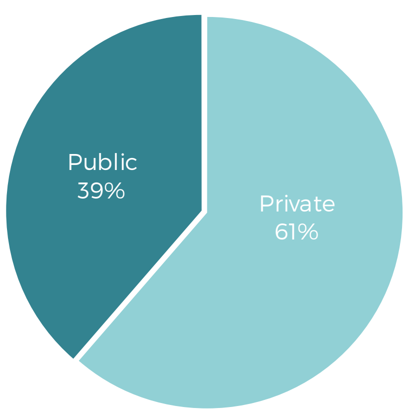
Construction aggregates: ~320 sites and plants
- ~2.7B tons of reserves, 77 year average life

Cement: 2 cement plants, 8 terminals; ~2.4B short tons of capacity
- 0.5B tons reserves, ~275 year average life

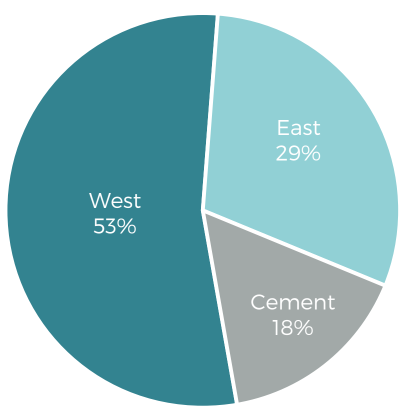
Pro Forma LTM Q2 2016[1]: $1.7B net revenue and $360M Further Adjusted EBITDA (24% margin)



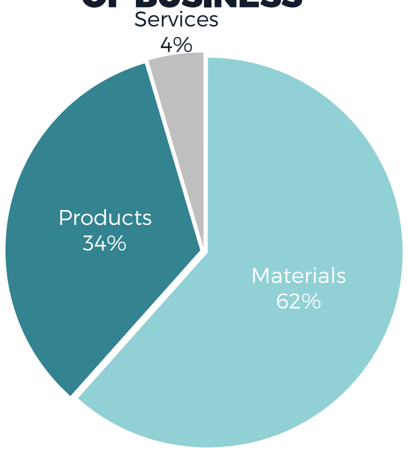
LTM Q2 2016 REVENUE BY END USE [2]



LTM Q2 2016 REVENUE BY SEGMENT [2]



LTM Q2 2016 EBITDA BY LINE OF BUSINESS [1]



(1) Pro forma for full year ownership of acquisitions completed as of 7/2/2016
(2) As reported 7./2/2016

OVERVIEW – MATERIALS-BASED STRATEGY

Materials-Intensive Business
- Over ~2.7B tons of aggregate reserves
- Benefits of materials position flow through downstream
- Superior downstream margins

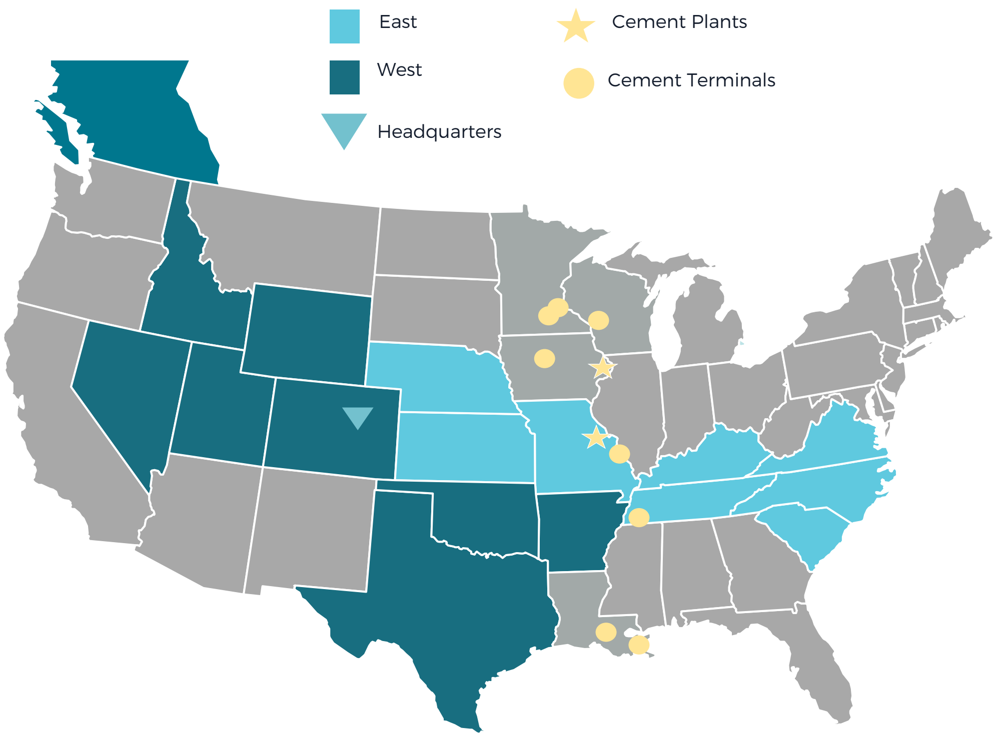
Improving Underlying Demand
- Early stages of cyclical recovery
- Highways, non-residential and residential are positive

