SUMMIT Materials

Investor Marketing Presentation

April 2017

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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 for the fiscal year ended December 31, 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.

SECTION ONE

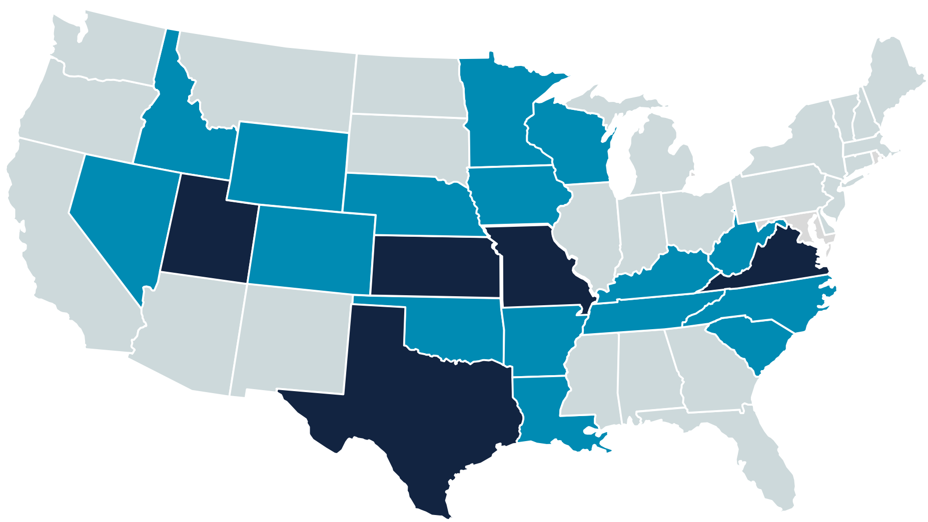
Corporate Overview

Corporate Overview

Pure-play, vertically-integrated heavy materials business

- **Materials-based positions in well-structured, early-cycle markets**
  Integrated supplier of construction materials (aggregates, cement), products (ready-mix concrete, asphalt) and paving services
- **Favorable long-term industry dynamics within private and public end-markets**
  2/3 of net revenue = early cycle residential/non-residential end markets; 1/3 of net revenue = state public infrastructure spending
- **Exceptional record of financial growth and operational execution**
  Since IPO (2015), generated significant growth in net revenue, adjusted EBITDA, net income, all while reducing net leverage
- **Unique acquisition strategy with proven integration experience**
  Invested $2.5 billion in 49 acquisitions since 2009; focused on acquiring/integrating/improving assets in well-structured markets
- **Proven management team with decades of industry experience**
  Founded by Tom Hill (current CEO) and former CEO of OldCastle Materials

Building leading positions in early-cycle markets



Top 5 Market By Net Revenue (2016)

Market Exposure

21 STATES + VANCOUVER, B.C.
Geographically diverse portfolio

12 PLATFORM COMPANIES
Completed 49 acquisitions since 2009

TOP 5 STATES
By net revenue: TX, UT, KS, MO, VA

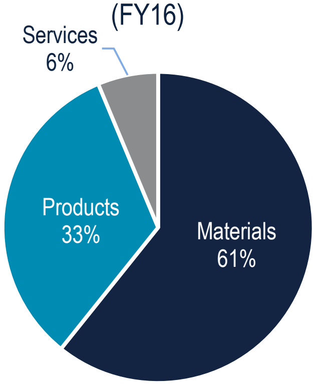
Decentralized, Materials-Based Model

SUM is #1 market player across 50% of the platform markets served

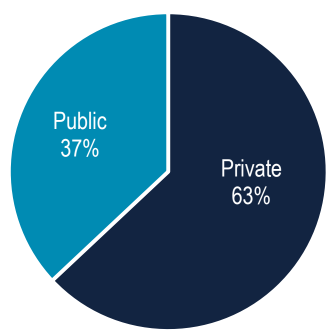
Estimated market share by platform

Diversified Exposure Across Lines of Business, End-Market and Geography

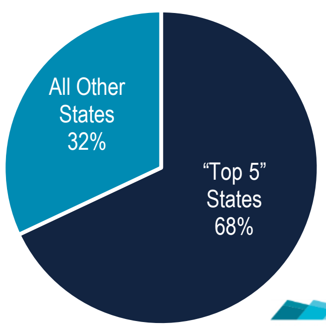
Adjusted EBITDA By Line of Business
(FY16)



Net Revenue By End-Market
(FY16)



Net Revenue By Geography
(FY16)



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"Top 5" States Market Outlook

	Texas	Kansas	Utah	Missouri	Virginia
State Net Revenue as % of Total Net Revenue *(1)*	25%	14%	12%	12%	6%
Public vs. Private (%) *(1)* (Public / Private)	43% / 57%	49% / 51%	21% / 79%	28% / 72%	20% / 80%
Public Outlook (Positive/Neutral/Negative)	++	=	+	=	+
Private Outlook (Positive/Neutral/Negative)	+	+	++	+	+
Private Market Cycle Position *(2)* (Early/Mid/Late)	New residential cycle in late 2017 (Early – Late)	Early cycle (Early – Late)	Early cycle (Early – Late)	Early/mid cycle (Early – Late)	Early cycle (Early – Late)

(1) *For the full-year 2016*

(2) *Estimated cycle position reflects exposure to specific MSAs in the state in which Summit Materials currently has operations*

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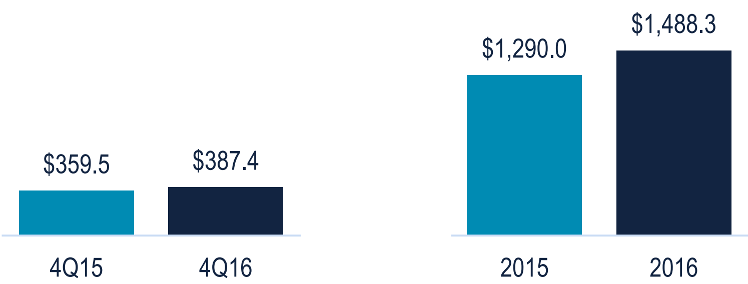
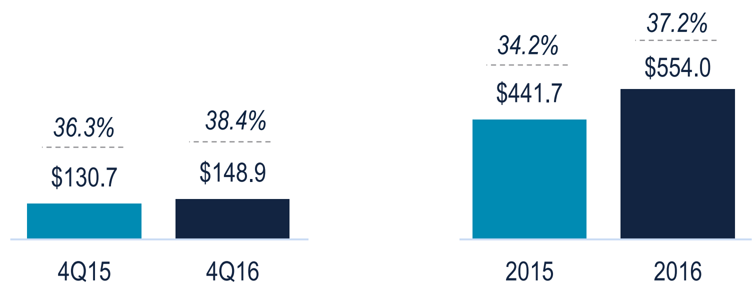
Key Financial Metrics

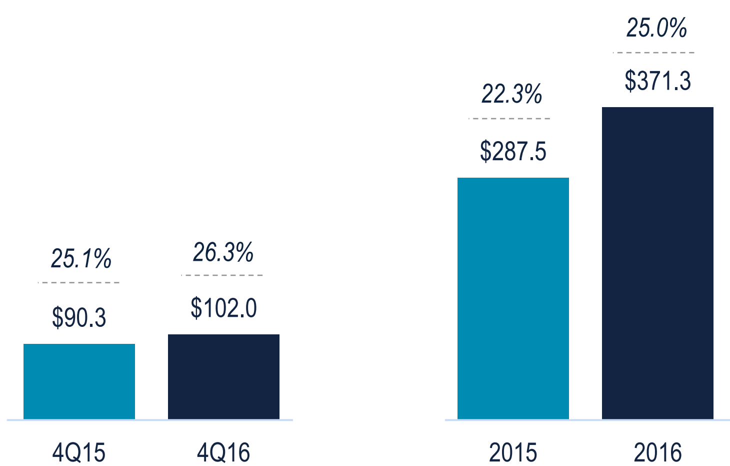
Net Revenue ($MM)



