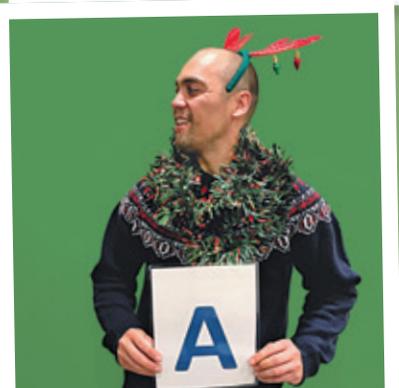




TIMES



Number 11 | December 2018



*Thank you for
your support
in 2018
from your
CRH Family*

Message from Marie Glenn



Marie Glenn
Vice-President
Cement Sales & Marketing

Even as we were busy delivering on our promises to our customers, there was a lot going on in the background at CRH Canada in 2018. It was a year of tremendous change for our cement business in North America. Not only did we make the largest North American cement acquisition in our 50-year history when we acquired Ash Grove in the U.S., we also evolved as an organization locally by consolidating our entire Canadian and U.S. cement business under one structure.

The net result is a stronger, more connected supply and service offering across our markets to help meet your needs and to help you achieve more.

In Ontario, we saw a dramatic change in political sentiment with the election of the new provincial government. It remains to be seen how the

issue of carbon pricing will play out in Canada, particularly with the cancellation of the cap and trade program in Ontario and the federal government's promise to put in place a mandatory carbon tax system in 2019. The resolution of NAFTA negotiations and advent of the new USMCA has relieved a great deal of uncertainty. However, outstanding tariffs on steel and aluminum continue to present a challenge for the manufacturing industry in Canada.

The 2019 economic outlook for the U.S. and Canada suggests slowing but healthy growth and we are expecting to see a gradual increase in central bank rates in both countries. Growth in the construction industry is also decelerating with rising interest rates and higher input costs, but we are still benefiting from favourable conditions in the commercial real estate

market and large, in-progress infrastructure projects.

With the winter season upon us—and all that comes with it—we should all take a moment to remember to be vigilant and aware of changing conditions. Shorter days with less light and winter weather can create hazards. Please take the time to be safe and to take care.

Finally, and most importantly, thank you for your ongoing business and support in 2018. We wish you and your loved ones a joyous and peaceful holiday season, and look forward to working with you and contributing to your successes in 2019.

Marie Glenn
Vice-President
Cement Sales & Marketing

New Logistics Manager

Leigh Yeung



We are pleased to welcome Leigh Yeung to our team as Cement Logistics Manager, Ontario and West, who will be responsible for outbound freight and the customer service department at CRH Cement.

Leigh has been with CRH since 2007 having started as Project Coordinator with the Engineering department, then Project Manager, and most recently Corporate Strategy

and Development Manager. Leigh holds a Masters of Engineering (MEng) in Civil Engineering and a BSc in Engineering Science from the University of Toronto.

She is looking forward to getting to know you and she will carry on our relentless drive for customer service excellence.

Thank You Wayne

After a rewarding and successful career with the company, Wayne Lazzarato, President & CEO of CRH Canada, has decided to retire in 2019.

Wayne began his career with the organization at Dufferin Construction (DCC) as a construction coordinator, over 30 years ago. He steadily progressed through increasingly senior roles at DCC, becoming Senior Vice-President of Dufferin Construction in 2011. In 2016, he was again promoted to the role of President & CEO of CRH Canada Group Inc.

During his time with the company, Wayne's strong leadership has contributed to improved performance in health and safety and the development of our people. Under his watch, the company began developing its capacities in the burgeoning Partnership Ventures (Public-Private Partnership) marketplace and continued to prosper as one of the premier building materials companies in eastern Canada.

Wayne's decision to retire was made several months ago, with the confidence that our company is in a strong position, with the right leaders and talent in place to ensure continued success. We will communicate organizational developments as a result of Wayne's retirement in the near future.

