2Q 2022 Results Presentation

August 4, 2022

Forward-Looking Statements

This presentation includes “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,” “outlook,” “should,” “seeks,” “intends,” “trends,” “plans,” “estimates,” “projects” or “anticipates” or similar expressions that concern our strategy, plans, expectations or intentions. All statements made relating to our estimated and projected earnings, margins, costs, expenditures, cash flows, growth rates and financial results are forward-looking statements. These forward-looking statements are subject to risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. 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 effect 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 realized. 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 Summit Materials, Inc.’s (“Summit Inc.”) Annual Report on Form 10-K for the fiscal year ended January 1, 2022 as filed with the Securities and Exchange Commission (the “SEC"), and any factors discussed in the section entitled “Risk Factors” in any of our subsequently filed SEC filings; and the following: our dependence on the construction industry and the strength of the economies in which we operate; the cyclical nature of our industry; risks related to weather and seasonality; risks associated with our capital-intensive business; competition within our local markets; our ability to execute on our acquisition and portfolio optimization strategy, successfully integrate acquisitions with our existing operations and retain key employees of acquired businesses; our ability to implement and successfully execute on our Elevate Summit Strategy; our dependence on securing and permitting aggregate reserves in strategically located areas; the impact of the coronavirus (“COVID-19”) pandemic, or any similar crisis declines in public infrastructure construction and delays or reductions in governmental funding; our reliance on private investment in infrastructure, which may be adversely affected by periods of economic stagnation and recession; environmental, health, safety and climate change laws or governmental requirements or policies concerning zoning and land use; costs associated with pending and future litigation; rising prices for, or more limited availability of, commodities, labor and other production and delivery inputs as a result of inflation, supply chain challenges, geopolitical events or otherwise; conditions in the credit markets; our ability to accurately estimate the overall risks, requirements or costs when we bid on or negotiate contracts that are ultimately awarded to us; material costs and losses as a result of claims that our products do not meet regulatory requirements or contractual specifications; cancellation of a significant number of contracts or our disqualification from bidding for new contracts; special hazards related to our operations that may cause personal injury or property damage not covered by insurance; unexpected factors affecting self-insurance claims and reserve estimates; our substantial current level of indebtedness, including our exposure to variable interest rate risk; our dependence on our senior management team and our ability to retain and attract other qualified personnel; supply constraints or significant price fluctuations in the electricity and petroleum-based resources that we use, including diesel and liquid asphalt; climate change and climate change legislation or other regulations; unexpected operational difficulties; interruptions in our information technology systems and infrastructure, including cybersecurity and data leakage risks; and potential labor disputes, strikes, other forms of work stoppage or other union activities. All subsequent written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by these cautionary statements. Any forward-looking statement that we make herein speaks only as of the date of this presentation. 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 required by law.

Non-GAAP Financial Measures

Included in this presentation are certain non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBITDA Margin, Return on Invested Capital, ROIC Margin, Net Debt, Adjusted Cash Gross Profit, Adjusted Cash Gross Profit Margin, Adjusted Diluted Net Income (Loss) and Net Leverage, 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 or described in the tables attached to the appendix. 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. For the same reasons we are unable to address the probable significance of the unavailable information, which could be material to future results.

Agenda

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ELEVATE
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Q2 Led by Strong Pricing Growth

Record level of quarterly earnings

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FINANCIAL RESULTS	Q2'22 $M	Q2'21 $M
• Net Revenue	$631.9M	$618.5M
• Net Income	$192.8M	$57.8M
• Adj. EBITDA[1]	$164.0M	$163.8M
• Adj. Cash Gross Profit[1]	$202.3M	$200.2M
• Adj. Diluted EPS[1,2]	$0.60	$0.49

	% Chg vs PY	
LINE OF BUSINESS RESULTS	Volume	Price
• Aggregates	(1.6)%	+4.7%
• Cement	(0.4)%	+7.5%
• Ready-Mix	(9.1)%	+9.7%
• Asphalt	(15.2)%	+18.9%

(1) See appendix for reconciliation of these non-GAAP metrics to the most comparable GAAP metrics
(2) Adjusted diluted share count includes all outstanding Class A common stock and LP Units not held by Summit Inc.

- Growth across Net Revenue, Adjusted Cash Gross Profit, Adjusted EBITDA despite reductions due to divestitures
- Solid pricing growth; Aggregates pricing to accelerate
- Volume growth impacted by divestitures; underlying near term demand conditions remain healthy
- Challenging cost environment persists, but currently within high-single-digit %

Segment Results

West and Cement Lead Growth in Q2

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West Segment

Net Revenue of $352.5M, up 12.4%

Adj. EBITDA increased 7.5%

- Net Revenue growth across all lines of business; robust pricing partially offset by lower downstream volumes
- Adj. EBITDA increased due to aggregates volume growth and higher average selling price

East Segment

Net Revenue of $185.8M, down 15.2%

Adj. EBITDA decreased 18.5%

- Divestitures negatively impacted Net Revenue and Adjusted EBITDA growth
- Excluding Divestitures, lower aggregates volume in Kansas were mostly offset by growth in Georgia
- Realized 6.6% aggregates pricing growth in Q2

Cement Segment

Net Revenue of $93.7M, up 9.1%

Adj. EBITDA increased 9.7%

- Strong pricing growth with further pricing implemented July 1st
- Pricing gains and lower demurrage costs drove Adj. EBITDA growth and EBITDA margin[1,2] gains of ~25bps versus the prior year period

(1) See appendix for reconciliation of these non-GAAP metrics to the most comparable GAAP metrics
(2) Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by Net Revenue

Elevate Summit Scorecard

2020A	LTM Progress[1]	Goal	
3.2x	2.4x	<3x	Leverage goal achieved
8.0%	8.8%	>10%	ROIC LTM range[2] 8.0% - 8.8%
22.6%	22.4%	>30%	EBITDA Margin LTM range[2] 22.4% - 23.3%

- Net leverage goal achieved
- Strategic market areas in focus
- Smart standardization and centers of excellence providing efficiencies
- Advancing enterprise-wide social responsibility initiatives
- Cultivating innovation expertise

(1) Reflects performance for the last 12 months ended July 2, 2022.

(2) Indicates LTM range since launch of Elevate Summit strategy

Elevate | Priorities and Capabilities

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	Market Leader	Asset Light Partnerships	Most Socially Responsible	Innovative Solutions
Core Strategic Priorities	in advantaged exurban+ markets where we invest and grow for a #1 or #2 market position	to maximize pull through and reduce volatility in select markets while enhancing EBITDA margin and ROIC	integrated construction materials solution provider	to address tomorrow's challenges

Enabling Capabilities	Culture of Excellence
	Simplification and Standardization

Our People are our Greatest Asset

Sustainability in Action

Full Conversion to Portland Limestone Cement at both Cement Plants

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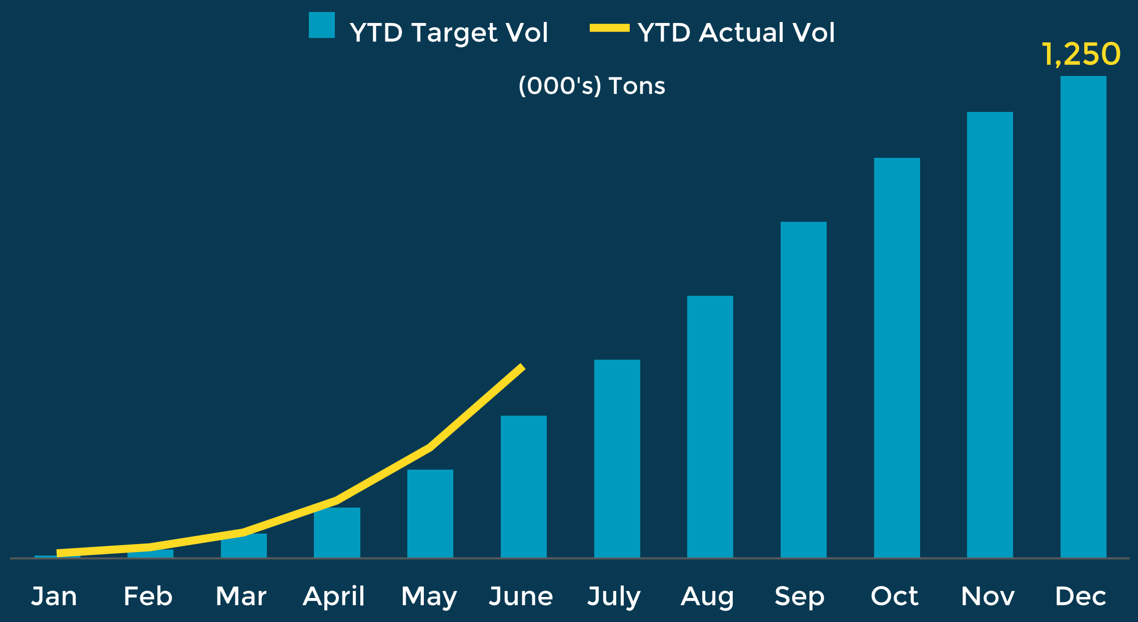
Continental Cement is an established leader in championing lower carbon solutions