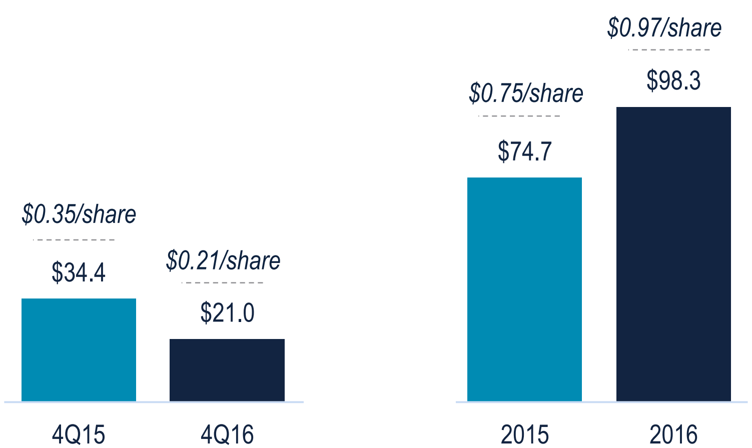
Gross Profit ($MM)
& Margin (%)*(1)*



Adjusted EBITDA ($MM)
& Margin (%) *(2)*



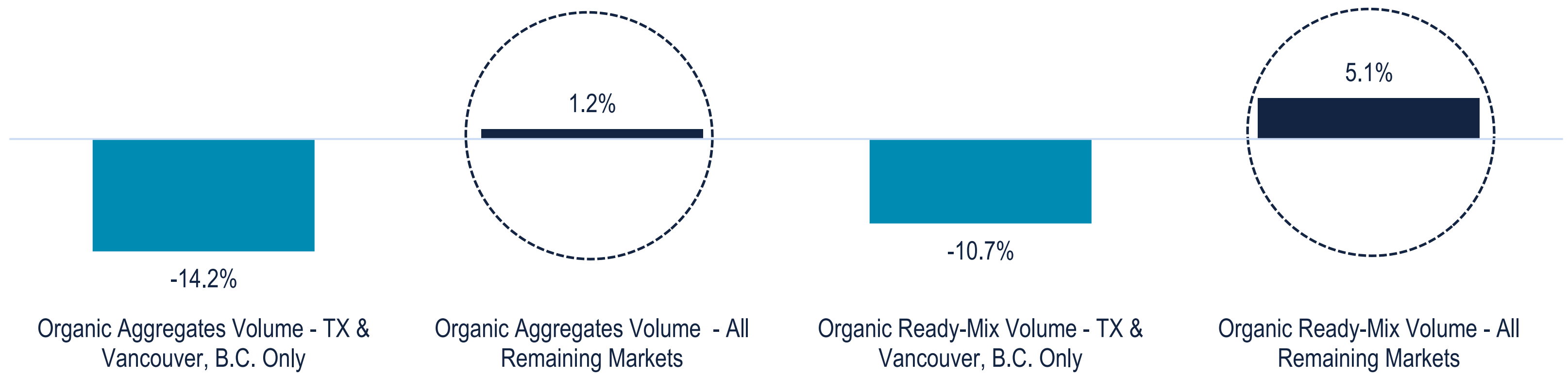
Adjusted Net Income ($MM)
& Adjusted Earnings Per Share ($)



(1) Gross profit margin defined as gross profit divided by net revenue
(2) Adjusted EBITDA margin defined as Adjusted EBITDA divided by net revenue

Organic Volumes Poised For Y/Y Improvement

Full-Year Organic Volumes Were Positive, Excluding Texas and Vancouver
(Y/Y % Change - 2015 vs. 2016)



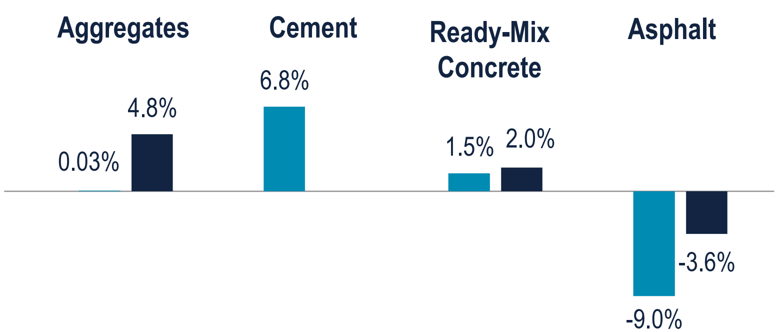
Organic Volumes Poised To Recover In 2017
(2016 Headwinds vs. 2017 Recovery)

2016 Actual: Public markets in KY/KS → Severe weather - Houston → Houston late cycle residential → Vancouver, project timing

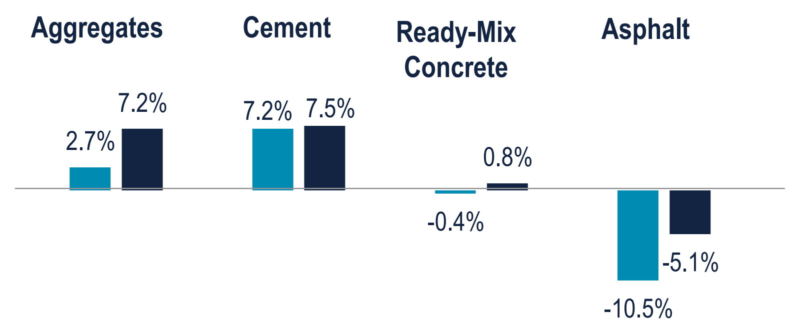
2017 Outlook Assumptions: Normalization in KY → Normalized weather → Oil, employment, bidding activity → Acceleration in public spending

Price and Volume Analysis

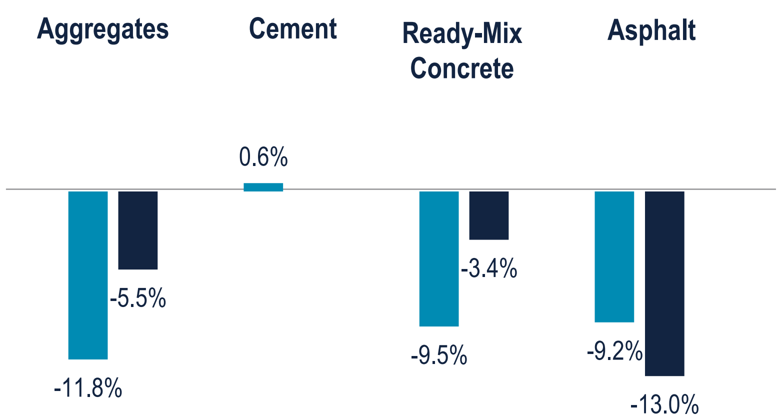
Average Selling Price, Excluding Acquisitions
(y/y % change)



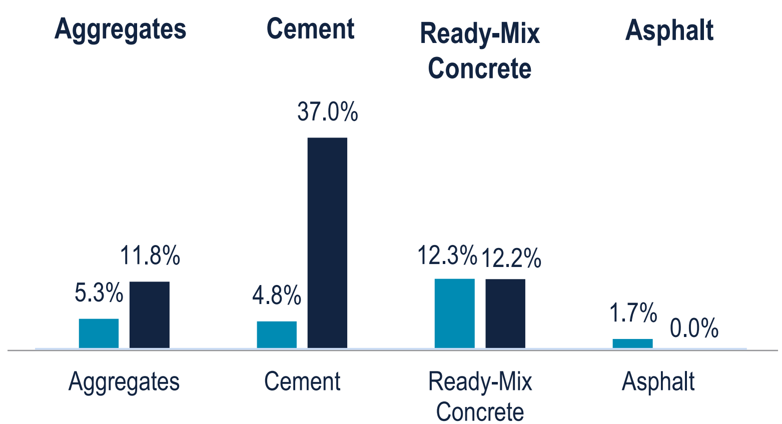
Average Selling Price, Including Acquisitions
(y/y % change)



Sales Volume, Excluding Acquisitions
(y/y % change)



Sales Volume, Including Acquisitions
(y/y % change)



4Q16 2016

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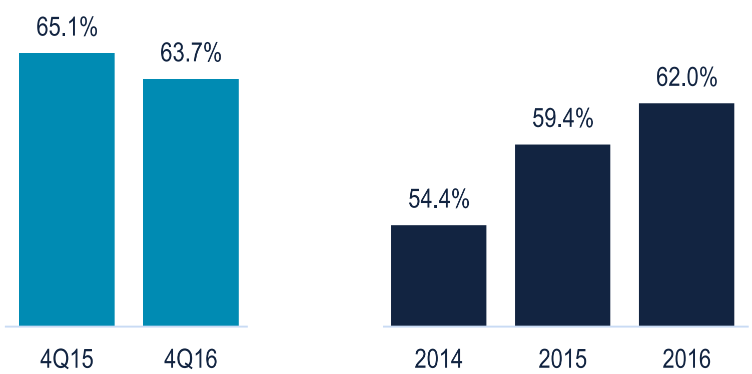
Sustained Increase In Free Cash Flow

FCF has grown exponentially despite record Net CAPEX in 2016 ($MM)(1)

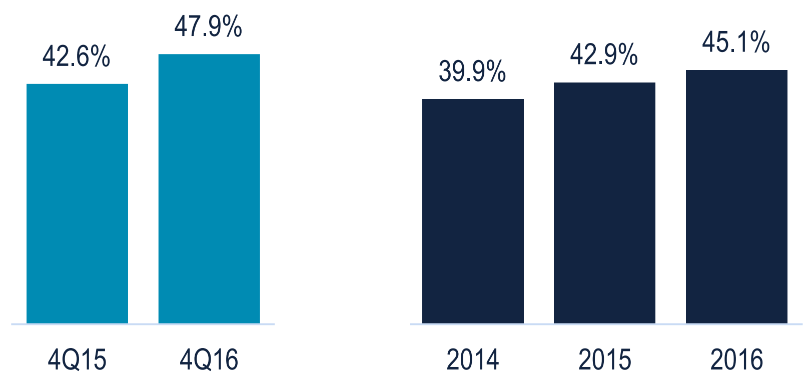
(1) Summit Materials defines free cash flow, a non-GAAP measure, as net operating cash flow less net capital expenditures

