



Impact REPORT

Reflection

A SHARED VISION TO POSITIVELY IMPACT
PEOPLE AND THE COMMUNITIES WE SERVE



LOOKING BACK, LOOKING *Forward*

In 2018, Luck Companies celebrated a major milestone in the company's history — our 95th anniversary since our founder, Charles Luck Jr., established our first location in Richmond, Virginia in 1923. Today, we are proud to be the nation's largest privately-held, family-owned producer of crushed stone, sand and gravel in the United States.

At Luck Companies, we have a mission that calls us to ignite the potential of people. Our associates are encouraged to explore new methods and harness their skillsets, while helping others do the same. A great example of how this came to life in 2018 is the work we put toward providing advanced technical training and leadership development to our associates. We have instituted an industry-leading technical training program built around a competency-based learning model. This personalized program is led by full-time, role-specific coaches within our company. We are also immersed in leadership succession planning that will strengthen our bench of mid-level and senior managers, enabling younger associates to assume the critical role of leading the company well into the 21st century.

Since our company's founding, in addition to our unwavering commitment to people, we have always prioritized and valued innovation. From safety-inspired initiatives including: automating our plants in the 1970s, operating remote controlled loaders in potentially hazardous areas of our pits, and utilizing drone photography for our equipment inspections, to developing a number of leading edge, award-winning mobile applications designed to streamline our customers' and haulers' experiences with us, we are inspired by the opportunities that technology affords our business and our industry. 2018 marked notable progress in this regard as we are enacting a growth strategy that is focused on preparing for future changes, including technology and transportation advancement. In addition, we began exploring virtual reality as a means to introduce ourselves to people who have never seen or experienced a quarry operation.

We are incredibly energized as our company is healthy and growing. We are in an exciting period of strategic, accelerated growth and expansion deeper into the southeastern U.S., with recent acquisitions in both South Carolina and Georgia. This extension of our company's portfolio achieves a number of corporate growth objectives and enables us to create opportunities for people across our company, broaden the reach and impact of our mission and ensure an exceptional experience for the customers and communities we proudly serve — a core component of Luck Companies' operating philosophy and beliefs.

In this Impact Report, we reflect on the growth we experienced in 2018 and the ways we were able to make lasting, sustainable contributions through the impactful work of the passionate people who make up our company.



John Pullen
Chief Growth Officer
Luck Companies

igniting HUMAN POTENTIAL



Through three generations of family leadership, Luck Companies has been building strong communities for nearly 100 years. Our three business units make the products that serve as the foundation for the bridges, roads and buildings that keep our economy moving and protect our environment. Driven by our values of Integrity, Commitment, Leadership and Creativity, we believe in providing our associates with the tools and support to perform and lead at their best so they can ignite the potential in themselves and others. Our company is a community of people, utilizing the power of values and customer inspired relationships to redefine what's possible for an industry and make a positive and enduring impact.

With 28 operating locations and nearly 800 associates, Luck Companies is headquartered in Richmond, Virginia, where it was founded by Charles Luck Jr. in 1923. Charlie Luck IV leads the company today.

LUCKCOMPANIES.COM



Luck Stone is the nation's largest family-owned and operated producer of crushed stone, sand and gravel. A responsive and creative partner to the construction, civil engineering and environmental industries, Luck Stone provides consistent, quality aggregate materials and services that serve as the foundation of roads, bridges and buildings. The materials we deliver are only the start of our commitment, which goes far beyond stone. Our people contribute to our customers' success through partnerships built on simplicity and service. We continually innovate to find value for our customers' operations and ensure stewardship of the land. Our vision is that we will positively impact the Luck Stone community by building value inspired by our customers.

LUCKSTONE.COM



Luck Ecosystems transforms raw materials into environmental performance products to optimize sports playing field surfaces, support plant growth, filter stormwater and protect the land and shore. What began as a small grassroots effort to reduce waste at quarry sites has transformed into a purpose-driven business with ambitious goals to improve the environment. Luck Ecosystems offers customers a range of solutions to manage the effects of stormwater runoff, from the only horticultural growing material registered with the Virginia Department of Agriculture and Consumer Services to professional-grade media for golf courses and baseball fields. Our high-quality soil blends, ball field mixes and erosion control materials provide the underlying foundation of a more sustainable ecosystem and rewarding sports experience.

LUCKECOSYSTEMS.COM



Luck Real Estate Ventures specializes in the development of industrial and commercial land. Our vision is to impact economic growth through industrial real estate ventures. With offerings in industrial, commercial and land for development from Hampton Roads to Central and Northern Virginia, Luck Real Estate Ventures' extensive property holdings are primed for profitable development. We care deeply about our communities, and work closely with partners to realize the full economic potential of our properties, carefully managing each project to affect positive change in the community. Our approach is strategic, sustainable and ultimately unlocks greater social and economic benefit. Headquartered in Richmond, Virginia Luck Real Estate Ventures was founded in 1998.

LUCKREALESTATEVENTURES.COM



Luck Companies gives back to our community through local philanthropy, matching associate giving and grants from the **Luck Companies Foundation**. In addition, the Luck Companies Foundation partners with non-profits to lead work that results in long-term positive impact in our local communities. We focus in two main areas — Values Based Leadership and Environmental Stewardship.

LUCKCOMPANIES.COM/OUR-IMPACT



Based on the results of our own journey, we founded **InnerWill** to amplify the reach and impact of our mission to develop values based leaders. The InnerWill Leadership Institute is a national 501 c3 nonprofit organization committed to transforming individuals and organizations through Values Based Leadership. InnerWill works with organizations, including Luck Companies, to develop leadership in every person, at every level, and provides customized programming to fit each client's needs and ensure positive and measurable impacts on everything from employee engagement to building trust.

INNERWILL.ORG

OUR VALUES



INTEGRITY

Earns the trust and respect of others

- Be honest
- Do what you say
- Hold self and others accountable
- Give and receive feedback



CREATIVITY

Delivers ideas and innovation that add value

- Be curious
- Learn new skills
- Be open to change
- Explore and experiment



LEADERSHIP

Ignites human potential and performance

- Value diversity and difference
- Develop self and others
- Inspire confidence and optimism
- Confront issues



COMMITMENT

Takes personal responsibility for the success of self, others and the organization

- Model safety, health and environmental stewardship
- Do what it takes
- Pursue excellence
- Celebrate success

Values Based Leadership

Values Based Leadership (VBL) is a distinctive leadership philosophy that has guided Luck Companies for more than 15 years. VBL embodies living, working and leading in alignment with deeply discovered core values in order to ignite human potential in yourself and others. At its core, VBL is about becoming the best version of yourself so you can make a positive impact on those around you. In a professional setting, VBL can help connect organizational goals to associates' personal values. By fostering a values based culture, we are creating and experiencing connections that have a significant, positive impact on our business.



VISION 2020

MISSION

We will ignite human potential through Values Based Leadership and positively impact the lives of others around the world.

VISION

Luck Companies will ignite potential and actualize performance while growing a thriving family business with exceptional leaders prepared for the future.

OBJECTIVES

Leadership Development and Succession

Ensure we are developing the environment where each associate has the opportunity to optimize their purpose, passion and competency in a way that prepares the company for the future

Business Excellence

Optimize time, energy and talent in order to build a healthy, profitable and high-performance company

Growth

Challenge ourselves to intentionally reinvent the growth process in a way that brings value to the company and grows sales

Financial Performance

Advance the mission for future generations by ensuring the long term financial health of the company



Kershaw

Atlanta-Stephens

Growth MINDSET

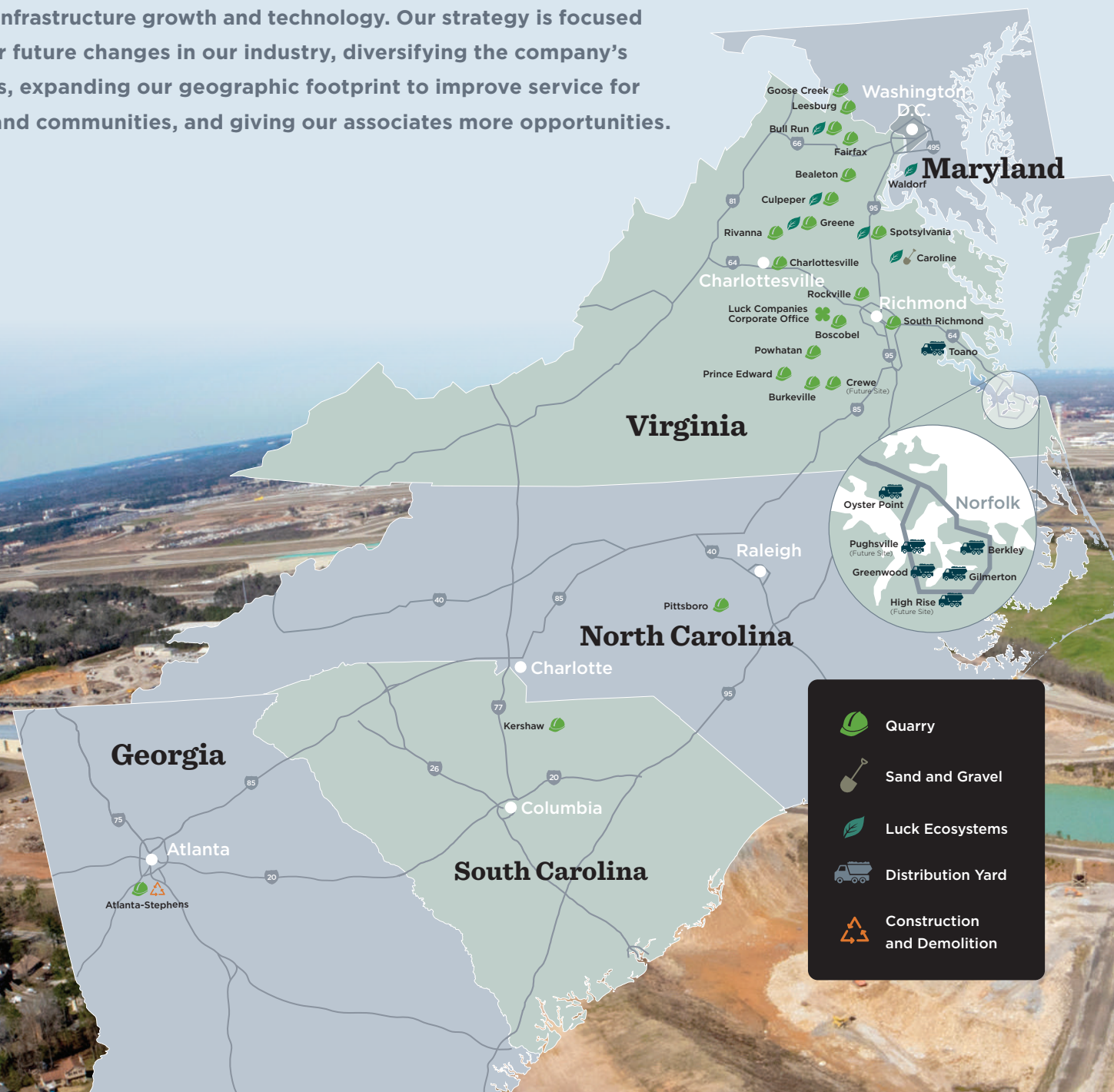
“At Luck Companies, our growth strategy is about people. We are not interested in growth for growth’s sake — we want to strategically add to our business, give our associates opportunities to grow and have a positive impact on our communities,” said John Pullen, Chief Growth Officer, Luck Companies.

Building off of Vision 2020, John, along with Terrye Enslow, Vice President of Corporate Development, and the Corporate Development team developed a growth strategy based on their assessment of several key trends in demographics, infrastructure growth and technology. Our strategy is focused on preparing for future changes in our industry, diversifying the company’s revenue streams, expanding our geographic footprint to improve service for our customers and communities, and giving our associates more opportunities.



Terrye Enslow,
Vice President,
Corporate Development,
Luck Companies

“OUR VISION 2020 OBJECTIVES CALL ON US TO INTENTIONALLY REINVENT THE GROWTH PROCESS IN A WAY THAT BRINGS VALUE TO THE COMPANY AND GROWS SALES. IF WE ARE IN THE BUSINESS OF IGNITING HUMAN POTENTIAL, WE HAVE TO CONTINUE TO CREATE SPACE WITHIN OUR ORGANIZATION TO REALIZE THAT POTENTIAL FOR ASSOCIATES, CUSTOMERS AND COMMUNITIES.”



Quarry development at the Kershaw Plant

Kershaw

Atlanta-Stephens



Demographics

The Southeastern region of the United States is experiencing population migration and related infrastructure growth. At the same time, as Baby Boomers retire, the aggregates industry will need to recruit younger associates for whom culture and values are important factors.



Infrastructure Growth

The federal government continues to provide consistent, long-term funding for surface transportation infrastructure through the FAST Act, and many states are also providing support for heavy civil projects. Georgia and South Carolina were both ranked in the top five states with a positive climate for business by Site Selection magazine.



Technology/Innovation

We are excited about the opportunities technology will afford our industry as we enter a period of transportation revolution, from new construction materials for roadway design to the rise of autonomous vehicles.

Throughout 2018, Terrye and the Corporate Development team visited multiple company sites to present the growth strategy and have an open discussion about developing a growth mindset as an organization. “We talked with associates all across the company about why we want to grow, and what it would potentially mean for them,” said Terrye.

The response was incredible. Associates from all across the company raised their hands to suggest new ideas and find ways to get involved. Meanwhile, the Corporate Development team got to work searching for opportunities to activate against the strategy.

In 2018, we made two major acquisitions that aligned with our growth strategy.

In June 2018, Luck Stone took ownership of Willow Oak Quarry in Kershaw, South Carolina, formerly a dimensional stone quarry and one of the few privately-held granite quarries in South Carolina.

In October 2018, Luck Stone completed the largest acquisition in company history when we acquired Stephens Industries, a family-owned aggregate and construction & demolition recycling

business located near Atlanta’s Hartsfield-Jackson International Airport. Atlanta-Stephens represents Luck Stone’s entry into a new geographic market and a new line of business: construction and demolition recycling.

“These major acquisitions present tremendous opportunities for our associates, our business and our industry partners,” said Charlie Luck IV, President and CEO of Luck Companies. “This exciting expansion into Georgia and South Carolina launches a new period of strategic, accelerated growth for our company and aligns with our long-term mission to make a positive impact on the lives of people and on the welfare of the communities we serve.”

In approaching both of these acquisitions, John and Terrye pulled together a cross-functional, collaborative team representative of various aspects of shared services, operations and engineering support. Together, this team led both the due diligence and integration phases.

Our first priority in each integration was safety. Our second priority: associate development.

“We are incredibly optimistic about these acquisitions and the

opportunities they hold, not only for the Luck Stone business, but for the development and growth of our associates,” said John. “We are so proud of the way our associates leaned in, shared their knowledge and supported one another to facilitate this growth for our company.”