Industry Fundamentals
- High barriers to entry
- Consolidated local market positions
- Positive pricing trends

Unique Acquisition Strategy
- 43 acquisitions as of Q2: $2.5B of capital invested
- Best of both worlds:
  - Benefits of scale
  - Local entrepreneurial management
- Management team that has done it before

Proven Ability to Improve Margins
- Q2'16: Aggregate incremental margin of 59%
- Q2'15 vs. Q2'16: Adjusted EBITDA margin improvement of 400 basis points

OVERVIEW – EXPANDING GEOGRAPHIC FOOTPRINT



Top 3 Market Share in Local Market [1]

	Platform	Location	Aggregates	RMC	Asphalt
West	Kilgore Companies	Salt Lake City, UT	✓	✓	✓
West	Mainland Sand & Gravel	Vancouver, BC	✓	--	--
West	Allerton	Houston, TX	✓	✓	--
West	Austin	Austin, TX	✓	--	✓
West	Troy Vines, Inc.	Midland/Odessa, TX	✓	✓	--
West	RK Hall Construction, Ltd	Paris, TX	✓	--	✓
East	Hamm	Perry, KS	✓	--	✓
East	Con-Agg	Columbia, MO	✓	✓	--
East	Cornejo & Sons	Wichita, KS	✓	✓	✓
East	Hinkle	Paris, KY	✓	--	✓
East	Boxley	Roanoke, VA	✓	✓	✓
Cement	Continental Cement	Hannibal, MO Davenport, IA	Cement	--	--

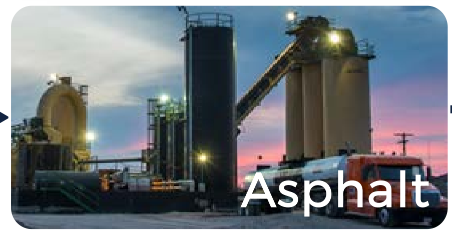
DECENTRALIZED, INTERDEPENDENT MODEL ACHIEVES BEST OF LOCAL / BEST OF SCALE ADVANTAGES

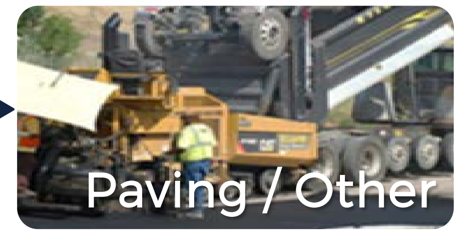
Note: Includes all Summit completed acquisitions as of 7/2/16
(1) Management estimates

STRATEGY – VERTICAL INTEGRATION

INCREASED MATERIALS VOLUME & SUPERIOR MARGINS ACROSS PLATFORM

Materials → Products → Services





~80% of Aggregates Used in Summit Products and Services are Internally Supplied

Greater Stability + Faster Growth + Greater Added Value

STRATEGY – MARGIN GROWTH

PROVEN ABILITY TO IMPROVE MARGINS

Performance Teams

- Provide **resources** and **operational and financial rigor** to previously standalone businesses
- Drive improvements **quickly & permanently** by embedding within operational culture
- Enhance **efficiency** and maximize **margins**

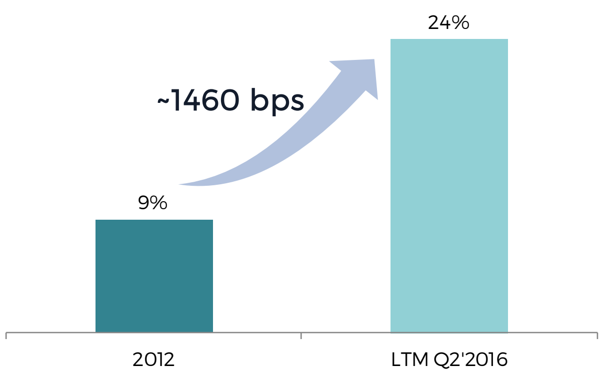
Business and Functional Focuses

- **Pricing & Productivity, Fixed Assets Utilization, Procurement**
- Introduce **tools**, **methodologies & training** to support commercial & operational decision-making
- Promote collective knowledge and **best practice sharing**, supported by world class IT

Best of Both Worlds Approach

- Achieve **benefits of scale**
- Maintain local **entrepreneurial autonomy**

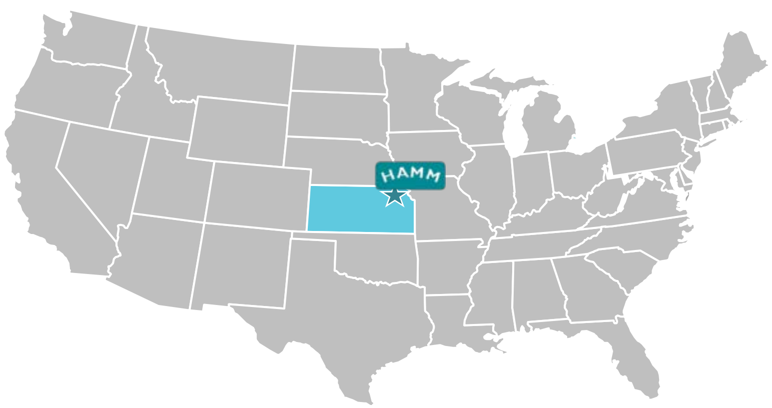
Adjusted EBITDA Margin of Net Revenue[1]



