

# Ash Grove Cement Company 2008 Sustainability Report





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## Contents

2	Summary Table: Targets and Performance
3	Earning Our License to Operate
4	Ash Grove's Commitment to Sustainable Development
4	Climate Protection and CO <sub>2</sub> Management
5	<i>Total Metric Tons of CO<sub>2</sub> chart</i>
5	<i>Specific kg CO<sub>2</sub> per Metric Ton of Cementitious Product chart</i>
6	Responsible Use of Fuels and Raw Materials
6	<i>Tons of Alternative Materials Used and Alternative Materials as a Percentage of Total Materials Used chart</i>
6	<i>Tons of Conventional Fossil Fuels and Alternative Fuels chart</i>
7	<i>Percentage of Clinker in Cement chart</i>
7	<i>Megajoules per Metric Ton of Clinker chart</i>
7	Health and Safety
8	CSI Health and Safety Key Performance Indicators
9	<i>Percent of Clinker Produced by Kilns with a Monitoring System chart</i>
9	Emission Monitoring and Reporting
10	<i>Total Annual Dust Emissions chart</i>
10	<i>Total Annual NO<sub>x</sub> Emissions chart</i>
10	<i>Total Annual SO<sub>x</sub> Emissions chart</i>
11	<i>Annual Dust Emissions-grams per metric ton of clinker chart</i>
11	<i>Annual NO<sub>x</sub> Emissions-grams per metric ton of clinker chart</i>
11	<i>Annual SO<sub>x</sub> Emissions-grams per metric ton of clinker chart</i>
12	Local Impacts on Land and Communities
13	<i>Ash Grove Cement Company Locations map</i>
14	Directors
15	Officers
16	On Our Cover
16	Contacts

## Summary Table: Targets and Performance

The following table summarizes our progress from a 2004 baseline towards the 2012 targets outlined in our sustainability report.

Area	Target	Year	2007 Progress	Page #
<b>CO<sub>2</sub> and Climate Change</b>	Reduce thermal energy use by 17 percent per ton of clinker and electrical energy use by 10 percent per metric ton of cement produced	2012	→	4
	Reduce CO <sub>2</sub> emissions per ton of cementitious material by 12.5 percent from 2004 levels	2012	→	3
<b>Use of Alternative Fuels and Raw Materials</b>	Continue as industry leader in use of alternative fuels	Ongoing	→	6
	Increase raw material substitution through use of alternative fuels to 5 percent	2012	→	6, 7
<b>Emissions Reduction</b>	Reduce dust per ton of clinker 29.9 percent from 2004 levels	2012	→	12
	Reduce NO <sub>x</sub> per ton of clinker 26 percent from 2004 levels	2012	→	12
<b>Local Impact on Land and Communities</b>	Establish community advisory committees at all plants	2008	→	12
	Develop rehabilitation plans for 100 percent of our quarries	2008	→	12

→ Positive  
← Negative

## Earning “Our License to Operate”

After treated water itself, no material is more used on our planet than concrete. That fact alone has meant the worldwide cement industry has a special accountability for assuring the safe, environmentally-responsible sourcing, manufacture and end-use of its products.

Several years ago, Ash Grove established a comprehensive set of strategic priorities. This blueprint for responsible manufacturing calls for providing world-class customer service; production excellence encompassing safety, efficiency, reliability, product quality and environmental stewardship; affording employees a balanced, high-quality life; creating career-building opportunities for employees; and serving as a community builder in the areas where we operate. Using these priorities in conjunction with our commitment to environmental stewardship, social responsibility and economic prosperity, we continue to reduce our environmental footprint and have set emission reduction targets for carbon dioxide (CO<sub>2</sub>), nitrogen oxide (NO<sub>x</sub>), dust and sulfur oxides (SO<sub>x</sub>).

Environmental stewardship also makes good business. You can create energy from the “leftovers” of other industries, and you can lower costs to your customers while at the same time reducing the impact on the natural resource base.

**Fact: Ash Grove is engaged in climate protection.** Cement used in the manufacture of building and surfacing products creates five percent of the world’s CO<sub>2</sub> emissions. We recognize that this simple fact of chemistry requires all companies, including Ash Grove, to take leadership in emission controls, land-use practices and climate protection. This is why Ash Grove was the first American-owned cement producer to join the Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development (WBCSD), a worldwide consortium of 18 cement companies whose shared goal is to “reduce, recycle and

reuse,” and by doing so we have committed to lower our CO<sub>2</sub> specific emissions 12.5 percent below 2004 levels by 2012.