Multiple Luck Companies associates had been on site in both Atlanta and Kershaw during the integration period so new associates could get to know not only the leaders and the deal team, but also experts from across the company in safety, maintenance, engineering and sales. This phase was characterized by multiple one-on-one conversations, a lot of listening and learning.

“We want to integrate the new associates into our culture from the values side,” Ed Ladd, Regional Operations Manager for Luck Stone’s Southeast Region, explained. “Then we can get them to a place where they can be introduced to other operational aspects and have additional responsibilities to grow and lead.”

The other benefit of this approach to integration is the opportunity it gives associates from heritage sites to try new things and grow. The Assistant

Plant Manager at Atlanta-Stephens is Katie Kosloski, who served in a leadership role as a foreman at the Leesburg Plant. Trevor McLouth, former Foreman at the Fairfax Plant, has also taken a new role at the Atlanta-Stephens Plant as Manager of the construction and demolition business line. Another legacy associate, Matt Pullin came from our Spotsylvania Plant, where he was Foreman, to lead the Kershaw Plant as Plant Manager.

We are continuing to look for additional opportunities for growth, but in the immediate future, our focus is on integrating our new sites at Atlanta-Stephens and Kershaw effectively by ensuring our high standards for safety are in place, developing our associates and serving our customers and communities.

“Never in the nearly 100-year history of our company have we had this much growth,” said Charlie Luck IV. “People from all around the company helped make this happen. So many of our people grew personally and professionally as a result of this growth. And when you’re in the business of igniting human potential, it doesn’t get much better than that.”



“Through our growth and expansion we are trying not only to diversify our business, but also to bring our impact model to new associates, new customers and new communities.

We are committed to providing training opportunities to new associates, offering our partnership, service and simplicity to new customers, and showing new communities what it means to be a good neighbor. We really believe in how we operate — our commitment to safety, to associate development, to innovation and environmental stewardship — and we’re incredibly excited about sharing it.”

Ed Ladd, Regional Operations Manager, Luck Stone Southeast Region

Introducing the Luck Stone

Kershaw PLANT



The Kershaw Plant team discusses plans to continue the transformation of the pit.

Luck Stone took ownership of Willow Oak Quarry in Kershaw, South Carolina, in June 2018. Formerly a dimensional stone quarry and one of the few privately-held granite quarries in South Carolina, this plant specialized in excavating stone, assessing its durability and finishing it to a specific size or shape. As the Luck Stone Kershaw Plant, the site offers a more robust inventory of state-approved crushed stone options through a partnership with Mellott Company, a mobile rock crushing provider.

Matt Pullin, former Foreman at the Spotsylvania Plant, has moved to Kershaw to take on a leadership role as Plant Manager. “Our focus for the first few weeks was to establish a nice flat floor

to accommodate a typical pit loader and haul truck operation like we have at our heritage sites,” Matt explained. “Customers are pleased to see we have boosted the inventory of rock. Haul truck drivers are happy with the efficiency and friendliness of the operation. And the community has really welcomed us.”

Joe Carnahan, Vice President of Luck Stone’s Southeast Region, is excited about the impact of this development on associates. “Matt Pullin has done a phenomenal job leading the team,” Joe explained. “The associates we brought on from the previous owner at Kershaw have really been flourishing and growing.”



Zack DeBruhl,
Surface Miner,
Luck Stone
Kershaw Plant

Born and raised in Kershaw, Zack DeBruhl is a Surface Miner at the Luck Stone Kershaw Plant. "At first I was nervous because Luck Stone is so much bigger, and I was worried I would feel like just a number," Zack shared.

"But so many Luck Stone associates have been down here to meet us and make sure we have what we need. Now that Luck Stone is here and I am part of the team, I feel like there is a lot more opportunity. I brought up some ideas in my interview that are already being put into action. It's amazing how they really care and how much they want to see you further yourself."



Matt Pullin,
Plant Manager,
Luck Stone
Kershaw Plant

Matt Pullin is also energized by the growth opportunity Kershaw represents. "I'm super excited to be given the opportunity to be the Plant Manager of our Kershaw location," he said. "I'm lucky to have worked with so many great, knowledgeable people in my previous roles with Luck Stone, and I look forward to continuing to learn and grow here with our Kershaw team."

Kershaw Community Impact

The Luck Stone Kershaw Plant was proud to give a \$10,000 donation to the United Way of Kershaw County Mobile Nutrition Center, whose mission is to end food insecurity in Kershaw County. With the gift, the United Way of Kershaw County has been able to expand the number of stops the food truck makes to distribute fresh produce and wellness education to the community.





Atlanta-Stephens PLANT

In October 2018, Luck Stone acquired Stephens Industries, a family-owned aggregate and construction & demolition recycling business located near Atlanta's Hartsfield-Jackson International, the most traveled passenger airport in the world. Founded 18 years ago by John D. Stephens, this operation is now the Luck Stone Atlanta-Stephens Plant.



Joe Carnahan,
Vice President,
Luck Stone
Southeast Region

"Since we opened our gates and welcomed the Atlanta-Stephens team, we have been busy working to integrate the business, operate the site, meet a lot of new customers and get to know our new associates. It's a fantastic start to a great new chapter."

"After a long period of reflection and conversation with Mr. Stephens, Luck Stone is incredibly proud to carry the legacy of this business forward as the Luck Stone Atlanta-Stephens Plant," said Joe Carnahan, Vice President of Luck Stone's Southeast Region. "Our growth strategy is about creating opportunities for our associates to grow, diversifying our operations and expanding our geographic footprint to better serve our customers, while broadening the impact of our organization's mission. We are incredibly excited about the opportunity Atlanta-Stephens represents for our growth across all these areas."

With 80 new associates, the Luck Stone Atlanta-Stephens Plant represents growth for the company across associate development,

geography and lines of business. The plant has a large stone quarry and plant facility and a sizable construction and demolition (C&D) line of business that recycles waste building materials from construction, remodeling and repair projects, as well as rubble from demolition of pavements, houses, and commercial buildings.

Our commitment to supporting other family-held businesses continues in Atlanta. We are hosting two customers on-site at our Atlanta-Stephens facility: Baldwin Paving and Ernst Concrete, both great family-owned businesses that we are very proud to partner with.

Associates stand on picking platforms and sort out concrete, brick, aluminum, brass, copper and wood for recycling.



Atlanta-Stephens Construction & Demolition

At most of our facilities, haulers drive over scales when they are leaving with trucks full of aggregate material. But at our Atlanta-Stephens C&D facility, customers drive over scales upon arrival with heavy roll-off dumpsters like those seen at construction job sites.

"At our materials recovery facility we specialize in diverting material from landfills," explains Trevor McLouth, C&D manager, Luck Stone Atlanta-Stephens Plant. "We recycle materials and sell them to different end users."

Trevor McLouth, C&D
Manager, Luck Stone
Atlanta-Stephens Plant



"The Atlanta-Stephens Plant is a great opportunity for all of us at Luck Stone," Trevor shared. "I didn't realize it at the time, but the experiences I had in our Northern Region were preparing me for this leadership role. In addition to gathering knowledge and market experience, I also learned a lot about how to develop my team's leadership capacity. I'm really excited to work with our new associates to serve our new customers here in Atlanta."

Like many of our heritage sites, the Luck Stone Atlanta-Stephens Plant is also home to granite aggregate and concrete crushing plants. One of the things that makes this part of the facility unique is reversing conveyors at the end of each screen, which makes it possible to make many products for our customers.

"These conveyors were all designed and constructed on-site," explains Katie Kosloski, Assistant Plant Manager. "It speaks volumes about the creativity and the level of skill of the fabrication team here at the Atlanta-Stephens Plant. We are all growing as we partner together as a new team."



Katie Kosloski, Assistant
Plant Manager, Luck Stone
Atlanta-Stephens Plant

NEW PLATFORMS FOR
ASSOCIATE COMMUNICATION

Reflection of Our Culture



Natalie Brisbane,
Marketing Communications
Manager, Luck Companies

Jenn Swope, Marketing
Communications &
Media Design Coordinator,
Luck Companies



FOR MARKETING AND COMMUNICATIONS TEAM MEMBERS NATALIE BRISBANE AND JENN SWOPE, LAUNCHING TWO NEW COMMUNICATIONS PLATFORMS IN 2018 WAS ABOUT REFLECTING THE CULTURE OF LUCK COMPANIES AND IGNITING HUMAN POTENTIAL ACROSS THE ORGANIZATION — AND WITHIN THEMSELVES.

“We’re inspired to make our communications platforms propel and celebrate all of the awesome, innovative work that’s happening throughout our company,” said Natalie Brisbane, Marketing and Communications Manager. “This period of strategic growth for Luck Companies has been a driving factor in our intention to keep engagement, connection and our associates’ perspectives at the forefront of our communications work,” she explained.

Research around the future of work calls on best-in-class organizations to focus not only on associate engagement, but also on the physical, cultural and technological elements that make up the employee experience. Starting in 2017, Director of Marketing Paige Gill began leading the team in this direction, starting with the redesign of the scale houses at several plants.

“Our goal is to develop platforms and experiences for customers and associates that fully reflect our unique brand,” Paige said. “Beginning with the remodeling of buildings and environments at our Luck Stone sites, we had an opportunity to deliver a more impactful brand experience for customers and associates in a physical space. This year, Natalie and Jenn are leading our focus on culture and technology.”

In addition to their external research, Natalie and Jenn worked closely with associates across the company to understand their opportunity more deeply. “We have this incredible culture of curiosity and learning at Luck Companies where people want to know and share what teams are working on, what charitable work is taking place and even what meaningful events are occurring within families,” said Natalie.

Natalie and Jenn explored a series of ideas to achieve this objective, and the two ideas that kept rising to the top were something new: an associate app to enable more casual and frequent communication among associates, and the revival of something old: a printed Luck Companies associate magazine.

“Our mission of igniting human potential calls on us to provide associates with the tools and support to live and lead in alignment with their values,” Natalie explained. “We recognized that the best way to do this was to authentically elevate the associate voice in all our marketing and communications, and provide new (and reintroduce old!) ways for us all to communicate with each other.”



Paige Gill,
Director of Marketing,
Luck Companies



IN 2018, THE MARKETING AND COMMUNICATIONS TEAM LAUNCHED TWO PLATFORMS: THE CLOVERLEAF AND GREENROOM

The Cloverleaf

Launched in the first quarter of 2018, The Cloverleaf, a people-focused publication, is the associate newsletter of Luck Companies. A revival of the original, which shared company news for many decades, the new Cloverleaf is published quarterly and mailed to associates' homes.



“The Cloverleaf Newsletter is something very special to this company and our people. When the decision was made to bring the newsletter back into rotation after being absent for a number of years, we wanted to make sure we did it right,” explained Jenn Swope, Marketing Communications and Media Design Coordinator.

The goal of The Cloverleaf is to connect associates at different locations and share the incredible work going on all across the company.

“It was a purposeful choice to make The Cloverleaf a printed piece and send it to people's homes. We wanted associates to take this newsletter out of their mailboxes and share it beyond the walls of their office or location,” said Jenn. “We recognize that in the digital age we live in, print communications are less common, and therefore much more precious. The Cloverleaf provides associates the opportunity to gather with their friends and family around the kitchen table, instead of in front of a computer screen — that means something to us.”



Lewis Parady, Plant Manager, Luck Stone Greene Plant

“When I heard that The Cloverleaf was making its return, I was excited. Staying connected through technology is great, but I like being able to come home from a long day, grab The Cloverleaf out of my mailbox, unplug, and sit in my recliner while reading about what’s going on with our people and the company.”



Mark Whitfield, General Manager, Luck Ecosystems

“It was exciting for me to see the Luck Ecosystems team featured in The Cloverleaf. This was a great opportunity to showcase the tremendous talent within the team and their commitment to the success of one another, our customers, our environment and the business. I look forward to each issue of The Cloverleaf. It’s fun to see the featured team and other Luck Companies folks each quarter.”



GreenRoom is an associate app, available for download from the AppStore for iOS and Android devices. “A greenroom by design is a space where performers can engage more informally when they are not performing,” Natalie explained. “We were inspired by this idea for the app. It’s a place where associates can speak in their own voice and participate in communications in a more dynamic way. We really liked the idea of calling the app GreenRoom because it serves that same function — and the tie to our brand color is great, too!”

The goal of GreenRoom is similar to The Cloverleaf when it comes to connecting associates and sharing information, with the added element of interaction. GreenRoom looks and functions like a social network — inside the company — providing a space for associates to interact and share what matters to them.

From safety tips to production milestones to associate awards, GreenRoom is a fun and dynamic space for associates to learn and share with each other informally. Especially as the company continues to expand and grow, this is a great platform for reflecting our culture and welcoming new associates to the team.

“It was important for us when building our vision for GreenRoom that we give our associates a platform to communicate with one another in their own voice. We have people who post about activities that they are participating in on the weekend and others who like to share updates on a project that their team is working on,” Jenn said. “This has become an invaluable tool to connect people from all across the company, whether they work in our corporate office or at one of our many operating locations.”

To date, the response has been incredibly positive. Even before the GreenRoom was officially announced, during a “soft launch” period, nearly 40 percent of associates were using it. As of May 2019, 75 percent of associates were contributing to the success of the platform by consistently sharing content and engaging with one another.

“We are a company of teachers, learners, volunteers, craftsman, proud parents, musicians, athletes and more. There’s no shortage of accomplishments to be celebrated, stories to be told or voices to be heard. The Cloverleaf and GreenRoom are forums a culture like ours calls for.”

Natalie Brisbane, Marketing Communications Manager, Luck Companies



Charlene Spence, Payroll Manager, Luck Companies

“I love GreenRoom because it gives me a connection to associates that I don’t see on a daily basis. When I connect in person with fellow associates for the first time, they’ll say, ‘You’re the one who posts on GreenRoom all the time’. Yep, that’s me. I use it to showcase happy times and fun events both personal and professional. I also enjoy celebrating with others when they share what’s happening with them inside and outside of work.”



Quinn Parsons, Welder II, Luck Stone

“I love GreenRoom because it has provided me with the perfect outlet to share pictures that I love with other associates who share the same interests. I really enjoy seeing what goes on at all the other locations and communicating with people across the company in a way that we didn’t have before.”

GreenRoom features include:



All Associates Stream Similar to a social network feed, this section features updates from associates all across the company about everything from production milestones to community impact projects.



Luck Lens Photo Contest Through this section of the app, associates share their best photographs of the moments and people they capture. A winner is selected each quarter, and their photograph is printed in The Cloverleaf.



Dump & Haul functions like an internal “Craig’s List.” Here, associates can find everything from cars to baby gear to new puppies. Scrolling through the “Dump & Haul” tab is a great bridge between work and life for associates, a nice way to draw on the resources of our community of associates.



Trophy Case This section offers a way to celebrate milestones, like retirements, anniversaries and special achievements.



Safety As the foundation of our company’s success, we use this section of GreenRoom to share information about safety training and updates, as well as helpful tips for working safely.



Industry News This portion of GreenRoom pulls together news updates from multiple sources to keep associates informed about what’s happening within our industry.