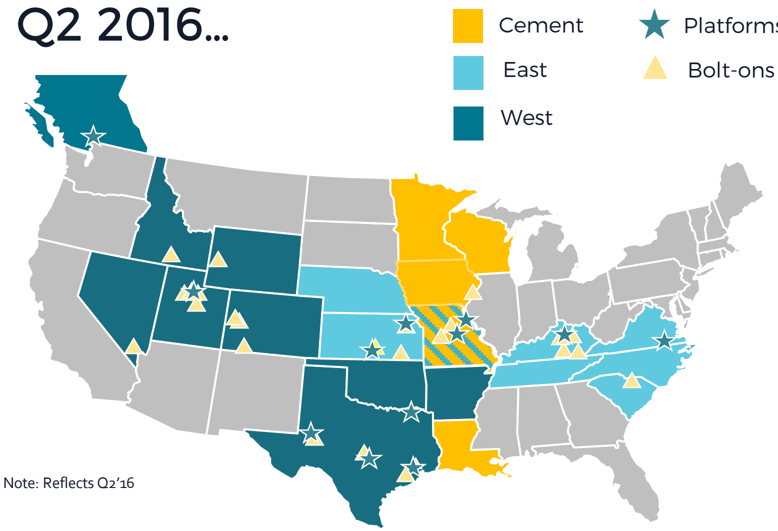
STRATEGY – ACQUISITION GROWTH

PROVEN ABILITY TO SOURCE, INTEGRATE AND IMPROVE VALUE-ADDING ACQUISITIONS

2009…



Q2 2016…



Note: Reflects Q2'16

1 PLATFORM

HAMM

- Platforms: 1
- Locations: 29
- Invested Capital: $0.1B
- Revenue: $29M
- EBITDA: $3M

12 PLATFORMS

- Platforms: 12
  - Bolt-ons: 31
- Locations: ~320
- Invested Capital: $2.5B
- Revenue[1]: $1.7B
- Further Adj. EBITDA[1]: $360M

Continental Cement · HAMM · Cornejo & Sons · Kilgore Companies · Hinkle Contracting Company, LLC · Con-Agg · Alleyton · RK Hall Construction, Ltd · Austin · Troy Vines, Inc. · Mainland Sand & Gravel · Boxley

(1) Pro forma for full year ownership of acquisitions completed as of 7/2/2016

STRATEGY – ACQUISITION GROWTH

LARGE POOL OF ACQUISITION OPPORTUNITIES – VERTICALLY INTEGRATED BUYER OF CHOICE

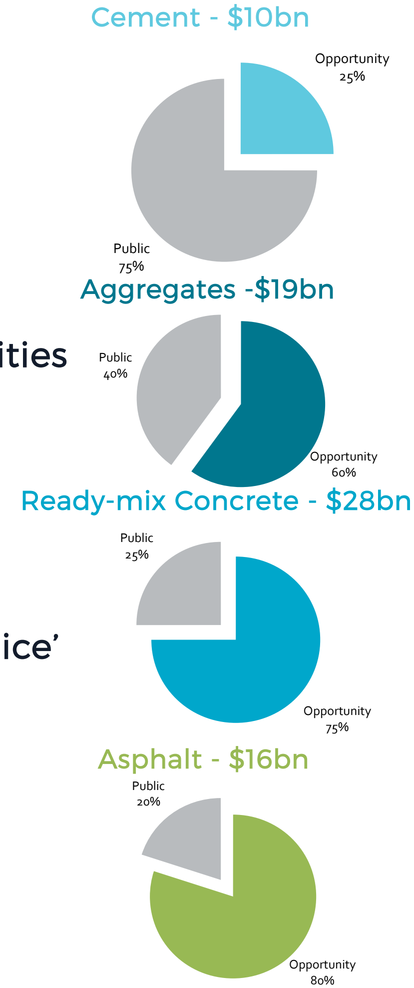
Strategy

1. **Deal Sourcing**
   - Two-pronged strategy
     - Scalable Platform
     - Value-added bolt-ons