- Full Conversion of the Hannibal, Missouri Cement Plant on August 5, 2022
- Davenport, IA was fully converted in March, 2022

2022 PLC Target & Actual YTD Sales Volumes



Reduces Carbon Emission | **Increases Capacity** | **Margin Accretive**

Portfolio Optimization

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Horizon Two	Current Pipeline
Invest to grow prioritized market	+5,000 Universe of targets

1. Richen portfolio mix making Summit more materials-led
2. Bolt-ons, large and small, deliver substantial value creation
3. Entering or building leadership positions in high-growth, strategic markets

380
Company Reviews

200
Actively Cultivating

~60
High Priority

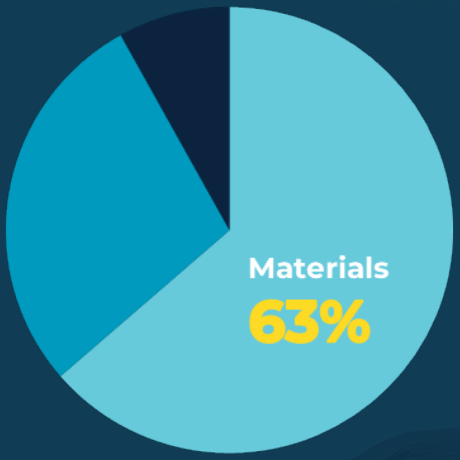
Well-Positioned to Play Offense in Horizon Two

Richening the Product Mix

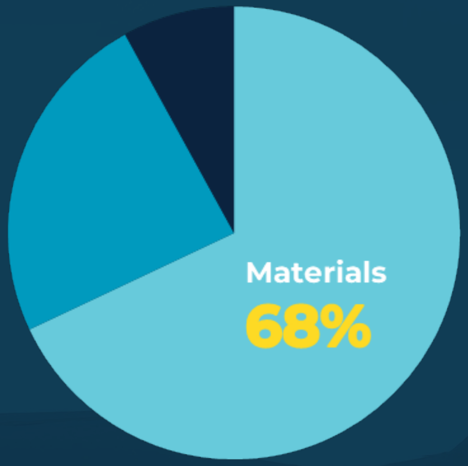
Leveraging organic growth and portfolio optimization to improve quality of earnings

Approximate Percent Adjusted EBITDA by LOB

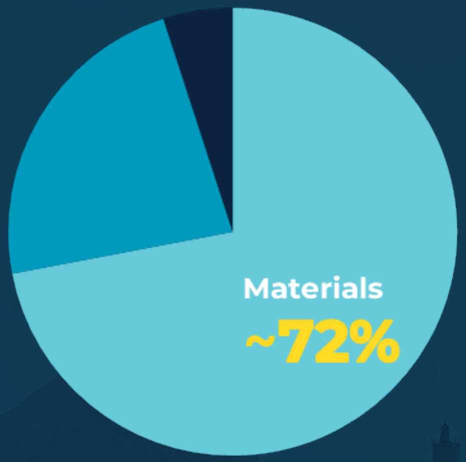
2020A



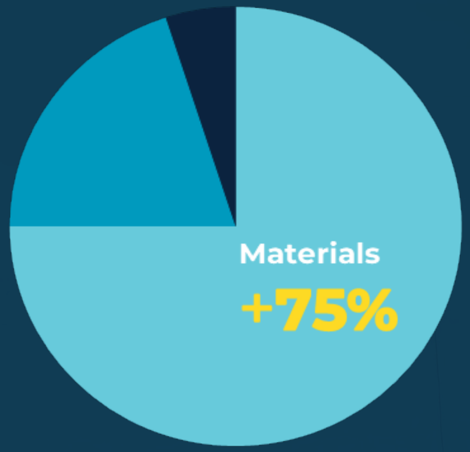
2021A



Q2 YTD



Horizon 2 Target



Portfolio Optimization will accelerate path to Horizon 2 Target of at least 75% Materials contribution to Adjusted EBITDA

Elevate Summit Over Multiple Horizons

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Horizon 3
Realize and Sustain Consistent Growth

- Scale successful business models to further reduce liability, volatility. And reinforce growth in new markets through innovative offerings and solutions with differentiated value
- Elevate within the organization and community to attract new talent, investor interest, and new customers

EBITDA Margin: 28 - 30%
10% ROIC
<3x Leverage

Horizon 2
Enhance our Business Models and Offerings

- Explore creative business models to reduce downstream capital investment and maximize aggregates pull through
- Pursue long-term contracts and supply agreements to reduce volatility
- Invest to enter prioritized markets

EBITDA Margin: 25 - 28%
10% ROIC
<3x Leverage

Horizon 1
Build for Tomorrow with No Regret Moves

- Manage the business for efficiency through smart standardization and cultivate a culture of excellence
- Divest dilutive businesses to boost margins and free up capital for growth
- Cultivate social responsibility and innovation expertise

EBITDA Margin: 23 - 25%
9% ROIC
<3x Leverage

Summit's long-term financial objectives to be achieved through a multi-horizon implementation of the strategy

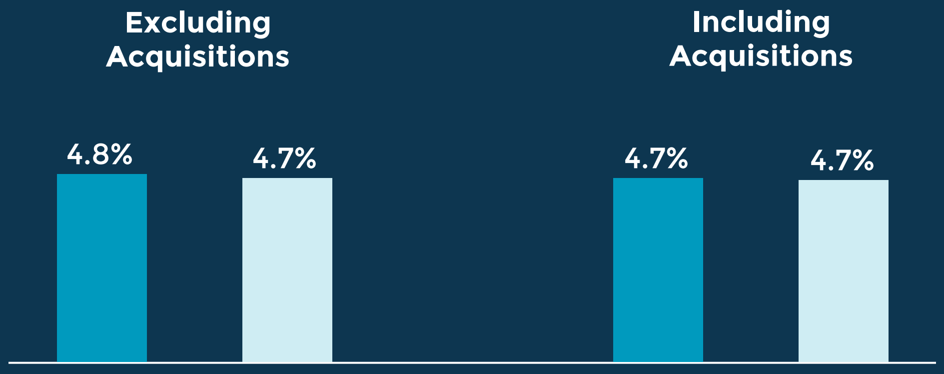
Financial Update

Brian Harris, CFO

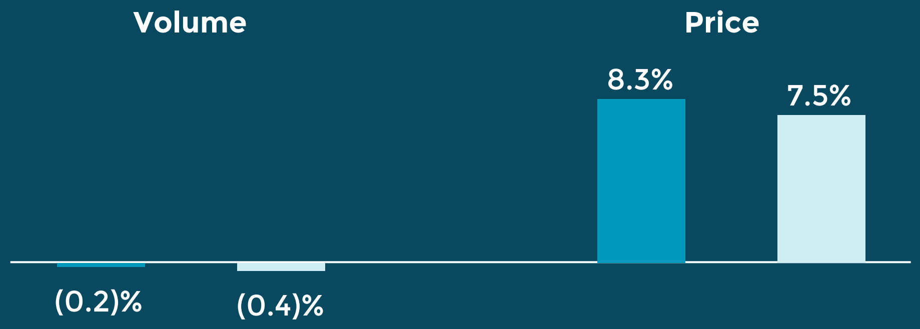
Volume and Price

YTD Q2

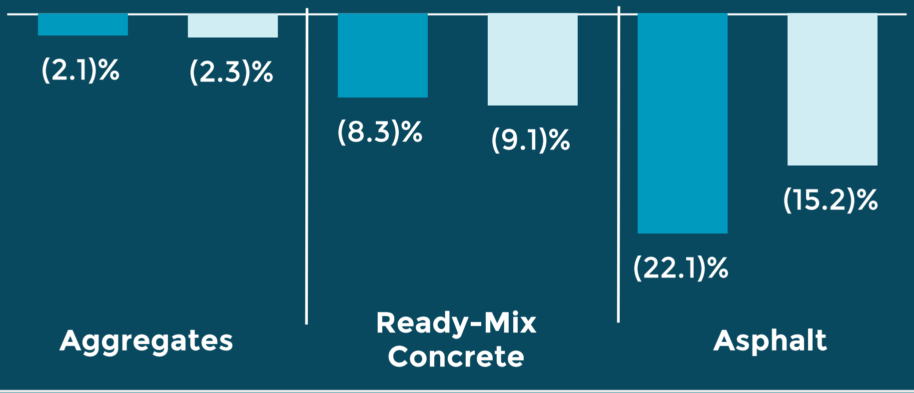
Aggregates Average Selling Price
(year-over-year % change)



