

A Message from Guy Carr-Harris, Chairman and CEO



1921—1980



1980—2012



2012

Nineteen twenty-one, 100 years ago, a time when the population of Canada was just under 9 million, with Montreal being the dominant city at 618,000 people. Post World War I, our country had just elected William Lyon Mackenzie King as Prime Minister, beginning the longest term in office of any Prime Minister to date. Doctors Frederick Banting and Charles Best were developing insulin as a breakthrough method to treat diabetes. During that time the world was still recovering from the effects of the Spanish Flu Pandemic. Ironically, fast forward 100 years we are once again reminded how our lives can be so drastically altered by a Pandemic. All that aside, I like to think that the most notable event of the 1921 happened on September 1 at 1090 King Street West in Toronto, the official beginning of Canada Colors and Chemicals.



R.R. Carr-Harris, my grandfather and founder was the first President, and on September 2nd he purchased the Ammonia and Dye business of The John B. Payne Company. At that time my grandfather began a relationship with Scotiabank, a partnership that today is very much alive and well—in fact CCC is the single longest standing for profit client of the Bank. The company's office and plant were located by the CP railway lines in downtown Toronto that today is part of the trendy Liberty Village development. The business he bought was 100% focused in Ontario, with a grand total of twenty highly motivated employees and sales of \$140,000. Two years later the company obtain a business license in Manitoba and Canada Colors began its slow and steady path forward.



R.R. Carr-Harris

In **1926** Canada Colors shifted its focus from the Dye business to the Industrial Chemicals market, after losing the Kalle & Co. agency. Over the next ten years my grandfather expanded both the supplier and customer base. On July 1, **1934** my father, A.R. Carr-Harris, joined the Company and sadly two years later my grandfather passed away, and my father took over as President on January 1, **1936**. With the political and economic uncertainty that precipitated the outbreak of World War II, the European based supplier network my grandfather established came under increasing logistical challenges. As we've done numerous times over our history, the Company reinvented itself and established supply relations with North American markets.

In **1943** Canada Colors established its first employee pension plan, which at the time was highly unusual for a small private company, particularly at the height of the war. In **1947** to take advantage of the prosperous Quebec market and Montreal being very much the economic engine of the country, we opened our first office in Montreal at 1499 Bishops Street.

In **1955** we opened our Hamilton Sales office with a focus on the western Ontario markets. Central to this endeavor was the formation of the Sales Development Department, later known as the Resins and Additives business and the building blocks of today's Plastics Sales and Marketing Group.

In **1966** we opened our sales office in Richmond, British Columbia to consolidate our Western Business. Also, in that same year we moved our Head Office from the King Street warehouse to the 6th floor at 160 Bloor Street East.



A. R. Carr-Harris
President and Managing Director

MESSAGE FROM THE PRESIDENT

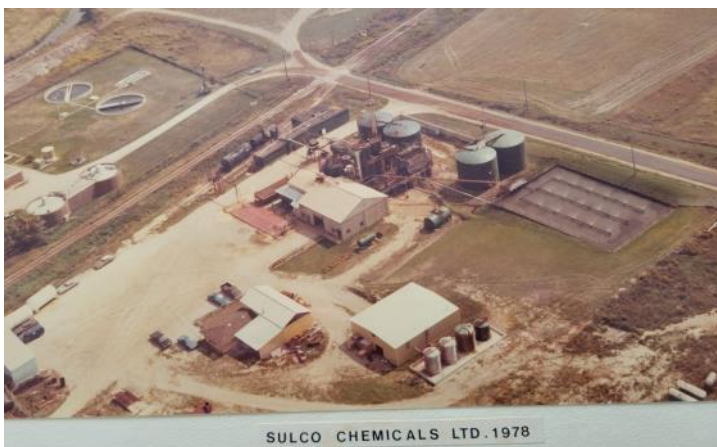
This Anniversary brochure reflects the pride we have felt upon entering our 50th year in business in Canada. In looking forward to the second fifty years, we know from the past that we must base our continued success on the support from our customers, our suppliers and our personnel.