Margin Growth Across All Lines of Business

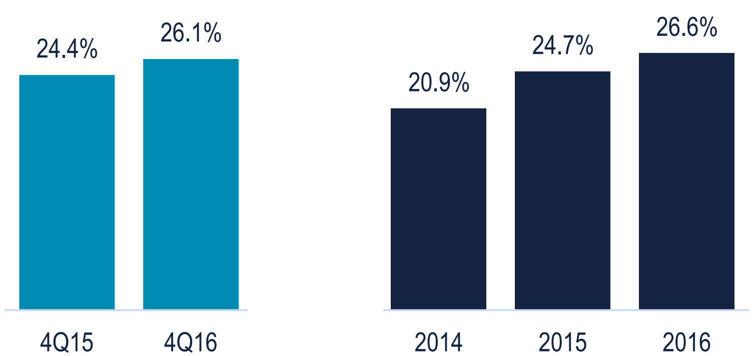
Aggregates Business
Gross Margin (%)



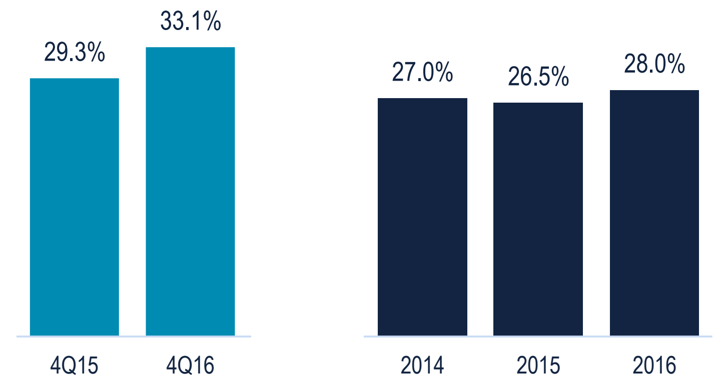
Cement Segment
Gross Margin (%)



Products Business
Gross Margin (%)

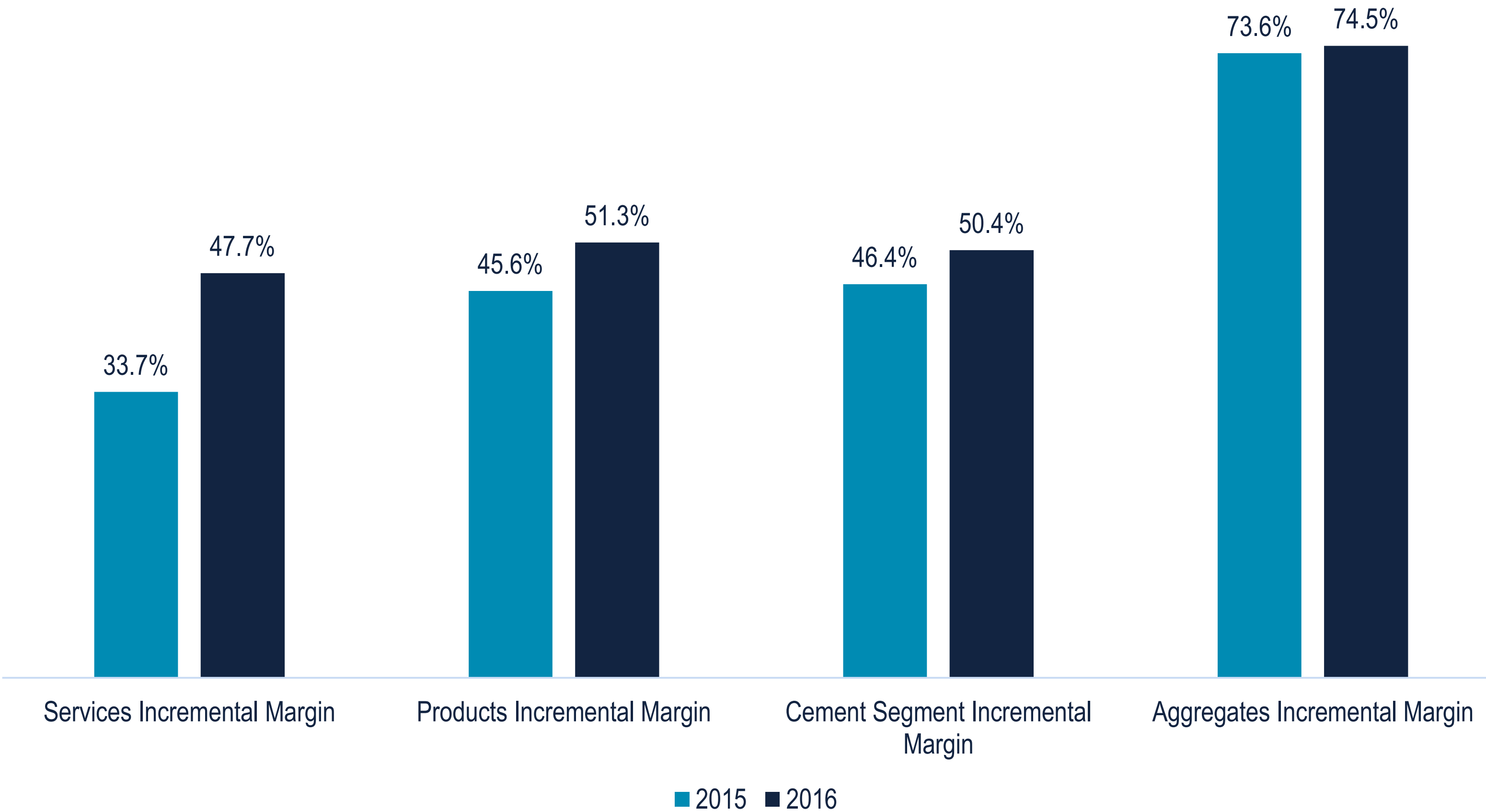


Services Business
Gross Margin (%)



Incremental Margins Remain Strong

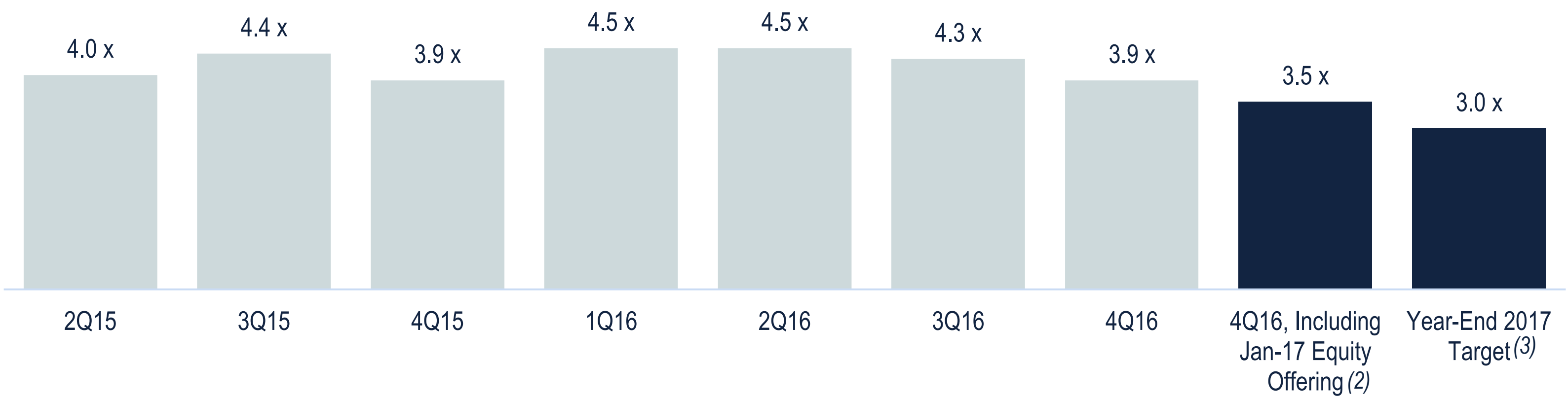
Incremental Gross Profit Margin by Line of Business (Y/Y)(1)



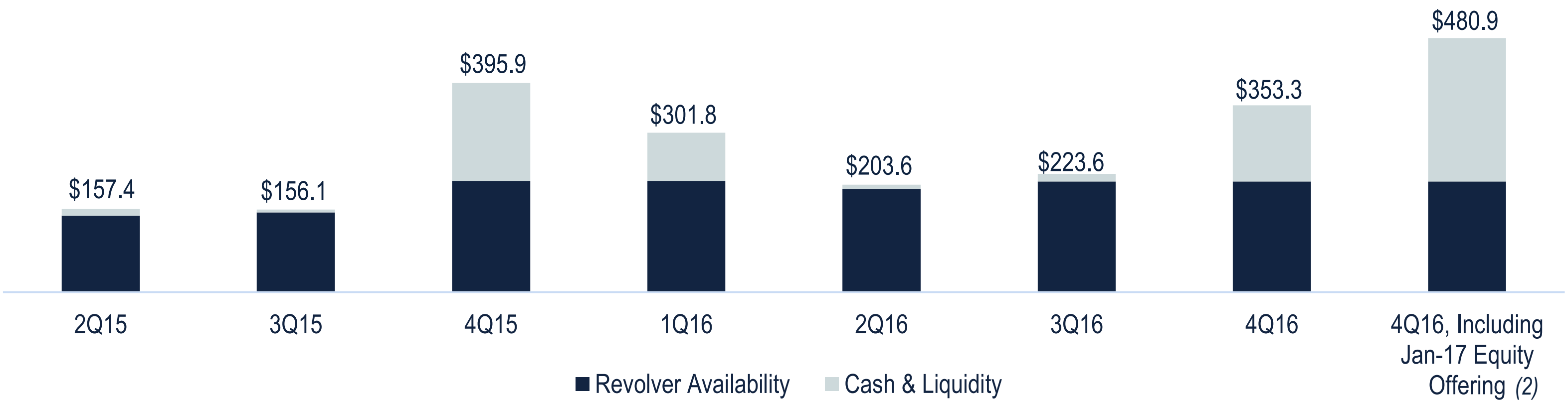
(1) Incremental gross profit margin defined as the LTM y/y change in gross profit divided by the LTM y/y change in net revenue