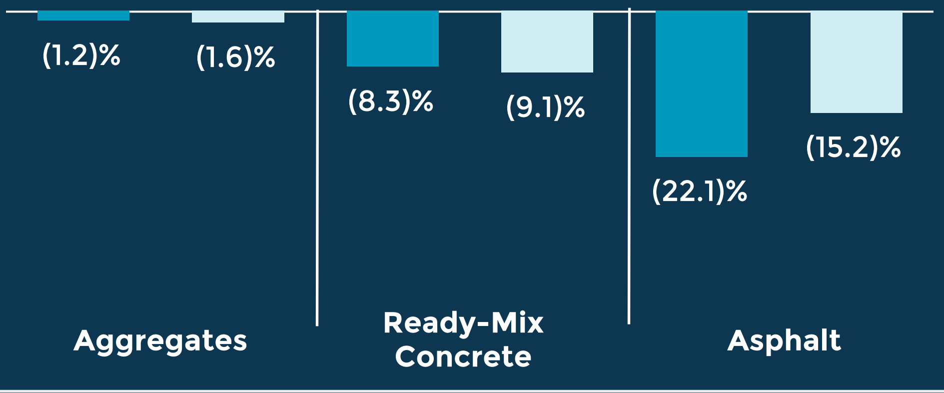
Cement Sales Volume and Price
(year-over-year % change)



Sales Volume, Excluding Acquisitions
(year-over-year % change)

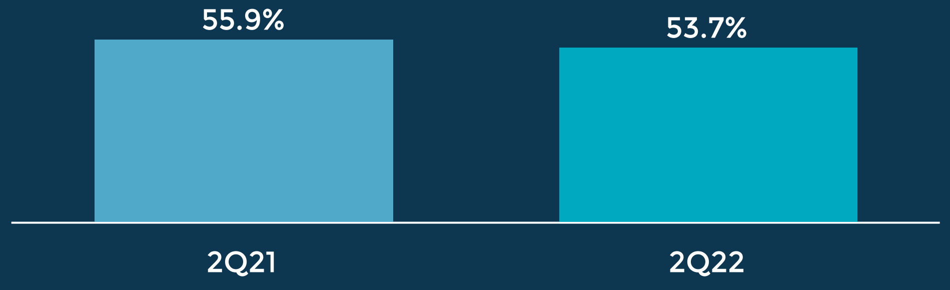


Sales Volume, Including Acquisitions
(year-over-year % change)

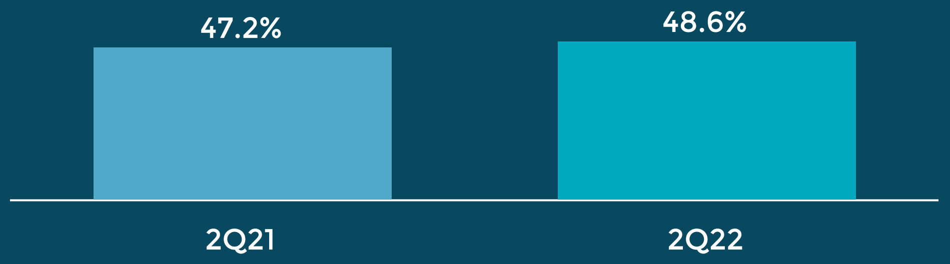


Adjusted Cash Gross Profit Margin

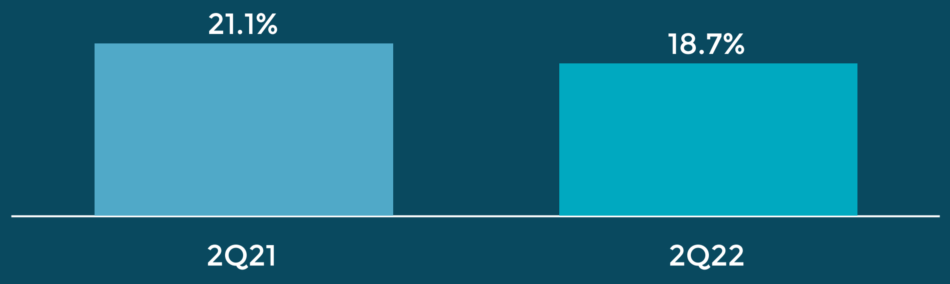
Aggregates Business
Adjusted Cash Gross Profit Margin (%)[1,2]



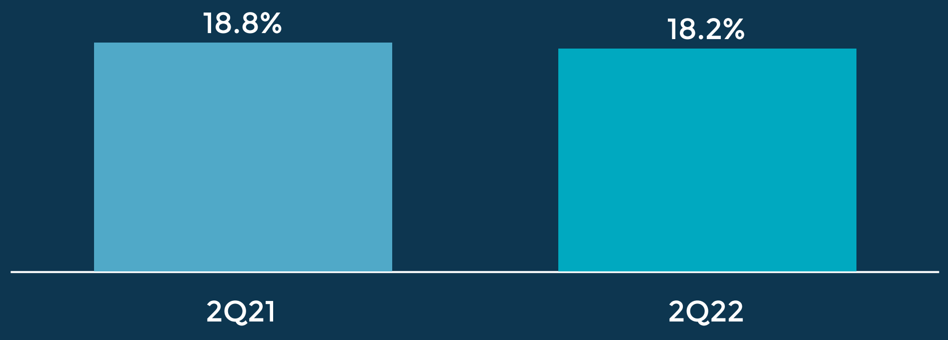
Cement Segment
Adjusted Cash Gross Profit Margin (%)[1,2]



Services Business
Adjusted Cash Gross Profit Margin (%)[1,2]



Products Business
Adjusted Cash Gross Profit Margin (%)[1,2]



(1) See reconciliations of Adjusted Cash Gross Profit Margin in the appendix
(2) Adjusted Cash Gross Profit Margin is defined as Adjusted Cash Gross Profit divided by Net Revenue. In this presentation of the data, Adjusted Cash Gross Profit is calculated by line of business, less net cost of revenue by line of business

Key Metrics

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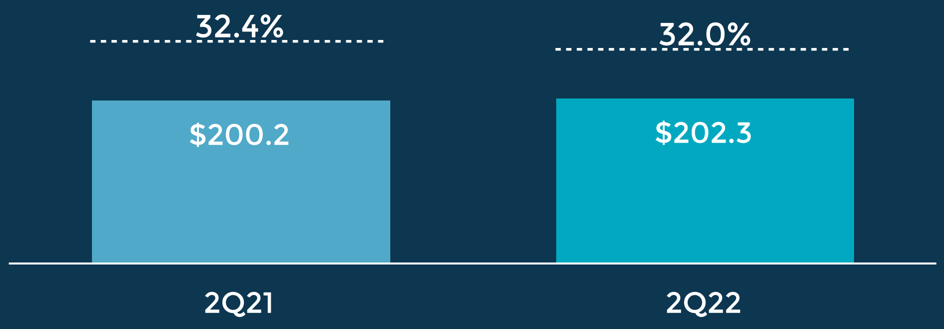
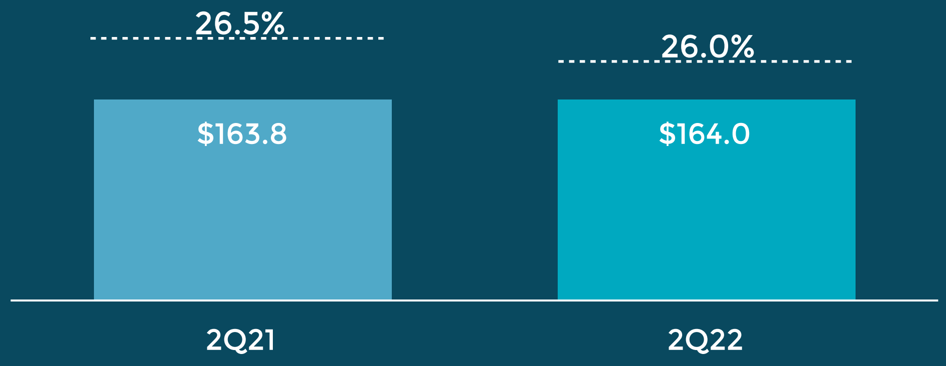
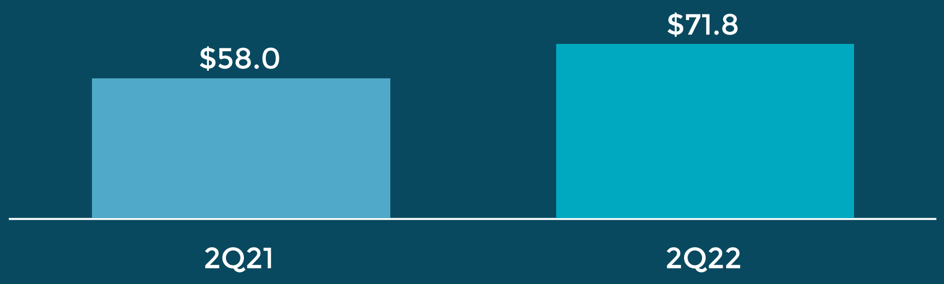
Adj. Cash Gross Profit ($M) & Margin (%)(1)