THE ARCH EFFECT

West Pit Tunnel Project at the Leesburg Plant

If you trace it all the way back, the West Pit expansion at the Leesburg Plant really began in the 1980s, when Charles Luck III had the foresight to purchase a rural parcel west of Goose Creek. That rural parcel is now right in the middle of Ashburn, VA, a thriving suburb of Washington, D.C.

After a careful process of planning, permitting and zoning, the Leesburg team officially began sitework on the tunnel between the South and West Pits in February 2017. The team knew the project would be incredibly complex: an engineering first for the company as a means to open up a greenfield site in a major urban area near a protected waterway on the same site as two other pits, one undergoing the transition to reclamation and another continuing to produce 13,500 tons per day.

**THIS IS
A STORY
ABOUT
OUR VALUES
AND THE
PARTNERSHIP
OF AN
INCREDIBLE
TEAM.**

The team — which included John Thompson, Regional Operations Manager and Project Owner; Mike Plale, Project Manager; Sam Rinehart, Plant Manager; Bryan Smith, Blasting Manager; Chuck Stilson, Mining Engineer; and Rusty Minix, Foreman — met frequently to discuss safety, review progress and brainstorm solutions to challenges in the field.

“Everybody knew the plan,” said Mike Plale, Project Manager. “You could ask anybody on the team the schedule, the budget, what goals are left, what risks there are, and they would all know.”

Once the site was prepped, those regular team meetings were expanded to include associates from two new partners, Dr. Sauer & Partners and Frontier-Kemper Constructors. Both firms are internationally renowned for their work on tunnels for mining, municipal water and public transit. The team from Dr. Sauer & Partners was brought in for tunnel design, engineering, and construction management, and the Frontier-Kemper team led the development of the tunnel.

“My goal is always to have a ‘one team’ approach. From the beginning, Luck Stone said they wanted to have an open line of communication and strong partnership. It worked perfectly.”

Elmar Feigl, Tunnel Designer, Dr. Sauer & Partners



Sam Rinehart, Plant Manager at Leesburg, noted that “This project was highly resourced and highly supported from all angles. The sheer magnitude of it opened up opportunities for a lot of our team members to really step up and lead.”

“We have such a good relationship with Luck Stone. The on-site team is really good. From the beginning, they set the tone and kept us positive throughout the relationship.”

Matt Bauer, Project Manager, Frontier-Kemper



“We saw Sam Rinehart every day,” said **Matt Bauer**, Project Manager, Frontier-Kemper. “We would discuss what happened in the past 24 hours, what is coming in the next 24 hours and how we are doing on health and safety. We had weekly updates with the whole team. We communicated really well with each other.”



The West Pit expansion has been a good opportunity to test the success of the company’s renewed focus on project management.



“We set it up very early on that everybody on this project team would have the same sheet of music,” said **Mike Plale**, Project Manager. “Everything you did on this project impacted other stakeholders in some way, so we really focused on communication and goal clarity.”



Sequential Excavation Method (SEM)

Tunneling Terms

The world of tunnel design and engineering was new for many of our associates, and we’re so proud of how they immersed themselves. Here are some of the terms we have learned from our friends at Dr. Sauer & Partners and Frontier-Kemper.

- **New Austrian Tunneling Method (NATM)**, also known as the **Sequential Excavation Method (SEM)**, is a method of modern tunnel design and construction. SEM is characterized by the way it takes advantage of the inherent geological strength available in the surrounding rock mass to stabilize the tunnel. It is generally thought of as having revolutionized tunneling as an industry.
- **Rock mass classification** determines the minimum support measures required. The rock classes Dr. Sauer & Partners and Frontier-Kemper used on this project were 1 (best) through 3 (worst). All the rock excavated in the tunnel itself is Class 2.
- **Shotcrete** is a concrete applied to the rock to seal it in its natural arch shape.
- **Top-heading** is the top portion of a tunnel as it is being excavated, and is drilled horizontally.
- **Bench** is the bottom portion of a tunnel as it is being excavated, and is drilled vertically.

As the Luck Stone team continued to excavate the West Pit, the Frontier-Kemper/Dr. Sauer & Partners team used the Sequential Excavation Method (SEM) to construct the tunnel from the east (South Pit). The team would drill horizontally into the top heading (the top 20’ portion of the tunnel), load and blast the round, muck the material out of the tunnel, and then finally stabilize the working face by scaling, applying shotcrete and installing rock bolts.

Meanwhile, the Leesburg team continued to keep the South Pit at normal production levels and manage the transition of the North Pit to reclamation in partnership with Loudoun Water. When completed, the North Pit reservoir will hold well over 1 billion gallons of water for use by Northern Virginia residents in case of drought or other emergency. Luck Stone is scheduled to turn over the original North Pit to Loudoun Water in 2020.

The West Pit Expansion

2017

FEBRUARY
Began site development, broke ground and started West Pit development

JUNE
First shot in West Pit

PIT WORK June 2017–January 2019

APRIL
First tunnel shot, tunneling began

2019

JANUARY
West Pit work finished

TUNNEL April 2018–March 2019

FEBRUARY
Tunnel break-through into West Pit

MARCH
Tunnel completion



Regional Operations Manager **John Thompson** was able to mobilize the whole Northern Virginia region to support the project. “Petey Herndon, Plant Manager at our Goose Creek Plant, volunteered loader operators and truck drivers from Goose Creek, and they were mucking and trucking for months,” John said. “Truly a huge team effort.”



“The top of the rock in the West Pit was higher than we expected,” said **Rusty Minix**, Foreman. “We had planned to excavate and haul 1.2 million tons out of there, but once we started digging, it was clear it was going to be closer to 1.5 million tons.”

80,000
tons per month



120,000
tons per month


With the extra support, Sam Rinehart and Rusty Minix led the team in successfully increasing their monthly production goal for the final six months of the project in the West Pit from 80,000 tons per month to 120,000 tons per month.

One month they even hit 140,000 tons.






Tunnel Stats

 1318 feet long

 45 feet wide

 27 feet high

 Sized for a CAT 785 Ultra 150 ton haul truck and a conveyor

 Top of the tunnel is 40 feet under Goose Creek

“To have 80-100 years of additional reserves in the Northern Virginia market is phenomenal,” said John Thompson, Regional Operations Manager. “We are close to the Metro, to Dulles Airport — Washington, D.C. is a major hub for business, let alone the capital of the United States.”

In addition to the impact these additional reserves will have on the Northern Virginia market, the expansion has made room for the growth of many associates, including former Leesburg Foreman Katie Kosloski, who played a leadership role in the early phase of tunnel construction and moved on to a new role as an Assistant Plant Manager at our new Atlanta-Stephens Plant. Brad Johnson, Fairfax Plant Manager,

was the Pit Foreman just before tunnel construction began, and he was responsible for pit development of the eastern portal. Rusty Minix joined the team as Foreman in September 2018 and has provided great leadership through his quick study and ready support for the team. Fred Morgan, current Bealeton Plant Manager, also experienced growth as the Assistant Plant Manager throughout the project.

The Leesburg tunnel was designed using the “New Austrian Tunnel Method” (NATM), a special approach developed by Dr. Sauer & Partners that involves constant monitoring and observation, careful review and analysis of data. This theme also extended to the team dynamic.

One thing that kept the team together was communication: taking the opportunity to reflect as a team on their progress, how they were doing on safety, what went well and where they could improve. This could even be seen in Frontier-Kemper’s role as a partner.

“One of the most important things in drilling for tunnels is to get out of the driller and look back at the angle,” said Stephanie Shelley, Field Engineer, Frontier-Kemper. “You have to look at the rock, look at your steel, and consider how that rock is breaking and at what angle.”

This kind of constant monitoring and observation, and this willingness to look at a situation from another perspective was really key to the success of the whole project.

In explaining the basic engineering concepts of tunneling, **Elmar Feigl** of Dr. Sauer & Partners (pictured with **Rusty Minix**, Foreman) put it this way. “As soon as you dig a hole in the ground, you have an ‘arch effect.’ The Romans built viaducts in this shape for a reason,” he said. “Stone always behaves this way. It will take this shape, it will carry its own weight and make it possible for others to pass through.”



We’re incredibly proud of the “arch effect” that happened with this team.

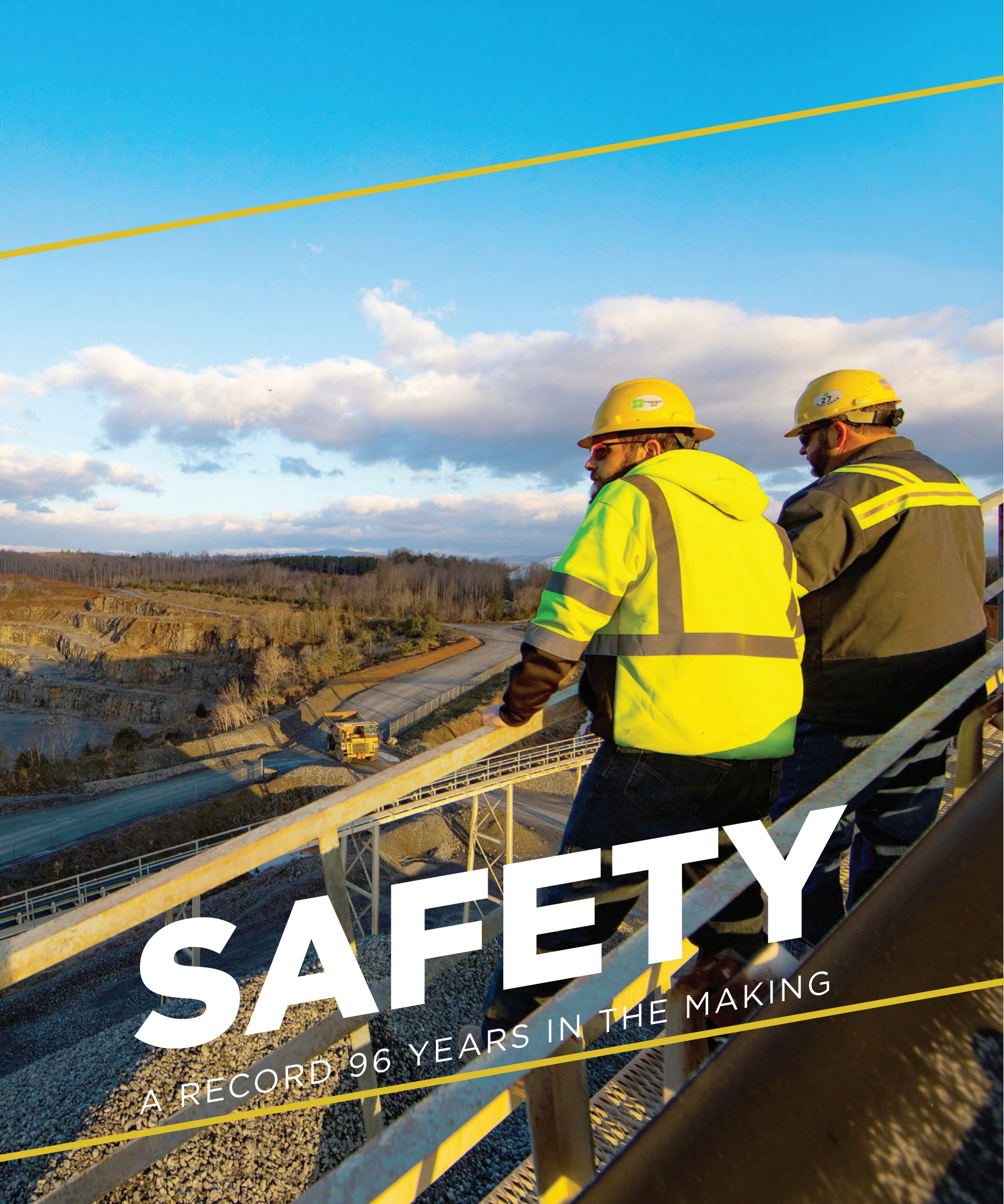
“It’s the most complex project I’ve ever worked on and also the smoothest,” said Mike Plale, Project Manager. “When you have a team like this, where everybody is aligned and working toward the same goal, it’s really unbelievable what we can do.”



West Pit Expansion Team

(Left to Right) **Chuck Stilson**, Mining Engineer; **Stephanie Shelley**, Field Engineer, Frontier-Kemper; **Mike Plale**, Project Manager; **Elmar Feigl**, Tunnel Designer, Dr. Sauer & Partners; **Matt Bauer**, Project Manager, Frontier-Kemper; **Neto Jacquez**, SEM Tunnel Superintendent, Dr. Sauer & Partners; **Sam Rinehart**, Plant Manager; **John Thompson**, Regional Operations Manager and Project Owner; **Rusty Minix**, Foreman; **Bryan Smith**, Mine Development & Blasting Manager.





SAFETY

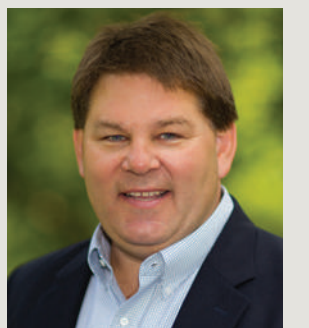
A RECORD 96 YEARS IN THE MAKING



THROUGH NEARLY 100 YEARS OF FAMILY LEADERSHIP, LUCK COMPANIES HAS MAINTAINED A PEOPLE-FOCUSED CULTURE. AND IN A MINING AND AGGREGATES ENVIRONMENT, THIS DEDICATION TO PEOPLE BEGINS BY ENSURING THE SAFETY OF THOSE WHO WORK AT OR VISIT ANY OF OUR 28 LOCATIONS.

"What motivates us beyond achieving the metrics we set is making sure our associates get home safely to their families every single night."

John LeGore, President, Luck Stone





“When we talk about safety, you’ll hear a lot of numbers related to incident rates, and industry averages,” said John LeGore, President of Luck Stone. “And while it’s important to measure our results, what motivates us beyond achieving the metrics we set is making sure our associates get home safely to their families every single night. That’s what this is really about.”

Each year the company sets a new goal around our incident rate, and in 2015 we set a stretch goal — less than one.

In 2018, Luck Companies exceeded the goal with an incident rate of 0.46 — the very best safety record in the history of the company.

This accomplishment is certainly worth celebrating, but John and Abel Parker, Director of Risk Management, see it more as an opportunity to reflect on a 18-year journey to embrace safety as the foundation of our business.

Safety had always been a priority for Luck Companies, and in 2001 we embarked on a journey to establish safety not only as a company priority, but also as a personal value in each of our associates. This shift moved associates away from a command-and-control, priority-based safety system to an associate-driven, values based safety culture.

This work proved to be an important foundation for the Luck Companies culture of safety. Between 2000 to 2010, Luck Stone’s incident rate decreased from 3.63 to 1.

“Value Safety was developed in response to a simple reality. Hundreds of times a day across the company, associates have to make independent decisions that impact their own safety and the safety of their teams. With Value Safety, we wanted to empower our associates to make the right choices, grounded in their personal values.”