Reduced Net Leverage, Improved Liquidity

Pro-forma net leverage ratio at lowest level since IPO(1)



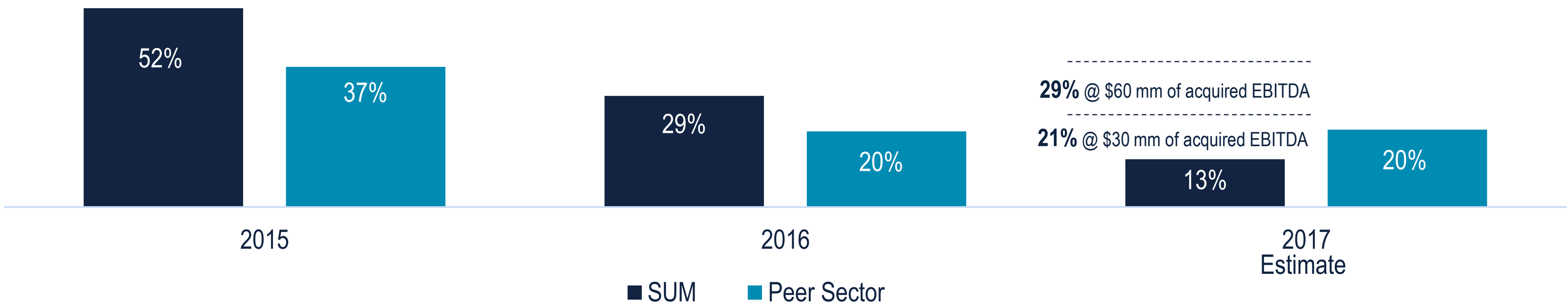
Pro-forma cash and available liquidity at highest level since IPO ($MM)(4)



(1) Calculation uses "Further Adjusted EBITDA", which includes full LTM benefit of all acquisitions in a given year
(2) Includes net proceeds from 10 million share equity offering completed in January 2017, net of $110 million in offering proceeds used to acquire Everist and Razorback
(3) Assumes the mid-point of 2017 Adjusted EBITDA guidance and no change to current financing arrangements; excludes potential acquisitions
(4) Summit had full revolver availability of $209.4 million as of 12/31/16

Addressing The Valuation Gap

SUM generated industry leading Adjusted EBITDA growth in 2015 and 2016(1,2)…



….Yet, trades at a discount to the peer group on a 2017 EV/EBITDA basis(1,3)

(1) Peer sector included Martin Marietta (MLM) and Vulcan Materials (VMC)

(2) 2017 growth of 13% assumes midpoint of 2017 EBITDA guidance and includes contributions from the acquisitions of Everist and Razorback; sensitivity analysis includes potential annualized EBITDA growth rate in the event the Company were to acquire an additional $30 million to $60 million of EBITDA in 2017

(3) EV/EBITDA multiple is calculated as Enterprise Value (e.g. current market capitalization + net debt) divided by the midpoint of our 2017 Adjusted EBITDA guidance; peer calculation assumes current 2017 sell-side analyst consensus EBITDA estimate

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Recent Developments

In the last six months, we have taken decisive steps to close the valuation gap vs. our peers

- **Reduced Net Leverage**
  Reduced pro-forma net leverage to 3.9x (3.5x pro-forma for equity offering), down from 4.5x post-Boxley acquisition in Mar-16
- **Private Equity Sponsor Exited**
  Blackstone sold the remainder of its position on 11/9/16
- **Provided Long-Term, Mid-Cycle Guidance**
  Nov-16 Investor Day provided mid-cycle FCF and EBITDA guidance, including and excluding acquisition contributions
- **Increased Free Float to Support Entrance of Large Value Investors**
  Jan-17 follow-on equity offering significantly increased free float
- **Provided Quantitative Support For Why We Win In Downstream Markets**
  We generate industry leading downstream margins: ~700 bps higher than the peer group
- **Unique Acquisition Strategy**
  More than 20 transactions in various stages of diligence; deals ranging in size between $1 mm - $12 mm of annualized EBITDA

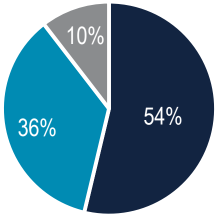
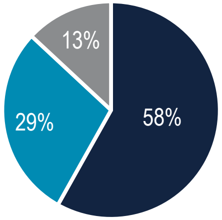
SECTION 2

Growth Opportunities

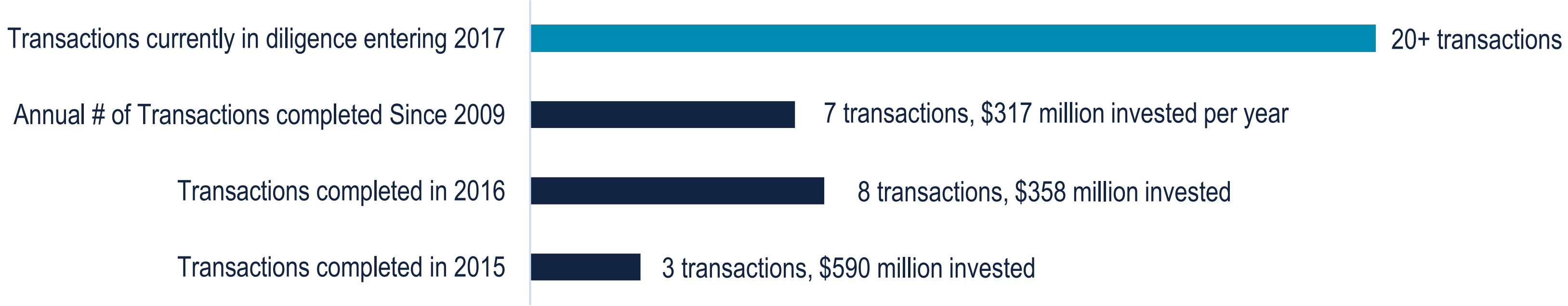
Robust Acquisition Pipeline

More than <u>20</u> transactions currently in early or late stage diligence
EBITDA of transactions in diligence weighted toward materials

Materials | Products | Services

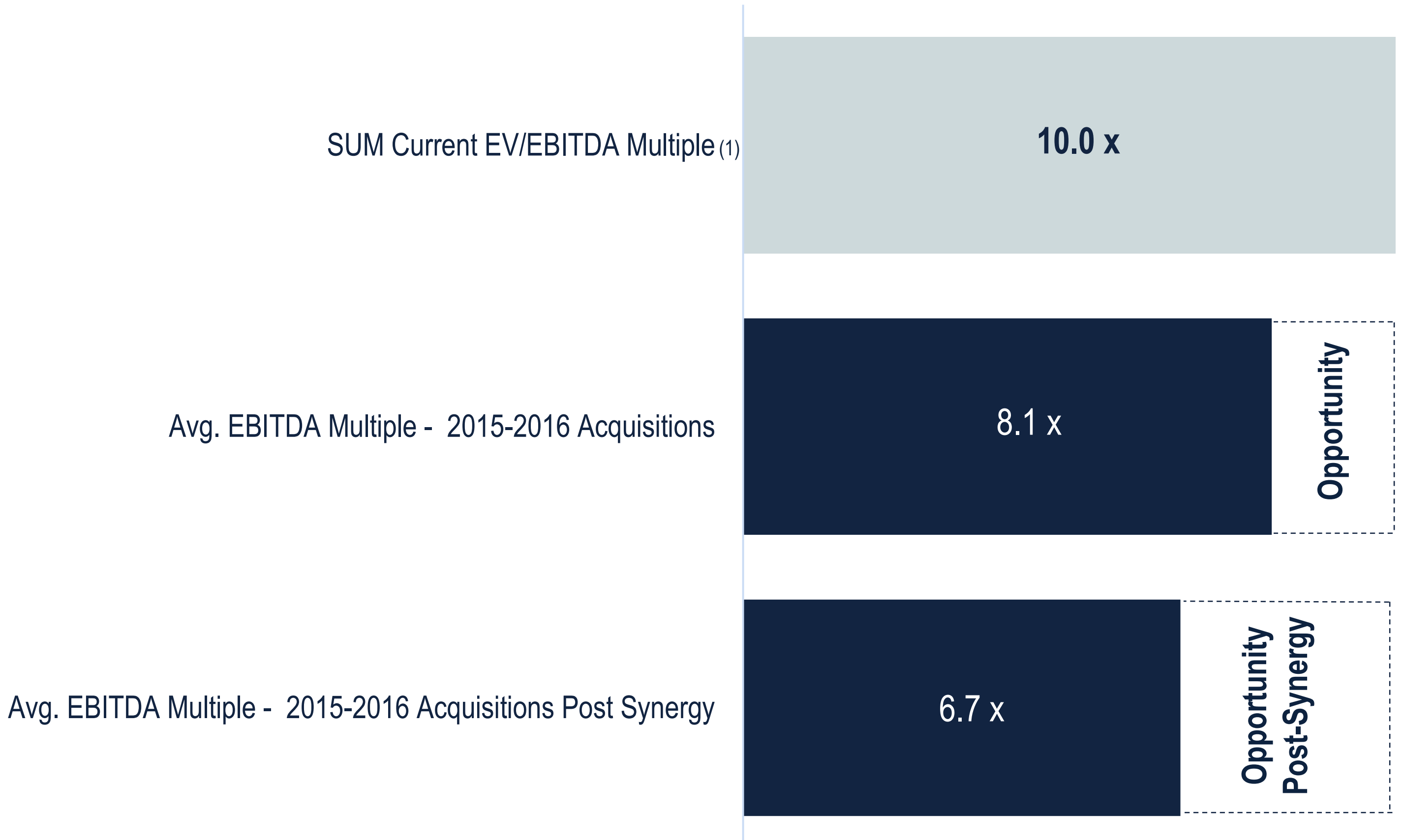
	Level 1 "Early Stage Diligence"	**Level 2** "Late Stage Diligence"
Total Number of Transactions	More than 14 transactions	More than 6 transactions
Percentage End Use (% Materials, Products, Services)		