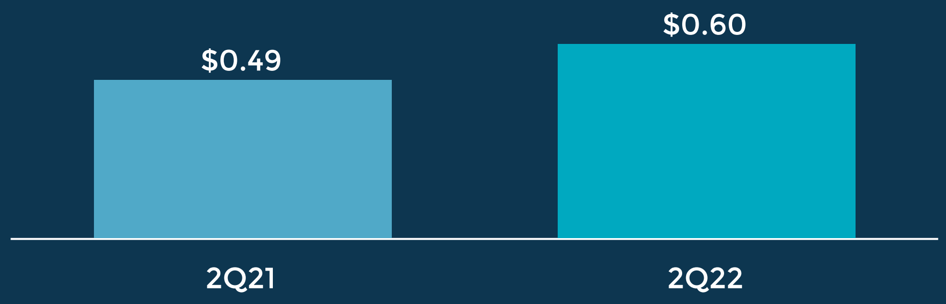
Adj. EBITDA ($M) & Margin (%)(1)



Adj. Diluted Net Income ($M)(1)

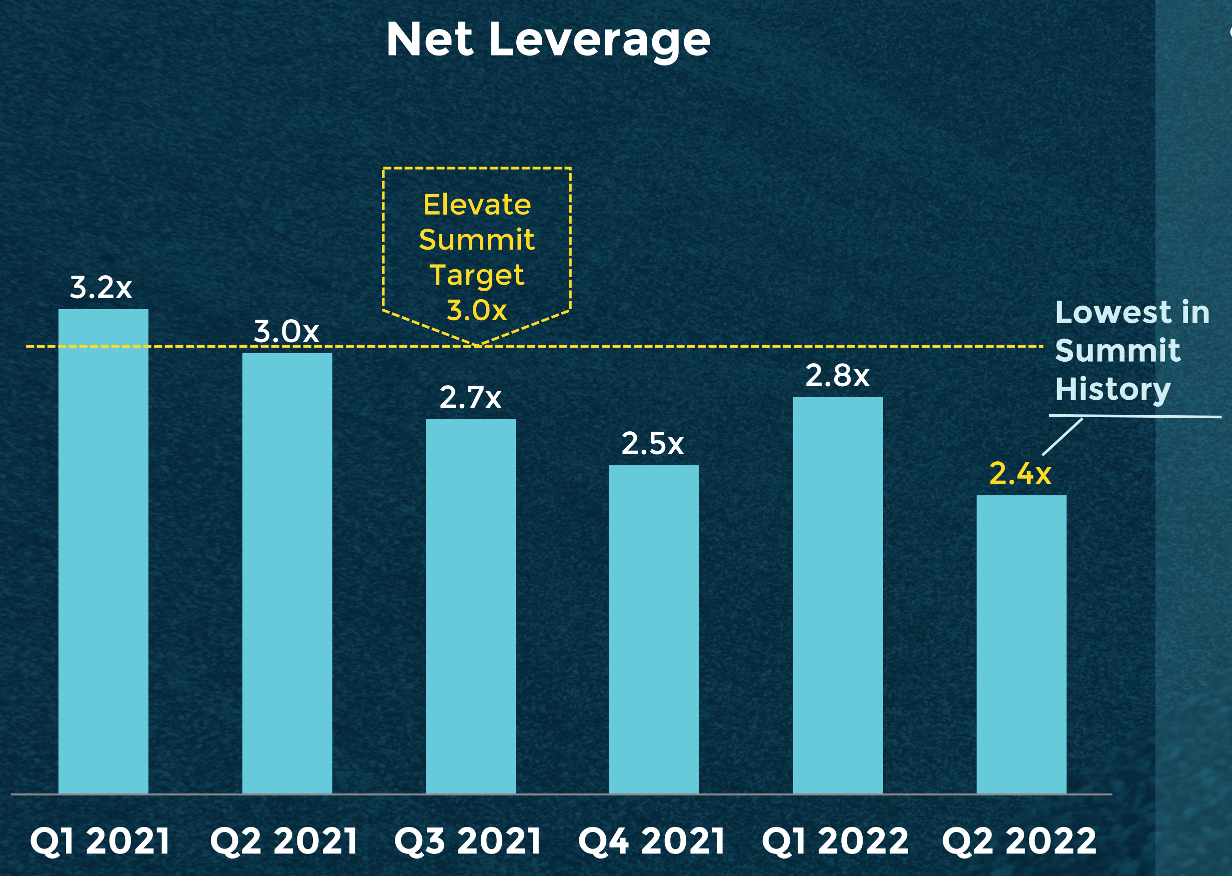


Adj. Diluted Earnings Per Share (1)



(1) See appendix for reconciliation of these non-GAAP metrics to the most comparable GAAP metrics

Capital Structure



- **Reduced leverage, strong cash position enhances strategic and financial flexibility:**
  - At 2.4x, leverage is lowest in Summit history
  - Relative to Q2 2021, leverage ratio improved by 0.6x
  - Reduced debt burden helps mitigate impact from higher interest rate environment
  - Ending cash of $465.3M and nearly $800M of available liquidity when incorporating untapped revolver
  - Q2 2022 Share Count for Adjusted Diluted EPS is 119.4 million, which includes 118.1 million Class A shares and 1.3 million LP Units

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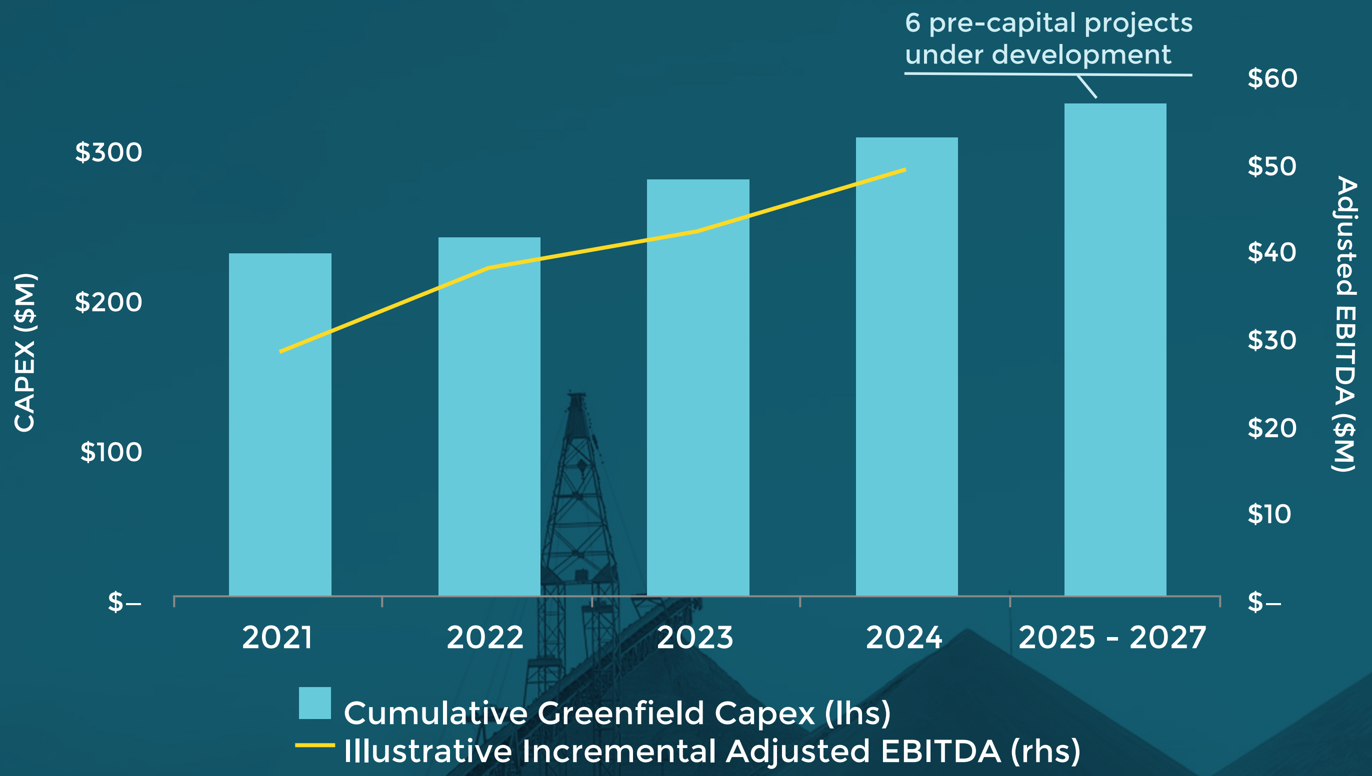
Management Outlook