We thank Wayne for his numerous contributions, and his long-standing commitment and dedication to the company, and wish him the very best in his retirement. His leadership will be greatly missed at both CRH Canada and within CRH Americas Materials.



CCMPA AGM at White Oaks Resort in Niagara-on-the-Lake, Ontario

The CCMPA held its 2018 AGM this year at the beautiful White Oaks Resort in Niagara-on-the-Lake. There was quite a buzz as the attendance from both producer members and suppliers was at an all-time high. The CCMPA can truly claim national association status as members from all across Canada were in attendance.

President Paul Hargest was again front and centre with his passionate insights on the state of the Canadian Block industry. Paul presented all of the successful promotional endeavours that the CCMPA has

undertaken during the past year while also outlining some major concerns.

The agenda included industry updates from the CMDC, CMA, and the NCMA. Of special interest were presentations on the carbon calculator, the use of social media and GUL cement.

It was not all work and no play as the delegates engaged in 18 holes of “swing and swear” in the afternoon followed by a reception dinner and silent auction.

Each year, the CCMPA donates to local charities and this year



all funds from the silent auction went to Spiritual Soldiers, a charity raising awareness around mental health and addiction.

Rolling forward, the focus for the CCMPA will be on its website, branding and brand recognition.

Cross Check Cancer Hockey Tournament - Calgary, Alberta

Thirty-two teams faced off in the 6th annual Cross Check Cancer Hockey Tournament (CCCHT) at the Winsport Arena in Calgary, Alberta. The tournament was originated by Rolling Mix Concrete's, Dan Finot in memory of his life-long friends and family members who all shared painful losses to this terrible disease. The CCCHT is a non-profit organization, dedicated to raising funds through the exciting sport of hockey for the never ending fight against cancer. This year the tournament sold out in days with many teams on a waiting list to join the cause.

Over the years, CCCHT has raised over \$390,000 to aid local cancer focused charities. All proceeds collected from entry fees, donations, fundraising and t-shirt sales from this year's event were given to Camp Kindle, operated by Kids Cancer Care. The mission of the camp, based in the foothills of the Rocky Mountains, is to provide children

with cancer a Magical Camp experience they will never forget. CRH contributed with a donation and on the ice with Team Rolling Mix Calgary, who captured their division and the trophy named in honour of Dan's mother; a spectacular ending for the team! There was more good news as the Rolling Mix

Edmonton Team that travelled south to play in the tourney, also won their division making it 2 for 2. Friendly competition was also provided by Kerridge Concrete of Calgary, who helped the cause by entering a team, fundraising and contributing to the totals for Camp Kindle.



Rolling Mix Calgary team

Spec Mix 500

September 5, 2018 marked the 11th year for the industry's premier bricklaying competition. Conestoga College in Waterloo, Ontario, was home to *The 2018 SPEC MIX BRICKLAYER 500*[®] Regional Competition for Ontario.

This year's event saw 19 teams of brick masons and tenders all battling for a top spot at the upcoming *2019 SPEC MIX BRICKLAYER 500*[®] national competition to be held in Las Vegas at the 2019 World of Concrete Show, where they will be competing for cash prizes, a brand new Ford F-250 4x4, a John Deere Gator and the title of the world's best bricklayer.

Dave Zappa, CRH Market Manager and Masonry Specialist, took in the fun and was honoured to be one of many judges of the competition who judged the competition and witnessed some of the industry's most skilled and talented doing what they do best.

First place with a brick count of 707 in 60 minutes went to

Mario Alves and his brother Michael of A&M Masonry in Hamilton, Ontario. Along with the title of "Ontario's Best Bricklayer" and a cash prize, Mario and Michael are on their way to represent the Ontario region in the 2019 World Championship in Las Vegas. Congratulations and best of luck!

Second place with a brick count of 660 and cash prize went to mason AJ Lina and mason tender Darren Rowe of Lina Masonry in Walkerton, Ontario.

Third place with a brick count of 659 and cash prize went to mason Filipe Orfao and mason tender Jose Orfao of Res Masonry in Cookstown, Ontario.