Contact Database With Several Hundred Potential Acquisition Targets
SUM has completed an average of seven acquisitions per year since inception



Strong Track Record of Value Creation

Significant value creation on assets acquired in 2015-2016 timeframe

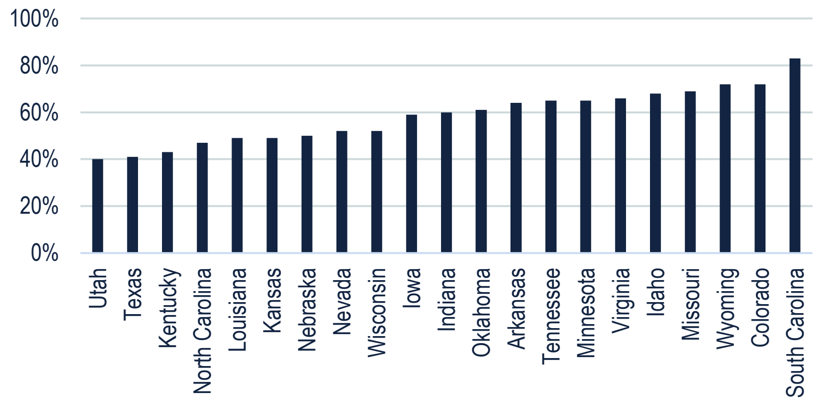


(1) EV/EBITDA multiple is calculated as Enterprise Value (e.g. current market capitalization + net debt) divided by the midpoint of 2017 Adjusted EBITDA guidance

Significant Public Infrastructure Opportunity

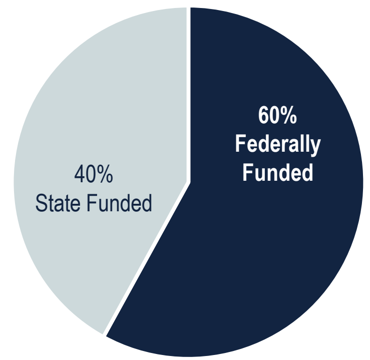
% Federal Funds Supporting DOT Outlays By State

Federal Funding as % State DOY Budgets(1)



State DOT Budgets Are 60% Federally Funded In Our Markets

Federal vs. State Funding Sources(1)



Federally-Funded "FAST" Act and Industry Proposals Stand To Provide Multi-Year Support For State DOT Budgets

	Fixing America's Surface Transportation ("FAST") Act	Building Our Legacy & Destiny ("BOLD") Act
Purpose	Provide long-term funding for surface transportation planning and investment	Provide a cohesive long-term plan re/ federal infrastructure funding
Status	Signed into law on December 4, 2015	"FAST Act 2.0" – more spending, more projects
Funding	Authorizes $305 billion over FY16-FY20, including ~70% for highway investment	Seeks to provide new sources of revenue for more than $85-90 billion/yr of potential infrastructure funding
Impact	Minimal impact on 2016 State DOT budgets; anticipate material benefits beginning in late 2017-2020	Subject to prioritization by incoming presidential administration and legislative review process

(1) Federal funding percentages are from an ARTBA analysis of FHWA Highway Statistics data. The percent is the ratio of federal aid reimbursements to the state and total state capital outlays and is indicative of the importance of the federal aid program to state capital spending for highways and bridges. Does not include local capital spending.

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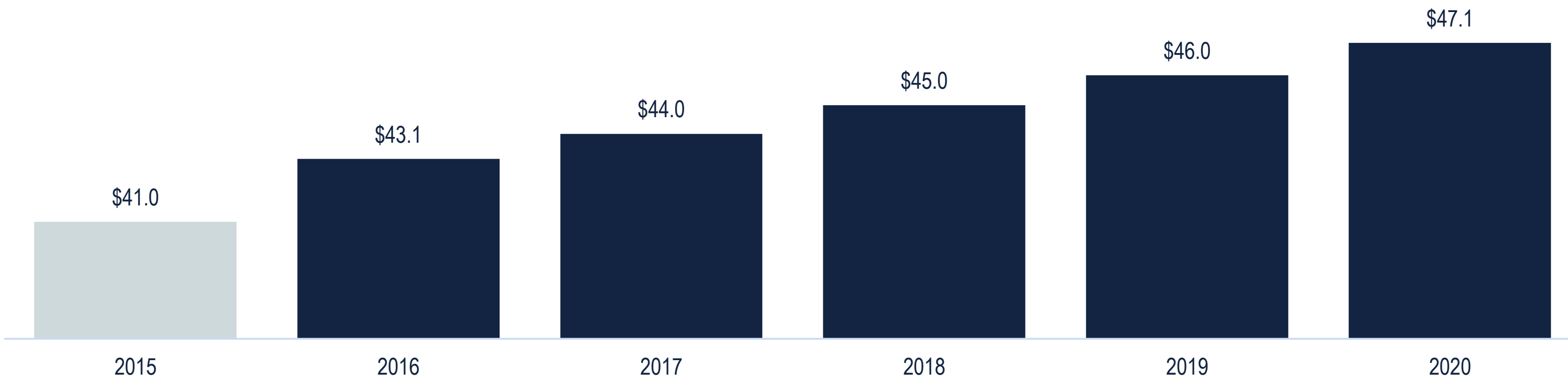
Long-Term Funding Drives Infrastructure Spending

FAST Act Provides More Than $225 Billion in Federal Highway Program Funding Thru 2020(1)

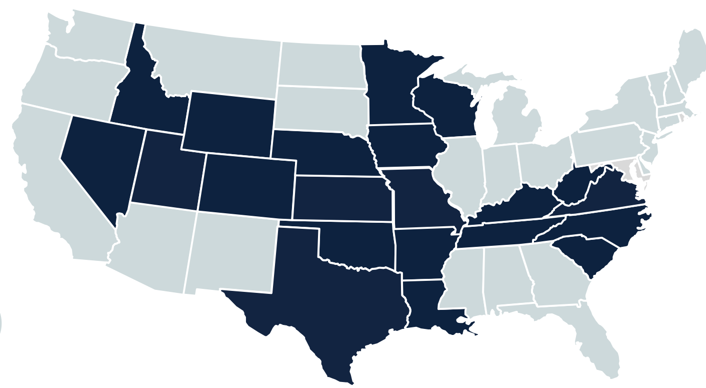


The FAST Act Expected To Drive Multi-Year Infrastructure Spending Growth In SUM's State Markets(1)

SUM's Top Five State Markets Expected To Receive ~$30 billion of FAST Act Highway Funding (2016-2020)

Texas	Virginia	Missouri	Kansas	Utah
$18.3 billion	$5.4 billion	$5.0 billion	$2.0 billion	$1.8 billion
8.8% of total	2.6% of total	2.4% of total	1.0% of total	1.0% of total

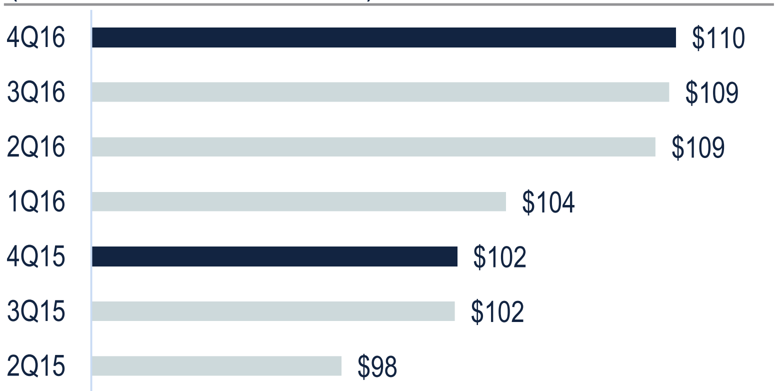
SUM State Markets Expected To Receive 40% of FAST Act Highway Funding, or More Than $80 billion (2016-2020)