Abel Parker,
Director of Risk Management,
Luck Companies

“With the launch of Value Safety 2.0 in 2015, we wanted to challenge ourselves to improve our safety record. This was when we set an incident rate target of less than one — 50 percent better than the industry average,” said Abel.

Value Safety 2.0 brings together a cross-functional team: subject matter experts, members of the Risk Management team and site Foremen. The team conducts a root cause analysis on our most frequently occurring injuries using the NIOSH Hierarchy of Controls (HOC) to prevent these injuries from occurring again. For example, if the frequently identified injury is lacerations, the team starts by looking at ways to eliminate the associated task, in this case cutting things, altogether. But that’s not always possible. So we move down the HOC looking for different ways to avoid hazards — different tools, different time of day, different team makeup — all the way down to new protocols for personal protective equipment (PPE).

The root cause analysis and the recommendations from the cross-functional team help the leadership team to create new protocols for associates to ensure we are using evidence-based approaches to work in the safest way possible.

“We want to make sure we are investing in the tools associates need to do the job as safely as possible,” Abel said. “It’s really about a blend of Value Safety 1.0 around empowering the associate, and 2.0 around using data and the expert opinions of our team to ensure we are working as safely as possible.”

2018 was an incredible year for Luck Companies across many fronts — in terms of growth and expansion into new geographies and business lines, in terms of world class associate engagement results and for our record on safety. To John, this is no coincidence.

“As our company continues to grow, we are excited to share our passion around safety. We are committed to applying the same high standards to our new locations as well as different lines of business,” John said. “This success is not about 2018. It’s about 1923 and every year since and a family that cares about people. We are now focused on how to perpetuate this safety record in 2019 and beyond, for generations to come.”

The Talk Before The Task

The Talk Before The Task is a seven-step safety checklist that associates use before beginning any tasks.



T

TOOLS

Do we have the proper tools for the job?



H

HAZARDS

Identify all hazards associated with a task and work to eliminate them.



E

ELEMENTS

Take note of other elements at play and prepare accordingly (e.g., weather and time).



T

TASK TRAINING

Is everyone performing the task trained to do so?



A

APPROPRIATE PPE

Make sure you have the right personal protective equipment for the job.



L

LEAN IN

Be present, offer support, ask for help, and stay focused on the task.



K

KNOWLEDGE

Share knowledge with the team and seek feedback and support throughout the project.



LUCK ECOSYSTEMS

Stormwater Management

ACROSS THE
CHESAPEAKE BAY WATERSHED

What began as a small grassroots effort to reduce waste at quarry sites has become a purpose-driven business with ambitious goals to improve the environment.

At Luck Ecosystems, our purpose is to improve the outdoor experience in the communities we serve. Our high-quality soil blends, ball field mixes and erosion control materials provide the underlying foundation of a more sustainable ecosystem and a more rewarding sports experience. One of our most important areas of focus for 2018 was helping municipalities across the Chesapeake Bay watershed manage the impacts of a record amount of stormwater.

The Chesapeake Bay Foundation's (CBF) biennial State of the Bay Report scored the health of this vital body of water at 33, a D+. The drop (from a previous score of C- in 2016) was largely due to increased pollution and poor water clarity caused by record regional rainfall.



“2018 was an intense year for rainfall and we were proud to be there for our customers. We know they share this same commitment to improving the outdoor experience,” said Larry Estep, Strategic Account Manager at Luck Ecosystems. “They know us for our commitment to quality, our desire to innovate and our willingness to customize our engineered product solutions for their specific needs.”

Larry Estep, Strategic Account Manager, Luck Ecosystems

AS POPULATION CENTERS EXPAND AND FORESTS AND FIELDS ARE REPLACED BY ROADS AND SHOPPING CENTERS, NATURALLY OCCURRING STREAMS ARE LOSING UNDEVELOPED LAND THAT PROTECTS THEM FROM RECEIVING SEDIMENT AND POLLUTION DURING ESPECIALLY HEAVY RAINFALL LIKE WE SAW IN 2018.

Without trees and grasses to filter stormwater, natural streams are flooded with runoff containing high levels of nitrogen and phosphorous that can damage the ecosystem of the Chesapeake Bay watershed.

In fact, the annual CBF report indicated major drops in phosphorous, nitrogen and water clarity scores. The nitrogen score was 12, F, a 5-point drop from the last report in 2016, and the phosphorous score was 19, F, a 9-point drop.

Most cities and counties are required to comply with stormwater pollutant removal metrics mandated by each state's environmental quality department. With deep expertise in streambed restoration, Luck Ecosystems plays a critical role in this environmental protection effort.

“My passion for wanting to contribute towards a healthier environment comes from the great deal of time I spend enjoying the outdoors and believing in science-based solutions for mitigating the impact of growth and development.”

Kateri Shreve, Product Manager, Luck Ecosystems

“We get involved very early on with our customers,” Larry explains. “We work with the contractor, the municipality and the stream designers to help develop product mixes that will carry out the design intent but also meet aesthetic requirements and mitigate costs.”

Luck Ecosystems’ RainScape Stormwater Management family of products ensures a healthier environment with engineered materials that keep waterways naturally pollutant-free, restore streambeds and promote the protection of shorelines. Many of our products are required to meet specifications set by state and local government agencies, including federal and state departments of transportation and environmental quality and protection.

Larry and Kateri Shreve, Product Manager at Luck Ecosystems, both play an active role in the stormwater management community to understand new trends, regulatory requirements and customer needs. “A lot of times there is a gap between what works on paper and what works for our customer,” Kateri explains.

“Sometimes it’s about understanding the difference between the lab and the field or even the difference between field conditions in different parts of the country. There is often more data and newer knowledge that supersedes what is ‘on the books’ so to speak, and I get to work with stream designers to bridge the gap.”

As a Product Manager, Kateri works with various raw materials, including sphagnum peat moss, soil, leaf mulch and perlite to develop new products for our customers. She then batch tests them in the Luck Stone Central Lab to ensure quality. Once tested and proven, the new product recipes are ready to be released to our production teams for manufacturing.

“While we work hard to meet product specifications to satisfy our customers, we also focus on creating products that will positively impact the environment,” Kateri explains. “Our focus on the environment is recognized by regulators, spec writers and engineers. We are often asked by these influential groups to

contribute to improvements for how materials are specified, produced and tested. This demonstrates the trust that Luck Ecosystems has gained by prioritizing the positive impact we can have on our environment.”

Luck Ecosystems is currently working with the Virginia Department of Environmental Quality, the Virginia Department of Transportation and the Center for Watershed Protection (CWP) on the development and improvement of various bioretention soil medias. For example, the CWP is considering an improved bioretention soil media that would utilize residuals from the water treatment industry, and Luck Ecosystems is providing our expertise.

“Sales for our streambed restoration products increased 67 percent last year,” Larry said. “Doing the right thing for the Chesapeake Bay watershed is good for business and it’s also the right thing to do — for the environment, for our customers and for our communities.”

Streambed restoration is a process that uses environmental design and performance products to reduce erosion and revitalize streams.



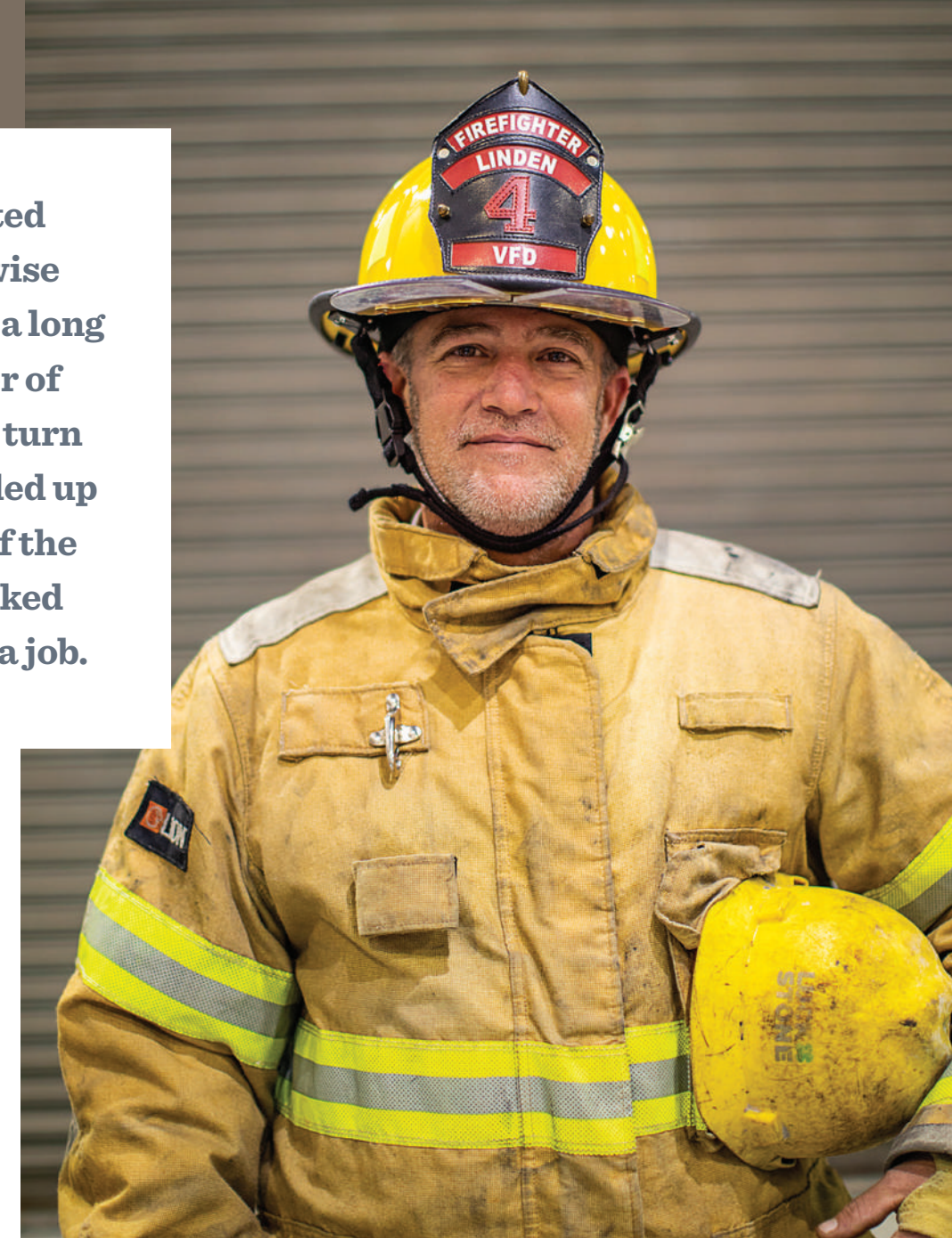
MAKING THE CONNECTION

FAIRFAX PLANT USES INGENUITY TO SUPPORT
FIRE SAFETY IN THE COMMUNITY

Luck Stone's Fairfax Plant is located in a relatively rural part of otherwise bustling Northern Virginia. After a long day of job searching in the summer of 1991, a young Joey Cross missed a turn on his normal route home and ended up doing a U-turn in the parking lot of the Fairfax Plant. Lucky for us, he parked his truck and came in to apply for a job.

Twenty-five years later, Joey Cross is a leader in the company's Engineering and Operational Support (EOS) team, based at the Fairfax Plant. Known for his deep expertise in maintenance and operation of stationary equipment, he travels around the company training new associates. In his spare time, Joey is a volunteer firefighter with the Linden Volunteer Fire Department in Warren County.

Joey's expertise in EOS and his experience as a firefighter came in handy in 2018 when Luck Stone's Fairfax Plant began receiving regular visits from the Fairfax Fire Department. Fires were breaking out frequently at a nearby property, and the rural location meant that the closest fire hydrant was two miles away.



"I knew from my experience with a rural fire department that water access issues like these can be really challenging," Joey said. "At Luck Stone, it's important to us to be a good neighbor. We wanted to help the Fairfax Fire Department come up with an easy and sustainable solution that would provide a more reliable and stronger supply of water."

The Fairfax Plant has a large water supply, a pump and a tank that the team uses to provide water for their water trucks around the plant. The only problem was the pump was not outfitted to connect to the fire trucks.



“We’re really excited to have these custom connections that are compatible with our fire engines so we can easily access Luck Stone’s water supply.”

Captain Danny J. Daniels II, Station 38,
Fairfax County Fire & Rescue Department

“We’re really excited to have these custom connections that are compatible with our fire engines so we can easily access Luck Stone’s water supply,” said Captain Danny J. Daniels II, Station 38, Fairfax County Fire & Rescue Department. “This is very important for an area where fire hydrants are not as plentiful. We are so thankful to Luck Stone for their willingness to partner up and assist us in trying to keep our community safe.”

The Luck Stone team also installed a “knox box,” that enables the Fire Department to access the water supply 24 hours a day, even when the plant is not staffed. With a local park nearby and the prospect of more commercial development in the surrounding area, Luck Stone’s water supply has the potential to benefit even more community members in the case of a fire emergency in the future.

To date, Plant Manager Brad Johnson has conducted six sessions with the Fairfax Fire Department to train them on the equipment, and other local departments have expressed interest in accessing the Fairfax Plant’s water supply.

“Since I joined Luck Stone more than 20 years ago, community has always been high on the list. During my time with the company, I have been purposeful in instilling this value in my own three children, who have participated in open house events we’ve held and more,” Brad said. “In addition, our team at the Fairfax Plant has volunteered at area schools, provided tours of our site to neighbors, and we have always had a great partnership with the Fairfax Fire Department.”

With the support of Plant Manager Brad Johnson and former Foreman Trevor McLouth, Joey worked closely with the firefighters from Fairfax County to design a connection that would enable their fire trucks to quickly attach to Luck Stone’s water supply. The Fairfax Plant team supplied the parts and installed a custom-made “quick connect” for the Fire Department to attach a large diameter hose to extract the most water possible. With just a couple fittings to make sure the connection was secure, the device was up and running, providing firefighters with a water supply of 1,500 gallons per minute, the maximum capacity for the fire truck.



ASSOCIATE ENGAGEMENT

Reflecting ON OUR JOURNEY



“A values based leader is somebody who knows what they value and operates in a way that is in alignment with that,” explains Britten Parker, Senior Leadership Partner at Luck Companies. “Because values based leaders are so grounded in their own sense of self, they have integrity, and they are able to be consistent and fully present for other people. It ripples. It’s just contagious.”

At Luck Companies, we are guided by our commitment to values based leadership. Our mission is to use this unique philosophy to ignite human potential and positively impact the lives of others around the world. We also believe in giving our associates the tools and support to perform and lead at their best.



Britten Parker, Senior Leadership Partner, Luck Companies

In 2018 Luck Companies was recognized as a Korn Ferry Employee Engagement Award Winner

The global organizational consulting firm conducts an annual study of more than three million respondents from more than 500 companies in more than 60 countries. The winners are chosen based on the largest percentage of employees who “strongly agreed” or “agreed” with the following statements:

“I feel proud to work for the company.”