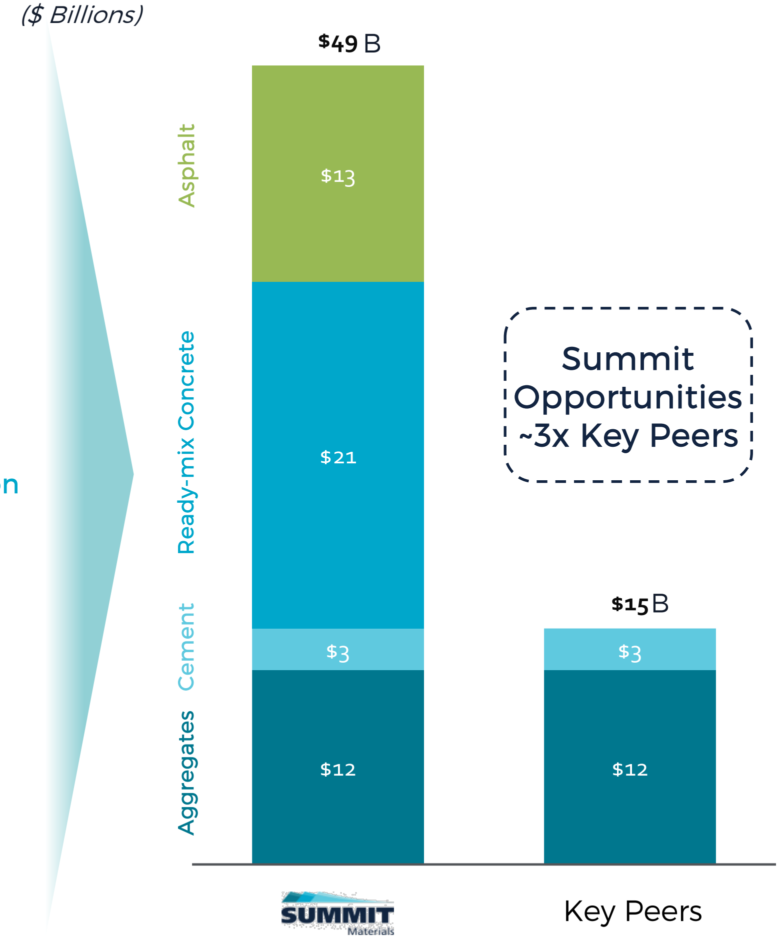
2. **Quantifiable Synergy Opportunities**
   - Pricing optimization
   - Operational efficiencies
   - IT and financial systems
   - Capital availability

3. **Positioning as the 'Buyer of Choice'**
   - Preserve heritage
   - Foster entrepreneurship
   - Encourage profitable growth

Domestic Market Size / Capacity



Acquisition Opportunities



Summit Opportunities ~3x Key Peers

Source: Company reports and estimates.
Note: Domestic market sizes assume: Cement – 100Mt X $100.00; Aggregates – 2.1Bt X $9.25; Ready-mix Concrete – 300M CY X $92.50; Asphalt – 360Mt X $45.00.

RECENT ACQUISITION PERFORMANCE

2015 Acquisitions

- Value added bolt-ons

Lewis & Lewis and LeGrand Johnson

- Seamless integration with existing Utah and Wyoming operations
- Significant margin expansion post-integration

Davenport Assets

- Enhanced margin profile and distribution network
- Better than anticipated productivity gains

2016 Acquisitions

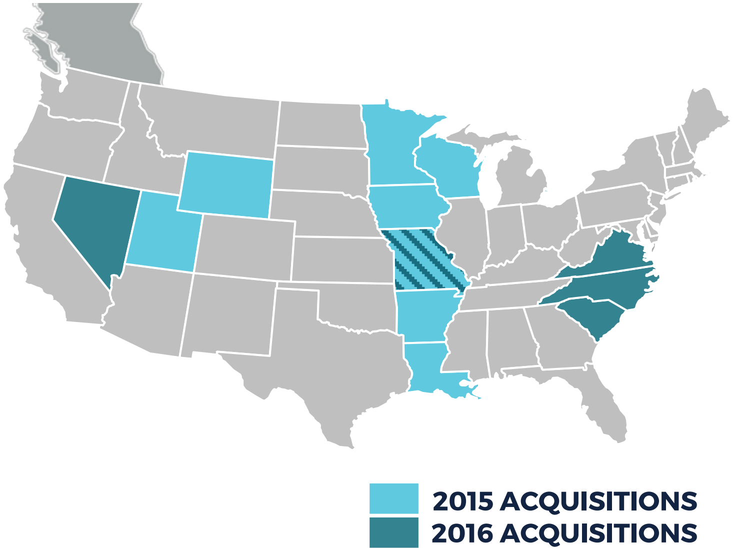
- Diversified into new high growth markets

AMC & Boxley

- On track for $5M in synergies
- Margins stronger than anticipated
  - Offsetting weather impact on volume
- Underlying market stronger than expected