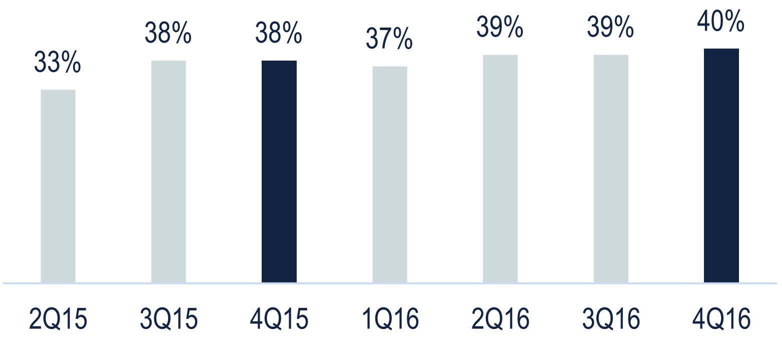
(1) Source: American Road & Transportation Builders Association (2016) – denotes highway program funding under the FAST Act

Cement Segment Poised For Growth Into '17

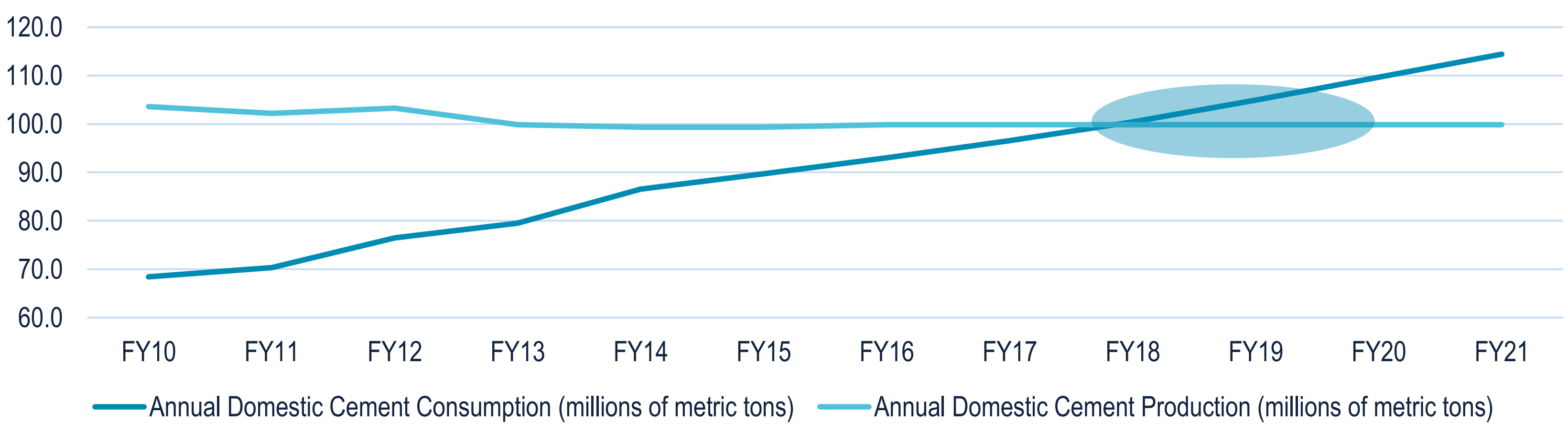
Cement Segment prices increased 8% y/y…
(SUM Cement Price Per Ton)



…Leading to stable growth in Cement Segment margin
(SUM Cement Segment LTM Adjusted EBITDA Margin)



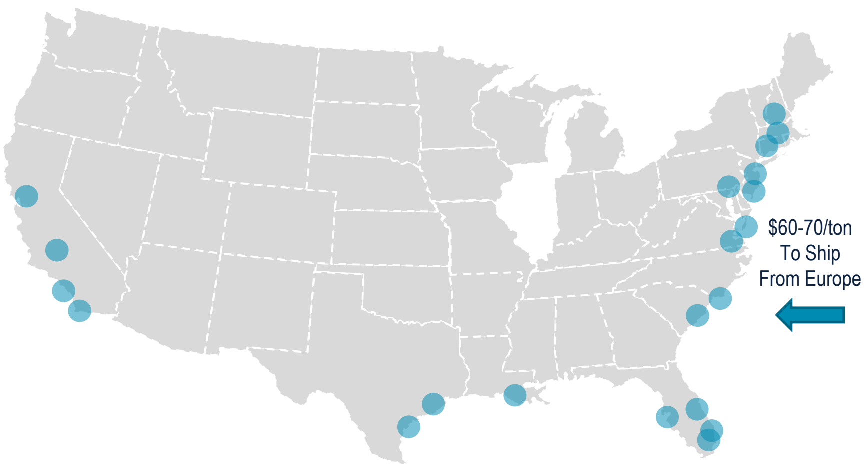
…While U.S. cement consumption is on pace to exceed domestic production capacity within the next three years[(1)]



(1) Source: Portland Cement Association 2016 Forecast

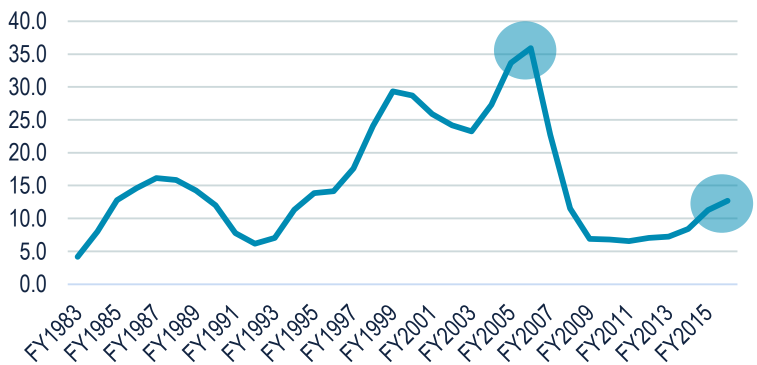
Cement Imports Well Below Prior Peak

Majority of U.S. cement import terminals are owned by domestic manufacturers(1)

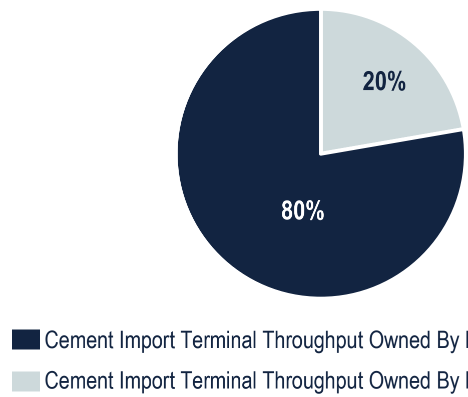


- U.S. currently imports ~11.3 million metric tons per year
- U.S. import capacity is ~45 million metric tons annually
- U.S. import capacity majority-owned by domestic producers
- Incremental cement demand will likely come from imports
- Anticipate continued cement industry ASP growth on limited supply

U.S. Cement Imports 65% Below Record Peak in 2006
(Millions of metric tons)(1)



Domestic Producers Own ~80% of U.S. Import Capacity
(U.S. Cement Producers vs. Non-Producers)



(1) Source: Portland Cement Association and Summit Materials' internal analysis; sample includes Lehigh, Lafarge-Holcim, Giant, Cemex, Kinder Morgan, Argos, Ash Grove, Houston Cement, Essex, Cal Portland, Titan, Mitsubishi, Roanoke and Silvi

SECTION 3

Outlook & Conclusion

Materials Sales Volume Outlook

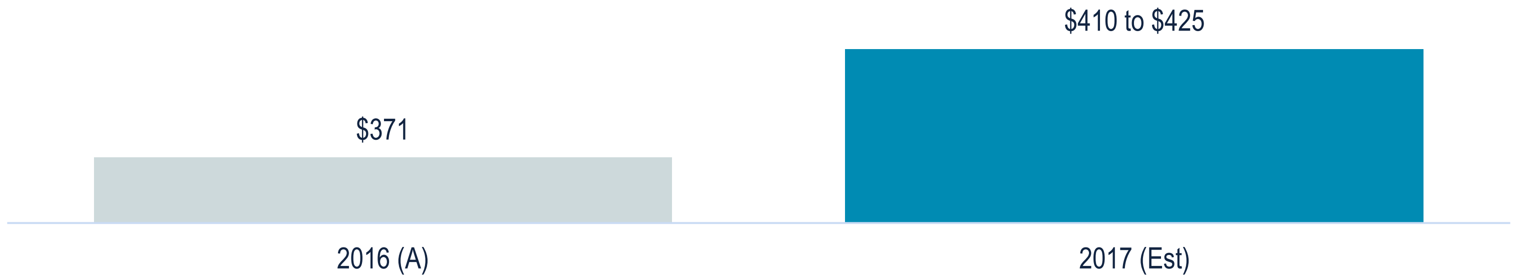
Tracking historical and projected materials volume growth by major reporting segment