“I would recommend the company as a good place to work.”

Winners are companies that hold one of the top-three highest scores within their country and category. Luck Companies was selected as a winner in the small business category in the United States. Other global winners included Kimberly Clark Corporation, Ralph Lauren, Tesco PLC and Mitsubishi.

“High levels of employee engagement will help businesses meet the challenges ahead, contributing to productivity, agility, and attraction and retention of talent.”

Mark Royal, Senior Director, Korn Ferry Institute



“Of course, we were really proud to receive this award, but it’s about more than 2018. We call it a journey. We are in our 15th year of trying to understand how to do this. To me that’s what is different: the long-term intention to having everyone in the company be included as part of this conversation — that’s what reflects our desire around human potential.”

Mark Barth, Chief Talent Officer, Luck Companies

Launch of Luck Companies' Values

As a first step in Luck Companies' Values Based Leadership journey, we identified the company's values. When organizations know what they value and establish those at a really deep level, they serve as the foundation of the organization.



LEADERSHIP

Ignites human potential and performance

COMMITMENT

Takes personal responsibility for the success of self, others and the organization

INTEGRITY

Earns the trust and respect of others

CREATIVITY

Delivers ideas and innovation that add value



Associate Engagement Survey

Conducted annually, our Associate Engagement Survey contains 75 data points including:

- ☐ Luck Companies supports me in achieving a reasonable balance between my work and my personal life.
- ☐ Members of my team place the success of the team above their own success
- ☐ My job provides me with opportunity to do challenging and interesting work
- ☐ The company is effectively organized and structured
- ☐ I receive recognition when I do a good job

Values Based Leadership is about knowing yourself so you can live and lead in alignment with your values, so the annual associate engagement survey is an important tool for knowing ourselves as an organization.

We use the data to benchmark ourselves against other companies in a broad range of industries. In 2018, 95% percent of associates took the survey, which is in and of itself, an indication of engagement. We also receive the qualitative measures from the survey as well as open ended questions that provide the opportunity for associates to share their feedback with the organization.

These results are particularly meaningful to Luck Companies President and CEO Charlie Luck IV.

“By any measure, that is world class,” Charlie shared. “And what it means is that people really care and they know we are going to do something about what they share. Our engagement, enablement and values scores show that people are truly invested, they truly want to do a great job and they truly understand the mission. They’re contributing every day, and it means the world to me.”

The fact that Luck Companies received the Korn Ferry Employee Engagement Award the same year as we saw our best safety record in company history and our biggest growth in company history is not a coincidence. This is a company about people. And our 2018 results prove that when people feel safe and valued and empowered, they can do amazing things.

“This — to me — is one of the most important moments and proudest achievements of our company. When you’re a part of a company that’s about people and those people care about what they are doing and they score at a world class level, it just doesn’t get any better than that.”



Charlie Luck IV, President and CEO, Luck Companies



SUPPORTING THE
EXPANSION OF
INTERSTATE 64

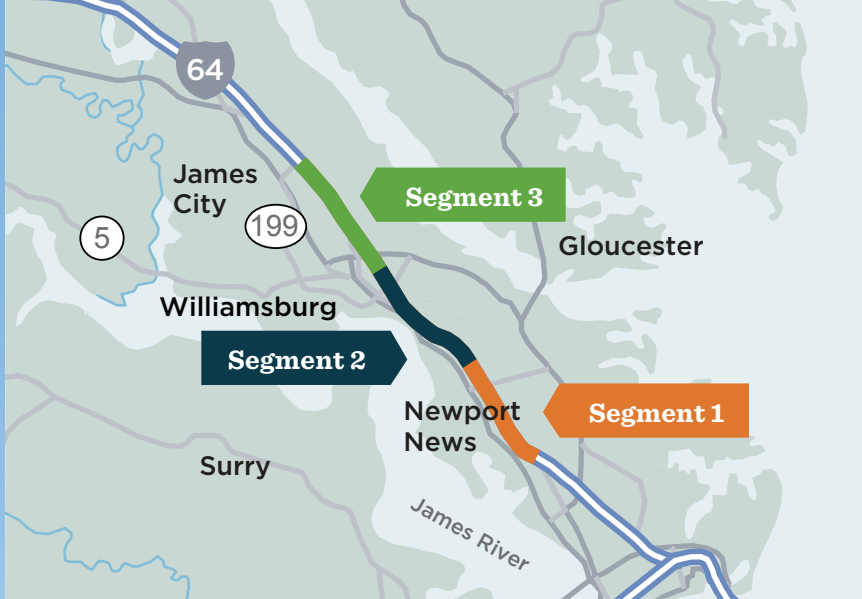
Hampton Roads

In 2014, the Virginia Department of Transportation (VDOT) began a major expansion project to widen a 34-mile stretch of Interstate 64.

This multi-year endeavor will improve mobility along a heavily trafficked part of the interstate between Richmond and Newport News, Virginia, making day-to-day travel easier for drivers and preparing for safer evacuation from the Hampton Roads area in the case of a natural disaster.

Targeted for completion in the fall of 2021, the widening project was divided into three segments and utilizes a design-build approach, which enables construction to take place while design is still underway. Luck Stone is proud to have been selected to participate in all three segments of the project, partnering with Shirley Contracting on Segments 1 and 3, and with Allan Myers on Segment 2. The widening project includes travel lane and shoulder additions and the construction of new bridges to accommodate the increased capacity.





Each Segment of the I-64 project is separate and distinct, with its own set of complexities and unique circumstances. But a common theme emerged throughout the project, one that highlights how partnership across regions and disciplines enabled Luck Stone and its construction partners to bring the most value and efficiency to the project.

From the start, our partnership with Shirley Contracting on Segment 1, highlighted the value of a cross-regional team. Working as one team, Luck Stone’s Eastern Region worked with Luck Stone’s Northern Region and our Luck Real Estate Ventures business to meet Shirley’s aggregates and real estate needs.

Led by Pennsylvania-based Allan Myers, Segment 2 marked the start of one of the more unique aspects of the widening project — significant use of reclaimed asphalt. Both the sub-base that the interstate is built on and the asphalt mix that is used to pave the highway is made up of 75% recycled material.

“Supporting VDOT’s efforts to utilize recycled materials has been a highlight for Luck Stone as a partner,” said Mary Ann Clark, Strategic Account Manager for Luck Stone’s Eastern Region who is overseeing the I-64 project. “We were proud to be able to assemble an integrated team and provide a unique benefit, storing 40,000 tons of material, extracted from Segment 2, at our Toano Yard, then recycling it for use as a component of Segment III.”

In order to manage the intricacies and size of this project, Luck Stone offered a wide array of digital services to our construction partners, including access to our customer portal and online ordering, aimed at making site management easier and more efficient. Our distribution yards also worked in close coordination with our construction partners to manage other complexities, including traffic flow, lane switches and providing access to material after hours and on weekends to ensure that our work was done in compliance with VDOT.



The project is heavily governed by the Chesapeake Bay watershed, and required a strong understanding of how new environmental regulations would impact our approach to construction. Luck Companies involved a cross-functional team of experts, including our aggregate production and sales teams from Luck Stone, our experts from Luck Ecosystems who have significant familiarity with the intricacies of the watershed, and our Luck Real Estate Ventures team, who provided expertise around zoning and land use. For Luck Stone, this project has been an incredible opportunity for all three of our businesses to showcase their distinct areas of expertise as well as the value we can bring to a project when we have the full power of our organization engaged.

“The Port of Virginia is vital to the economic success of not only Virginia but also the United States. In order for the Port to remain viable, our entire transportation infrastructure needs to support it. Our company’s critical role in the I-64 expansion project and longstanding partnerships with Allan Myers, Shirley Contracting, and the Port of Virginia have been key in ensuring that our work is enabling the growth, safety, and economic prosperity this highly-traveled roadway generates.”

Mary Ann Clark, Strategic Account Manager, Luck Stone Eastern Region

CELEBRATING THE RETURN OF THE

Atlantic Sturgeon

IN THE JAMES RIVER

At Luck Companies, we integrate environmental, economic and social responsibility best practices into our business strategies to ensure the long-term health of our company, our associates, our communities and our environment. Protecting our natural resources is an important part of this commitment.



Matt Balazik, Research Scientist with the United States Army Corps of Engineers and Research Assistant Professor at Virginia Commonwealth University, studies an Atlantic sturgeon discovered in the James River.

“The James River and the entire Chesapeake Bay watershed are incredibly important to our business, to our customers, our associates and our communities,” said Mark Williams, Environmental Manager at Luck Companies. “Partnerships with organizations like the James River Association (JRA) help keep us informed about ways we can support the health of the river.”

Luck Companies has been partnering with the JRA for over 10 years on a range of projects, from helping to build trails and boardwalks through wetlands to supporting educational initiatives, like the Ecology School, a residential environmental learning program on Presquile National Wildlife Refuge, a 1200-acre island in the James River.

“Luck Companies is a tremendous partner for the James River Association because our collaborations are so multifaceted,” said William H. Street, Chief Executive Officer of the JRA.

Another important initiative of the JRA has been focused on the Atlantic sturgeon, a threatened species of fish.

This mysterious fish, called a “living fossil” and “the ancient giant of the James River,” is known for its dinosaur-like appearance and its role in Virginia history as the fish that saved the Jamestown settlers from starvation in 1607. An Atlantic sturgeon can live as long as 60 years and grow up to 14 feet and 800 pounds. The problem was none of them were living long enough to reach that size. In the early twentieth century, the Atlantic sturgeon was fished nearly to extinction. In 2012, it was officially placed on the federal endangered species list.

Around that same time, the JRA approached Luck Companies about supporting the construction of two sturgeon reefs in the James River.

“A big problem in the James River watershed is the amount of sediment that runs off farms, city streets and other developed areas and ends up in the river,” explained Jamie Brunkow, Senior Advocacy Manager and Riverkeeper at the JRA. “That sediment covers up the hard rocky bottom, the habitat that Atlantic sturgeon need to spawn.” As anadromous fish, Atlantic sturgeon spawn in freshwater and live in salt water as adults.

So, a team from Luck Companies worked with the JRA and other partners to construct two sturgeon reefs — one at the southern tip of the Presquile National Wildlife Refuge in 2011 and another just downriver of the 295 bridge crossing of the James River. Luck Stone provided a mix of irregular size rocks — some as big as basketballs and some much smaller — to mimic the clean rocky surface of their natural habitat. The hope was that it would become a place for Atlantic sturgeon to lay their eggs and for young sturgeon to hide out and evade predators.

The effort was a partnership of the JRA, the Virginia Commonwealth University (VCU) Rice Rivers Center and the Virginia Institute of Marine Science. Starting in 2015, researchers from VCU began to see the first juvenile sturgeon in decades,

indicating that the efforts to encourage spawning were showing early success. And in 2018, the numbers jumped dramatically.

Jamie and his colleagues from the JRA were out on a routine trip with students in their education boat in November 2018 when they found five young sturgeon. “It was extremely exciting,” Jamie said. “We had never found anything like that.”

Since then, VCU researchers have recorded more than 300 juvenile sturgeon sightings, and it has become commonplace enough to see sturgeon “breach” in the James River that professional photographers now gather under the Mayo Bridge to try to spot them.

It is still too early for the researchers to conclude where the sturgeon are spawning, on the new reefs or elsewhere. For now, their focus is setting a baseline population estimate. From there, they can develop tangible goals to continue to improve water quality and restore habitats for this incredible and rare fish.

“For our part, we will continue our efforts to protect the James River and the entire Chesapeake Bay watershed. We will stay in close touch with our partners at the JRA. As riverkeepers, they are, by definition, the ‘voice of the river.’ And we are proud listeners.”



Mark Williams, Environmental Manager, Luck Companies



Sturgeon reef construction in the James River



SPEED TO MARKET

LUCK STONE SUPPORTS
CUSTOMERS IN
DATA CENTER ALLEY

Believe it or not, stone is incredibly important to the digital age. All those high-speed signals transferring information across our economy have to pass through a data center, a collection of concrete buildings housing computer systems that power the internet. The largest concentration of data centers in the country happens to be in the Dulles corridor of Northern Virginia. According to Data Center Knowledge, the Northern Virginia region “shattered its own record of 115MW of wholesale data center leasing in 2018 with a reported 232MW of leases — about 2.5 times last year’s leasing volume of all other U.S. markets combined.”

With more than 80 years of history and four active quarries in Northern Virginia, Luck Stone is well-positioned to support our site development, concrete and asphalt customers in competing in this rapidly growing segment of the market.

“Luck Stone is proud to be playing a role in the construction of data centers across Northern Virginia,” said Charlie Windle, Vice President of Luck Stone’s Northern Region. “Our customers are literally laying the groundwork for global

exchange of information. We’re proud to support them — as we have for decades — with partnership, service and simplicity.”

Known as “Data Center Alley,” Loudoun County in Northern Virginia hosts approximately 70% of the world’s internet traffic (source: Loudoun County officials via CBS News). Data Center Alley powers not only Silicon Valley, but also much of the internet traffic for major government agencies, financial institutions and transportation networks.



Charlie Windle,
Vice President, Luck Stone
Northern Region

Aggregate is an important component in the construction of a data center as a base material for site development, concrete construction and asphalt application.



Site development

Because it's important for these data centers to be clustered together, the sites are often chosen because of their location, not because of the quality of the land. We support our customers in providing aggregate, recycled concrete and structural fill to help make the land suitable for construction of a data center.



Asphalt

We also support our asphalt customers throughout the construction process, when they come in to build necessary out roads, parking lots and other infrastructure elements.



Concrete construction

Most data center buildings are constructed out of concrete, and Luck Stone is proud to support our ready-mix customers with high-quality, and in some cases, specialty aggregate products to blend concrete for building materials.



Utility bedding

To ensure uninterrupted service — which is essential for government and business users — data centers must have redundant power supply, environmental controls and security systems in place. Luck Stone supports our concrete customers with aggregate materials to create utility bedding for lines for electricity, data and water. Because most data centers use as much electricity as a small town, many customers choose to build substations on site, requiring additional site development and concrete bedding. One additional element of interest with regard to the utility bedding is the important role of water at a data center. Many hyperscale users choose to work with our longstanding partner Loudoun Water to flow reclaimed water through the concrete utility bedding to cool the data center. Cooling is an important security and energy efficiency feature.

Location is important in any commercial real estate market, but that's especially true when it comes to data centers. The speed of any internet signal is largely dependent upon the host's proximity to a powerful data center.

"The pipeline for the internet goes through Northern Virginia," explains Anthony Venafrro, Land Use Development Manager. "There is a point in Ashburn that is basically the hub of the internet; hyperscale users want to be as close as possible to that point. The closer you are, the faster it is."

As commercial parcels become scarce in the counties closest to the hub, the cost of real estate is increasing exponentially. In 2011, Loudoun County officials estimated 6.5 million square feet of data center capacity would be built by 2021. As of February 2019, 18 million square feet are built out, under construction or planned within the county lines.*

What this means for hyperscale users — the ultimate customers — is that speed is important for another reason. "As quick as they can get up and functional is really important to the owners," Anthony explained. "Our service and reliability plays a big part in that to meet the demands of the market."