Our “Group of 18” now represents more than half of the world’s cement production, excluding China. That’s a significant beginning, and we are proud of our early involvement and dedicated commitment.

**Fact: Using tires reduces reliance on fossil fuels.** Ash Grove consumes nearly seven million used tires per year as an energy producing alternative fuel in six of its plants across the Western U.S. That’s the equivalent of 66,000 tons of coal mined from the earth—about 700 rail cars, comprising a train approximately seven miles long.

**Fact: Ash Grove’s energy management process is reducing our carbon footprint.** The Ash Grove Energy Management (AGem) Process is a comprehensive process enabling the implementation of the Ash Grove Energy Policy. The process has a specific set of goals, which include firm targets for reducing both thermal and electrical energy use, as well as CO<sub>2</sub> emissions. We are committed to doing what is right for the environment and have set 2012 as a

### Ash Grove Energy Policy

Ash Grove is committed to acquiring and using energy in the most efficient, cost effective and environmentally responsible manner possible and to minimizing its carbon footprint. Towards this end, Ash Grove shall: Improve energy efficiency continuously by establishing and implementing effective energy management programs that support all operations and customer satisfaction, minimize greenhouse gas emissions while providing a safe work environment. This policy shall apply to all Ash Grove facilities, business units and employees.

target date to accomplish some aggressive energy reduction goals.

## Ash Grove's Commitment to Sustainable Development

Cement is a key component of America's growth. Ash Grove cement is used in the construction of strong foundations for homes, highways and bridges and the myriad of other structures that make up the American landscape. But our commitment goes beyond making the quality portland cement that people count on every day.

In everything we do, Ash Grove and its 2,800 employees strive to be good neighbors and environmental stewards. It's this strong foundation that gives us all a strong future. As the largest American-owned cement company, Ash Grove is leading the way to achieve sustainable cement manufacturing in our country. We continue to make large capital investments in our plants not only to increase our capacity to meet America's growing need for quality cement, but also to manufacture cement in a way that reduces energy intensity and reduces CO<sub>2</sub> emissions per ton of cement produced.

## Climate Protection and CO<sub>2</sub> Management

Cement is an essential construction material and strategic commodity that is vital to the development of infrastructure and economic investment. As the need for cement grows, Ash Grove is committed to meet the demand by further reducing our CO<sub>2</sub> emissions.

The manufacture of portland cement clinker generates nearly one ton of CO<sub>2</sub> for every ton of clinker produced. A key feature of the cement manufacturing process is the chemical conversion of limestone (CaCO<sub>3</sub>) to calcium oxide (CaO) and CO<sub>2</sub> in a process known as "calcination." More than half of the CO<sub>2</sub> emissions associated with cement manufacturing result from this process. At this time, there are

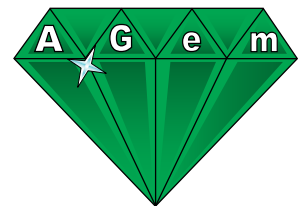
currently no feasible means by which to reduce calcination emissions. As Ash Grove strives to meet the growing demands of our U.S. customers, our absolute (mass total) CO<sub>2</sub> emissions have increased.

While we cannot control the calcination emissions, we have been hard at work to reduce the CO<sub>2</sub> emissions that we can control by improving the thermal efficiency of our processes and increasing the use of cementitious materials. As a result of this effort:

- All nine Ash Grove cement plants use the WBCSD CO<sub>2</sub> Protocol Guidelines to determine our emissions inventory.
- Ash Grove began measuring its CO<sub>2</sub> emissions in 2000 when we committed to the Portland Cement Association's (PCA) carbon dioxide-reduction goal of 10 percent specific emissions reduction from 1990 levels by 2020.

In 2007, Ash Grove's specific gross CO<sub>2</sub> emissions were 885 kg per metric ton of cementitious material, which is an 11 percent reduction from our 1990 specific gross emissions. We are proud to have met this goal earlier than expected.

Ash Grove's AGem initiative is an aggressive energy reduction process to reduce thermal energy use by 17 percent per metric ton of clinker produced and reduce electrical energy use by 10 percent per metric ton of cement produced.