Sierra

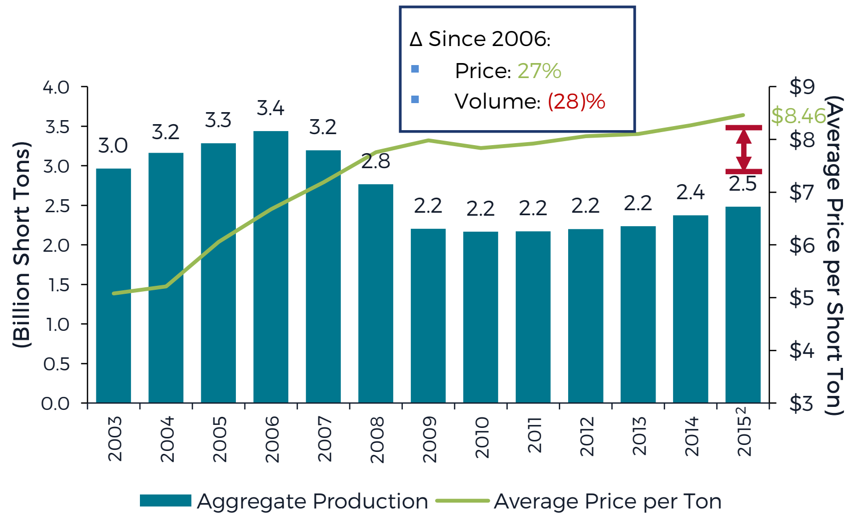
- Strong demand and volume trends thus far
- Superior margins



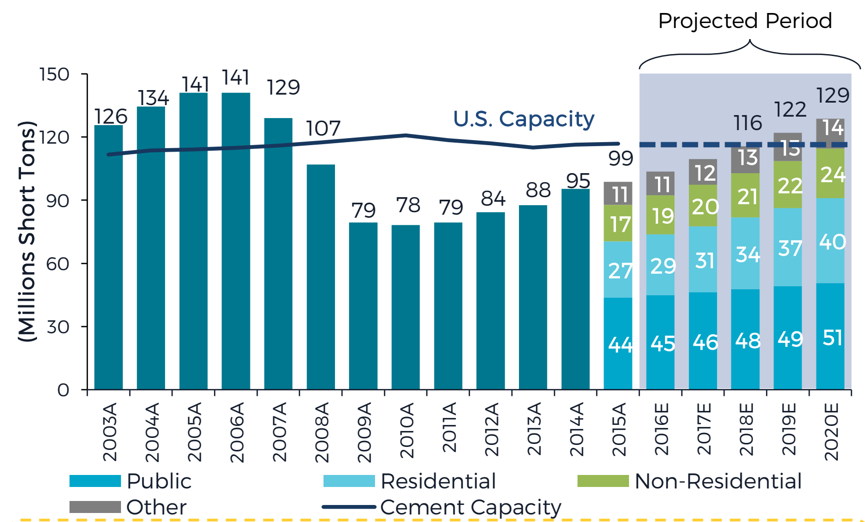
ACQUIRED OVER $100M OF EBITDA IN 2015 AND 2016 AT PROJECTED 7.4X 2016E

INDUSTRY FUNDAMENTALS

U.S. Aggregate Production & Pricing[1]



U.S. Cement Capacity & Demand [3]



Aggregates
167 quarries
(~2.7B tons of reserves - 77 years avg reserve life)

Cement
2 plants, 8 terminals, ~2.4M short tons of capacity
(0.5B+ tons of reserves - ~275 years avg reserve life)

Favorable Market Attributes

High barriers to entry

- Scarcity of raw materials;
- Limited distribution range; Complex permitting process