	AGGREGATES WEST SEGMENT	AGGREGATES EAST SEGMENT	CEMENT SEGMENT
Key states included in reporting segment	TX, UT, ID, WY, CO, Vancouver B.C.	KS, MO, KY, NC, SC, NE, VA, AR	MO, IA, MS River Corridor
Platform brands included in reporting segment	Kilgore Companies, Alleyton, R.K. Hall Construction, Ltd, Mainland Sand & Gravel, Austin Materials, Troy Vines, Inc.	Boxley, Hinkle, Con-Agg, Cornejo & Sons, Hamm	Continental Cement
2015-16 Y/Y % Actual Change*(1)*	-	+	+
2016-17 Y/Y % Forecasted Change*(1,2)*	+ +	+	+

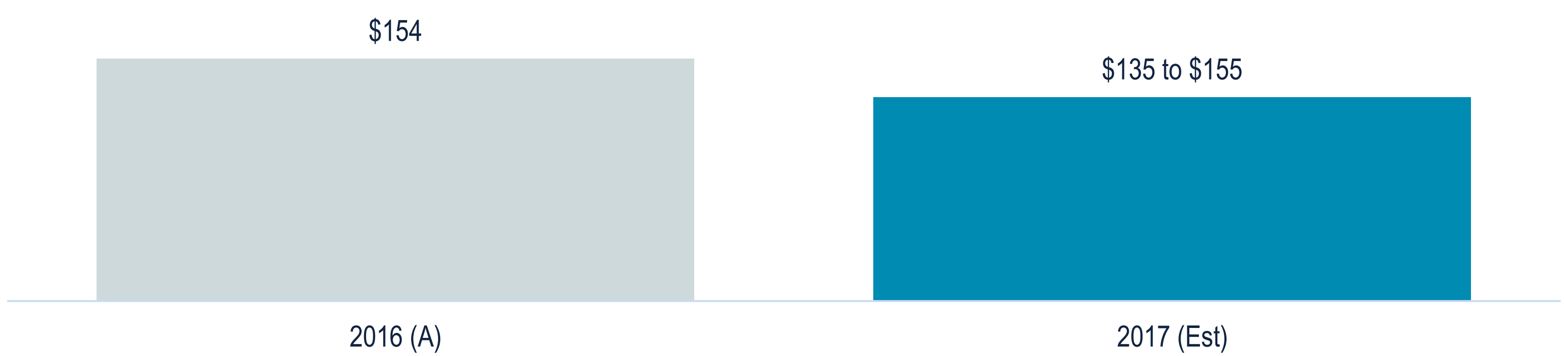
(1) 2016 data is actual; 2017 data is Summit Materials' forecast
(2) 2017 forecast includes contributions from Everist Materials and Razorback Concrete

2017 Financial Guidance

Full-year 2017 Adjusted EBITDA Guidance ($MM)(1)



Full-year 2017 Capital Expenditure Guidance ($MM)



(1) Full-year 2017 Adjusted EBITDA guidance excludes any contributions from any acquisitions that have not been announced and may be completed during 2017

APPENDIX

EXHIBIT 1
Net Revenue Bridge – 2015 vs. 2016

Organic vs. Acquisition Growth by Reporting Segment
($MM)

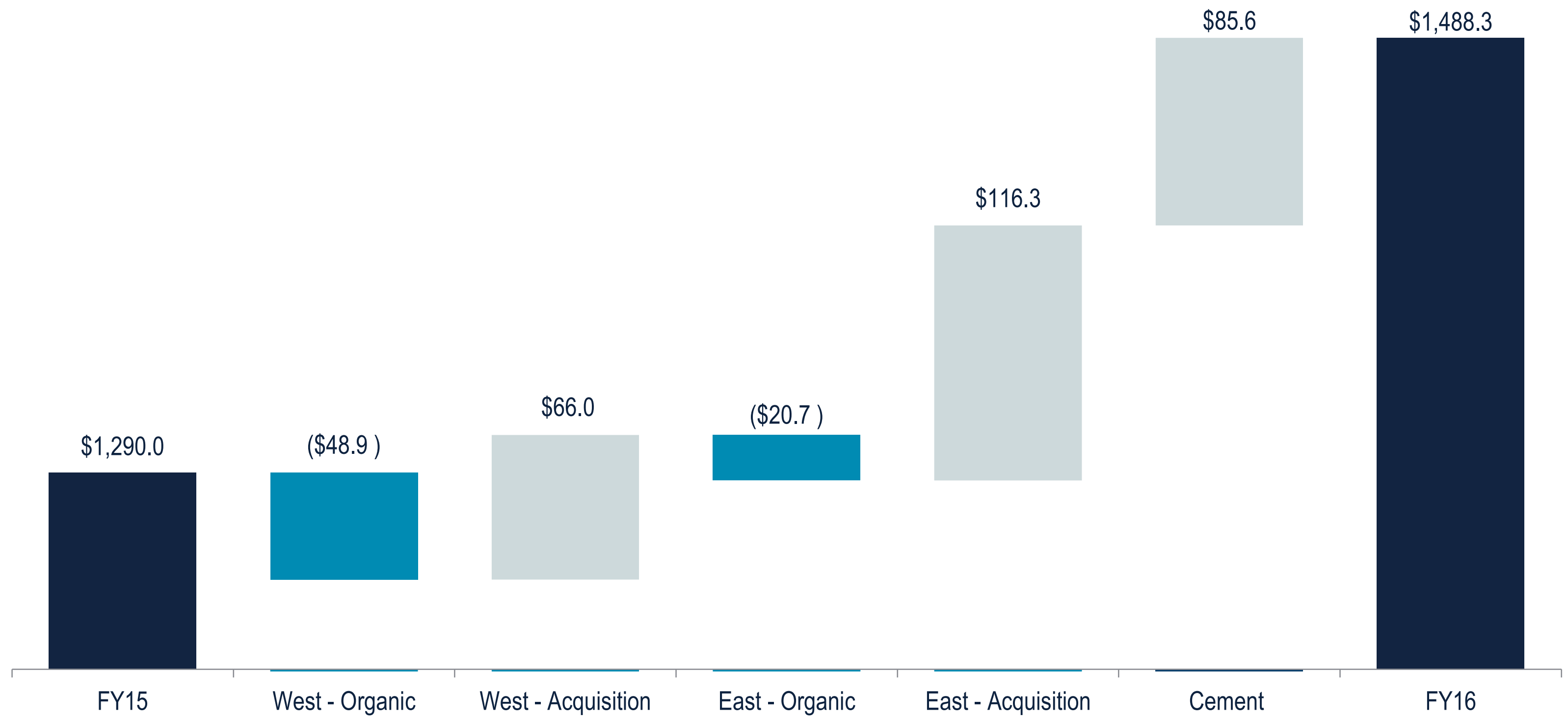


EXHIBIT 2
Capital Structure Overview

($ in Millions)	Q2 '15	Q3 '15	Q4 '15	Q1 '16	Q2 '16	Q3 '16	Q4 '16	Int. Rates [4,5]	Maturity
Cash	$12.6	$5.5	$185.4	$91.2	$8.2	$14.2	$143.9	0.87%	n/a
Debt:									
Revolver[1]	$66.0	$60.0	--	--	$14.0	--	--	4.12%	Mar-2020
Senior Secured Term Loans[2]	$413.6	$650.0	$646.8	$645.1	$643.5	$641.9	$640.3	3.52%	Jul-2022
Capital Leases and Other	$50.3	$47.3	$44.8	$44.4	$41.4	$41.3	$39.3	3.50%	Various
Senior Secured Debt	$529.8	$757.3	$691.6	$689.5	$698.9	$683.1	$679.6	3.52%	
Acq.-related Liab.	$54.4	$51.0	$49.1	$40.7	$40.8	$43.6	$46.8	11.00%	Various
8.5% Senior Notes	--	--	--	$250.0	$250.0	$250.0	$250.0	8.50%	Apr-2022
6.125% Senior Notes	$0.0	$350.0	$650.0	$650.0	$650.0	$650.0	$650.0	6.125%	Jul-2023
Senior Unsecured Debt	$391.2	$554.8	$699.1	$940.7	$940.8	$943.6	$946.8	6.98%	
Total Debt	**$921.0**	**$1,312.1**	**$1,390.7**	**$1,630.3**	**$1,639.7**	**$1,626.8**	**$1,626.4**	**5.53%**	
Net Debt	**$908.5**	**$1,306.6**	**$1,205.3**	**$1,539.1**	**$1,631.6**	**$1,612.6**	**$1,482.5**		
Est. Annual Cash Int. Run Rate	*$64.2*	*$75.8*	*$75.4*	*$94.1*	*$94.6*	*$94.2*	*$91.3*		
LTM Further Adj. EBITDA[3]	$226.5	$298.2	$308.0	$340.3	$360.0	$379.1	$382.0		
Total Net Leverage[6]	**4.0 x**	**4.4 x**	**3.9 x**	**4.5 x**	**4.5 x**	**4.3 x**	**3.9 x**		

1 Revolver Capacity post-usage for (undrawn) Letters of Credit is $209.6M as of 1/24/17

2 Does not include the effect of the interest rate CF hedge on $200M notional (coverage through 8/31/19); assumes lowest/current 1mL rate going fwd

3 As reported (or expected to be reported) externally to the banks and ratings agencies for all quarters displayed (incl. the PF effect of acq.)