Mario Alves and his brother Michael of A&M Masonry in Hamilton receiving their first place prize from Dean Garbutt.

Mason Louis Orfao and mason tender Emmit McIsshias of Samalar Masonry in Hamilton, Ontario, earned a cash prize and title of the SPEC MIX TOP CRAFTSMAN with a brick count

of 511 and no deductions for building the "most sellable wall".

Congratulations to all winning teams. What a great event for all participants and spectators!



Dear Dave,

With all the news lately, I've become somewhat confused with how carbon pricing works in Canada. I thought the various provinces already had carbon pricing programs in place, although I'm not clear on the difference between them. Also, what is this Federal Backstop I keep hearing about and what does this mean for CRH?

Thanks,

Carbon Carl

Dear Dave

Who needs Dear Abby when you've got a Dave on your team!

Have a question on your mind?

Send him a note and "Dear Dave", our Senior Manager, Technical Services and Sustainable Development David Bangma, will answer it and publish it here so we can all be better informed.

Dear Carl,

What a great question! Indeed, carbon pricing has been in place in regions of Canada since 2008. British Columbia and Alberta implemented different forms of a carbon tax, while Quebec and Ontario adopted cap and trade systems. Nova Scotia also announced its own cap and trade program that would start in 2019. However, political climates have recently shifted the direction carbon pricing in various provinces. Ontario announced the cancellation of its cap and trade program earlier this year, and both Saskatchewan and Manitoba have also announced that they do not intend to adopt carbon pricing in 2019.

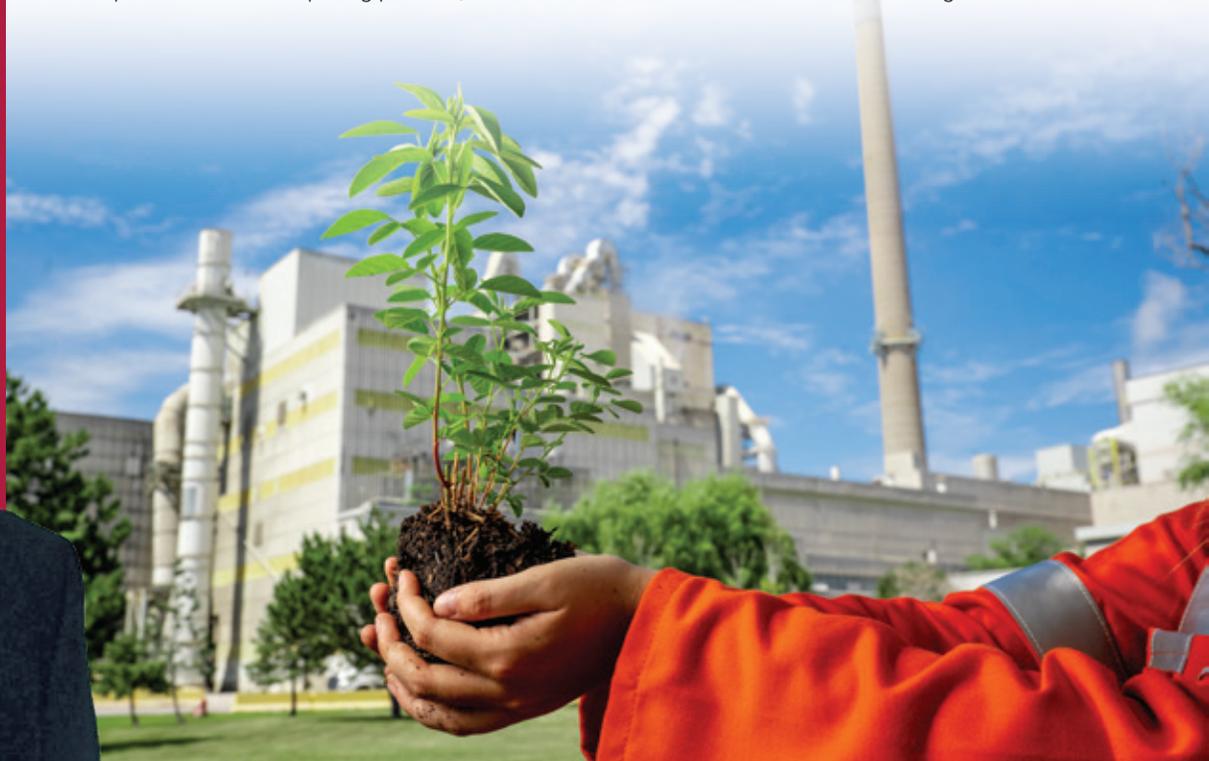
As part of its plan to achieve Canada's climate change targets, the Canadian federal government developed its own carbon pricing platform,