Anne Noonan, CEO

Greenfield Growth

Investing for Consistent, Organic Growth

Estimated Capex[(1)(2)] & Illustrative Incremental Adjusted EBITDA from Greenfields



Expanding Presence in Attractive, High Growth Markets

Jefferson

Lotawana

Forsyth

- 3 Under Development, primarily in Georgia, Kansas City, and the Carolinas
- Accretive to Aggregate Cash Gross Margin
- Significant Reserve positions supports future growth

(1) Does not include deferred consideration.
(2) Incremental 2022 - 2024 capex amounts are illustrative

End-Market Outlook

Fundamentals support public and private demand

Residential

- Resilient Affordability in Summit's Top MSAs
- Chronically underbuilt conditions necessitates further single-family supply
- Record rising rents

Non-Residential

- Non-residential indicators remain positive
- Onshoring of critical products
- Persistent demand for data centers and energy projects

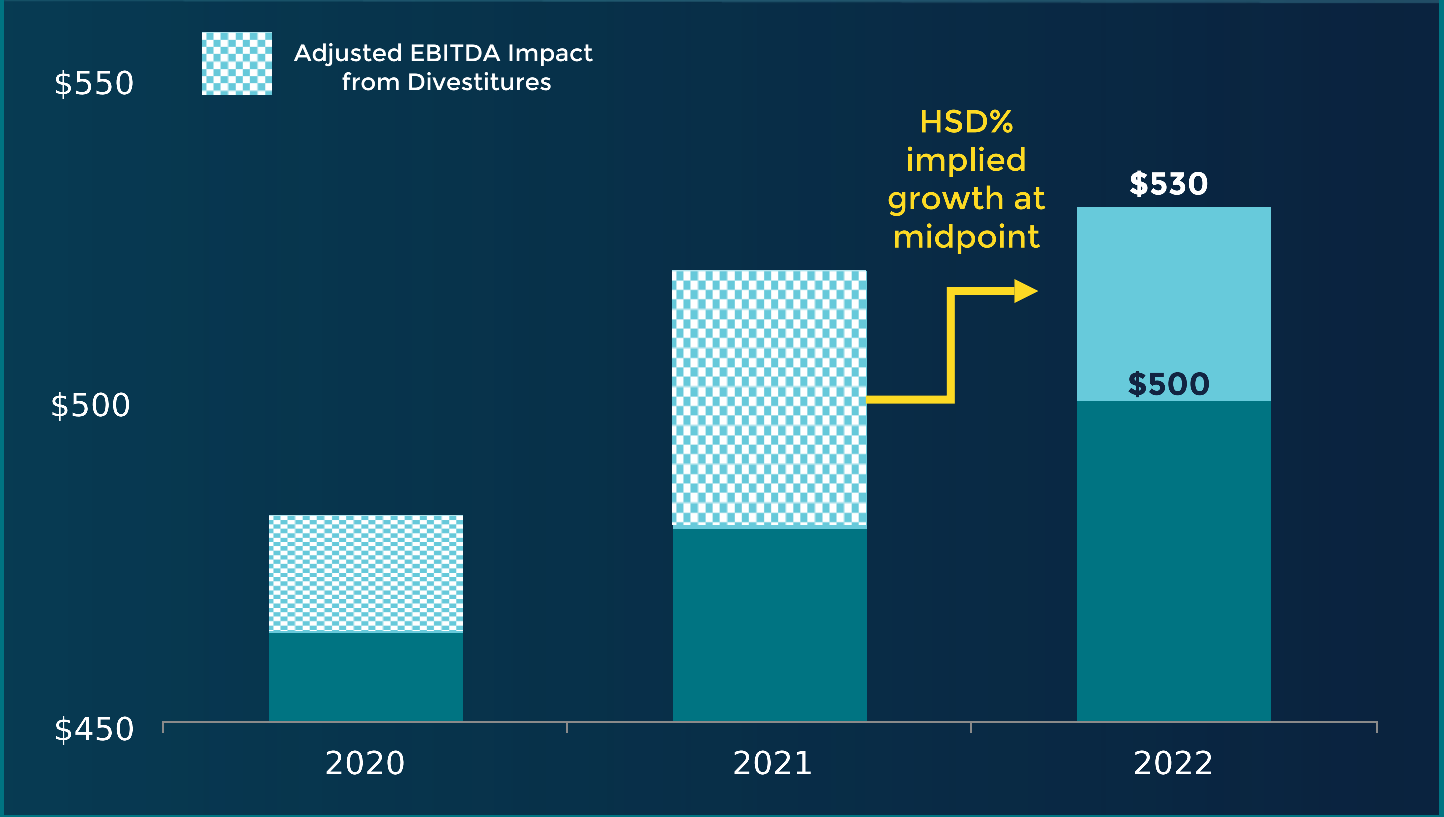
Public

- Robust State DOT budgets leading to letting growth
- Infrastructure bill provides significant step up in funding and provides longer term visibility

2022 Outlook

Implies High-single-digit EBITDA growth[1] on proforma basis in 2022

Adjusted EBITDA Outlook



Assumptions

- Outlook incorporates divestitures previously completed
- Mid-to-High single digit % price increases
  - Sequential acceleration in aggregates as second pricing action takes hold
- Positioned to hold or expand back half margins

(1) At midpoint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Q&A

Appendix

Exhibit 1

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Summit Materials, LLC Financials

Capital Structure Slide

($ in Millions)	Q1 '21	Q2 '21	Q3 '21	Q4 '21	Q1 '22	Q2 '22	Int. Rates [4,5]	Maturity
Cash	$359.7	$469.1	$258.1	$381.0	$287.4	$465.3	$0.0	n/a
Debt:								
Revolver[1]	--	--	--	--	--	--	4.55%	Feb-2024
Senior Secured Term Loans[2]	$614.7	$613.1	$611.5	$610.0	$608.4	$534.4	3.67%	Nov-2024
Finance Leases and Other	$47.0	$40.4	$35.7	$32.6	$24.8	$20.0	5.50%	Various
Senior Secured Debt	$661.7	$653.6	$647.2	$642.6	$633.2	$554.5	3.73%	
Acq.-related Liab.	$44.4	$46.3	$46.0	$46.5	$36.0	$36.7	10.00%	Various
~~5.125% Senior Notes~~	$300.0	$300.0	--	--	--	--	5.125%	n/a
5.25% Senior Notes	$700.0	$700.0	$700.0	$700.0	$700.0	$700.0	5.25%	Jan-2029
6.5% Senior Notes	$300.0	$300.0	$300.0	$300.0	$300.0	$300.0	6.50%	Mar-2027
Senior Unsecured Debt	$1,344.4	$1,346.3	$1,046.0	$1,046.5	$1,036.0	$1,036.7	5.78%	
Total Debt	**$2,006.1**	**$1,999.9**	**$1,693.3**	**$1,689.0**	**$1,669.2**	**$1,591.1**	**5.07%**	
Net Senior Secured Debt	**$302.0**	**$184.5**	**$389.1**	**$261.6**	**$345.8**	**$89.1**		
Net Total Debt	**$1,646.4**	**$1,530.8**	**$1,435.2**	**$1,308.1**	**$1,381.8**	**$1,125.8**		
Est. Annual Cash Int. Run Rate	*$93.3*	*$93.1*	*$77.3*	*$77.3*	*$77.9*	*$82.3*		
LTM Further Adj. EBITDA[3]	$517.5	$509.4	$523.2	$520.3	$493.6	$476.6		
Net Senior Secured Leverage	**0.6x**	**0.4x**	**0.7x**	**0.5x**	**0.7x**	**0.2x**		
Total Net Leverage	**3.2x**	**3.0x**	**2.7x**	**2.5x**	**2.8x**	**2.4x**		