We have pledged ourselves to the continued expansion of our service to industry in the belief that a strong chemical distribution system contributes greatly to a strong industrial Canada.

Our customers are the reason we are in business, our suppliers are the means of being in business, and our personnel is the service bridge we offer as the connecting link. We are grateful to these three groups of people and they must also share in the 50th Anniversary of this Company.

Happy Birthday to us on our Golden Anniversary and our thanks to all who have made it possible.

A handwritten signature in dark ink, appearing to read 'A. R. Carr-Harris', written in a cursive style.



SULCO CHEMICALS LTD. 1978

In **1971** the company celebrated its 50th Anniversary with sales at the time of \$16 million and a grand total of 90 employees. In that same year we exited our leased warehouse on King Street and moved to our newly built and owned production facility on Glidden Road in Brampton, in those days a sparsely populated area. Two years later Canada Colors bought Sulco Chemicals, a sulfuric acid plant in Elmira Ontario. The purchase of Sulco has proven to be probably the most important strategic decisions the company ever made. Sulco has been a major contributor to our financial stability and has pulled us through some significant down turns in the economy.

In 1979 there were three notable events at the company: we opened our Edmonton Sales office; we purchased a plot of land in Leduc for a potential future facility; and lastly, I joined the company!!!!!!! I'll never forget my first days on the job, everyone knew my name and I knew not a soul. That said, everyone was welcoming although no one quite knew what to do with me. I was provided half a desk next to the Telex desk, clearly the noisiest spot in the office. Over the next while I had the privilege of working beside many employees in the Customer Service, Accounting, Purchasing and Marketing departments. Hopefully it wasn't a traumatic experience for anyone...



In 1980 the Company moved its Head Office to 80 Scarsdale Road in North York, our home for the next 28 years. That same year the Company introduced a new, more modern logo, the familiar "Triple Drip" look. In the following year Canada Colors entered the plastics compounding business with the purchase of Ciba Geigy's facility in Colborne, Ontario. This was a major shift from the distribution world but clearly strategically a sound-move and today is the foundation of our plastics business.

Page 2 - Elmira Signet - Wednesday, May 14, 1980

New logo marks Canada Colors 60th anniversary

Canada Colors and Chemicals Limited has sales offices in Montreal, Toronto, Hamilton, Elmira, Edmonton, Calgary and Vancouver. Elmira? How did this small town of less than 7,000 population get mixed up with the largest cities in Canada.

The First St. Elmira office houses Sulco Chemicals



Out with the old . . .

which was taken over by Canada Colors and Chemicals in 1973.

Sulco Chemicals started its operation in 1962 when it was known as Elmira Acid and Chemical.

Six years later, ownership was acquired by a group of local men. Bob Bennett became manager of the plant.

Canada Colors purchased the plant after Mr. Bennett retired, but the company did have interests in the Elmira plant earlier.

Canada Colors had been marketing Sulco Chemicals. Sulco Chemicals Limited produces sulphuric acid and oleum for Canada Colors.

At the 60th anniversary reception for Canada Colors held at the Bavarian Inn on Thursday afternoon, Woolwich Mayor Ken Seiling thanked the company for its "corporate presence" in the township.

"It's people like you," he said that give Woolwich its "diversified industrial base."

"Our township is unique in the Region," said Mayor Seiling citing a "pretty good split" of about 38 per cent industry and 62 per cent agriculture. He said that other townships in the area depend more on one than the other.

At the reception, Canada Colors president Herb Montgomery presented a new logo for the firm.

Three stylized "C's" that have been made to look like chemical droplets and arranged in an open triangle shape will now be the symbol for Canada Colors.

It replaces the old three "C's" placed inside a triangle.

"We wanted to maintain a continuity" with the emblem said Montgomery. "We wanted it to look like chemicals in some way, shape or form. We captured the chemical with the droplet while the solid, thick 'C' and red color captures the idea of an aggressive, solid firm."

And the company seems to be solid.

Last year, the company made 17,000 sales calls and delivered about 300 million pounds of chemicals.