Ash Grove energy management

We will strive to accomplish these targets in 2012 by renewing our "Back To Basics" process engineering program through:

- striving to increase our use of alternative fuels and raw materials

- formulating our cement chemistry to use less thermal energy while maintaining the consistent quality of our products
- installing electrical monitoring and measuring equipment
- converting to more efficient motors and lighting
- reviewing our electrical usage and turning off the lights and equipment when not needed
- using state-of-the-art technology when we rebuild our facilities

In order to understand our CSI commitment, there are terms that must be defined. Absolute emissions are the company's mass total tons of CO<sub>2</sub>. Specific emissions are the company's mass total tons of CO<sub>2</sub> divided by the amount, in tons, of cementitious product.

We expect our AGem process to reduce our specific CO<sub>2</sub> emissions to 810 kg per metric ton of cementitious material by 2012. This is a 12.5 percent reduction from the 2004 baseline level that we are using for our CSI goals.

As part of our CSI commitment, we are reporting two key performance indicators to show our progress toward managing our absolute CO<sub>2</sub> emissions and reducing our specific CO<sub>2</sub>

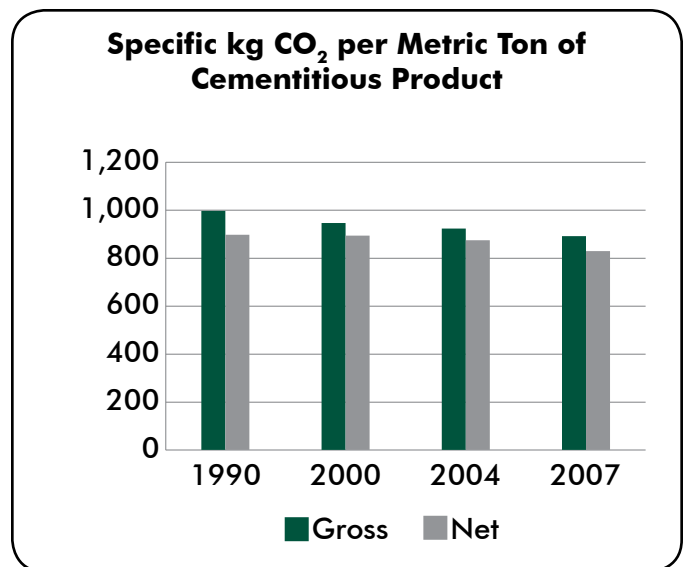
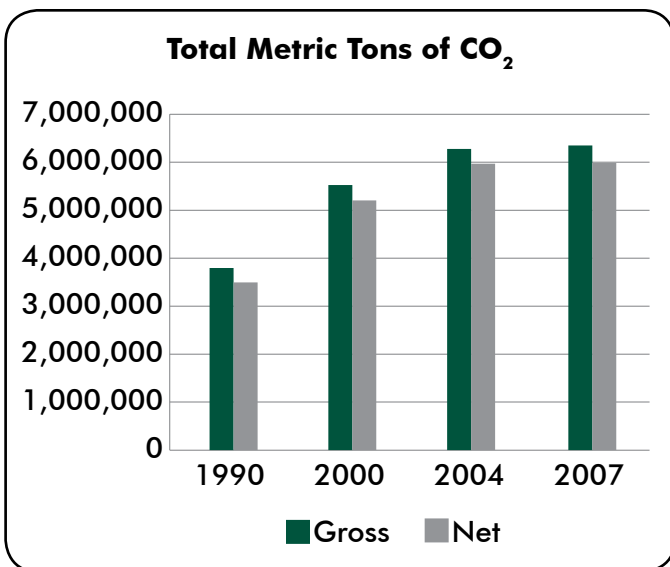
**Environmental Stewardship. Social Responsibility. Economic Prosperity.**

These are the three interlocking faces of progress. It's what we seek to achieve as we continue to earn "our license to operate."

emissions. The CSI requires members to report their absolute and specific CO<sub>2</sub> emissions in two ways—gross and net emissions. Gross emissions are based on total CO<sub>2</sub> emissions; net emissions are based on total CO<sub>2</sub> emissions minus credit for alternative and biomass fuels consumed.

Ash Grove joined the World Business Council for Sustainable Development's Cement Sustainability Initiative in 2004 and is using 2004 as its baseline for CSI targets.

In 2007, the company's absolute gross and absolute net emissions were 6,346,573 and 5,943,498 metric tons, respectively. Absolute gross emissions increased slightly from 2004 emissions due to increased clinker production in 2007. During this same period, specific emissions decreased 4.4 percent from 2004 levels due to increased use of limestone and fly ash in our cement production.