[1] Revolver Capacity post-usage for (undrawn) Letters of Credit is $324.6M as of 7/2/22

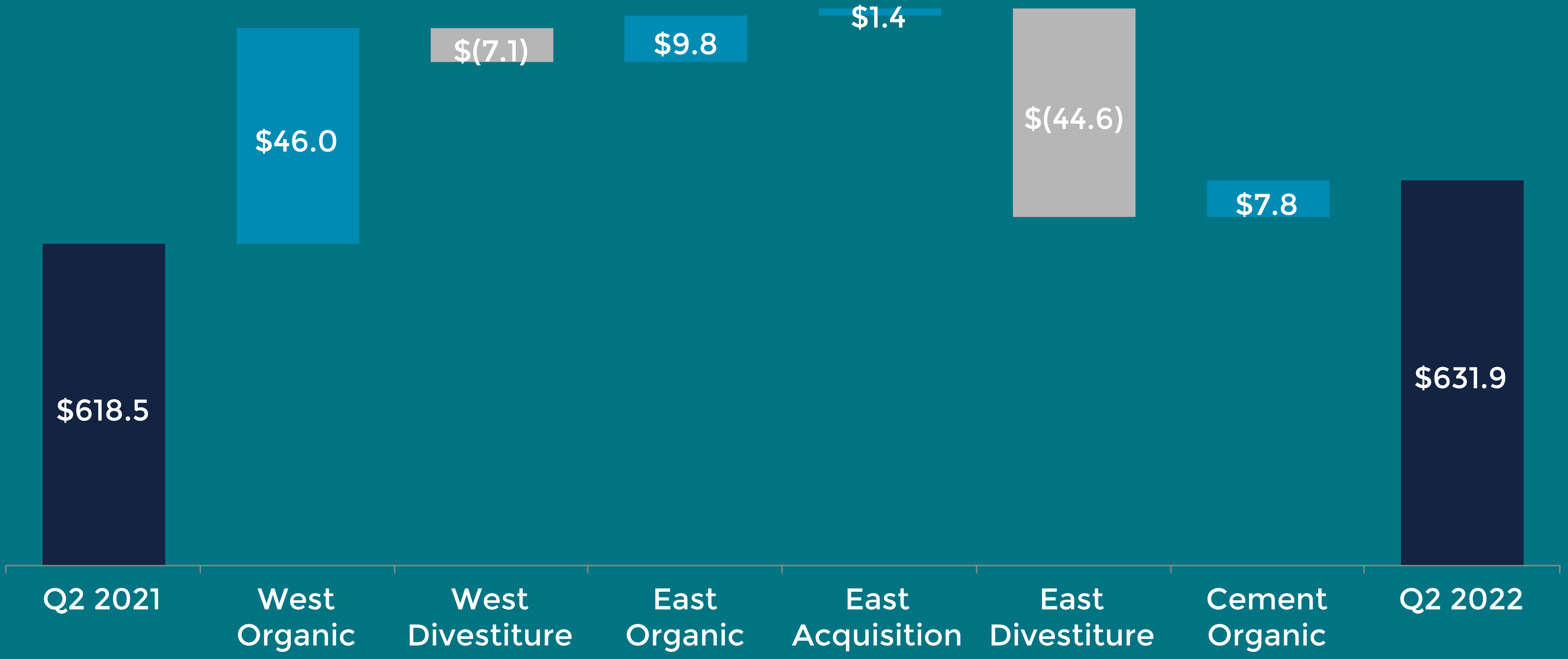
[2] Face value, which does not include the effect of the (now matured) int. rate CF hedge on $200M notional (coverage was thru 8/31/19); assumes lowest/cur. 1mL rate going fwd

[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./div.)

[4] All rates as-of 7/1/22; the Cash rate is our money-market cash-equivalent investment; ARLs are estimated; Revolver is 75/25 1mL vs. Base

[5] The Revolver rate reflects 'Level-2' status per our Credit Agreement, which is inclusive of a one-time 25bps step-down provision

Net Revenue by Reporting Segment



Adjusted EBITDA by Reporting Segment

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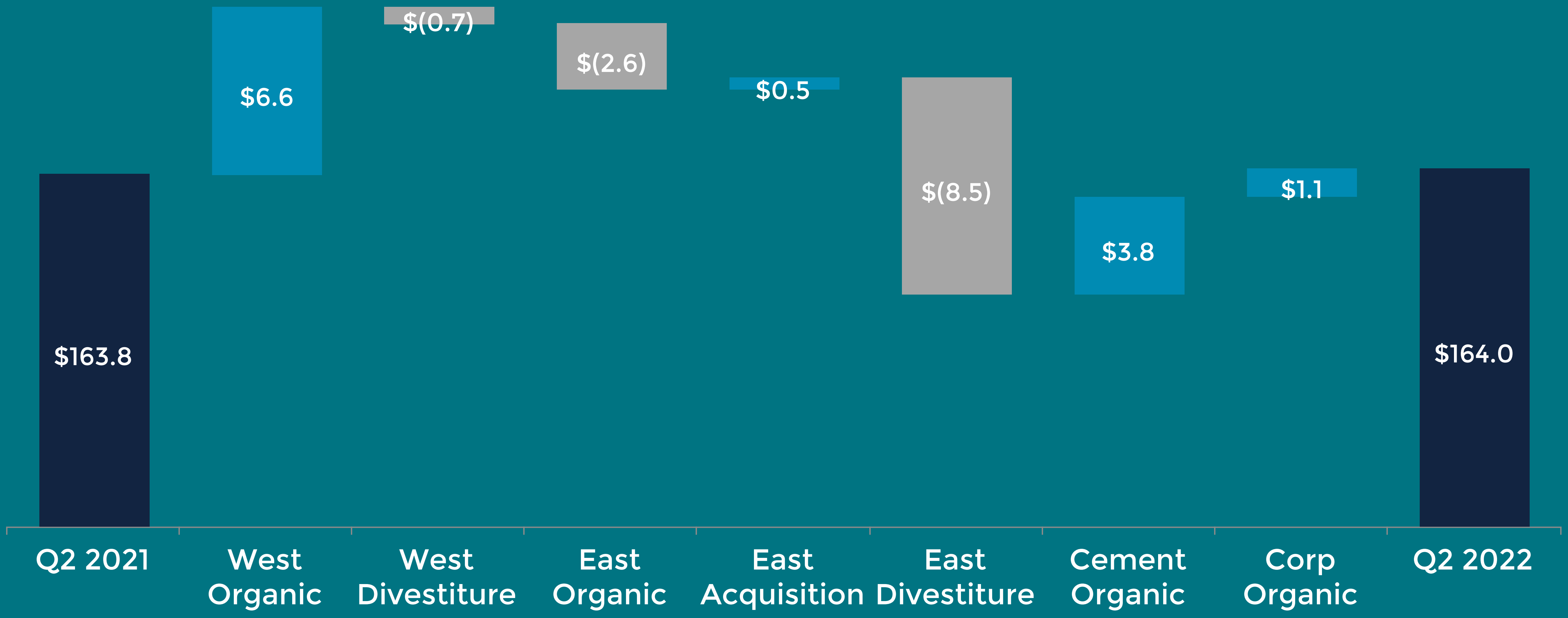

Exhibit 2

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Reconciliation of Operating Income to Adjusted Cash Gross Profit	Three months ended July 2, 2022	Three months ended July 3, 2021	Six months ended July 2, 2022	Six months ended July 3, 2021
($ in thousands)				
Operating income	$ 111,236	$ 95,923	$ 76,941	$ 70,864
General and administrative expenses	47,651	47,448	99,575	99,090
Depreciation, depletion, amortization and accretion	47,157	58,233	98,350	114,569
Gain on sale of property, plant and equipment	(3,695)	(1,403)	(4,950)	(3,172)
Adjusted Cash Gross Profit (exclusive of items shown separately)	$ 202,349	$ 200,201	$ 269,916	$ 281,351
Adjusted Cash Gross Profit Margin (exclusive of items shown separately) (1)	32.0 %	32.4 %	26.3 %	27.7 %

(1) Adjusted Cash Gross Profit Margin defined as Adjusted Cash Gross Profit divided by Net Revenue