It has 3,500 industrial accounts for coast-to-coast and is truly world-wide in scope. There are over 100 suppliers in 15 different countries.

While the 1979 sales topped \$60 million, company forecasts hope to go over the \$100 million sales mark by 1985.



... In with the new

Two years later we purchased Chem Central's solvent business in Canada consisting of three plants and launching us into the liquids business in a significant way. We were now considered a force in that business with market presence and a new list of key suppliers. The following year we opened a new office /warehouse in Montreal with bulk storage, blending and rail siding access. In December of that year Canada Colors reached \$100 million in sales and presented every employee with a \$100 bill to commemorate the event.

In **1986** Canada Colors helped found the CACD (Canadian Association of Chemical Distributors). This was a significant undertaking and a forum to provide a unified voice for Chemical Distributors in Canada. Up until then there really wasn't a unified program to provide education and training to this industry, the broadening of health safety and compliance was clearly essential for the betterment of the industry. The Company would go on to play a significant role with the CCPA (Canadian Chemical Producers Association) in becoming the initial chemical company certified under the safe handling principles of Responsible Care, now a global organization with over 150 company members worldwide.



*The Management of
Canada Colors and Chemicals Limited
cordially invites you
to the official opening of their new office,
tank farm and distribution center located
at 9999 Trans-Canada Highway,
St. Laurent
(at Henri-Bourassa entrance to
Trans-Canada Highway)
on Tuesday, June 11, 1985
from 5:30 p.m. to 8:30 p.m.*



In **1988** my father retired from the business and sadly passed away four years later after a lengthy illness. I was appointed Chairman of the Board and hired an outside President to lead the business for the next few years.

In **1989** the company completed a major expansion at our Brampton facility which allowed for the consolidation of our Chem Central facilities and the broadening of our offerings of capacity in packaging and value-added services. The early **1990s** saw us add to our market presence in Quebec with the purchase of the sales accounts of Shefford Chemicals, and the wide spec plastics markets through the purchase of Elliott Polymers Limited.

Over time it was abundantly clear that our manufacturing industries were under enormous pressure from south of the boarder. With that understanding, Canada Colors stepped up our efforts to service the oil and gas industries in western Canada as a way to broaden our dependence on the resource sector. Given the land we had in Leduc, we built a blending facility that was completed in **1998**. Timing in markets is everything and within two years of completion the site required the first of several growth expansions.

In **2001** the company had surpassed \$300 million in sales and employed 340 employees. By **2008** we had outgrown our Head Office facilities, so the Sales, Marketing and Logistics groups moved to a new Mississauga office near our Brampton facility and our Head Office moved back to the downtown Toronto area, ironically to 175 Bloor Street East, directly across the street from where we had been 28 years before.



With the continued growth of our oil and gas business we purchased the export business from ICTC in **2011** which provided us the opportunity to export blended products into Cuba, a service American companies couldn't compete with. This proved to be a great venture and clearly provided opportunities for additional growth within the country. In **2011** we purchased DPL Services in Saskatchewan which complimented our solvent business.

In **2012** Canada Colors engaged Inter-brand, an internationally recognized branding company. The company introduced a new logo, marketed as CCC Group, reinforcing distinct businesses with sub brands CCC Chemicals, CCC Ingredients, CCC Plastics and CCC Sulphur Products. This was a large, complicated exercise but proved invaluable in going to market in different industries that were sensitive to specialization.

One of our last expansions of the chemicals business was the purchase of APCO Industries in **2015**. This acquisition once again complimented our solvents business and was a great strategic fit.



After much deliberation and reflection on our business and the market position we occupied, I made the difficult decision to divest of the Chemicals and Ingredients businesses, moving them to Brenntag Canada in September **2018**, and re-focusing the Company's presence on the Plastics and Sulphur markets. In **2019** we invested in our 3rd expansion of the Colborne plant adding 40,000 square feet to consolidate the Distribution and Manufactured businesses under one roof.

This past December CCC posted record results across all business platforms and is on track for another strong year in **2021**. In May of this year Sulco successfully installed a steam powered turbine allowing the plant to generate its own electricity.