referred to as the Federal Backstop, with the intent of implementing it on January 1, 2019 in all jurisdictions where a carbon pricing model is absent. This includes Ontario, Saskatchewan, Manitoba and New Brunswick. The price of carbon will start at \$20 per tonne of CO₂ in 2019 and increase \$10 per year to \$50 in 2022. While the program is expected to function similarly to a cap and trade system, projections show that for CRH Canada the implementation of the backstop will make it more costly to manufacture cement in Ontario when compared to the recently-retired cap and trade system.

Although the details of the Federal Backstop program are still being finalized, Ontario and Saskatchewan have both announced that they will be challenging the Canadian Federal government on the implementation of carbon pricing. The upcoming federal elections may also introduce further uncertainty into the process. Regardless of the outcome, CRH Canada is still committed to supporting the transition to a low carbon economy as well as our corporate vision of creating a sustainably built environment.

David Bangma

Senior Manager, Technical Services
and Sustainable Development
david.bangma@ca.crh.com



You Like Us, You Really Like Us!

The results of CRH Canada's first company-wide customer survey are in and we are extremely pleased with the outcome and level of feedback that was provided.

Early analysis of the results is positive with CRH Canada performing at the 80th percentile of our industry, which includes, Cement Manufacturing, Ready-Mix Concrete Manufacturing and Ready-Mix Concrete Manufacturing.

CRH Canada's benchmarking database includes over 25,000 individual opinions per item with the industry average at the 50th percentile, stretch performance at the 80th percentile, and best-in-class performance at the 90th percentile.

When we drilled into the results, we saw that our highest scoring survey topics were central

services personnel, customer satisfaction and loyalty, and customer pricing. Areas where we saw that there could be improvements were delivery personnel and technical support. We will continue to build on the strengths that emerged as well as develop key actions to address areas of improvement.

For those who participated, thank you so much for your feedback. We are continuing to review the results in detail amongst our sales teams and will continue to use them in our efforts to improve our service, quality and the overall customer experience, as well as to serve you better in the future.

Highest Scoring Topics



Lowest Scoring Questions



CRH Cement

Alberta Customer Projects at a Glance

CRH is proud to provide cement to our customers across Alberta produced by our cement plants in the province of Quebec and the state of Montana. Our distribution network consists of two cement terminals located in Edmonton and Lethbridge, which service all of Alberta.

We are pleased to be able to bring value to your business, with the supply of our various cement products. We'd like to take the time to highlight some of the amazing projects that our customers have completed or are working on this year.

Twin Lakes Redi-Mix & Aggregates – Vegreville, Alberta

Located in a small town east of Edmonton, Twin Lakes Redi-Mix & Aggregates supplies concrete out of Vegreville, Alberta. They were the sole supplier of concrete on two recently completed high throughput grain elevators that have a storage capacity totaling 70,000 tonnes. The project consisted of two phases (for each grain elevator) of continuous pour through slip form construction. The first elevator was completed in 8 days continuous pour, with the second in 10 days.