Exhibit 3

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	Three months ended July 2, 2022							
	Volumes	Pricing		Gross Revenue by Product		Intercompany Delivery		Net Revenue
Aggregates	16,820	11.92	$	200,535	$	(39,055)	$	161,480
Cement	705	128.57		90,689		(3,874)		86,815
Materials			$	291,224	$	(42,929)	$	248,295
Ready-mix concrete	1,394	131.63		183,425		(68)		183,357
Asphalt	1,321	71.16		94,022		(107)		93,915
Other Products				102,183		(84,811)		17,372
Products			$	379,630	$	(84,986)	$	294,644

	Six months ended July 2, 2022							
	Volumes	Pricing		Gross Revenue by Product		Intercompany Delivery		Net Revenue
Aggregates	30,223	11.58	$	349,961	$	(65,088)	$	284,873
Cement	1,046	128.52		134,495		(5,126)		129,369
Materials			$	484,456	$	(70,214)	$	414,242
Ready-mix concrete	2,635	129.45		341,027		(107)		340,920
Asphalt	1,582	70.33		111,239		(187)		111,052
Other Products				178,148		(145,754)		32,394
Products			$	630,414	$	(146,048)	$	484,366

Exhibit 4

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($ in millions)	Three months ended July 2, 2022	Three months ended July 3, 2021	Six months ended July 2, 2022	Six months ended July 3, 2021	Last Twelve Months Ended [1] July 2, 2022	April 2, 2022	January 1, 2022	October 2, 2021	July 3, 2021	April 3, 2021	January 2, 2021
Net income (loss)	$ 193	$ 58	$ 158	$ 35	$ 278	$ 143	$ 154	$ 146	$ 164	$ 165	$ 141
Interest expense	20	24	41	48	84	88	92	98	99	100	104
Income tax (benefit) expense	54	18	49	13	81	45	44	47	7	5	(12)
Depreciation, depletion, amortization, and accretion expense	47	58	98	115	213	224	229	231	230	226	222
Loss on debt financings	–	–	–	–	6	6	6	6	4	4	4
Gain on sale of business	(156)	–	(170)	(15)	(175)	(19)	(20)	(15)	(15)	(16)	–
Tax receivable agreement expense	1	–	1	–	(6)	(7)	(7)	(8)	(8)	(8)	(8)
Non-cash compensation	5	5	10	10	20	20	20	21	29	29	29
Other	–	1	–	–	1	2	2	(1)	2	3	2
Adjusted EBITDA	$ 164	$ 164	$ 187	$ 206	$ 502	$ 502	$ 520	$ 525	$ 512	$ 508	$ 482
EBITDA for certain completed acquisitions, net of dispositions (2)					(29)	(12)	(3)	(5)	(5)	6	11
Acquisition transaction expenses					4	4	3	3	2	3	3
Further Adjusted EBITDA (3)					$ 477	$ 494	$ 520	$ 523	$ 509	$ 517	$ 496
Net Revenue	$ 632	$ 619	$ 1,024	$ 1,017	$ 2,240	$ 2,227	$ 2,233	$ 2,251	$ 2,234	$ 2,191	$ 2,135
Adjusted EBITDA Margin (4)	26.0 %	26.5 %	18.3 %	20.2 %	22.4 %	22.5 %	23.3 %	23.3 %	22.9 %	23.2 %	22.6 %
Net Debt					$ 1,126	$ 1,382	$ 1,308	$ 1,436	$ 1,530	$ 1,646	$ 1,574
Total Net Leverage (5)					2.4x	2.8x	2.5x	2.7x	3.0x	3.2x	3.2x

(1) Last twelve month ("LTM") information corresponding to fiscal years (i.e., the periods ended January 1, 2022 and January 2, 2021 reflects our audited historical results for such fiscal years. Information presented for other LTM periods (i.e., July 2, 2022, April 2, 2022, October 2, 2021, July 3, 2021 and April 3, 2021) reflect unaudited trailing four quarter financial information calculated by starting with the results from the most recent audited fiscal year included in such LTM period and then (x) adding quarterly information for subsequent fiscal quarters and (y) subtracting quarterly information for the corresponding prior year period. For example, LTM July 2, 2022 has been calculated by starting with the data from the twelve months ended January 1, 2022 and then adding data for the six months ended July 2, 2022, followed by subtracting data for the six months ended July 3, 2021. This presentation is not in accordance with U.S. GAAP. However, we believe this information is useful to investors as we use it to evaluate our financial performance for ongoing planning purposes, including a continuous assessment of our financial performance in comparison to budgets and internal projections. We also use such LTM financial data to test compliance with covenants under our senior secured credit facilities. This presentation has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under U.S. GAAP. Please see our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q for the relevant periods for the historical amounts used to calculate the LTM information presented.
(2) EBITDA for certain completed acquisitions, net of dispositions, is pro forma for all acquisitions completed as of the date listed.
(3) Further Adjusted EBITDA is calculated using trailing four quarter financial data to test compliance with covenants under our senior secured credit facilities.
(4) Adjusted EBITDA Margin defined as Adjusted EBITDA as a percentage of net revenue
(5) Net Leverage defined as net debt divided by Further Adjusted EBITDA

Exhibit 5

SUMMIT Materials

Reconciliation of Long-term Debt to Net Debt ($ in millions)	Q2'22	Q1'22	Q4'21	Q3'21	Q2'21	Q1'21	Q4'20	Q3'20	Q2'20	Q1'20
Long-term debt, including current portion	$ 1,534	$ 1,608	$ 1,610	$ 1,612	$ 1,913	$ 1,915	$ 1,916	$ 1,919	$ 1,871	$ 1,873
Acquisition related liabilities	37	36	46	46	46	44	20	42	42	42
Finance leases and other	20	25	33	36	40	47	56	60	57	58
Less: Cash and cash equivalents	(465)	(287)	(381)	(258)	(469)	(360)	(418)	(289)	(253)	(199)
Net debt	$ 1,126	$ 1,382	$ 1,308	$ 1,436	$ 1,530	$ 1,646	$ 1,574	$ 1,732	$ 1,717	$ 1,774

Exhibit 6

SUMMIT Materials

Reconciliation of Net Income to Adjusted EBITDA by Segment	Three months ended July 2, 2022				
	West	East	Cement	Corporate	Consolidated
($ in thousands)					
Net income	$ 65,606	$ 64,089	$ 38,641	$ 24,430	$ 192,766
Interest (income) expense	(4,035)	(2,714)	(4,860)	32,208	20,599
Income tax expense (1)	987	–	–	52,960	53,947
Depreciation, depletion and amortization	21,779	14,523	9,383	770	46,455
EBITDA	$ 84,337	$ 75,898	$ 43,164	$ 110,368	$ 313,767
Accretion	233	392	77	–	702
Tax receivable agreement benefit	–	–	–	954	954
Gain on sale of businesses (2)	–	(29,452)	–	(126,601)	(156,053)
Non-cash compensation	–	–	–	4,734	4,734
Other	74	(144)	–	–	(70)
Adjusted EBITDA	$ 84,644	$ 46,694	$ 43,241	$ (10,545)	$ 164,034
Adjusted EBITDA Margin (1)	24.0 %	25.1 %	46.2 %		26.0 %

Reconciliation of Net Income (Loss) to Adjusted EBITDA by Segment	Three months ended July 3, 2021				
	West	East	Cement	Corporate	Consolidated
($ in thousands)					
Net income (loss)	$ 55,447	$ 37,035	$ 33,230	$ (67,954)	$ 57,758
Interest (income) expense	(2,860)	(2,176)	(4,035)	33,287	24,216
Income tax expense (1)	1,198	156	–	17,054	18,408
Depreciation, depletion and amortization	25,133	21,146	10,143	1,101	57,523
EBITDA	$ 78,918	$ 56,161	$ 39,338	$ (16,512)	$ 157,905
Accretion	218	408	84	–	710
(Gain) loss on sale of businesses	(273)	509	–	–	236
Non-cash compensation	–	–	–	4,827	4,827
Other	(92)	206	–	–	114
Adjusted EBITDA	$ 78,771	$ 57,284	$ 39,422	$ (11,685)	$ 163,792
Adjusted EBITDA Margin (1)	25.1 %	26.1 %	45.9 %		26.5 %

(1) Adjusted EBITDA Margin is defined as Adjusted EBITDA as a percentage of net revenue
(2) The Corporate gain is related to the sale of a business in the East Segment in the three months ended July 2, 2022.