The success of CCC has always been the people it has attracted to drive ingenuity and continued growth. For me, being the third generation to steer the company through significant changes in the business landscape has been a pleasure. Working with the people at CCC over the years has been most rewarding and immensely enjoyable. With our current leadership group of Ron Koniuch, Blair Russell, Brian Page and Brian Job, I am confident of CCC's continued success into the next century.

Guy Carr-Harris

August 2021



1921—1936



1937—1988



1979—Present

Messages from Former Employees



Alice Tang

I started working at CCC after my children went to school full time. While working at CCC I formed many close friendships that I still treasure. Working in the accounts payable department allowed me to work productively as a team together. The first two people who welcomed me at CCC were Ingrid and Carol. I am very appreciative of the warm and welcoming environment they created for everyone. I always looked forward to going to work and enjoyed socializing with my colleagues everyday. My experience at CCC has always been very positive and rewarding. I wish CCC all the best for many years to come.

Bernard West

When I joined as President in 1997 it was both an honour and a challenge.

Four things stand out in my mind about my time at CCC:

- Our first of several investments opening up Leduc.
- Our investing in Sulco for safety and then its first new product SBS.
- Encouraging the next generation of management.
- Prioritizing our continuous support and development of Responsible Care.

Few companies are successfully governed by a family's third generation nor continue to thrive after 100 years in operation.

CCC has achieved this through the quality of the people in the company and their working together. I was very pleased to have been one of them.



Bob Chappell

I'm delighted to have the opportunity to congratulate the owner, the present management, and the staff of CCC on ONE HUNDRED YEARS in business. Truly remarkable in these times. I'm proud to have been able to share and contribute to a portion of those years.

As an HR professional, I was impressed from the beginning at the number of talented long-service employees already in place at all levels.

As a solely Canadian private organization with a minimal amount of bureaucracy, Canada Colors and Chemicals always had a great reputation as both an ethical and reliable supplier, and customer, and became a leader in safety and "Responsible Care". To

accomplish this required exceptional employees and management, past and present, and conversely, required adequate recognition of performance and accomplishment for those employees.

All of this, along with the CCC's ongoing acknowledgement and recognition of staff even after retirement, I believe were major contributors to the company's success and longevity.

The many inevitable changes in the business world over the years have altered the shape of Canada Colors many times, and may yet again, but I hope that it will continue to be successful for many, many more years.



Carol MacLean

The company’s success over the last century is rare and unique. Three generations of the Carr-Harris family have led the organization to be both resilient and adaptive. Employees, past and present, focus on providing excellent customer service and are industry leaders in safety.

It was a privilege to have been part of the CCC finance team (1988-2016) and witnessed the expanded opportunities for women throughout the organization.

Wishing you continued success as you begin a new chapter.

Congratulations CCC, as you celebrate your 100th Anniversary!

Dave Emerson

CCC has enjoyed a great 100 years, and continues to be a well-respected, successful organization with a strong market presence.

As is often said, the best part of where you work are the people you come to know and share your life journey with. I felt very privileged to get to know nearly every employee as I progressed through my various positions, and I enjoyed all my conversations with them, and witnessing their success. The management teams I was able to work with throughout my career were always committed, hardworking, challenging, and fun to work alongside.

The investments we made over the years in Colborne, Sulco, and all our other facilities made me very proud of the quality products, and the environmental, health and safety records we continually produced.

I look forward to watching the future unfold in the years ahead.



Dave Tessier

When I think of Canada Colors and Chemicals, I think of my entire life. I think back of such fondness with pride, admiration, and love.

CCC was a huge part of my life, 45 years of my 68 young years.

What a place...the absolute best! World class. A place anyone would want to work at.

The friendships and life skills that I have learned have never ever been forgotten or taken for granted. Watching CCC grow since 1974 was a ride and a half. A journey I will never regret and wish so many could have had the opportunities that I had.

Congratulations to 100 years to the CCC family!