Anthony Venafrro,
Land Use Development
Manager, Luck Real
Estate Ventures

Regional Sales Manager for Luck Stone's Northern Region, Abe Ismael explains how fast these projects move. "When these projects pop up, things happen fast. Because you're dealing with hyperscale users and government agencies, we often don't get notice until very close to the time of construction — maybe 60-90 days out."

Part of Luck Stone's value to our customers is being able to mobilize resources quickly to make sure they have the right product in the right place at the right time. Location is a major advantage, and Luck Stone is well-positioned in Northern Virginia. But Charlie Windle explains that it's much more than proximity that sets Luck Stone apart.

"Time is the absolute highest priority on these data center projects, closely followed by quality to ensure security. When the pressure is on for our customers, they know they can rely on us to be there for them, to move quickly and to provide a high-quality product," said Charlie.

Anthony and his team are carefully tracking future trends of data centers

across the Commonwealth. "Soon there will be transatlantic fiber optic subsea lines coming into Virginia Beach, which will become known as a 'digital port,' a point of entry for international digital traffic," Anthony explains. "We expect this to create a digital corridor from Virginia Beach through Central Virginia, up to Northern Virginia with data centers following that path. Once those lines are laid, we are in a great position to support our customers in constructing more data centers."

For everyone involved, it is rewarding to be a part of an exciting time in the exponential expansion of our digital economy. "You hear a lot these days about 'the cloud,'" Abe said. "Data centers are the cloud. We have the opportunity to help to make it more robust and take it into the future so we can all do great things with technology."



Abe Ismael,
Regional Sales
Manager,
Luck Stone
Northern Region



In addition to the Data Center Alley in Northern Virginia, in 2018, Luck Stone began a multi-year project to support the construction of the RVA Data Center in Richmond, Virginia. The project, which marks the development of the first data center in the Richmond region, is shipping material in from multiple Luck Stone locations.

For nearly 100 years, our aggregate products have served as the foundation for the bridges, roads and buildings that keep our economy moving. Even in the digital age, Luck Stone is continuing to play an important role in building that infrastructure.

"It reminds me of when we supported the expansion of Dulles International Airport," Charlie Windle recalls. "At that time, I was thinking about all the travelers whose lives we were touching in some small way. Now with 75 percent of the world's internet coming through here and the storage of all this information, I'm thinking about how our aggregate is playing a part in world commerce. It's kind of an amazing thought that our aggregate is helping facilitate the exchange of information throughout the entire world."



What is a Hyperscale Data Center?

Hyperscale data centers are those which implement a robust and scalable cloud, Artificial Intelligence, or distributed storage system and are often associated with the infrastructure required to run global companies such as Google and Amazon.

A GREENFIELD WITH DEEP ROOTS

Luck Stone to Develop a New Quarry in Crewe, Virginia

AN IMPORTANT ASPECT OF LUCK STONE’S GROWTH STRATEGY IS OUR COMMITMENT TO IMPACTING ECONOMIC GROWTH THROUGH INDUSTRIAL REAL ESTATE VENTURES

Land Use Development Director Jon Riley has a dual role, overseeing the real estate needs of Luck Stone and leading Luck Real Estate Ventures, which specializes in the development of industrial and commercial land. “My role is to set up my colleagues for success,” Jon explains. “In order to put all our Luck Stone expertise to use — from our Value Safety 2.0 approach to operations to using new technologies like drones for surveying to our commitment to environmental stewardship — we have to have land.”

Land strategy is critically important in the South Hampton Roads market, which is a coastal plain, requiring a different approach to aggregate supply. It’s Virginia’s second largest market — demand for Luck Stone product is high.

“Not long after we entered into the South Hampton Roads region, we knew that in order to sustain our presence for the long term, we would need to find additional sources of stone to serve the market,” explains Matt Schiefer, Vice President of Luck Stone’s Eastern Region.



Jon Riley, Land Use Development Director, Luck Real Estate Ventures



The Luck Stone and Luck Real Estate Ventures teams worked closely to develop the requirements for the property and search for a site that met those specifications. The team included associates from the Eastern Region, Mine Planning, Engineering and Operations Services (EOS), Logistics, Sales and Land Use. The requirements were strict:



An area serviced by rail, so we could secure reasonable rates to deliver stone to distribution yards in South Hampton Roads



Proximity to roads for trucking the stone to other sites across Luck Stone’s network of customers and partners



High-quality standards with grade-A stone that meets all specs for the Virginia Department of Transportation and a minimal amount of overburden



Another critically important requirement — community support



Matt Schiefer, Vice President, Luck Stone Eastern Region

“It had to be a win-win for both Luck Stone and the community,” explained Jon. “Our long-term growth strategy is impossible to achieve without the support of the local communities in which we operate.”

After several years of searching across Virginia and North Carolina and drilling over a dozen sites that ended up not meeting the requirements, the team finally identified a suitable site in Southside Virginia’s Nottoway County, in the Town of Crewe.

But that wasn’t the end of the road. With support, very early on from Norfolk Southern, the rail line adjacent to the site, the team got to work to secure zoning and special use permit approval from both Nottoway County and the Town of Crewe.

With a presence in Nottoway County for 80 years at the Burkeville Plant, Jon believes that Luck Stone’s longstanding relationship with the community greatly benefited our interests in growing nearby.

Just as important as a good working relationship with town leadership is engaging with the local community members. “As soon as we knew the project would move forward, we were highly committed to engaging with our neighbors,”

Jon said. “Explaining what we do as a quarry operator and how that will impact their community was important; but we also needed to listen. We hosted community meetings and met with smaller groups in neighborhood homes to hear from them and discuss their individual concerns. We truly care about the communities and the people where we operate, and this was an important part of the process.”

After a lengthy negotiation, the land agreement was approved by the Town of Crewe, creating a long-term revenue source for the community for up to 75 years, and a steady source of stone for Luck Stone customers in the South Hampton Roads market. With the local use approvals in place in Nottoway County and the town, the team plans to initiate development in 2020.

“It’s the reputation that Luck Stone has established, thanks to the hard work of generations of associates before us, that enables us to grow today,” Matt said. “How we behave as a company, how we work every day to minimize the impact of our work on our neighbors, and how we give back to our communities. That trust is what leads to our future success.”

LUCK COMPANIES

TECHNICAL TRAINING PROGRAM

SHARING KNOWLEDGE
AND EXPERIENCE THROUGH

Coaching

Mentee and mentor, Chris Branham,
Lead Man, and Neil Symonds,
Stationary Technical Coach

Luck Stone Foreman Neil Symonds was looking ahead to the next stage of his career.

With 30 years of industry experience, including 17 years at Luck Stone, Neil's technical expertise and passion for helping others had been an incredible asset to teams at the Fairfax, Culpeper, Bealeton and Spotsylvania Plants.

But he wondered if there was an opportunity to share that knowledge with more people across the organization.

"A few years ago, I was asked where I see myself in five years," Neil explained. "I told my manager that I love training the associates at the plant, but wasn't sure how to make that my full-time job. In March of 2017, I got an email with a new job description that fit me perfectly. Training is what I'm passionate about. It's what I want to do."



Scott Luberto
Technical Training
Manager, Luck Stone

In late 2017, Luck Stone implemented a new approach to training that would empower associates like Neil to help develop rising leaders. Under the leadership of Scott Luberto, Technical Training Manager at Luck Stone, the company formed the Technical Training function to propel this effort.

"Employers often approach training as a static event, a one-and-done opportunity for an employee to participate in a class to develop their skills," Scott explained. "At Luck Companies, we have a bigger vision. For us, learning is a process, not a single event. We believe it has to be personal, strategic and measurable."

Scott's team began by identifying best practices from leading organizations

such as Caterpillar and CarMax. They determined that the best approach for our company was a technical training program built around a competency-based learning model and led by full-time role-specific coaches. In this capacity, coaches provide data-driven, personalized training and 360-degree feedback to help associates understand the competencies of their position and develop the skills needed to become high performers.

"At most companies, this type of personalized development is usually reserved for more senior roles," explains Scott. "To offer this training to all production roles is a huge differentiator for our organization."

“We’re proud to be able to offer tools, technology and equipment, but what means the most to us is when we see our associates sharing their experience with each other, helping each other be the best they can be.

To me, that’s the definition of igniting human potential.”

Scott Luberto, Technical Training Manager, Luck Stone

Neil’s experience was a perfect fit for the role of Stationary Technical Coach, where he works with plant operators across the company from Northern Virginia down to Atlanta, to develop skills around the operation and maintenance of stationary equipment.

“My job is to give them the confidence they need to make good decisions,” said Neil. “While I approach this role with 30 years of experience, I let the plant operators that I’m training experiment and try different ways. My approach isn’t that my way is the best way. I believe the best way is the safe way.”

In fact, Neil credits the program with helping him grow, too, and exposing him to different ways of operating as he travels around from plant to plant.

Our competency-based model is centered around full-time, role-specific coaches. In this capacity, coaches provide data-driven, personalized training to help associates understand the competencies of their position and develop the skills needed to become high performers.



The impact of this program goes far beyond each coach / trainee relationship. “As the lead man, I get to teach all the new associates how to do their job,” explains Chris. “Learning the best way, the safest way and the most efficient way to do my job — I get to share that with everyone I work with day-to-day.”

“When you’re a foreman at one plant, you get to know that plant really well,” Neil said. “We all crush rock, but the way each plant approaches similar tasks is influenced by the leadership style of that plant. There is so much going on at this company. Through this coaching role, I really get a chance to see the big picture.”

Before Neil became a coach, he was the Foreman at Luck Stone’s Spotsylvania Plant where he met Chris Branham. A year and half ago, Chris became the Spotsylvania Plant Lead Man — and part of Neil’s first group of trainees. They meet in person at least once a month, and review Chris’ assessment together to see how he’s doing and what they need to focus on during their time together. They’ll travel to other sites and work on larger maintenance programs that help develop Chris’ skills as the plant operator. “Chris likes the responsibility and the challenges of the job,” explains Neil. “He will try to figure out the answer first before coming to me, and when he does, he asks really good questions.”

For Chris, working with Neil through the Technical Training Program has provided a new perspective on his former boss. “We had a good relationship before, but now I get to see more sides of him. If there’s an issue at the plant, he’s there giving me a helping hand and providing input about how to work through or fix the situation. On quieter days, we’ll

take a look at my assessment and dive deeper, diagnosing certain gaps and working through ways I can improve.”

The impact of this program goes far beyond each coach / trainee relationship. “As the lead man, I get to teach all the new associates how to do their job,” explains Chris. “Learning the best way, the safest way and the most efficient way to do my job — I get to share that with everyone I work with day-to-day.”

Luck Stone has already established ambitious plans for the future of the Technical Training Program. In early 2019, we opened a 10,000-square-foot centralized technical training center at our headquarters in Goochland County, Virginia. The Luck Stone Technical Training Center will provide hands-on opportunities for our associates to work on crushers, feeders, screens, hydraulic crusher cabinets, pumps, mobile equipment, welding and fabrication. There will also be a dedicated space for electrical engineers to work on programmable logic controllers and automation simulations.

In reflecting on the program, Scott is especially proud of coaches and associates like Neil and Chris. “At Luck Companies we believe in giving every single one of our associates the tools and support to perform and lead at their best,” he said. “Neil and Chris are doing just that.”

CELEBRATING THE PHILANTHROPY OF LUCK COMPANIES, THE LUCK COMPANIES FOUNDATION AND THE LUCK FAMILY AT

VCU

For a company whose mission is to ignite human potential and make a positive impact on the community, we have an incredible gift in our hometown of Richmond in Virginia Commonwealth University (VCU). Founded in 1838, VCU is a premier urban, public research university with a mission to advance knowledge and student success through its many nationally ranked academic programs.

In addition to educating many of our associates, VCU has made an indelible impact on our community through its commitments to the arts, medicine and environmental science. Luck Companies, the Luck Companies Foundation and the Luck Family — Charles Luck III and True Farr Luck and their children — are proud to have made an impact on VCU's work in each of these areas.

Luck Companies gives back to our community through local philanthropy, matching associate giving and grants from the Luck Companies Foundation.

In addition, the Luck Companies Foundation partners with non-profits to lead work that results in long-term positive impact in our local communities. We focus in two main areas — Values Based Leadership and Environmental Stewardship.

You belong here

The Arts

With a deep passion for the arts instilled in her by her mother, True Farr Luck has made an incredible impact on the arts in the Richmond community. She and her husband Charles Luck III are founding supporters of VCU's new Institute for Contemporary Art (ICA). Their generous leadership commitment named the ICA's unique fourth exhibition space the True Farr Luck Gallery and helped to kick off fundraising for the \$37 million, 41,000 square foot construction project. The ICA opened on April 21, 2018.

From 2014-2018, the Luck Companies Foundation provided a significant grant to the ICA capital campaign for the construction of a green roofing system. The green roofs, which were completed in 2018, are located above the office area and galleries two and three; a fourth covers a portion of the terrace above gallery one. The green roofs help increase energy efficiency and filter pollutants from rainwater.

“When I think of what True has meant to me personally and what she has done for the ICA, it is quite overwhelming. The creative community of Richmond has been enriched because of True Luck’s generous spirit and contagious enthusiasm. She understands that humanity needs the arts.”

Joe Seipel, Dean Emeritus, VCU School of the Arts and Interim Director, VCU Institute for Contemporary Art

Environmental Science

“VCU and the Rice Rivers Center are clearly assets for the City of Richmond, and Luck has an environmental ethic. So to be able to support a program that does good environmental science and aids the state to develop better environmental policies, they like being a part of that.”

Greg Garman, Ph.D.,
Director, VCU Rice
Rivers Center

VCU's Rice Rivers Center is dedicated to expanding environmental knowledge and preserving the health of natural resources. In Central Virginia, those natural resources are all tied to the James River, a body of water that is deeply tied to the history, health and economic success of the Richmond community.

The health of the whole Chesapeake Bay watershed matters to us at Luck Companies — not only because it's the right thing for our community, but it's also the right thing for our business. We rely on the river to transport our products from our production facilities to our customers.

Luck Companies' history of donating to the VCU Rice Rivers Center began in 2008 when it donated a significant amount

of architectural bluestone to the center's first construction project, the Walter L. Rice Education Building.

In 2010 and 2013, Luck Companies made two separate donations of more than 2,000 cubic yards of rock to build two 300-foot-long artificial reefs in the James River to improve the recovery success of the endangered Atlantic sturgeon.

In 2011, the Luck Companies Foundation provided a significant grant toward the center's latest construction project, a \$6.7 million research laboratory building, and in 2017 a second contribution to construct a lab in the building.

In 2018, Luck Companies made another significant contribution to advance the work of this vital institution in our community.