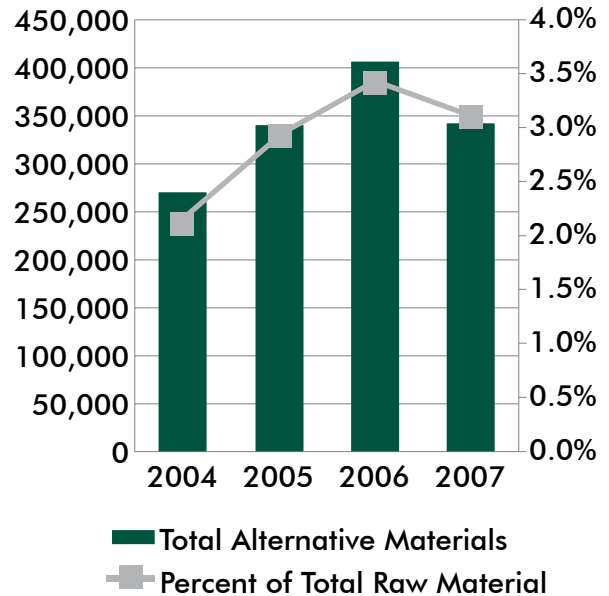


## Responsible Use of Fuels and Raw Materials

In 2007, the company continued its practice of industrial ecology by using alternative fuels and raw materials to conserve precious natural resources for future generations. The company replaced the equivalent of about 220,000 tons of coal, its primary fuel, with alternative fuels. We were able to decrease our reliance on coal by utilizing alternative energy, including liquid hazardous waste-derived fuel, liquid non-hazardous waste-derived fuel and tire-derived fuel (TDF). These actions are helping Ash Grove achieve one of its strategic objectives of becoming the low cost producer in each of its markets.

Ash Grove continues to be a leader in the use of alternative fuels, and in 2007 we replaced 16.4 percent of thermal fuel consumption with alternative fossil fuels, which is nearly a 50 percent increase since 2001. This places us ahead of many of the world's large cement producers. It will take a concentrated effort to find additional volume of new and current alternative fuels to maintain Ash Grove's leadership role.

**Tons of Alternative Material Used and Alternative Materials as a Percentage of Total Material Used**

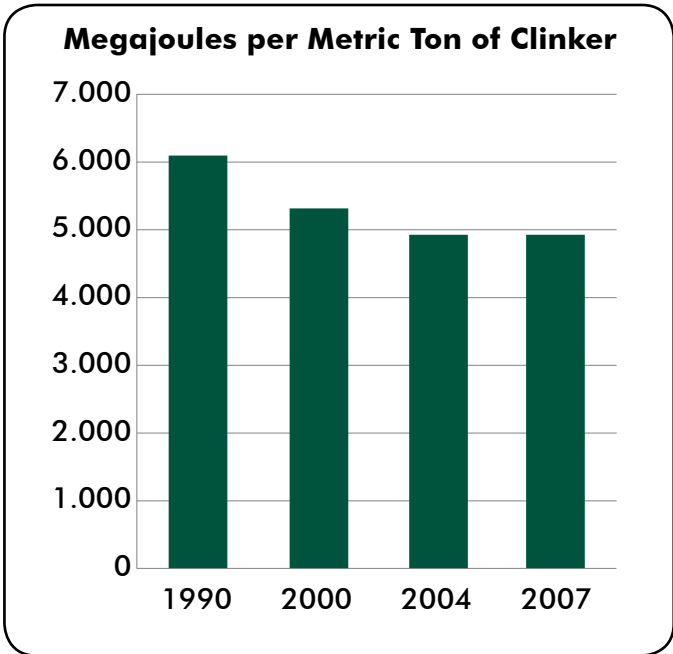
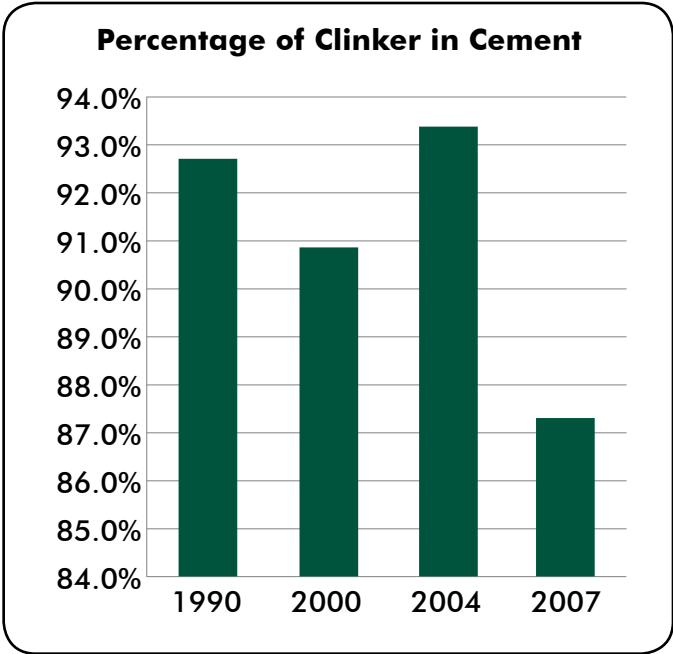