Joanne Thomas

From the moment I first entered the CCC office in Don Mills, I knew it was the place for me. I never expected that the next twenty years would fly by, but they surely did. I so enjoyed working with so many people in different areas of the company. The one consistency was the diversity in the different businesses and customers that we served. That a company has lasted 100 years is a true testament to everyone who had a part in its successes!

Congratulations everyone.





Dharold Read

40 years seems like a long time to work for a single company however upon reflection, now a few years since my retirementthe time was short.

For someone with a chemistry background and an affinity for business it was a perfect marriage.

Always an opportunity with the enormous scope of our business across its many industries, the depth of our constantly evolving supplier base and product line combined with considerable change in technology, industry focus, environmental and regulatory impact/conformance.

The principle goal to grow our business never left me without challenge and well-defined goals to attain.

However, without a doubt as my career was progressing, a key ingredient was the people I worked with every day. Throughout the years our leadership was strong but caring, many long-lasting friendships were formed, a strong sense of CCC family was pervasive and opportunity for personal growth never in doubt.

Congratulations to Guy C-H and the CCC Team on achieving this 100-year milestone.

Maria Artinian

I consider myself very lucky to have had the opportunity of working for CCC for 25 years! Of course, what made CCC special were all the wonderful people and amazing leaders I had the pleasure of working with.

Going to work was a pleasant routine which I realize only the lucky-ones experience.

Congratulations CCC and Happy 100!



Phil Latchman

CCC has always been a highly motivated Company to work for and managed to give flexibility to their staff to perform at their highest levels. The Company had flexibility in working hours long before it became fashionable. The Company also had security and that was vital to someone just starting a family.

The people make the culture at any Company and CCC is no exception. It is admirable that despite so many retirees from the executive ranks of a 100-year company that the culture remained the same and even improved over the years.

I am very pleased to have participated in that evolution and growth of CCC.



Pete Logel

Seems like yesterday I was there celebrating the 75th! I guess being at CCC since 1987 I've celebrated many milestones while working at the plant in Colborne. I started working on the new extruder #4 making around 450 kilos per hour - it was a mega extruder at the time. That extruder is gone now, to make room for bigger machines. In 2000, after the new addition was built, I became a foreman. Then moved on to Shipping and Receiving where my career at CCC ended with a grand retirement in November 2020.

I enjoyed my years there and I knew I would miss this place. It felt like my extended family. I know the plant missed me too cause no sooner was I gone that they called me back for a two-month STINT. Canada Colors will forever be a part of my life. I will visit from time to time and see those people that I cherish and made memories with. Plus, Ms. Vicki keeps threatening to bring me back again! Many laughs were had, and friends were made.

Thank you for my years there and all the best to those there today and for those there for the next 100 years.

Cheers to you ALL!!

Ron Raphael

One hundred years, 36,500 days, 1,200 months, by any standard a very longtime! That this has been achieved by a third-generation private company is somewhat unique. When I reflect upon my association with this CCC, I surprise myself that I have been involved in one way or another (44 years of service and 24 years in retirement) for 68 of those years which is not only a good portion of that span but an even larger segment of my 88 years. I tell my friends that is the longest I have been able to hold a job!

If I were to select what I consider were the highlights during my stay I would include the following: Acquisitions of Sulco, Colborne, and ChemCentral. Marketing and sales were restructured into industry specialization groups which was extremely effective. All this coupled with state-of-the-art technology and the continuing practice of hiring from within. The latter is fostered by the policy of treating employees fairly and recognizing and rewarding good performance. The number of long service employees reflects this to this day.



Yvon Lemieux

I have very fond memories of my time at CCC, and much enjoyed the people I worked with. Canada Colors was well regarded as a chemical distributor, hitting well above its weight. We weren't the biggest, however we were a very well-managed company, with strong leadership.

My 38 years of service went by fast, permitting me to retire, in good health, at 62 years of age.

I much enjoyed the professionalism of our bilingual employees in Montreal, a dedicated group with much joie de vivre.