4 All rates as-of 1/24/2017; the Cash rate is our money-market cash-equivalent investment; Cap. Leases & ARLs are estimated; Revolver is 80/20 1mL vs. Base

5 The Revolver and Term Loan rates reflect 'Level-2' status per our Credit Agreement, which is inclusive of a one-time 25bps step-down provision

6 The total net leverage ratio is defined as net debt divided by LTM Further Adjusted EBITDA

EXHIBIT 3
Reconciliation of Op. Income to Gross Profit

Reconciliation of Operating Income to Gross Profit	Three months ended December 31, 2016	Three months ended January 2, 2016	Year ended December 31, 2016	Year ended January 2, 2016	Year ended December 27, 2014
(in thousands)					
Operating income	$ 48,604	$ 67,990	$ 154,034	$ 134,641	$ 69,959
General and administrative expenses	58,654	28,285	243,862	177,769	150,732
Depreciation, depletion, amortization and accretion	40,105	32,905	149,300	119,723	87,826
Transaction costs	1,507	1,475	6,797	9,519	8,554
Gross Profit	$ 148,870	$ 130,655	$ 553,993	$ 441,652	$ 317,071
Gross Margin (1)	38.4 %	36.3 %	37.2 %	34.2 %	29.6 %

(1) Gross margin defined as gross profit as a percentage of net revenue

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EXHIBIT 4
Reconciliation of Gross Revenue to Net Revenue by LOB

	Three months ended December 31, 2016				
	Volumes	Pricing	Gross Revenue by Product	Intercompany Elimination/Delivery	Net Revenue
Aggregates	8,790	$ 9.67	$ 84,989	$ (21,597)	$ 63,392
Cement	658	109.57	72,078	(1,387)	70,691
Materials			$ 157,067	$ (22,984)	$ 134,083
Ready-mix concrete	1,025	104.44	107,035	274	107,309
Asphalt	1,090	52.06	56,766	154	56,920
Other Products			79,732	(62,715)	17,017
Products			$ 243,533	$ (62,287)	$ 181,246

	Year ended December 31, 2016				
	Volumes	Pricing	Gross Revenue by Product	Intercompany Elimination/Delivery	Net Revenue
Aggregates	36,092	$ 9.85	$ 355,617	$ (91,008)	$ 264,609
Cement	2,357	108.63	256,046	(5,697)	250,349
Materials			$ 611,663	$ (96,705)	$ 514,958
Ready-mix concrete	3,823	103.74	396,597	(681)	395,916
Asphalt	4,359	54.74	238,588	(230)	238,358
Other Products			327,778	(254,002)	73,776
Products			$ 962,963	$ (254,913)	$ 708,050

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EXHIBIT 5
Reconciliation of Net Income to Further Adjusted EBITDA

($ in millions)	Three months ended		Last Twelve Months Ended							
	December 31, 2016	January 2, 2016	December 31, 2016	October 1, 2016	July 2, 2016	April 2, 2016	January 2, 2016	September 26, 2015	July 17, 2015	December 27, 2014
Net income (loss)	$ 6	$ 47	$ 46	$ 87	$ 60	$ 39	$ 1	$ (41)	$ (47)	$ (6)
Interest expense	25	22	98	95	90	82	85	86	88	87
Income tax expense (benefit)	3	(6)	(5)	(14)	(18)	(22)	(18)	(17)	(15)	(7)
Depreciation, depletion, amortization, and accretion expense	40	33	149	142	136	126	120	111	101	88
IPO/ Legacy equity modification costs	-	-	37	37	25	-	28	28	28	-
Loss on debt financings	-	7	-	7	40	71	72	64	32	-
Tax receivable agreement expense	15	-	15	-	-	-	-	-	-	-
Acquisition transaction expenses	2	1	7	7	5	11	10	9	11	9
Management fees and expenses	(1)	-	(1)	-	-	-	1	3	3	5
Non-cash compensation	4	1	13	10	8	7	5	5	4	2
Other	8	(15)	12	(11)	(12)	(17)	(16)	11	14	11
Adjusted EBITDA	**$ 102**	**$ 90**	**$ 371**	**$ 360**	**$ 334**	**$ 297**	**$ 288**	**$ 259**	**$ 219**	**$ 189**
EBITDA for certain completed acquisitions (1)			11	19	26	43	20	39	64	23
Further Adjusted EBITDA			**$ 382**	**$ 379**	**$ 360**	**$ 340**	**$ 308**	**$ 298**	**$ 283**	**$ 212**
Adjusted EBITDA Margin (2)	**26.3%**	**25.1%**	**25.0%**				**22.3%**			**17.7%**

(1) LTM Further Adjusted EBITDA is pro forma for all acquisitions completed as of the date listed.
(2) Adjusted EBITDA margin defined as Adjusted EBITDA as a percentage of net revenue

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EXHIBIT 6
Non-GAAP Reconciliation

Reconciliation of Net (Loss) Income Per Share to Adjusted Diluted EPS	Three months ended				Twelve months ended			
	December 31, 2016		January 2, 2016		December 31, 2016		January 2, 2016	
	Net Income	Per Share	Net Income	Per Share	Net Income	Per Share	Net Income	Per Share
Net (loss) income attributable to Summit Materials, Inc.	$ (290)	$ —	$ 23,363	$ 0.23	$ 36,783	$ 0.36	$ 27,718	$ 0.28
Adjustments:								
Net income (loss) attributable to noncontrolling interest	6,380	0.06	23,962	0.24	9,327	0.09	(24,408)	(0.25)
IPO/ Legacy equity modification costs	—	—	—	—	37,257	0.37	28,296	0.29
Tax receivable agreement expense	14,938	0.15	—	—	14,938	0.15	—	—
Loss on debt financings, net of tax	—	—	3,671	0.04	—	—	59,696	0.60
Gain on transfer of Bettendorf assets	—	—	(16,561)	(0.16)	—	—	(16,561)	(0.17)
Adjusted diluted net income	$ 21,028	$ 0.21	$ 34,435	$ 0.35	$ 98,305	$ 0.97	$ 74,741	$ 0.75
Weighted-average shares:								
Class A common stock	87,276,645		50,881,602		68,833,986		39,367,381	
LP Units outstanding	13,900,060		50,306,370		32,327,907		59,911,631	
Total equity interest	101,176,705		101,187,972		101,161,893		99,279,012	

Reconciliation of 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	Q3'16	Q4'16
Long-term debt, including current portion	$ 1,041	$ 773	$ 1,040	$ 817	$ 1,224	$ 1,214	$ 1,297	$ 1,545	$ 1,558	$ 1,542	$ 1,540
Acquisition related liabilities	61	59	59	54	58	51	49	41	41	44	47
Capital leases and other	31	35	35	50	48	47	44	44	41	41	39
Less: Cash and cash equivalents	(13)	(5)	(315)	(13)	(11)	(5)	(185)	(91)	(8)	(14)	(143)
Net debt	$ 1,120	$ 862	$ 819	$ 908	$ 1,319	$ 1,307	$ 1,205	$ 1,539	$ 1,632	$ 1,613	$ 1,483

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EXHIBIT 7
Non-GAAP Reconciliation

	Year ended		
	December 31, 2016	January 2, 2016	December 27, 2014
Net income	$ 46,126	$ 1,484	$ (6,282)
Non-cash items	197,600	90,487	97,314
Net income adjusted for non-cash items	243,726	91,971	91,032
Change in working capital accounts	1,137	6,232	(11,794)
Net cash provided by operating activities	244,863	98,203	79,238
Capital expenditures, net of asset sales	(136,615)	(75,840)	(62,796)
Free cash flow	$ 108,248	$ 22,363	$ 16,442

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EXHIBIT 8
Production Process

Production Process

Aggregates	Cement	Ready-Mixed Concrete	Asphalt
Raw Material Extracted	Raw Material Extracted	Aggregates, Cement, Water and Chemicals Combined	Crude Petroleum Distilled & Processed
Raw Materials Transported to Plant	Raw Materials Crushed & Chemicals Added	Transferred into Mixing Trucks	Asphalt Mixed with Aggregates & Cement
Stone Crushed in Multi-Stage Process	Heated in Large, Tilted, Rotating Kiln (~2700o F)	Product Continues to Mix in Transit	Heated, Proportioned & Mixed to Desired Specs
Crushed Rock Sorted and Stored by Size	Gypsum & Minerals Added	Delivery to Job Site	Delivery to Job Site or Storage
Finished Product Loaded onto Trucks	Cement Packaged & Shipped	Products	
Materials			

Aggregates
Aggregate materials include stone and sand & gravel and these natural resources are the foundation of products and services that develop our public and private infrastructure. The aggregate materials are sourced from our quarries, and are the key materials in production of asphalt, ready-mix concrete and cement.

Cement
Cement, when combined with aggregates and water, produces ready-mix concrete. Cement, whose basic ingredients include limestone and clay, is the binder that makes concrete durable, weather resistant and adaptable.

Ready-mix
Ready-mix is a highly versatile construction material that can be used to make everything from curbs to kitchen counters. Its flexible recipe characteristics allow for an end product that can assume almost any color, shape, texture and strength.

Asphalt
Asphalt is one of the most common roadway materials used today; approximately 94 percent of our nation's roads are paved with asphalt. It is formed by the combination of aggregates and liquid asphalt.

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