In 2007, Ash Grove continued to pursue industrial by-products to replace naturally-occurring raw materials to produce cement. Many of Ash Grove's goals are focused on energy conserva-

## Tons of Conventional Fossil Fuels and Alternative Fuels

	2001	2002	2003	2004	2005	2006	2007
<b>Conventional fossil fuels</b>							
coal	792,945	817,608	800,996	884,238	872,313	884,402	893,325
petroleum coke	57,502	70,494	69,289	67,243	72,241	75,993	64,202
natural gas	41,892	36,260	17,258	19,221	20,754	16,844	20,836
<b>Alternative fuels</b>							
waste oil	2,529	3,714	473	4,218	2,227	652	21
tires	41,723	42,223	53,363	60,617	62,325	65,485	68,864
solvents	61,851	80,745	98,264	105,449	125,361	142,286	131,468
other	16,417	14,306	9,338	7,989	10,816	8,065	10,265
<b>Alternative fossil fuels as a percent of thermal consumption</b>	11.3%	12.5%	14.2%	14.7%	15.4%	16.4%	16.4%

tion and emission reductions from both direct and secondary emissions. Ash Grove's use of industrial by-products has provided a beneficial use for materials that might otherwise be landfilled or incinerated. At the same time, Ash Grove has successfully decreased its emissions of criteria pollutants such as SOx and NOx while preserving our natural resources for future generations.



In 2007, Ash Grove used 342,000 tons of alternative raw materials to produce our products. This is 3.1 percent of our total raw material, which represents a 50 percent improvement from 2.1 percent in 2004.

The introduction of blended cements using fly ash and limestone addition at our plants reduced the clinker/cement factor from 94.5 percent to 87.4 percent. Blended cements, along with process improvements to reduce heat consumption to 4.24 mmBtu per short ton of clinker in 2007 from 5.226 mmBtu per short ton of clinker in 1990, have been a major factor in allowing Ash Grove to reduce CO<sub>2</sub> emissions per ton of cementitious materials by 11 percent since 1990.

### Health and Safety

In 2007 the company continued to rely heavily on the STOP™ for Each Other and Safety In Motion® (SIM) safety processes. STOP stands for Safety Training Observation Program. Each plant tracks and reports the number of STOP observations made. The Safety Leadership Steering Committee reviews the data and provides encouragement where needed. The High Five Techniques from the SIM program were constantly being reinforced, and all nine plants now have certified SIM trainers. In order to ensure that each plant could continue to focus on improving the execution of existing safety processes, no new safety initiatives were added in 2007.

The company's injury management programs continued and grew in 2007. Each plant relied heavily on the nurse case managers available through The Health Bridge, and the plants also made a concerted effort to use Bridge Assignments to bring injured employees back to work. The Bridge Assignments allow an injured employee to work temporarily in a transitional duty assignment that meets his or her medical

restrictions until the employee is able to return to regular duties. Perhaps as a result of using more Bridge Assignments, the number of restricted duty days rose to 766 in 2007 from 343 in 2006.

Despite these efforts, employees experienced 10 lost time injuries and four lost time illnesses. These injuries and illnesses predominantly involved knees and shoulders. To help counteract some of these injuries, company safety managers produced a high quality, in-house knee injury prevention video and plan to create a similar video on shoulder injury prevention.

Although the number of lost time cases exceeded what employees experienced in 2006, that single statistic does not paint a complete picture of the state of health and safety efforts at Ash Grove. Proudly, five Ash Grove cement plants did not experience a lost time injury. Six of the lost time injuries occurred at one plant; the other four lost time injuries were spread over just three other plants.