CCC Through The Years



**A.R. Carr-Harris
&
Art Crocket
Deputy Chairman of Scotiabank**

**Guy Carr-Harris—Age 5
“My early years in the business”**





Executive Management 1989

L-R: Bob Chappell, Vern Wilson, Lou Hollander, Guy Carr-Harris, Jim Carfrae, Ron Raphael

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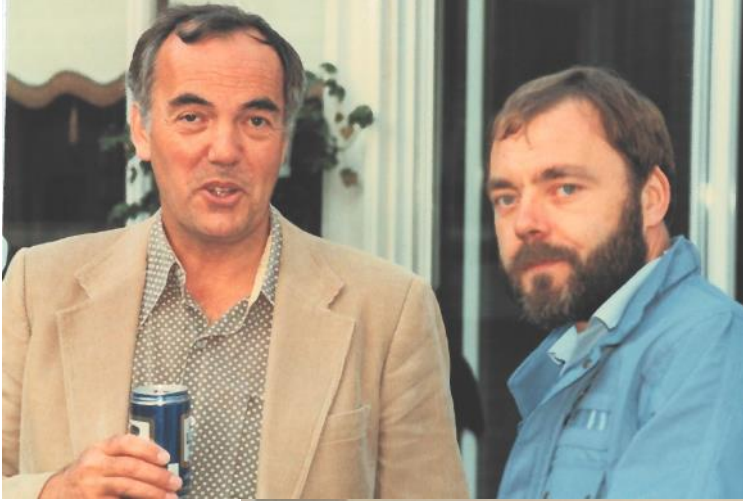
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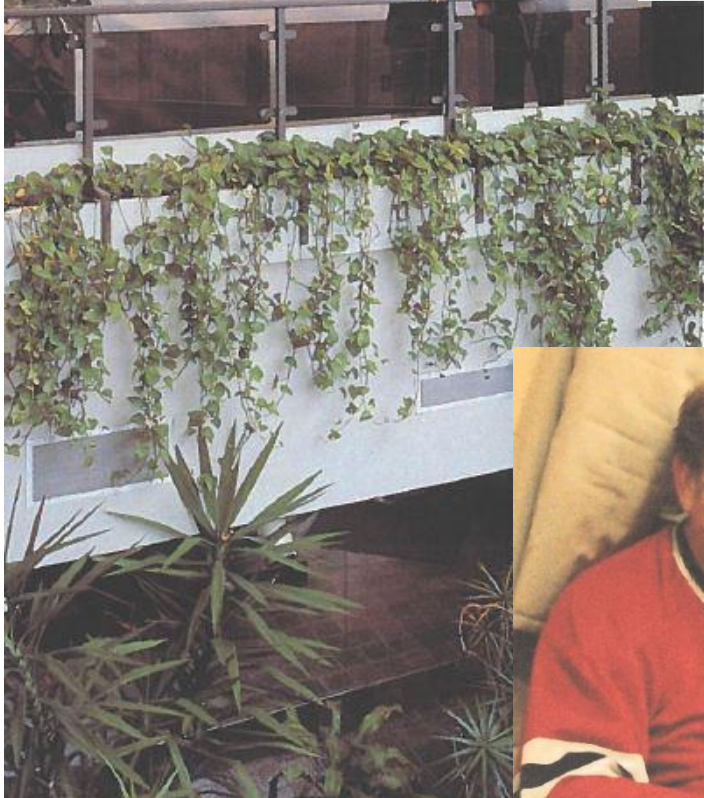
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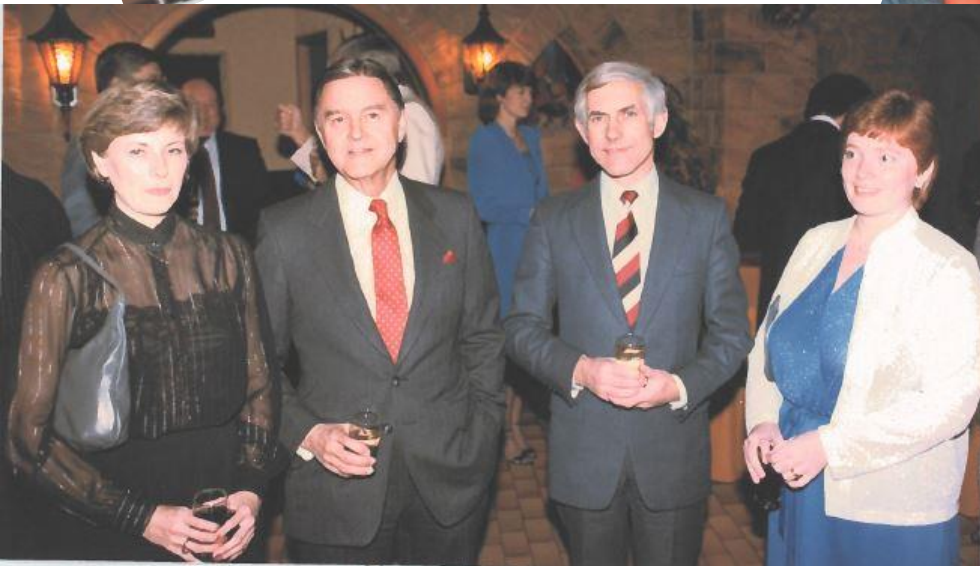
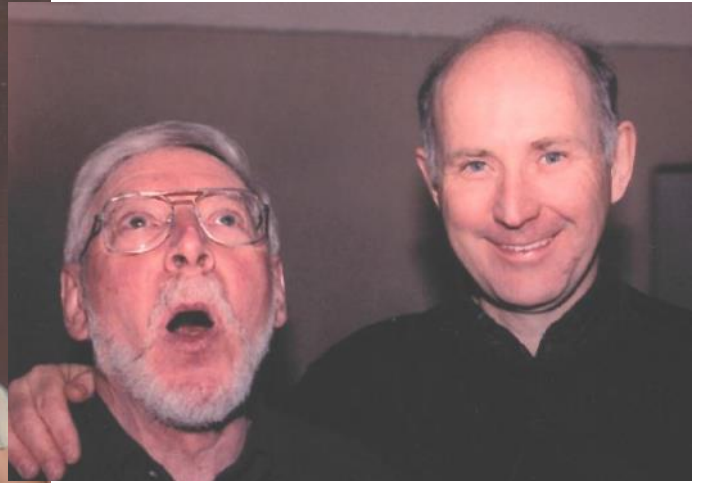
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1920-1980

