



**ANNUAL MEETING OF STOCKHOLDERS
SUMMIT MATERIALS, INC.
AGENDA
MAY 19, 2020**

A. CALL TO ORDER

1. Introductions
2. Instructions on Rules of Conduct and Procedures
3. Proof of Notice of Meeting
4. Proxies; Existence of Quorum

B. PROPOSALS AND DISCUSSION

1. Proposal No. 1 – Election of Directors:
 John R. Murphy
 Steven H. Wunning
2. Proposal No. 2 – Non-Binding Vote on Executive Compensation
3. Proposal No. 3 –Ratification of KPMG LLP as Independent Registered Public Accounting Firm

C. VOTING

1. Opening of Polls
2. Voting on Proposals
3. Closing of Polls

D. RESULTS OF VOTING

E. ADJOURNMENT OF OFFICIAL PORTION OF MEETING

F. QUESTIONS AND ANSWERS

If you have sent in your proxy card your shares will be voted accordingly.

PLEASE DO NOT VOTE DURING THIS MEETING UNLESS YOU WANT TO CHANGE
THE WAY YOU VOTED ON YOUR PROXY.

RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING

We would like to welcome you to the 2020 Annual Meeting of Stockholders of Summit Materials, Inc. In fairness to all stockholders in attendance, and in the interest of an orderly meeting, we require that you honor the following rules of conduct:

1. Recording of any kind of the Annual Meeting is prohibited.
2. The meeting will follow the Agenda provided to all stockholders via the Summit Materials website and the meeting portal.
3. Only stockholders or their proxy holders may ask questions at the meeting.
4. If a stockholder has a question about one of the matters in the Agenda to be voted on by the stockholders at the Annual Meeting, such questions may be submitted in the field provided in the web portal at or before the time the matters are before the Annual Meeting for consideration. We will answer questions on any matters in the Agenda to be voted on by the stockholders at the Annual Meeting before the voting is closed.
5. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to 1 question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized, and answered together.
6. Stockholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all stockholders will be paramount. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or the conduct of its operations;
 - related to pending or threatened litigation;
 - derogatory references that are not in good taste;
 - irrelevant to or beyond the scope of the business to be conducted at the meeting; or
 - discussions related to personal grievances.