“It is very inspirational to see firsthand the extraordinary commitment the Luck family has to the environment and our community. They have set a leadership precedent that extends to all of our business endeavors and partnerships, including the work of the Luck Companies Foundation. Our vested interest in supporting the growth and progress of VCU enables us to make a long-term, positive impact in the city where Luck Companies was first established back in 1923.”



Medicine

Founded in 1974, the VCU Massey Cancer Center is dedicated to discovering, developing, delivering and teaching effective means to prevent, detect, treat and cure cancer through innovative research, patient care and education.

The Luck Companies Foundation has been a longtime member of the Massey Club, a donor to Massey's Women & Wellness Forum Series and a supporter of the Campaign for Massey.

In 2018, the Luck Companies Foundation made a significant grant to the Massey Cancer Center to support its innovative and patient-centered work. Massey's Associate Director of Clinical Research, Charles Geyer, oversees the operational and scientific aspects of the cancer center's clinical trials program.

“The Lucks are an extraordinary family. True and Charles established this highly successful business with a strong sense of philanthropy, and their children have acquired that commitment; they're very dedicated to generously supporting the Massey Cancer Center.

Charles Geyer, M.D., Massey Cancer Center
Associate Director of Clinical Research



Doug Palmore, Senior Vice President of Customer and Technical Services, Luck Stone, Board Member, Luck Companies Foundation



INNERWILL



INNERWILL IMPACT CLIENT SPOTLIGHT

The InnerWill Leadership Institute teaches the necessary skills to strengthen leadership capabilities and drive results through the practice of Values Based Leadership (VBL).

Companies who foster a values based approach to leadership create connections that have a significant impact on organizational outcomes — including higher levels of engagement, lower levels of turnover, increased alignment around a company’s strategy and mission and a better bottom line. Born out of Luck Companies, and founded by Charlie Luck IV in 2015, InnerWill is a 501 c3 nonprofit dedicated to creating better people, braver leaders and a wiser world through the practice of VBL.



Dr. Tom Epperson,
InnerWill President

Today, the Values Based Leadership journey that was so transformative for Luck Companies is being shared with other companies that have a desire to lean in and develop a culture that is grounded in values. InnerWill invests in the organizations and people it serves through customized solutions built to ensure positive and sustainable change.

“We exist to have an impact,” explains InnerWill President and organizational development expert Dr. Tom Epperson. “Leadership is a choice, not a title. We believe that everyone has not only the ability but also the responsibility to lead. In our work, our goal is help people and organizations embrace that point of view, a bit more often every day.”

2018
SUCCESSES

62 
ORGANIZATIONS

19 
SPEAKING
ENGAGEMENTS
to 5,236 people

PURPOSE
TO DEVELOP
BETTER PEOPLE,
BRAVER LEADERS
AND A WISER
WORLD THROUGH
VALUES BASED
LEADERSHIP 

1661 
Individuals for
Workshops & Coaching


1033 
Assessments Taken

 6898
INDIVIDUALS

“VISITORS TO GOODWILL
WILL OFTEN COMMENT
THAT THEY SEE THE VALUES
BASED CULTURE IN ACTION
AS WE STRIVE TO DO THE
RIGHT THING, ASSUME
POSITIVE INTENT, AND MEET
PEOPLE WHERE THEY ARE
DEVELOPMENTALLY.”

Charles Layman, President & CEO,
Goodwill of Central and Coastal VA



We’re proud to spotlight a few stories of InnerWill’s partnership with
other companies that have invested in Values Based Leadership.



GOODWILL OF CENTRAL AND COASTAL VA

Goodwill of Central and Coastal VA’s (GCCVA) mission is to create pathways to work. GCCVA is focused on creating more community impact through strategic partnerships that provide employment pipelines across the region resulting in more job placements while meeting industry-specific needs. Working with over 1,100 employers and partners and serving over 15,000 job seekers, GCCVA’s values driven culture drives organizational performance that translates into more jobs and an economically robust community.

Goodwill subscribes to the concept of Values Based Leadership, and all leaders and managers go through the VBL program designed by InnerWill. The tenets of VBL closely align with Goodwill’s core values of respect, integrity, teamwork, commitment, learning and innovation.



HOMESTEAD BUILDING SYSTEMS, INC

Homestead Building Systems (HBS) has been serving the residential home building industry of Northern Virginia, Southern Maryland and most recently, Richmond, Virginia for 22 years, and is the most quality driven source of engineered lumber, building components and turnkey carpentry in the market.

InnerWill has been working with HBS to help support values alignment and build a robust company culture.

Homestead’s owner, David Baird, shares that building a company that’s a great place to work, that’s socially responsible, innovative, and efficient goes hand in hand with being profitable. “As a leader, you must lead by example. On a daily basis, I make sure my actions support my words and lead with my values of being ethical, honest and consistent. At Homestead we embrace new technology, change, think long-term, and lead by example from any seat.”




EAGLE CONSTRUCTION

Eagle Construction has been one of Virginia’s most trusted builders since 1984, with 135 communities and over 5,000 homes built from Central Virginia to the Hampton Roads area.

Eagle has made a commitment to establishing and strengthening a values based culture in their workplace. In 2018, InnerWill began supporting the values journey and development of the senior leaders at Eagle with a yearlong Values Based Leadership Development Program. The InnerWill team has provided coaching for 30 executives and quarterly values sessions with the entire staff. Eagle first partnered with InnerWill in 2016 and was inspired to prioritize Values Based Leadership training and consulting because of their commitment to building high-performing teams, creating a robust company culture and aligning people and potential to achieve organizational excellence.

COMMUNITY
Impact

How Luck Companies
Gave Back in 2018



Associates from our Boscobel Plant participated in Backpacks of Love, a program to eliminate hunger in Central Virginia by providing food for school-age children.


Associates from our Charlottesville Plant hosted a

COOKOUT

FOR


Stone Robinson Elementary Teacher Appreciation Day and provided tours to student groups throughout the year.

Associates from our Bealeton Plant partnered with Cedar Lee Middle School on their reading program.




Associates from our Burkeville Plant decorated a front-end loader to participate in the town's Christmas Parade.

Associates from our Caroline Plant partnered with Stream Sweepers to participate in a clean-up project for the Mattaponi River.




Associates from our Engineering and Operational Support (EOS) team participated in the Goochland Field Days of the Past and provided support for the Goochland High School Robotics Club.

Associates from our Fairfax Plant hosted trainings for firefighters and EMS professionals.




More than 1,000 members of the community visited our Culpeper Plant for the annual Culpeper Natural History Day to see the dinosaur tracks preserved in the quarry.



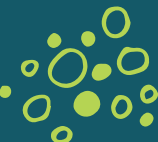
The Corporate Office hosted a **FAMILY FUN DAY**

Associates from across the company traveled with their families to participate in quarry tours, games, food and fun!

Associates from our Oyster Point Yard donated aggregates to be used by a local pet rescue.




Associates from our Leesburg Plant teamed up with local Scouts to create **1,000 Rock Kits** to distribute at the National Science Teachers Association convention.




Our Powhatan Plant provided a free load of stone to community members in exchange for a

DONATION TO THE LOCAL FIRE DEPARTMENT.



Associates from our Rockville Plant worked with students at G.H. Reid Elementary School to install new flower beds on school grounds.





Grants ≥ \$1,000 (includes matching gifts)

ABWE Foundation	Goochland Co Fire CO-2	Lewis Ginter Botanical Gardens	Strategies to Elevate People
Alliance for the Chesapeake Bay	Goochland Co Fire CO-3	Living Memorial Scholarship	Thomas Jefferson Foundation, Inc.
Blue Sky Fund	Goochland Co Fire CO-5	Lord Fairfax Community College	Unbound RVA
Bon Air Baptist Church	Goochland Educational Foundation	Massey Cancer Center	United Way of Kershaw County
Calvary Community Church	Goochland High School Robotics	Mineral Congregation of Jehovah's Witnesses	Unity Christ Church of Bon Air
Capital Region Land Conservancy	Greater Richmond Chamber Foundation	Nativity Miguel Coalition	VA Foundation for Independent Colleges
Capron-Drewryville Athletic Association	Greater Richmond Partnership, Inc.	Neighborhood Resource Center	VCU Foundation
Caroline County Little League, LLC	Gum Spring United Methodist Church	Operation Healing Forces	VCU School of Business Foundation
CCHASM	Heart of VA Council, Boy Scouts of America	Petty Family Foundation	Virginia Center for Inclusive Communities
Christ Central Church	Hill City Church	Powhatan Community Church	Virginia Museum Foundation
Cool Spring Baptist Church	Historic Richmond Foundation	Rectors & Visitors of the University of Virginia	Virginia Tech Mining Engineering
Elijah House Academy	Hope Church EPC	Southminster Presbyterian Church	VMI Foundation
Elk Hill Farm	InnerWill	Spinal Cord Injury Network of Metro DC	West End Assembly of God
Empowerhouse	J. Sargeant Reynolds Community College	St. Giles Presbyterian Church	Wright's Chapel United Methodist Church
Family Bible Fellowship	James River Association	St. Peter's United Methodist Church	YMCA of Greater Richmond
FOCUS Richmond	Junior Achievement USA	Stony Point Reformed Presbyterian Church	YMCA of the Triangle Area
Free Clinic of Powhatan			YWCA of Richmond
Goochland Cares			
Goochland Co Fire CO-1			

Total paid in grants and matching gifts	Number of matching gift checks	Number of grants paid out
\$844,278	130 (totaling \$70,064)	56



Virginia Military Institute's
Center for Leadership and Ethics

“Luck Companies has been an enthusiastic supporter of Virginia Military Institute's Center for Leadership and Ethics since its inception ten years ago. Our Center is able to bring quality programming on issues of leadership and ethics not just to our cadets, but also to the greater public because of their support.”

Major Kim Connolly, Virginia Militia, Assistant Director for Programs and Conferences, Center for Leadership and Ethics, Virginia Military Institute



Goochland County Public Schools

“Goochland County Public Schools is grateful to have Luck Companies as one of our most valuable business partners. Their impact is evident in our elementary schools with the geology lessons they provide, and in our high schools with the work they do with our robotics programs. Because of our partnership with Luck Companies, our STEM programming is robust and our students are able to explore their interests through the educational experience in this area. Through the diesel mechanic and heavy equipment operator programs Luck Companies supports, we are also able to do our part to educate the workforce of the future and help fill the skills gap.”

Bruce Watson, Director, Career and Technical Education, Goochland County Public Schools

At Luck Companies, our core value of Commitment calls us to give back to our communities. From grants and volunteerism at local philanthropic organizations, to opening up our facilities for community meetings and quarry tours, associates from Northern Virginia to Atlanta are making a difference as engaged members of the communities where we live and work.



Storm Relief Efforts

As Central Virginia prepared for Hurricane Florence in September 2018, our Charlottesville and Greene Plants donated several tons of sand for use in sand bags to prevent flooding and protect homes and other buildings throughout the City of Charlottesville, as well as Greene and Albemarle Counties. In addition, some of Luck Stone’s haulers donated the hauling of the material.

“Thank you Luck Stone for your generous donation to our community!”

Sheriff Steven Smith, Greene County, Virginia

Ultimately, Central Virginia was spared the usual impacts of a hurricane, but experienced instead tornadoes and heavy rains. One rural road in Amelia County, Virginia, was almost completely washed out by the storm. Luck Stone and Luck Ecosystems donated materials, including Class 2 Rip Rap. A team of associates, led by Luck Ecosystems Surface Miner Terry Poe rebuilt the destroyed section of road so six families could safely reach their homes.



Luck Stone’s Bealeton Plant Supports Community with Innovative Strategy

Associates at the Bealeton Plant are supporting nonprofit organizations in Fauquier County through a partnership and creative leasing agreement with Shady Grove Kennel, Hunting Preserve and Sporting Clays, another family-owned business in that county.

When Shady Grove’s Sporting Clays course needed to find a new home two years ago after 25 years in the same location, owner Neil Selby approached Luck Stone about leasing some property near the Bealeton Plant. Luck Stone associates saw an opportunity to provide Shady Grove with land that wouldn’t be used for quarrying operations as well as to support a local nonprofit with the rental funds from a discounted lease agreement.

The first nonprofit selected to benefit from this innovative initiative was Fauquier Family Shelter Services, which helps alleviate homelessness in the county. “We took a tour of their facility and learned more about their services,” said Richard Luck, Bealeton Plant Manager. “Then we invited them to share their mission with our team of associates at the Bealeton Plant in March 2018. At the conclusion of the meeting, we presented them with a check for \$6,000, representing two years of the lease’s rental funds.”

To say that the nonprofit organization was stunned to receive the surprise contribution is an understatement. “We were totally shocked and completely overjoyed,” said Danielle Ellis, Executive Director of Fauquier Family Shelter Services.

She noted that the funds will be used for maintenance of the organization’s shelter facilities, for supplies to establish a community garden at their locations and for the purchase of some new playground equipment. “We are excited to build a relationship with Luck Stone and we look forward to sharing reports of how the money is being put to good use.”

Leslie Carter, Manager of the Sporting Clays division of Shady Grove’s business, believes that the leasing agreement with Luck Stone is meaningful to everyone in the area. “We were able to stay in the county thanks to this partnership with Luck Stone and it’s great that nonprofits in Fauquier County also will benefit,” she said. “Community involvement is so important to both of our companies.”

According to Richard Luck, the partnership with Shady Grove and the creative leasing initiative align perfectly with the company’s philosophy to positively impact the lives of others and to be a good neighbor in localities where Luck Stone conducts business. “We want our operations to benefit others in the community for years to come,” he concluded.