CANADA COLORS AND CHEMICALS

CELEBRATING
60th ANNIVERSARY

SULCO CHEMICALS LIMITED—ELMIRA
MEMBER OF CCC GROUP OF COMPANIES

Sulco Chemicals Ltd. of Elmira joined the CCC group of companies in 1973 and continues to operate at full capacity and supply customers of long-standing throughout Ontario and into the nearby United States.

The Sulco plant produces sulphuric acid and oleum and provides facilities for packaging commercial acids. The parent company, Canada Colors and Chemicals Limited distributes products to such industries as chemical and petrochemical manufacturing, ceramics, glass and clay products, soaps and detergents; plastics, insulation, pulp and paper, and coatings.

THE CCC GROUP OF COMPANIES

- Canada Colors and Chemicals Limited
- Sulco Chemicals Limited
- Canada Colors and Chemicals (Eastern) Limited



In 1980, Canada Colors and Chemicals will celebrate its 60th anniversary as one of the county's leading national distributors for the chemical industry. Sales this year will reach \$75 million, a dramatic increase from 1960, when sales were some \$7.4 million. Our new symbol heralds our Anniversary Year.

As distributors and manufacturers the 164 employees of the combined companies are proud to be a part of the Elmira and Western Ontario community, and look forward to many years of working together for a stronger Canada.

