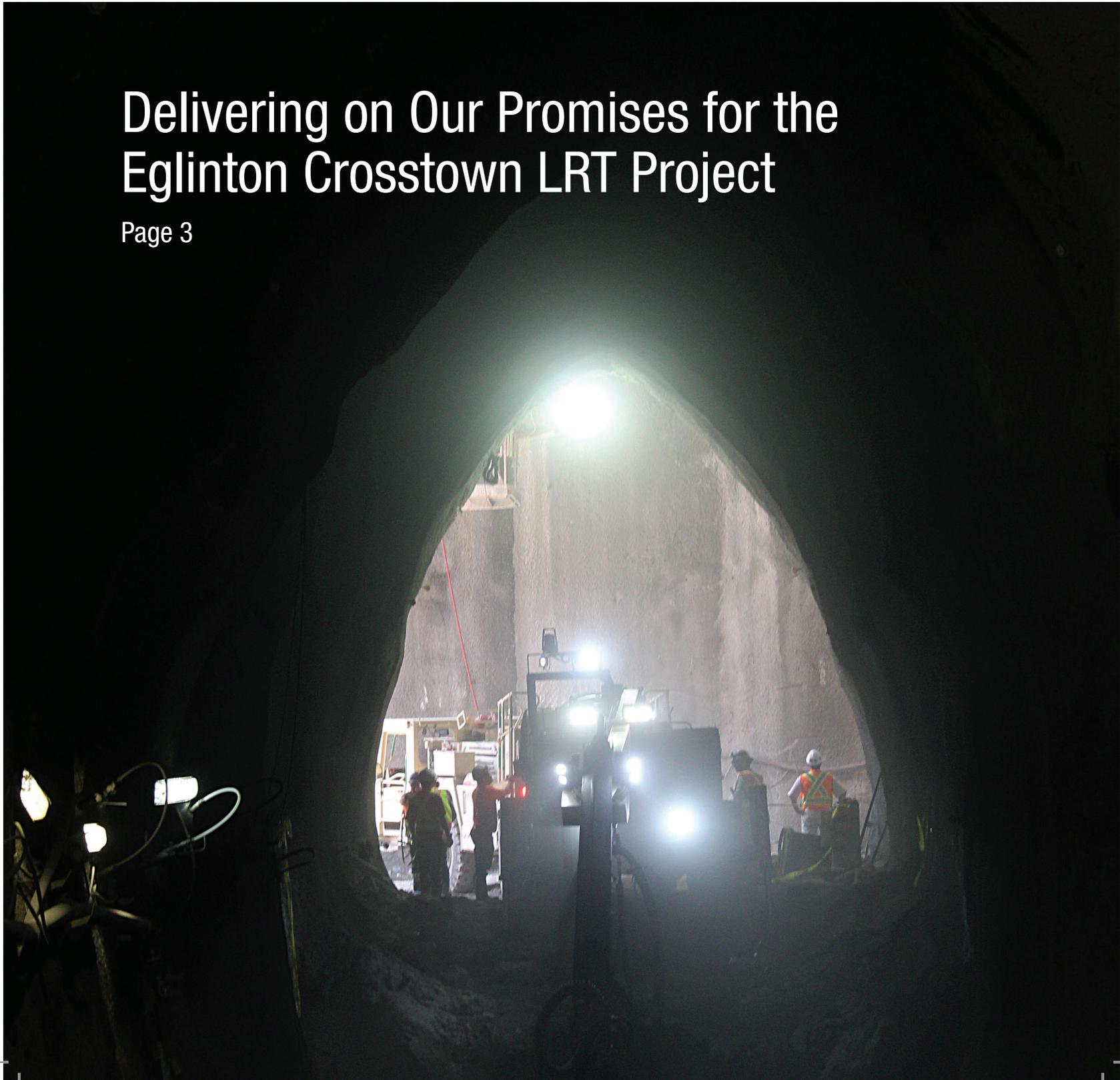


Delivering on Our Promises for the Eglinton Crosstown LRT Project

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Message from Chris McColl, New General Manager



Chris McColl
General Manager
Dufferin Concrete

For us, 2019 promises to be another productive year with important projects and growth on the horizon.

As Dufferin Concrete's new General Manager, I am humbled to be taking over the reins from Peter Moylan who, throughout his career, has built our plants and driven our desire to differentiate ourselves through our technical abilities and his relentless pursuit of customer fulfillment. It's exactly this dedication to the business, our customers and employees, and his many years of experience that made Peter a perfect fit for his new role to drive performance improvement for all CRH ready-mix businesses across North America. These are big shoes to fill, but I am excited and look forward to continuing to partner

with you to help you achieve your goals.