Increased demand

Limited resources

Positive aggregates pricing dynamics

- Increased in 65 of last 70 years

Favorable Market Attributes

Barriers to entry for new capacity

- Geology; Permitting; Capital intensity

Existing capacity facing higher costs

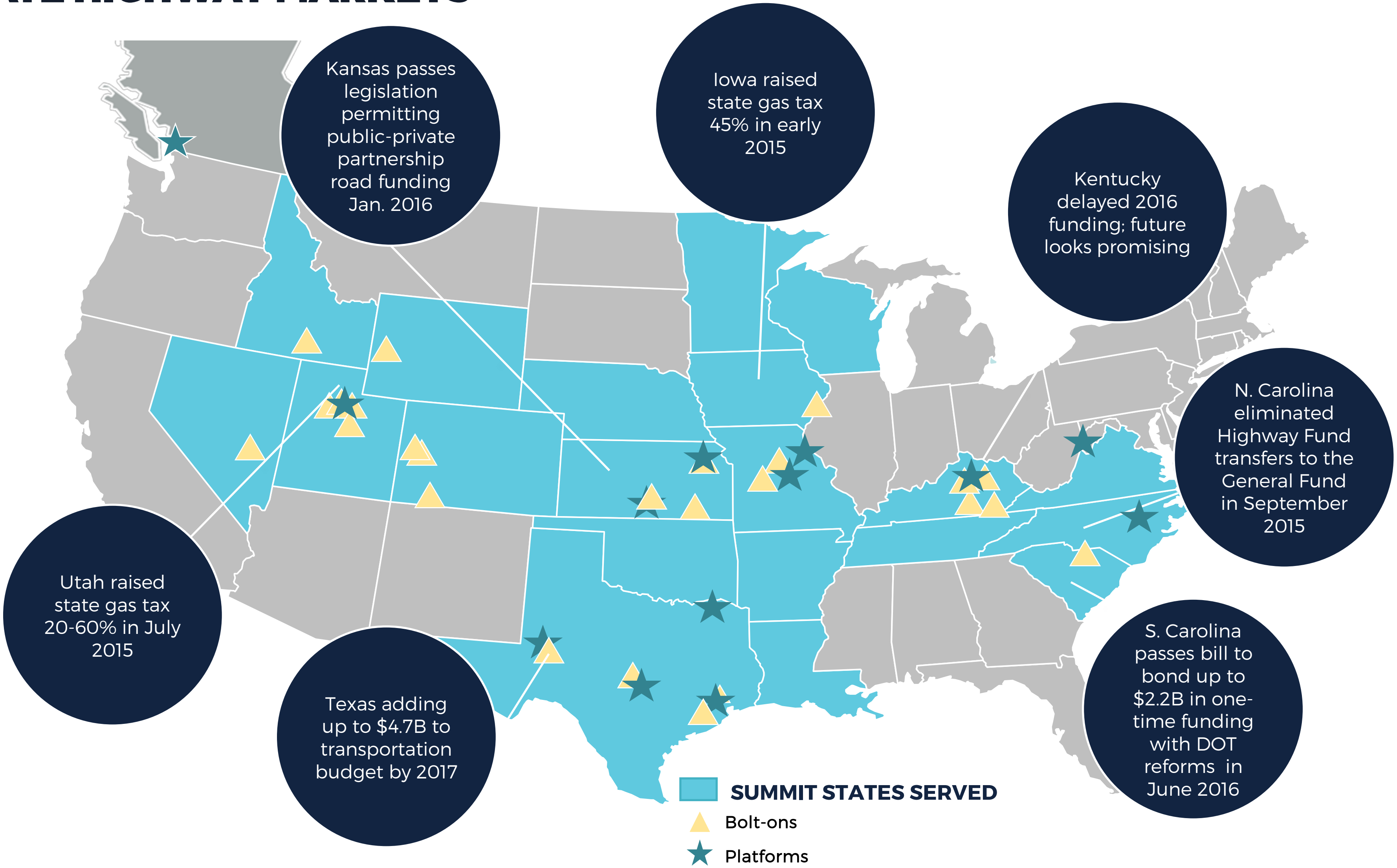
- NESHAP compliance; Older plants high cost

Demand > U.S. capacity by 2019

Positive pricing momentum

(1) Source: U.S. Geological Survey.
(2) Represents USGS estimate.
(3) Source: Portland Cement Association; U.S. Geological Survey.

STATE HIGHWAY MARKETS



MOST STATE PROGRAMS PROVIDING TAILWINDS

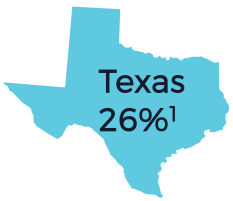
PRIVATE MARKETS

Residential

- 1.15 million starts in 2015
- Continued outlook for slow, lengthy recovery

Non-Residential

- Seeing resulting growth from res improvement

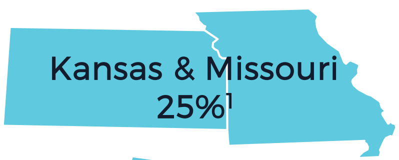


Residential

- TX unemployment rose slightly in June
  - Still below U.S. rate by 0.4%
- Some softness in Houston residential

Non-Residential

- Non-residential activity strong in Houston
- Commercial activity strongest around MSA's
  - Austin, Dallas, San Antonio



Residential

- Steady population growth expected
- Single-family expected to strengthen
  - Offset by projected multi-family declines

Non-Residential

- Redevelopment activity in university towns
- Windfarm activity strengthening

Residential

- Single-family permits up 7% YTD over PY
- Growth forecast to accelerate

Non-Residential

- Hospital and education-related demand
- Airport terminal redevelopment
- Outlook strong as job growth continues
- Unemployment rate ranks among lowest in U.S.

Residential

- Charlotte MSA continues to lead market growth
  - Strong population and employment growth
- Central VA experiencing significant job growth

Non-Residential

- Virginia – development in healthcare & university
- NC – job growth led by:
  - Financial svcs, construction, manufacturing

EXPECT LOW TO MID-SINGLE DIGIT GROWTH IN OUR MARKETS

Source: Summit estimates, PCA forecasts, Moody's analytics, Federal Reserve Bank of Dallas

(1) Management estimate of 2016 net revenue

Q2' 16 FINANCIAL HIGHLIGHTS

($ in millions, except for per share amounts)	Q2'16	Variance from Q2'15
Net Revenue	$412.6	25.4%
Gross Profit	$160.1	38.3%
% Margin	38.8%	360 bps
Adjusted EBITDA	$114.7	46.8%
% of Net Sales	27.8%	400 bps
Adjusted EPS	$0.46	70.4%
Capital Expenditures	$52.6	104.7%
% of Net Sales	12.7%	490 bps