Canada Colors and Chemicals Limited

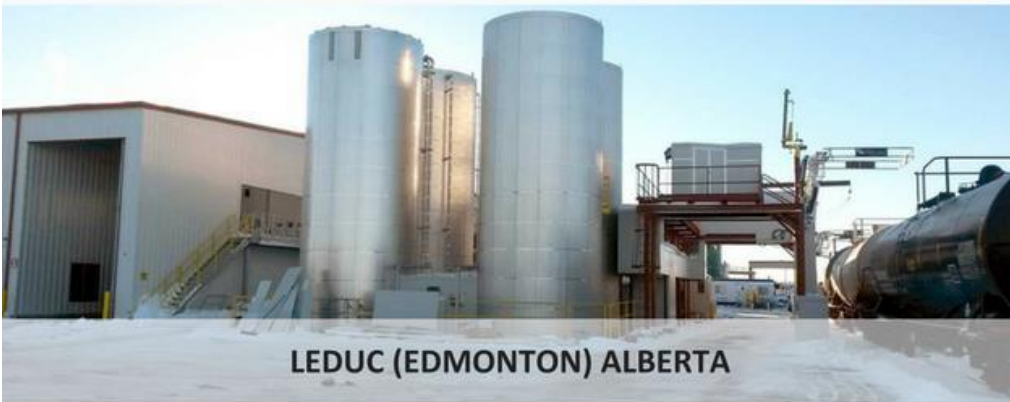
"Distributing chemicals for over 60 years"



**COLBORNE, ONTARIO,
MANUFACTURING PLANT**



BRAMPTON, ONTARIO



LEDUC (EDMONTON) ALBERTA



MONTREAL, QUEBEC



**CCC SULPHUR PRODUCTS,
ELMIRA, ONTARIO**



DELTA (VANCOUVER) BRITISH COLUMBIA



Brampton



Our blending facilities in Brampton and Leduc



























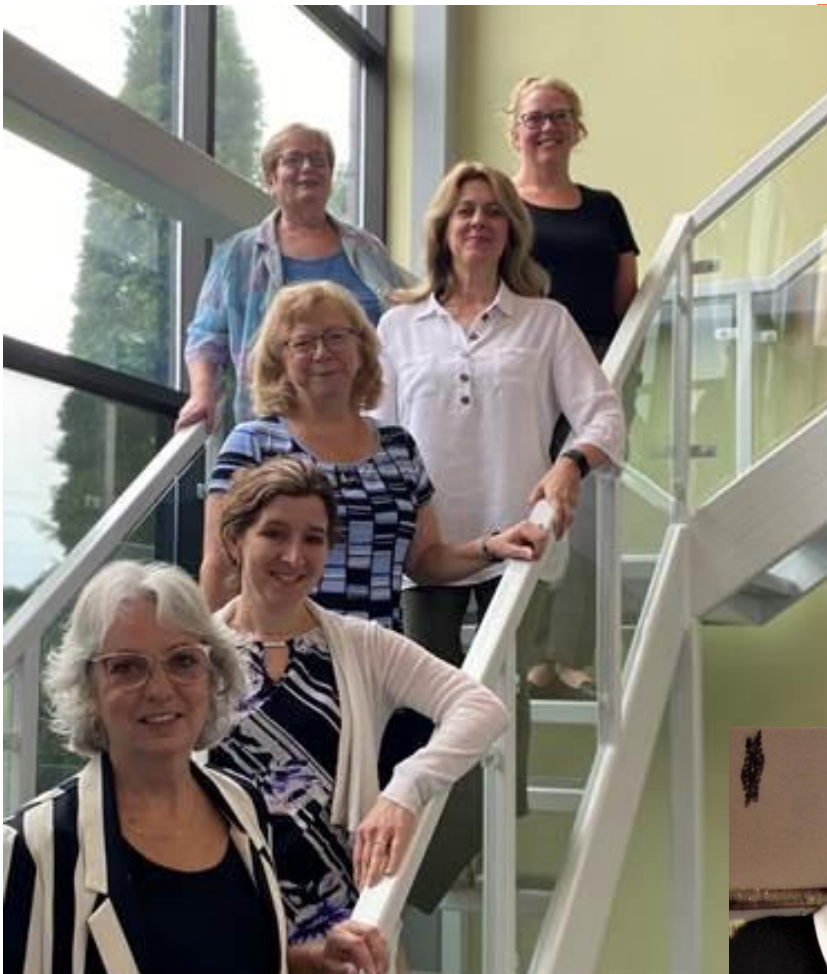




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