Exhibit 7

SUMMIT Materials

Reconciliation of Net Income (Loss) to by Segment	Six months ended July 2, 2022 West	East	Cement	Corporate	Consolidated
($ in thousands)					
Net income (loss)	$ 77,507	$ 71,455	$ 30,210	$ (21,206)	$ 157,966
Interest (income) expense	(8,005)	(6,165)	(9,822)	64,740	40,748
Income tax expense (benefit) (1)	1,163	(106)	–	48,147	49,204
Depreciation, depletion and amortization	46,127	32,407	16,881	1,519	96,934
EBITDA	$ 116,792	$ 97,591	$ 37,269	$ 93,200	$ 344,852
Accretion	460	803	153	–	1,416
Tax receivable agreement benefit	–	–	–	954	954
Gain on sale of businesses (2)	–	(43,657)	–	(126,601)	(170,258)
Non-cash compensation	–	–	–	10,156	10,156
Other	84	93	–	–	177
Adjusted EBITDA	$ 117,336	$ 54,830	$ 37,422	$ (22,291)	$ 187,297
Adjusted EBITDA Margin (1)	19.9 %	18.5 %	26.8 %		18.3 %

Reconciliation of Net Income (Loss) to Adjusted EBITDA by Segment	Six months ended July 3, 2021 West	East	Cement	Corporate	Consolidated
($ in thousands)					
Net income (loss)	$ 72,883	$ 44,004	$ 31,625	$ (113,999)	$ 34,513
Interest (income) expense	(4,892)	(3,896)	(8,080)	65,270	48,402
Income tax expense (1)	1,384	90	–	11,491	12,965
Depreciation, depletion and amortization	50,057	42,620	18,211	2,205	113,093
EBITDA	$ 119,432	$ 82,818	$ 41,756	$ (35,033)	$ 208,973
Accretion	434	877	165	–	1,476
Gain on sale of businesses	(273)	(15,159)	–	–	(15,432)
Non-cash compensation	–	–	–	10,190	10,190
Other	(174)	493	–	–	319
Adjusted EBITDA	$ 119,419	$ 69,029	$ 41,921	$ (24,843)	$ 205,526
Adjusted EBITDA Margin (1)	21.8 %	20.2 %	33.1 %		20.2 %

(1) Adjusted EBITDA Margin is defined as Adjusted EBITDA as a percentage of net revenue
(2) The Corporate gain is related to the sale of a business in the East Segment in the three months ended July 2, 2022.

Exhibit 8

SUMMIT Materials

Reconciliation of Net Income Per Share to Adjusted Diluted EPS	Three months ended				Six months ended			
	July 2, 2022		July 3, 2021		July 2, 2022		July 3, 2021	
(in thousands, except share and per share amounts)	Net Income	Per Equity Unit	Net Income	Per Equity Unit	Net Income	Per Equity Unit	Net Income	Per Equity Unit
Net income attributable to Summit Materials, Inc.	$ 190,113	$ 1.59	$ 56,659	$ 0.47	$ 155,821	$ 1.30	$ 34,142	$ 0.29
Adjustments:								
Net income attributable to noncontrolling interest	2,653	0.02	1,099	0.02	2,145	0.02	371	–
(Gain) loss on sale of businesses, net of tax	(121,935)	(1.02)	208	–	(127,569)	(1.07)	(11,654)	(0.10)
Adjusted diluted net income before tax related adjustments	70,831	0.59	57,966	0.49	30,397	0.25	22,859	0.19
Tax receivable agreement expense	954	0.01	–	–	954	0.01	–	–
Adjusted diluted net income	$ 71,785	$ 0.60	$ 57,966	$ 0.49	$ 31,351	$ 0.26	$ 22,859	$ 0.19
Weighted-average shares:								
Basic Class A common stock	118,099,059		117,436,461		118,438,200		116,423,833	
LP Units outstanding	1,314,006		1,885,789		1,314,006		2,249,499	
Total equity units	119,413,065		119,322,250		119,752,206		118,673,332	

Exhibit 9

SUMMIT Materials

($ in thousands)	Three months ended July 2, 2022	Three months ended July 3, 2021	Six months ended July 2, 2022	Six months ended July 3, 2021
Segment Net Revenue:				
West	$ 352,510	$ 313,617	$ 588,512	$ 548,361
East	185,757	219,091	296,025	342,159
Cement	93,651	85,822	139,876	126,491
Net Revenue	$ 631,918	$ 618,530	$ 1,024,413	$ 1,017,011
Line of Business - Net Revenue:				
Materials				
Aggregates	$ 161,480	$ 153,496	$ 284,873	$ 270,884
Cement (1)	86,815	82,169	129,369	120,308
Products	294,644	292,135	484,366	490,842
Total Materials and Products	542,939	527,800	898,608	882,034
Services	88,979	90,730	125,805	134,977
Net Revenue	$ 631,918	$ 618,530	$ 1,024,413	$ 1,017,011
Line of Business - Net Cost of Revenue:				
Materials				
Aggregates	$ 74,789	$ 67,734	$ 153,398	$ 136,031
Cement	41,323	41,672	84,808	79,032
Products	241,098	237,343	408,751	408,963
Total Materials and Products	357,210	346,749	646,957	624,026
Services	72,359	71,580	107,540	111,634
Net Cost of Revenue	$ 429,569	$ 418,329	$ 754,497	$ 735,660
Line of Business - Adjusted Cash Gross Profit (2):				
Materials				
Aggregates	$ 86,691	$ 85,762	$ 131,475	$ 134,853
Cement (3)	45,492	40,497	44,561	41,276
Products	53,546	54,792	75,615	81,879
Total Materials and Products	185,729	181,051	251,651	258,008
Services	16,620	19,150	18,265	23,343
Adjusted Cash Gross Profit	$ 202,349	$ 200,201	$ 269,916	$ 281,351
Adjusted Cash Gross Profit Margin (2)				
Materials				
Aggregates	53.7 %	55.9 %	46.2 %	49.8 %
Cement (3)	48.6 %	47.2 %	31.9 %	32.6 %
Products	18.2 %	18.8 %	15.6 %	16.7 %
Services	18.7 %	21.1 %	14.5 %	17.3 %
Total Adjusted Cash Gross Profit Margin	32.0 %	32.4 %	26.3 %	27.7 %

(1) Net revenue for the cement line of business excludes revenue associated with 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.

(2) Adjusted cash gross profit calculated as net revenue by line of business less net cost of revenue by line of business. Adjusted cash gross profit margin is defined as adjusted cash gross profit divided by net revenue.

(3) The cement adjusted cash gross profit includes the earnings from the waste processing operations, cement swaps and other products. Cement line of business adjusted cash gross profit margin defined as cement adjusted cash gross profit divided by cement segment net revenue.

Exhibit 10

SUMMIT Materials

($ in thousands)	Three months ended July 2, 2022	Three months ended July 3, 2021	Six months ended July 2, 2022	Six months ended July 3, 2021
Net income	$ 192,766	$ 57,758	$ 157,966	$ 34,513
Non-cash items	(50,041)	74,221	(13,432)	113,065
Net income adjusted for non-cash items	142,725	131,979	144,534	147,578
Change in working capital accounts	(109,758)	(36,010)	(128,280)	(72,927)
Net cash provided by operating activities	32,967	95,969	16,254	74,651
Capital expenditures, net of asset sales	(67,818)	(58,823)	(124,153)	(125,917)
Free cash flow	$ (34,851)	$ 37,146	$ (107,899)	$ (51,266)

Exhibit 11

SUMMIT Materials

Return on Invested Capital Calculation	5-Quarter Average(1)		
($ in thousands)	Q2 2022	Q4 2021	Q4 2020
Total Liabilities & Shareholders Equity	4,268,441	4,313,485	4,154,245
Less: Cash	(372,170)	(377,213)	(294,156)
Less: TRA Long-Term Liability	(328,056)	(326,749)	(326,503)
Less: Trade AP	(150,074)	(141,498)	(129,465)
Less: Billings in Excess of Costs	(8,819)	(12,397)	(14,233)
Less: Accrued Expenses	(136,477)	(145,183)	(133,020)
Total Investment	3,272,845	3,310,446	3,256,867
	LTM Q2	FY 2021	FY 2020
Adjusted EBITDA	501,853	520,082	482,289
Less: Depreciation, depletion and	(210,283)	(226,442)	(218,682)
Less: Accretion	(2,864)	(2,924)	(2,638)
Adj. EBITDA, less DD&A and accretion	288,706	290,716	260,969
Divided by: Total Investment	3,272,845	3,310,446	3,256,867
ROIC	**8.8%**	**8.8%**	**8.0%**

(1) 5 quarter average reflects reported average of balance sheet items for the 5 quarters ended July 2, 2022, January 1, 2022 and January 2, 2021.