Take for example one of our current projects underway, the Eglinton Crosstown LRT. This project has entailed providing innovative solutions to overcome unique challenges in materials supply to help keep the project running smoothly (*Eglinton Crosstown LRT*, pg. 3).

Innovative solutions can also often come from the product itself, by introducing novel materials to the mix; read more about the benefits of using fibres to replace welded wire mesh (*Replacing Welded Wire Mesh on Metal decking*, pg. 4). And when a project is all said and done, see what others are saying about the ease and efficiency to reconcile

accounts by taking advantage of Dufferin Concrete's e-Invoicing and e-Ticketing processes (*The Value of e-Invoicing*, pg. 5).

Finally, and most importantly, not a single concrete delivery, solution, service or project is possible without our drivers; their role requires that we all do our best to ensure their health and safety, and understand what safety means to them, both inside and outside the cab (*Driver Role and Safety*, pg. 2).

Enjoy the read, and I wish you all a prosperous and successful 2019!

Chris McColl
General Manager,
Dufferin Concrete

Driver Health and Wellness and Our Business

Musculoskeletal Disorders (MSDs) are the leading type of injury experienced within many organizations across North America. Dufferin Concrete and Ontario Redimix are no different, especially when it comes to our ready-mix drivers.

MSDs are also known as "soft tissue" injuries, and can be caused by inefficient movement patterns or lifting techniques paired with an unhealthy, sedentary lifestyle. Treatment for these injuries is often difficult and can leave a driver unable to perform their normal duties, affecting our ability to service our customers. Increased emergency absences or time away for medical treatment appointments impacts our customers directly as fewer available drivers decreases our ability to meet service demands.

To help maintain the high level of service our customers expect, we have committed to decreasing our MSD incidence rate through implementing an ergonomics awareness program.

Dufferin Concrete is working to promote health and wellness among our drivers through education about ergonomic hazards experienced on the job and how to minimize them, as well as other lifestyle factors that can reduce their risk, such as a healthy diet or an active lifestyle. We have created an educational video on stretching and movement, as well as a quick warm-up and stretching routine drivers can perform in the morning or throughout the work day. Especially considering demographics and the average age of our workforce, maintaining healthy activity levels is critical to wellness and career longevity.

To support this, we are also continuing our corporate partnership with Goodlife Fitness to help provide wellness options for our employees.

Delivering on Our Promises for the Eglinton Crosstown LRT Project

The Eglinton Crosstown LRT project began in March of 2016, to build a light rail transit line along Eglinton Avenue between Mount Dennis and Kennedy Station including a 10 kilometre underground section between Keele Street and Laird Drive.

To minimize disruption, four of the deepest and longest underground stations are being built using a mining method called “sequential excavation”. Essentially, a cavern is created under Eglinton leaving the road, sidewalks and utilities above intact and usable. The station will then be built within this cavern. A key success factor for this type of mining is ensuring there is no movement in the ground that may cause failure in the services above the cavern. Dufferin Concrete was honoured to be selected as the trusted provider of the ground stabilizing shotcrete mix for the project.

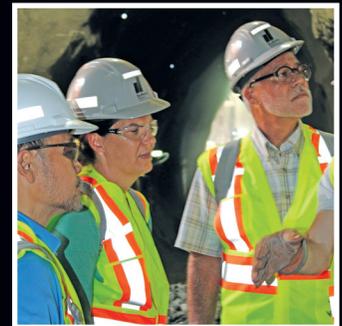
Every project has a set of challenges, some small, some big, and some that have never been seen before. For the Eglinton Crosstown LRT project, Dufferin Concrete was faced with many obstacles when developing a shotcrete mix to support the underground excavations. Everything related to this project—from the potential for water to interfere with the shotcrete application

to managing a highly flexible schedule based on speed of excavation, to the stability of the soil in the surrounding areas while working below one of the busiest roads in Toronto—required creative and agile solutions and precise execution to deal with a myriad of challenging circumstances.

Supplying shotcrete mixes for such an intricate operation required creating the mixes from scratch. Dufferin Concrete worked closely with Dufferin Aggregates to find stable sources of high quality aggregates that met the rigid specifications for a reliable mix. Developing the mixes alone took over six months – an extensive endeavour necessary to have a stable product ready in time to maintain the tight project schedule.