With each elevator at a height of over 42 metres each, the total concrete produced for the project was over 12,000 cubic metres, with an average five truckloads shipped an hour, around the clock, throughout both pours. As one of the pours was conducted during the winter months, the biggest challenge Twin Lakes overcame was ensuring the temperature of the concrete met specifications, utilizing a backup boiler to ensure all materials utilized were kept heated during the frigid nights.



Kerridge Concrete Ltd. – Calgary, Alberta

With over 30 years in the ready mix industry, Kerridge Concrete Ltd. is well established in the Calgary market.

Kerridge holds strong relationships with their key customers completing numerous high rises in the city centre. One of the more notable projects they are currently working on is the West Village Towers. Sitting on the west entrance of the city core, the three towers that scale as high as 41 storeys, will be completed in two phases requiring over 50,000 cubic metres of concrete.

The average daily pour onsite (that typically occurs twice a week) consists of over 40 truckloads, with their biggest daily pour taking 1,400 cubic metres. Although logistics might be a concern, Kerridge's proximity to the site and recent upgrade to their batch plant allows them to take on and overcome these challenges.



Economy Concrete – Grande Prairie, Alberta

Established in 2009, Economy Concrete supplies ready mix to the Grande Prairie and surrounding regions utilizing their dry batch plant, as well as portable batch plant.

One of their recent notable projects was the Monolithic Dome Structure located in Grande Prairie that has the capacity to store up to 40,000 tonnes of frac sand, measuring over 55 meters in diameter by 21 meters high.

The pour consisted of over 2,500 cubic metres of shotcrete, as well as poured in place concrete for the entrance corridor, walls, strip footings, and anchor bases. A second similar dome is being bid in Hilton, Alberta, to be used for coal storage. Slightly smaller, the structure will have a tunnel with rail access through the mountains, which will require a substantial amount of concrete.



Incorporating Shredded Plastic Waste Into Concrete Bricks to Build a Sustainable Future in Canada

On March 3, 2018, the Professional Engineers of Ontario hosted the 11th Annual Engineering Idol competition at the University of Toronto. The competition is open to high school students from around the GTA. This year's theme for the competition was Building a Sustainable Future in Canada encouraging creative ideas for sustainable technology.

First place was won by students from Clarkson Secondary School (C.S.S.), for their project incorporating shredded plastic waste into concrete bricks. The students developed the thought that reducing the amount of concrete used in construction by substituting parts of it with shredded plastic waste could potentially reduce greenhouse gas emissions from the construction sector and pollution from plastic waste.

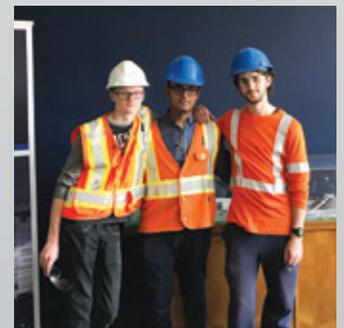
Concrete is the world's second most used resource after water. Several plastic-infused

bricks were prototyped, and the students found a combination that produced bricks that are lighter, stronger, and better

insulating than traditional concrete bricks. The potential improvements to sustainability in so many sectors placed the students at the top of their competition. Students later placed third in the Peel Regional Science Fair. They also won Most Innovative Project from the Dean of Chemical and Physical Sciences from the University of Toronto Mississauga.

Upon learning of their first place win, CRH Canada invited the students from C.S.S. to meet

with senior management, to present their project. Our CRH technical team assisted the students during their summer holidays to get hands-on experience within our laboratory to further their research about concrete bricks. CRH invited the students to participate in their Open House on Saturday, September 22, 2018 to provide the community an opportunity to learn more about this awarding winning team of students from Clarkson. Congratulations to this creative bunch!



Safety Day Activities Held Across CRH

Because Safety is Everybody's Business!

This fall, Safety Day activities were held at our Canadian cement plants in Joliette, Quebec, and Mississauga, Ontario, and our network of 14 cement terminals in the U.S. and Canada.

Safety Day activities allow us to recognize our employees for their efforts to continuously improve safety.