CONTINUED DISCIPLINED EXECUTION OF OUR UNIQUE STRATEGY

OPERATING PERFORMANCE

($ in thousands)	FY '15	YTD Q2'15	YTD Q2'16	LTM Q2'16
Net Revenue by Line of Business				
Materials				
Aggregates	$ 219,040	$ 99,474	$ 122,943	$ 242,509
Cement [1]	167,696	38,673	98,504	227,527
Products	657,107	272,043	299,996	685,060
Services	246,123	93,958	99,232	251,397
Net Revenue	**$ 1,289,966**	**$ 504,148**	**$ 620,675**	**$ 1,406,493**
Gross Profit by Product				
Materials				
Aggregates	$ 130,163	$ 51,216	$ 67,665	$ 146,612
Cement Segment [1]	83,804	16,014	45,786	113,576
Products	162,466	63,938	76,862	175,390
Services	65,219	20,323	21,252	66,148
Gross Profit	**$ 441,652**	**$ 151,491**	**$ 211,565**	**$ 501,726**
% Margin	34.2%	30.0%	34.1%	35.7%

AGGREGATES INCREMENTAL MARGINS WERE 59% FOR 2Q'16, 70% FOR YTD Q2'16

(1) Net revenue for the cement line of business excludes revenue associated with the processing of hazardous and non-hazardous waste, which is processed into fuel and used in the cement plants and is included in services net revenue. Additionally, net revenue from cement swaps and other cement-related products are included in products net revenue. The cement segment gross profit includes the earnings from the waste processing operations, cement swaps and other products.

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Q2 YTD PRICING AND VOLUME TRENDS

	Q2'16 PRICING ORGANIC	Q2'16 PRICING TOTAL	Q2'16 VOLUME ORGANIC	Q2'16 VOLUME TOTAL
AGGREGATES	8%	9%	3%	12%
CEMENT[1]	N/A	10%	N/A	119%
READY-MIXED CONCRETE	3%	2%	<1%	10%
ASPHALT	5%	2%	21%	4%

(1) Davenport Assets were immediately integrated with our existing cement operations such that it is impracticable to separate between organic and acquisition growth

Q2 YTD ORGANIC VOLUMES

3% ↓ **AGGREGATES**

- Vancouver and Austin markets combine for 8% decline
  - Vancouver: Completion of 2015 projects, pipeline strong
  - Austin: Market share stabilizing, outlook positive
  - Weather impact balances over time

N/A **CEMENT(1)**

- Strong organic growth and underlying fundamentals
- Legacy markets performing well
- Positive outlook for further organic growth

<1% **READY-MIXED CONCRETE**

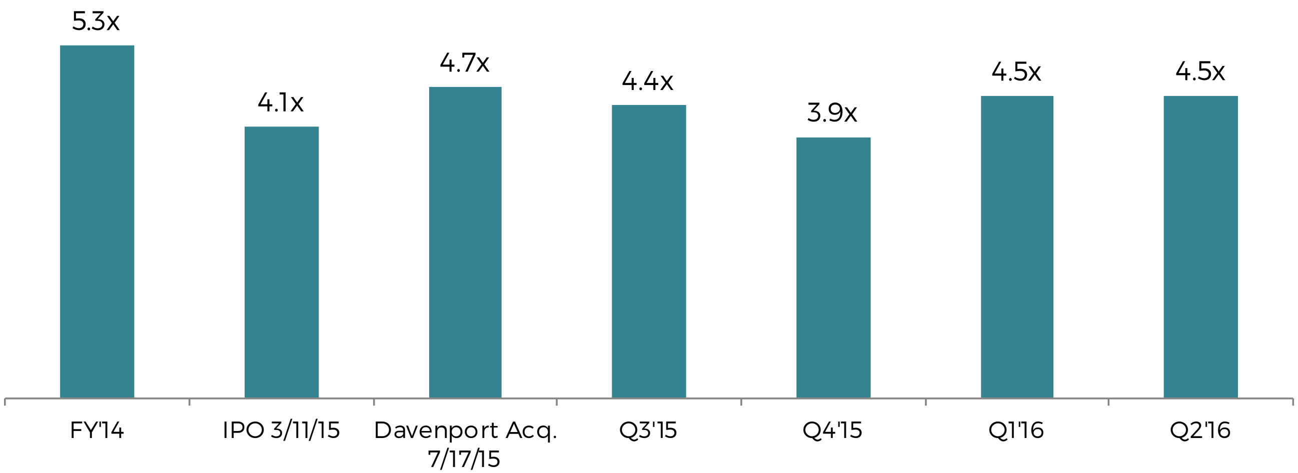
- Markets remained fairly consistent
- Slight decline the West segment offset by increase in East

21% ↓ **ASPHALT**

- Austin, Kansas and Kentucky markets combine for 24% decline
  - Austin: Wet weather and increased competition
  - KY: Delay in passing 2 year highway bill; will improve in 2017
  - KS: Highway funding reduced due to funding pressures

(1) Davenport Assets were immediately integrated with our existing cement operations such that it is impracticable to separate between organic and acquisition growth

ACTIVELY MANAGING LEVERAGE



($ in millions)	FY'14	IPO 3/11/15	Davenport Acq. 7/17/15	Q3'15	Q4'15	Q1'16	Q2'16
Further Adj. EBITDA (1)	$212	$212	$283	$298	$308	$340	$360
Net Debt (2)	$1,120	$862	$1,319	$1,307	$1,205	$1,539	$1,632
Weighted Avg. Interest Rate	8.3%	7.5%	5.7%	5.7%	5.2%	5.7%	5.7%

