



NEWS RELEASE

Miller McAsphalt Corporation to Join Forces with Colas to Create Leading Canadian Construction and Transportation Infrastructure Company

MARKHAM, Ontario, August 31, 2017 — Miller McAsphalt Corporation, a privately-held enterprise based in Markham, Ontario, and Colas Canada, the wholly-owned Canadian subsidiary of Colas SA, today announced that they have entered into a strategic business agreement to create one of the leading construction and transportation infrastructure businesses active in all regions of Canada. The transaction unites Miller Group's road construction and maintenance companies, as well as McAsphalt, a leading Canadian asphalt supply company, with Colas, a diversified international construction company that has been active in Canada since 1964.¹

This agreement will create a premier asphalt supply and road construction company in Canada, uniting McAsphalt's Canada-wide terminal network and Miller Group's existing presence in Ontario and Atlantic Canada with Colas' strong positions in Quebec and Western Canada. The company will have the expertise, scale and geographic presence to deliver on large and complex construction and infrastructure projects, and a strong platform for further strategic growth.

The Miller Group companies and McAsphalt will continue to operate under the same brand names. Blair McArthur, President and Chief Executive Officer of the Miller Group, John Carrick, President of McAsphalt, and Kelly Carrick, Executive Vice President of McAsphalt will each continue in leadership roles, leading the advancement of these companies following the close of the transaction.

"Our industry is becoming much more competitive as the projects get bigger and more complex," said Blair McArthur. "Joining with Colas positions our companies at the heart of a national player with the scale and range of expertise to compete for – and win – work on the most significant construction projects in the country."

"This transaction is about the continued evolution of a company with a proud history, and will ensure we remain a leader in the Canadian construction industry for years to come," said John Carrick. "Our fathers always managed the companies in a way that reflected the best interests of employees, and they saw joining forces with a global player — and Colas in particular — as a natural step to ensure continued opportunity for our people and the companies' continued growth and sustainability."

"We are excited about the new opportunities that the relationship with Colas will bring to our companies, and that is why our entire leadership team intends to stay on as we take this next step together," said Kelly Carrick. "We look forward to sharing our experience with the team at Colas, and learning from their expertise, as we build an innovative Canadian leader."

"Miller and McAsphalt have long been at the forefront of the Canadian construction industry and we are delighted to welcome their experienced and capable people into Colas' network of operating companies around the world," said Louis Gabanna, Managing Director, Colas North America. "Everyone in the industry knows Miller McAsphalt's reputation for quality work, and its commitment to the values of safety, innovation and community. As long-time friends and admirers of John Carrick Sr. and Leo McArthur, we fully intend to honour that heritage and learn from Miller McAsphalt's culture as we build a leading construction and infrastructure business serving customers across Canada. Our vision is to continue to grow

¹ Other Miller McAsphalt companies, including the marine fuels, waste management, transit and environmental businesses, and unrelated real estate holdings, are not included in this transaction and will continue to be managed independently.

the businesses on the strength of our complementary skills and geographies, and seize the significant new opportunities we see ahead.”

Miller McAsphalt began when Leo McArthur and John Carrick Sr. founded McAsphalt in 1970, adopting the Miller name through an acquisition in 1976. Today, the companies employ more than 3300 people across Canada. Miller Group companies have been involved in road paving and construction projects across the country, including landmark projects like the Highway 407 Express Toll Route in Ontario, the Sea to Sky Highway improvement in British Columbia, and the Fredericton-Moncton highway. Among other projects, the company is currently involved in the extension of Highway 427 in Ontario.

McAsphalt is a diversified company committed to the development, production, distribution and marketing of asphaltic products, related services and technologies. It offers a wide range of asphalt products from numerous strategically located terminals across Canada. McAsphalt also operates state-of-the-art testing and research centers and has been at the forefront developing new and innovative processes, paving technologies and materials for over 45 years.

Colas’ core business is road construction and maintenance, and today Colas Canada employs 4300 people in seven provinces and territories. Colas’ national network of companies is vertically integrated, operating in a decentralized manner. Operating companies and subsidiaries maintain distinct brand names, and each company is responsible for conducting business in their respective region throughout the country, including controlling and operating their own plants, quarries, and testing and engineering facilities.

Colas has committed to continuing Miller McAsphalt’s significant role in the communities in which it operates, and will continue to support its investments in community initiatives across the country.

This transaction is subject to clearance by the Competition Bureau and a filing under the Investment Canada Act and is expected to close in the fourth quarter of 2017.

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