To ensure we adhered to all the strict specifications required for our mixes, we conducted multiple live trials, making small adjustments to sometimes big changes, ensuring that mixes would remain consistent and perform in the coldest and hottest conditions as well as enduring up to 12 hours of stabilization in the truck before being sprayed.

The journey of developing these quality mixes proved to be worth it with the great success we had delivering on our promises. The strength of our team was demonstrated through their commitment to create top quality customized products to ensure the success of this complicated project.





Replacing Welded Wire Mesh on Metal Decking

TUF-Strand Structural Fibre is a macro-synthetic fibre engineered as a replacement to Welded Wire Mesh. Structural Fibre is a Dufferin Concrete solution suited to meet the challenges that come with building traditional reinforced composite metal decks—while continuing to meet temperature and shrinkage crack control requirements—allowing for direct pumping from ready-mix trucks, as well as the following benefits:

Advantages

- Improves safety
- Reduces cost
- Abrasion-resistant
- Fatigue-resistant
- Impact-resistant
- Increases service life through improved durability.

TUF-Strand structural fibre can be applied as a replacement for

- Wire mesh and steel rebar for slabs on ground
- Precast concrete
- Composite steel decks
- Shotcrete
- Wall applications.

Steel pan fibre replacement is available to all customers. Dufferin Concrete has developed the technical expertise to optimize this process from production to on-site application and ensure performance and quality consistency for all applications.



The Value of e-Invoicing

Delivering Modern Concrete, with Modern Technology

At Dufferin Concrete, we strive to continuously improve our business and offer solutions that add value for our customers. With the success of the launch of electronic invoicing (e-Invoicing), we are now pleased to introduce electronic ticketing (e-Ticketing) as a way to continue in keeping our digital edge in serving our customers best.

Among its many benefits, e-Invoicing transmits invoices directly to customers via email as soon as they become available. This digital solution allows our customers to process projects efficiently, as weekly invoices arrive immediately allowing them to complete their accounting cycle and billing to their customers faster - while avoiding lost or delayed notices.

“The option of e-Invoicing and being able to search the Customer Portal makes life much easier. Not only are we able to search for invoices quicker, but we also are able to keep an electronic trail of all the invoices coming in. e-Invoicing is also beneficial to us, as it saves the headache of any lost mail and it helps us to process invoices and forward payment to Dufferin Concrete faster. It also enhances our Accounts Payable productivity and payment cycles. Furthermore, e-Invoicing allows us to efficiently forward the PDF invoice we have already received to another party, as opposed to uploading the invoice hard copy ourselves and then forwarding them on to the appropriate individual.”

– Michelle Camilleri, Buttcon Limited

Coupled with e-Invoicing, e-Ticketing is a digital solution that allows you to match tickets with invoices to further increase efficiency. Each Dufferin Concrete ready-mix truck is equipped with a tablet capable of presenting your e-Ticket on screen. The driver and/or customer receiving the concrete can click, tap, or hand-write any additional/required information. That information is incorporated into the delivery ticket, which is emailed to the designated email address directly. The process eliminates paper, lost tickets, and the need for ticket storage. Tickets are emailed directly to our customers' job site and back office as needed, improving the speed and accuracy of the invoicing process by eliminating the delay and hassle of paper tickets.

Dufferin Concrete is eager to continue to offer digital solutions and contribute to provide value for its customers to make business better every day for everyone!

For more information on e-Ticketing, please contact your sales representative.



Sustainable Development, Sustainable Solutions

Concrete is the second most used material on the planet after water and due to its resilient nature, it is often the material of choice. Dufferin Concrete has been providing sustainable product and service solutions for our customers for many years. Now, we are introducing a way to make it easier for our business partners to identify those products and solutions. You can look for our Sustainable Solutions label indicating a ready-mix concrete product or solution that provides benefits to help reduce environmental impact.



Sustainable Solutions offered at Dufferin Concrete

- **Low CO₂ concrete** is a concrete solution used to reduce CO₂ emissions by a minimum of 10% and is designed to fulfill the performance requirements for each application.
- **Pervious pavement** is a storm water management solution utilizing pervious concrete to allow surface water to infiltrate back to surrounding subsoil.
- **Recycled concrete** is a mix using recycled water and recycled concrete aggregate to meet local owner standard requirements and CSA standards.