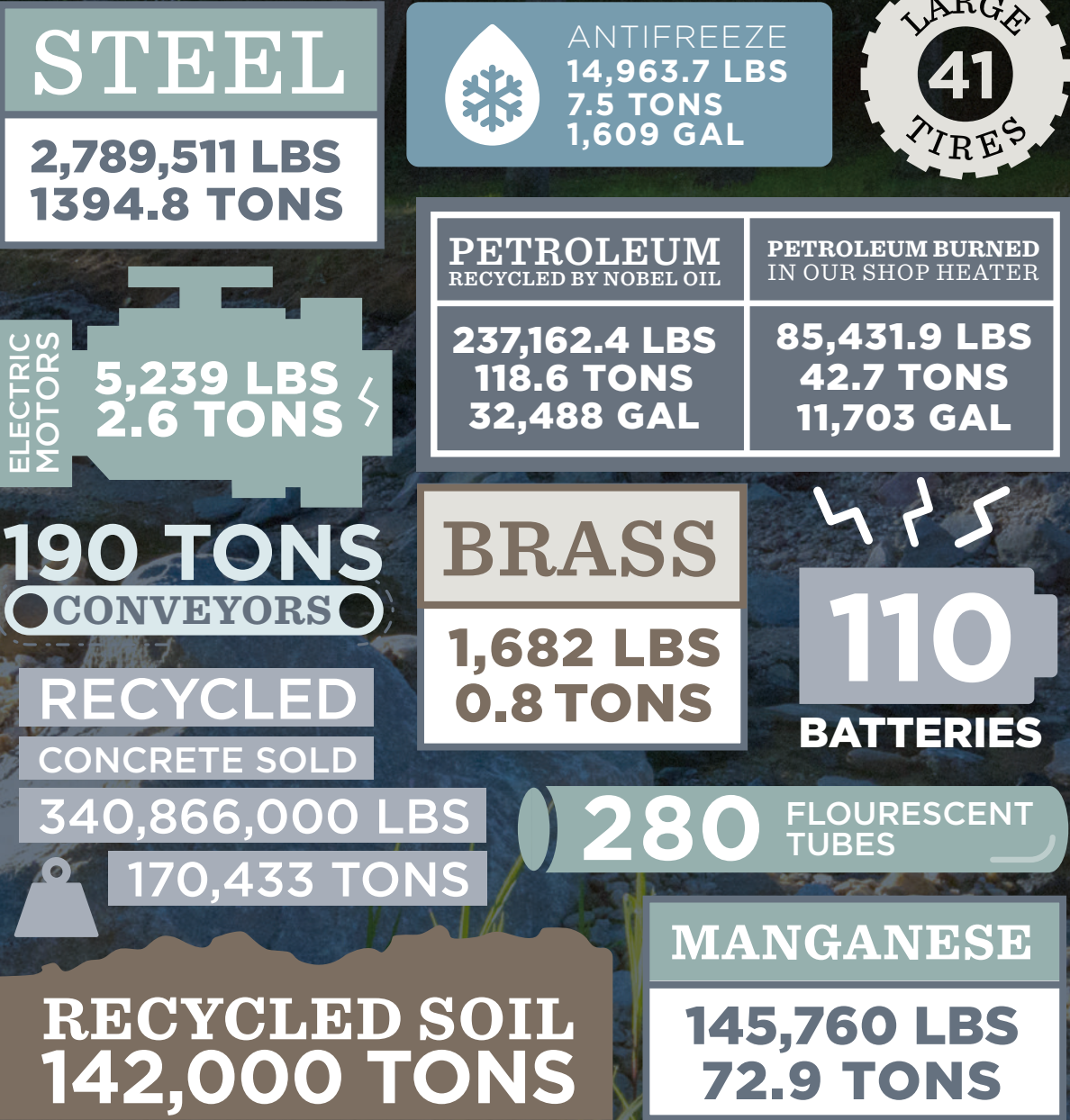


Recycling

At Luck Companies, we believe in being good stewards of our community and creating a positive outcome for natural, built and work environments. That means minimizing our impact on the environment by meeting and exceeding environmental performance standards and proactively identifying ways to make our day-to-day business more sustainable.

Energy conservation and recycling are two primary ways that we live into our commitment to sustainability. In 2018, we implemented new processes for recycling concrete, putting to use materials that would otherwise be discarded and left unused in a landfill. When a building or road is demolished, Luck Stone will collect the concrete aggregate from the site and re-crush the stone again in order to resell the recycled material for use in future construction projects. In addition to the elimination of waste and reduced use of landfill space, recycling concrete helps save water, conserve natural resources and reduce pollution.

**2018 RECYCLING RESULTS:
VIRGINIA OPERATIONS**



The Elizabeth River Project

“The Elizabeth River Project is honored to have Luck Stone’s Berkley and Gilmerton Yards at the Model Level, the highest level in the River Star Businesses Program. They have demonstrated exemplary pollution prevention and wildlife habitat enhancement, and were deemed community leaders in environmental stewardship by the program’s review committee. We are also happy to have Luck Stone’s new Greenwood Yard as a River Star Business documenting environmental results. We are proud to count Luck Stone as a strong partner in the restoration of the Elizabeth River!”

Pam Boatwright, Deputy Director, Elizabeth River Project

AWARDS & RECOGNITION

1 CHARLES LUCK III INDUCTED INTO PIT & QUARRY HALL OF FAME

For all his accomplishments in the aggregate industry, the community and with Luck Companies, Charles Luck III was inducted into the Pit & Quarry Hall of Fame in March 2018. Charles was recognized not only for his creativity, innovative mindset and leadership in the industry, but also for dedicating his time, giving back and helping others in the community.



Charlie Luck had the honor of accepting this prestigious award on his dad's behalf:

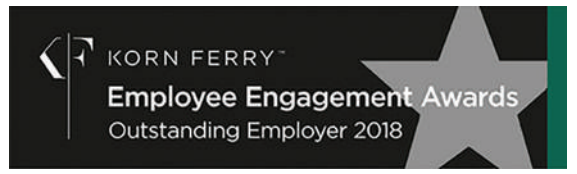
"My dad is my mentor, a person I have an extremely close relationship with. At an early age, he gave me a lot of insight on how to live a good life and on leadership. He is a people person; he loves people and he deeply cares about people."

2 JOE CARNAHAN RECEIVED THE 2018 CHARLES S. LUCK III IGNITING HUMAN POTENTIAL AWARD

Joe Carnahan, Vice President of Luck Stone's Southeast Region, was recognized for his exceptional commitment to positively impacting others and for bringing our mission to life, inside and outside of the company.



3



LUCK COMPANIES WAS RECOGNIZED AS A KORN FERRY 2018 EMPLOYEE ENGAGEMENT AWARD WINNER

The global organizational consulting firm conducts an annual study of more than 3 million respondents from more than 500 companies in more than 60 countries. The winners are chosen based on the largest percentage of employees who "strongly agreed" or "agreed" with the following statements:

"I feel proud to work for the company."

"I would recommend the company as a good place to work."



4

LUCK STONE'S AGGNOW APP RECEIVED THE AUZVILLE JACKSON JR. AWARD AT THE RVATECH AWARDS

This award is given to a company whose development of technology applications and/or systems creates new processes, methodologies, and/or services for their own or others' benefit.

CAROLINE PLANT RECOGNIZED BY THE COMMONWEALTH OF VIRGINIA FOR SAFETY AND ENVIRONMENTAL STEWARDSHIP

The Luck Stone Caroline Sand and Gravel Plant was recognized by the Virginia Department of Mines, Minerals and Energy (DMME) and the Virginia Transportation and Construction Alliance (VTCA) for exemplary safety and outstanding reclamation of mined land during 2017. At their annual meeting on June 13th, the Orphan Land Advisory Committee selected mines for their exemplary efforts in restoring land disturbed by mining to an environmentally friendly and usable state after mining is complete; our Caroline Sand and Gravel Plant was awarded Overall Winner and Winner of Best Non-Quarry Category. Caroline was also recognized for their commitment to safety as one of the Top Winners in the Open Pit Category for having an impressive 25,618 hours without a lost time accident.



5





LUCK
STONE

Impact
REPORT

Reflection

A SHARED VISION TO POSITIVELY IMPACT
PEOPLE AND THE COMMUNITIES WE SERVE



PEOPLE ARE OUR *Purpose*

As I reflect on the phenomenal year we experienced in 2018 and all of the diligent and purposeful work that’s led us here, I’m inspired by the people who have chosen to work with us — our associates, our customers, our industry partners and our communities.

My grandfather, Charles Luck Jr., who founded our company in 1923, is remembered for having said, “If you take care of your people, they will take care of you.” My father, Charles Luck III, who led the organization for the next 40+ years, translated that commitment to people into the company motto, “We care.” Today, we are propelling their collective vision by living out our people-focused mission to **ignite human potential through Values Based Leadership and positively impact the lives of others around the world.**

With nearly 100 years of history, 800 empowered associates, 28 locations and three generations of Luck Family leadership, we recognize that our opportunity to make a positive impact is all around us. From the depths of our quarries to the walkways of our offices, we create an environment that helps our associates grow, lead and exceed their wildest dreams. Because at Luck Companies, people are our purpose.

This heartfelt dedication to people is woven into all that our associates do — inside and outside of our organization. We are driven to contribute, to partner, to innovate and to redefine what’s possible for our communities, our industry and our world.

To the people and partners of Luck Companies; to our customers and communities — new and longstanding; thank you for your trust and belief in us. We look forward to generating a positive and enduring impact through our work together.



Charlie Luck IV
President & CEO
Luck Companies

We



A full-page photograph of two men, Brian Jackson and Ray Payne, standing on a construction site. They are both wearing grey jumpsuits with bright yellow-green reflective stripes and yellow hard hats with the 'LUCK STONE' logo. They are standing on a concrete surface with large, curved concrete structures in the background. The sky is blue with white clouds. The word 'win' is overlaid in large white letters on the left side of the image.

win

Brian Jackson, Luck Stone
Ray Payne, Luck Stone

Working in tandem for many years, Brian and Ray are friends, relatives and teammates.



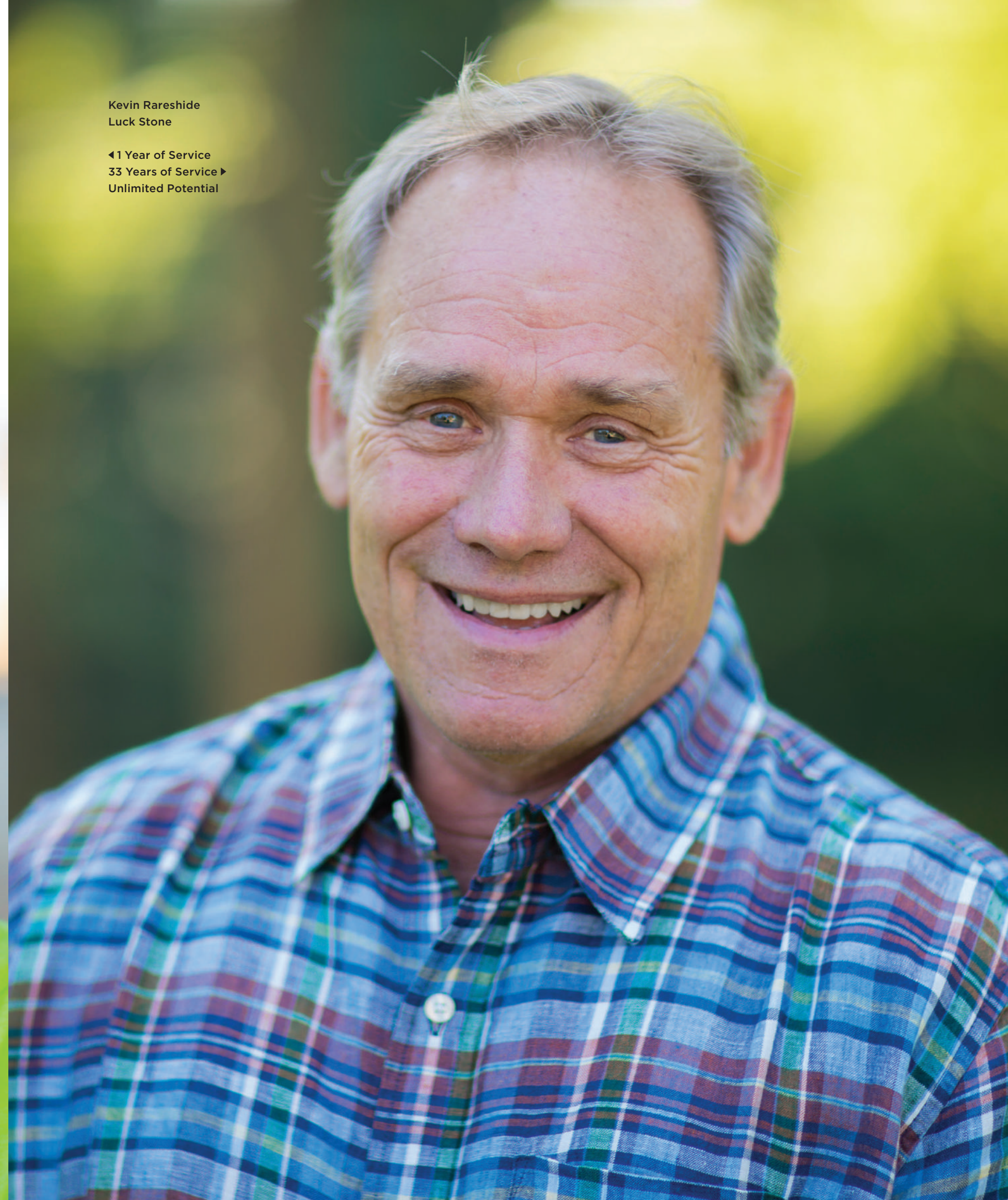
ignite



Inspired by his daughter Ellie's recent diagnosis, Scott Seaborn, Luck Companies, volunteers his time towards Type 1 (Juvenile) Diabetes research. In 2018, Scott biked over 100 miles to raise over \$10,000 for the Juvenile Diabetes Research Foundation in the *Ride to Cure Diabetes*.



Maria Medina
Luck Stone



Kevin Raeshide
Luck Stone

◀ 1 Year of Service
33 Years of Service ▶
Unlimited Potential

potential

Ray Smith,
Luck Stone



Darren Prince,
Luck Stone
Donald Winfrey,
Luck Stone



through



Eric Robinson,
Luck Stone



Jacob Perkins,
Luck Stone



David Harper,
Luck Stone



Randy Sharp,
Luck Stone

values

Currently based in Goochland County, Virginia, Dawna Mintz has worked at nine locations across two Luck Stone regions.



Currently based in Powhatan County, Virginia, Jamey Epps has worked in two business units, at six locations, across two Luck Stone regions.





Mentor: Warren Paulson, Luck Stone
Mentee: Katie Kosloski, Luck Stone

In 2018, Warren, a veteran Luck Stone Plant Manager, relocated to Atlanta, Georgia for one year to mentor Katie in her new role as Assistant Plant Manager.

Mentee: Trevor McLouth, Luck Stone
Mentor: Michael Diaz, Luck Stone

Building on their working relationship, Michael is helping Trevor learn to speak Spanish.



leadership

Sam Rinehart,
Luck Stone



Jenn Swope,
Luck Companies



and

Mike Rakes,
Luck Stone





“As the Instructional Designer at Luck Companies, I love that I can be in the classroom, helping our associates learn to be more effective communicators and leaders through the Values classes we offer. For the past 15 years, I have also followed my passion for teaching students who return to college at the University of Richmond and for the Virginia Community College System where I have taught online courses for John Tyler Community College and in the classroom at the Virginia Correctional Center for Women for Southside Virginia Community College.”

Cathy Herweyer,
Luck Companies

positively

IMPACT



the lives

"I became a volunteer fire fighter because I really enjoy helping people; it's in my blood. Growing up in a very small town, where most of my family members were volunteers, it was something I always imagined doing for my community."

Joey Cross, Luck Stone

H. M. Arnold,
Chesapeake Bay Waterman

of others



Matt Bauer,
Frontier Kemper
Constructors
Stephanie Shelley,
Frontier Kemper
Constructors



“With just one phone
call to our new
community members,
Luck Stone, we were
able to get supplies
we needed to support
an after-school reading
program in Clayton
County, Georgia.”
Felicia Franklin Warner,
Commissioner,
Clayton Co., GA

Momo Draca, Luck Stone,
demonstrates his unwavering
commitment to his team
through his disciplined
approach to his role and by
supporting those around him.

around



the

world.