Our people marked the occasion with several activities—ranging from safety-themed celebrations and team lunches, to facility tours and safety-focused training sessions—all aimed at reminding us that health and safety is everyone's business and that when we SEE something, we will STOP and DO something!



MISSISSAUGA CEMENT PLANT

The **Mississauga Cement Plant** marked Safety Day by holding a 3-hour town hall employee meeting and lunch with a packed agenda. Items covered included the plant's safety performance year-to-date as well as an overview of areas for improvement.

The meeting also focused on Change Blindness, which is a component of Human Performance. Through the use of video examples, the objective was to demonstrate the ways in which individuals can miss things that are right in front of them, bringing home the point that safety requires focused attention at all times. The meeting ended with a moving address from guest speaker Bill Bowman, who lost his arm in a workplace injury at a young age. His speech was impactful. Bowman shared his story and his experience, and raised awareness about the importance of looking out for young workers entering the workforce and learning the ropes.



Mississauga Terminal

TERMINAL SAFETY DAY ACTIVITIES

In **Mississauga, Ontario**, the team organized a barbecue as a safety driver appreciation day for the third-party drivers delivering our cement.

In Newfoundland, the **Argentina terminal** reviewed the company's safety ambassador's program and in **Corner Brook**, recently developed procedures for truck drivers were reviewed.

At the **Selkirk Terminal in Manitoba**, the group took the time to highlight the commitment of several employees to working safely and looking out for each other.

David Wasylenchuk, Plant Manager, Sales and Operation; Gordon Young, Operator Terminal Maintenance; Cameron Roberts, Labourer; and Wayne Lightfoot, Labourer, were recognized by their colleagues during the Terminal's Safety Day activities.



Selkirk Terminal

CONCRETE ONTARIO 2018 AGM



Edmonton Terminal

Safety Recognition Day was a great opportunity to celebrate the excellent safety record at the **Edmonton Terminal**, and focussing on the safety of pedestrians and trucks. Given the terminal is a busy site with a small footprint which can have five or six bulk trucks loading or preparing to load at the same time.

Overall, Safety Day was a great way to share ideas, reinforce the importance of safety and celebrate safety performance.

A Safety Recognition Day was held at our **Lethbridge, Alberta Terminal** during which the team was recognized for their focus on rail safety.



Lethbridge Terminal

John Hellyer and Gord Cawker attended the 59th Annual Concrete Ontario AGM on October 4 in Mississauga at the Living Arts Centre. The AGM touched on topics such as working with the Ministry of Transportation of Ontario (MTO), concrete versus wood construction, and engaging independent ready-mix producers. The meeting started with President Bart Kanter introducing Robert Zanetti, the Chair of the Board, and the reading of the Competition Act.

After the Board of Directors were introduced, the Concrete Ontario safety awards were handed out where Bart Kanter thanked Steve Castle for his years of service, his tireless dedication to Board of Directors and for being the Chair of the Health & Safety Committee. Bart also recognized Denise Biffis for her 25 years of service to Concrete Ontario and to the association.

Steve Castle, Robert Zanetti and Chris McColl presented the Camp Oochigeas cheque for the 2018 Concrete Ontario Camp Day Challenge.

Bart finally thanked all members for attending, and called on everyone to:



SAVE THE DATE: CONCRETE IN THE 6IX March 21-22, 2019

Exciting Companion Activities

Dinner with the Stanley Cup at the Hockey Hall of Fame





Ride to Cure Cancer

On June 9th and 10th CRH employees participated in the Ontario Enbridge Ride to Cure Cancer in support of Princess Margaret Hospital Cancer Centre. Team CRH raised \$62,000 this year to help fund “Find a Cure for Cancer in Our Lifetime”. The donations support personalized cancer medicine research, treatment advances, education and new standards of care at not only the Princess Margaret Hospital, but across Ontario and around the world.

This exciting ride started in Toronto and finished in Niagara Falls. The 200-kilometre route was filled with thousands of enthusiastic riders who shared the same passion for finding a cure for cancer.