- **Dufferin Foamcrete®** is a versatile building solution that provides many benefits including thermal and acoustical insulation, easy consolidation and light-weight properties.
- **Intelligent concrete** delivers on increased productivity and potential savings.

As part of our commitment to support and advocate for sustainability in the built environment, we are pleased to be able to offer sustainable options that can contribute to lessen the impact on the natural world and our communities.

For questions regarding our Sustainable Solutions, please contact Paul Lum, Manager Business Solutions at paul.lum@ca.crh.com.



Customer Centricity Moments

Our Employees: At the Heart of Customer Centricity

At Dufferin Concrete, Customer Centricity is about putting the client at the centre of our business every day. Each of us can contribute to the customer experience in unique, individual ways related to our job function within the company. It's about continuously creating value and how we get better today than we were yesterday by making marked improvements through our efforts.

The heart of Customer Centricity is our employees willingly choosing to bring their best self to work every day. Some shine by keeping their promises, others by being prepared or showing gratitude. Here are some of our best Customer Centricity moments.



CUSTOMER CENTRICITY MOMENT AND THE SURVEY SAYS...

Last spring, CRH Canada released a company-wide customer survey, including Dufferin Concrete customers, and we're extremely pleased with the level of feedback and results. Early analysis of the results is positive with CRH Canada performing at the 80th percentile of our industry overall, which means we are in the top 20% in our industry. The survey included customers from all our business units and the benchmarking database included over 25,000 individual opinions per question. Considering the volume of responses, our high ranking is indicative that responses were consistent across respondents.

CRH CANADA – SURVEY RESULTS AT A GLANCE

1,399 respondents – out of 7,118 possible respondents

19.65% response rate – above industry average

Top 3 respondents by type:

Accounts Payable (20.34%)

Owner/Executive (19.96%)

Procurement/Estimator (18.62%)

DUFFERIN CONCRETE – RESULTS AT A GLANCE

When drilling into the results, the highest scoring survey topics were Central Services Personnel, Customer Satisfaction & Loyalty, and Industry Support. Areas where Dufferin Concrete saw potential 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. Our sales team will continue to review the data collected in detail and use key findings in our efforts to improve our services, quality and the overall customer experience.

Warm thanks to all our customers who took the time to participate and provide feedback on our customer survey. Congratulations to Frank Gualtieri (Diplock Floor Ltd.) and Henry Heikoop (Bouwer Construction Ltd.) who were randomly selected in our draw to win a wireless Bluetooth speaker for their survey participation. Enjoy!

CUSTOMER CENTRICITY MOMENT

DUFFERIN CONCRETE SHAYNE ANDERSON AND BILL GONG



DESCRIPTION

- Customer called because he needed a solution to correct a sub-base (compaction) pour that was done last year. The customer had filled in an indoor pool and the slab settled.
- Sales representative, Shayne Anderson spoke with Bill Gong, from Product Development, to see if we had a product that would solve the customer's issue. Bill suggested a new floor topping mix that he had designed, a thick crack resistant concrete, and we proposed it to the customer.
- Both Bill and Shayne attended the pour and helped the customer understand the product and also assisted with placing and finishing.

CODE OF CUSTOMER CENTRICITY



BE PROFESSIONAL

Shayne and Bill helped the customer solve an issue saving him from ripping out the entire concrete slab.



SHOW GRATITUDE

Shayne and Bill thanked the customer for his business and reassured him of our partnership.



COMMUNICATE EFFECTIVELY

Communication between departments (Sales and Product Development) and the customer helped solve the problem effectively and in a creative way.

Dufferin Concrete is Committed to Giving Back to Communities We Live and Work In to Help Them Grow and Prosper!



RIDE TO CURE CANCER

CRH employees participated in the Ontario Enbridge Ride to Cure Cancer in support of Princess Margaret Hospital Cancer Centre. 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.



CAMP OCH FUNDRAISING

Camp Ooch is a privately funded, volunteer-based organization that provides kids affected by childhood cancer, their siblings, and their families, with a wide variety of year-round camp programs. BBQ's were held at all Dufferin Concrete and Ontario Redimix plants where over \$12 500 was raised. A golf tournament was also hosted where customers and employees raised \$3,000 in cash.



GRANDVIEW CHILDREN'S FOUNDATION

Dufferin Concrete is a proud supporter of the Grandview Children's Foundation. The foundation is dedicated to helping children with disabilities throughout the Durham Region. In 2018, Dufferin Concrete raised \$9,330 to support the achievements of children in the Durham Region.



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