EXPECT TO DE-LEVER TO ~ 4X BY END OF 2016

(1) LTM Further Adjusted EBITDA is pro forma for all acquisitions completed as of the date listed
(2) Net debt consists of long-term debt, including current portion, acquisition related liabilities and capital leases less cash and cash equivalents

2016 OUTLOOK

Expect 2016 Adjusted EBITDA to range from $360 to $370 million vs. $288 million in 2015

- Excludes the impact of any future acquisitions
- Continued opportunity for margin expansion

Surpassed $30 million goal of annualized EBITDA from acquisitions

- Pipeline remains strong

Expect 2016 Capital Expenditure to range from $150-170 million

Includes:

- Run-rate Capital Expenditure of 6-7% of Net Revenue vs. 7% in 2015
- Investment in several high return projects

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POSITIONED FOR GROWTH

1 Strong Industry Tailwinds

Improving Industry Backdrop and Compelling Long-Term Pricing Dynamics

2 Margin Expansion

Operational Excellence Driving Margins Through the Value Chain

3 Accretive Acquisitions

Ability to Source and Integrate Value-Adding Acquisitions

APPENDIX

NON-GAAP RECONCILIATION:

OPERATING INCOME TO GROSS PROFIT

($ in thousands)	FY'15	YTD Q2'15	YTD Q2'16	LTM Q2'16
Operating income (loss)	**134,641**	**(16,706)**	**17,177**	**168,524**
General and administrative expenses	177,769	106,945	121,014	191,838
Depreciation, depletion, amortization and accretion	119,723	53,512	69,768	135,979
Transaction costs	9,519	7,740	3,606	5,385
Gross Profit	**441,652**	**151,491**	**211,565**	**501,726**
% Margin	34.2%	30.0%	34.1%	35.7%

NON-GAAP RECONCILIATION:
ADJUSTED EBITDA BRIDGE

($ in millions)	FY'14	LTM July 17 '15	LTM Q3'15	FY'15	Q2'15	Q2'16	LTM Q1'16	LTM Q2'16
Net Loss	**($6)**	**($47)**	**($41)**	**$1**	**$0**	**$22**	**$39**	**$60**
Interest Expense	87	88	86	85	17	26	82	90
Income Tax Benefit	-7	-15	-17	(18)	(5)	(1)	(22)	(18)
Depreciation, Depletion, Amortization, and Accretion Expense	88	101	111	120	27	37	126	136
IPO/ Legacy equity modification costs	0	28	28	28	-	25	-	25
Loss on debt financings	0	32	64	72	31	-	71	40
Acquisition transaction expenses	9	11	9	10	6	-	11	5
Management fees and expenses	5	3	3	1	-	-	-	-
Non-cash compensation	2	4	5	5	2	3	7	8
Other	11	14	11	(16)	1	3	(17)	(12)
Adjusted EBITDA	**$189**	**$219**	**$259**	**$288**	**$78**	**$115**	**$297**	**$334**
EBITDA for certain completed acquisitions [1]	23	64	39	20			43	26
Further Adjusted EBITDA	**$212**	**$283**	**$298**	**$308**			**$340**	**$360**

(1) LTM Further Adjusted EBITDA is pro forma for all acquisitions completed as of the date listed

NON-GAAP RECONCILIATION:

NET INCOME (LOSS) TO PER SHARE ADJUSTED EPS

(in thousands, except share and per share amounts)	Q2'16		Q2'15	
Net income (loss) attributable to Summit Materials, Inc.	**$13,371**	**$0.13**	**($205)**	**—**
Adjustments:				
Net income attributable to noncontrolling interest	8,090	0.08	225	—
IPO/ Legacy equity modification costs	24,751	0.25	—	—
Loss on debt financings, net of tax	—	—	25,589	0.27
Adjusted diluted net income	**$46,212**	**$0.46**	**$25,609**	**$0.27**
Weighted-average shares:				
Class A common stock	61,607,457		27,319,846	
LP Units outstanding	38,418,311		69,007,297	
Total equity interest	100,025,768		96,327,143	

NON-GAAP RECONCILIATION:

LONG-TERM DEBT TO NET DEBT

($ in millions)	Q4'14	IPO 3/11/15	Q1'15	Q2'15	Davenport 7/17/15	Q3'15	Q4'15	Q1'16	Q2'16
Long-term debt, including current portion	$1,041	$ 773	$1,040	$ 817	$ 1,224	$ 1,214	$1,297	$1,545	$1,558
Acquisition related liabilities	61	59	59	54	58	51	49	41	41
Capital leases and other	31	35	35	50	48	47	44	44	41
Less: Cash and cash equivalents	(13)	(5)	(315)	(13)	(11)	(5)	(185)	(91)	(8)
Net debt	$1,120	$ 862	$ 819	$ 908	$ 1,319	$1,307	$1,205	$1,539	$1,632