The CRH team was made up of 10 employees from Dufferin Concrete, Dufferin Aggregates, CRH Cement and other departments, as well as eight of their family members and friends, totaling a team of 18.

As the 2018 Ride to Cure Cancer ended, there was already a movement towards creating a 2019 team. If you are interested in riding with Team CRH in the Ride to Cure Cancer, contact the co-captains, Paul Lum (Paul.Lum@ca.crh.com), or Iaroslav Jemtchoujnikov (Iaroslav.Jemtchoujnikov@ca.crh.com)

Thank you to our major sponsors: CRH Canada, Rand Logistics Inc., National Steel Car Limited, Life Time Athletics, to those that generously donated and this year’s riders.

We look forward to the 2019 ride!





GROWING Together at our Annual Commercial Excellence Meeting

Teams from our Ontario, Great Lakes, Western Canada and Quebec regions met for our annual Commercial Excellence meeting this fall.

With representation from all our cement, concrete, aggregates and construction teams, our CEO, Wayne Lazzarato, led the way.

The meeting focused on our strategy as a company, the initiatives that we're undertaking to achieve our goals and what our next steps

are to continue to deliver on our commitments and making our businesses better.

It was also an important opportunity to collect as a team, to learn, build connections and share experiences, so that we can better service our customers.





From Left to Right: Abarna Arunthavamoorthy, Customer Service Representative; Angela Guingcangco, Customer Service Representative; Daniela Ghitis, Customer Service Representative; Jarvin Leonor, Distribution Coordinator; Sheri Goodwin, Lead Customer Service Representative; Leigh Yeung, Logistics Manager; Tara Clement, Customer Service Representative; Donald Chang, Rail & Marine Coordinator. Not pictured: Nancy Amaral, Customer Service Representative.

Greetings from the Ontario Customer Service Team!

The customer service team at the Mississauga Cement Plant manages all cement orders and deliveries within Ontario. A wide range of products are delivered from the plant to our customers by various methods, in bulk or bags.

Our team strives to be dynamic and responsive to our customers' changing needs in order to provide exceptional service.

From all of us, Happy Holidays!



Mississauga Open House

Opening Our Doors to Our Community

On Saturday, September 22, 2018, CRH Canada's Mississauga Cement Plant hosted an Open House for the community which began with a private breakfast for our retirees and employee volunteers.

The theme for this year's event was Climate Change, Sustainable Development and Biodiversity, providing visitors with an opportunity to learn about how cement is made and what CRH is doing to reduce its environmental footprint.

Approximately 500-600 visitors including politicians representing all levels of government attended the event. Visitors took guided bus tours, enjoyed interactive displays and the opportunity to speak with CRH staff. They also learned about the plant's partnership with Credit Valley Conservation in the development of the Flyway Habitat Project and planting of pollinator gardens. Other community partners also

participated in the Open House including Earth Rangers, the Cement Association of Canada, Work of Wind, as well as students from Clarkson Secondary School.

Further supporting the theme of the Open House, in lieu of providing water in plastic bottles, each visitor was given a reusable collapsible cup which they could fill with filtered water from a retrofitted fire truck.

Events like the Open House are very important in developing relationships with our community, but they also provide a unique opportunity for our employees to share their experience, knowledge and pride in where they work.



To all of our employees, thank you for your time, hard work and commitment—the Open

House could not have happened without you!



Photo Gallery

- 1 - CRH Safety Day activities
2. Mac, Murray and Dave exploring British Columbia
3. Canadian Precast Association AGM
4. CCPPA Fall Meeting in Regina, Saskatchewan
5. CRH Grill Masters
6. The Awesome Golf Tournament
7. John Hellyer showing his strength at the Canadian Precast Association AGM



CRH Canada Group Inc.
 Mississauga Cement Plant
 2391 Lakeshore Rd. West
 Mississauga, Ontario L5J 1K1
 Email: communications-ca@ca.crh.com