Another important factor in employee health and safety is workers' compensation costs. Workers' compensation costs are similar to health care costs in that they have continued to spiral upward. However, because of the success of our injury prevention and management efforts, workers' compensation costs decreased in 2007 by more than \$230,000 from 2006. While this is an important economic consideration, it also reflects the fact that fewer employees were seriously injured, and consequently, fewer people needed prolonged or advanced medical treatment.

As mentioned, the company overall is experiencing fewer doctor-attended cases. In 2007, there were 77 doctor-attended cases

as compared to 89 in 2006. The trend since 1999 has been toward fewer and fewer of these cases. This represents a 58.6 percent decrease from 1999 when doctor-attended cases totaled 186.

Federal injury reporting rules require the company to report certain medical cases to the Mine Safety and Health Administration (MSHA). Ash Grove reported three fewer reportable cases in 2007 than in 2006, and the company's MSHA Reportable Rate (MRR) has shown steady improvement since 2004. This again reflects that the injuries that do occur are less severe.

Ash Grove received almost 50 percent fewer citations from MSHA than in 2006. This represented a nearly 75 percent reduction in the more serious type of citation known as "significant and substantial," or "S&S." With fewer citations, there were also fewer penalties, and that meant a nearly 39 percent reduction in penalty amounts compared to 2006.

In 2006, Congress passed the New MINER Act to improve health and safety in the nation's mines. One of the major elements of the MINER Act is a significant increase in the monetary penalties that can be levied against a company. Those new rules took effect in late April 2007, but enforcement activities began later in the year as companies adjusted to the new rules. Citations and associated penalties may increase in 2008 when MSHA enforcement is measured for the entire year.

### **CSI Health and Safety Key Performance Indicators**

Ash Grove has been reporting its safety key performance indicators to the CSI since 2005. We are proud of our record and report below

## Percent of Clinker Produced by Kilns with a Monitoring System

	Particulate	NOx	SOx	Other
"Continuous or discontinuous for main and other pollutants"	100%	100%	100%	100%
Continuous for main pollutants	100%	100%	71%	

- One plant uses electrostatic precipitators (kVA) to continuously monitor particulate emissions instead of an opacity monitor.
- Three plants do not monitor SOx on a continuous basis because their emissions are less than 10 ppm and accurate emission calculations can be made using stack tests and raw material analysis.
- We have conducted testing for dioxin/furan, volatile organic compounds (VOCs) and trace metals at all of our plants. Dioxin/furan testing is conducted every 30 months. We carefully monitor our fuels, raw materials and processes and conduct additional testing when a significant change in emissions could result from changes in these parameters.

the CSI Health and Safety Key Performance Indicators:

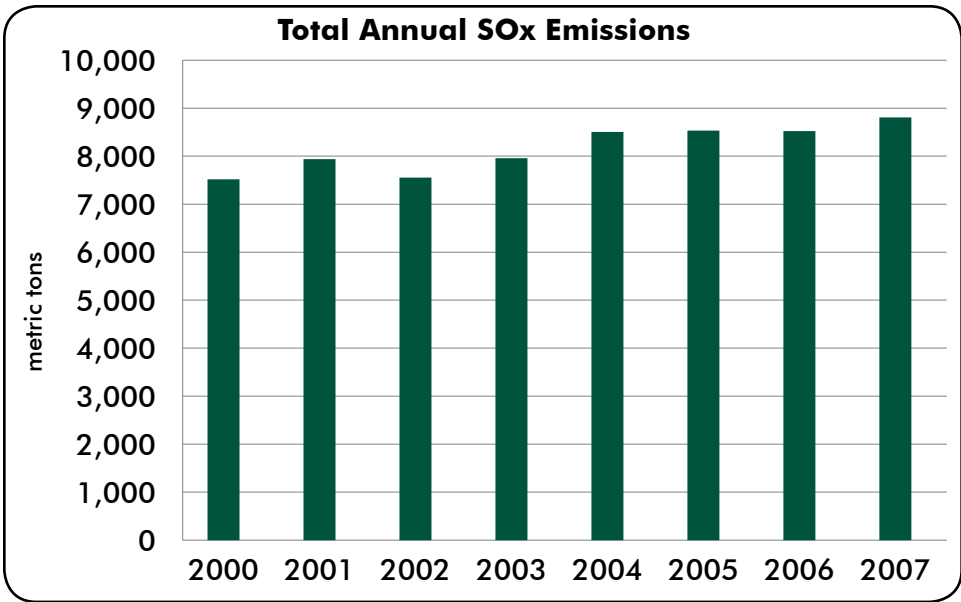
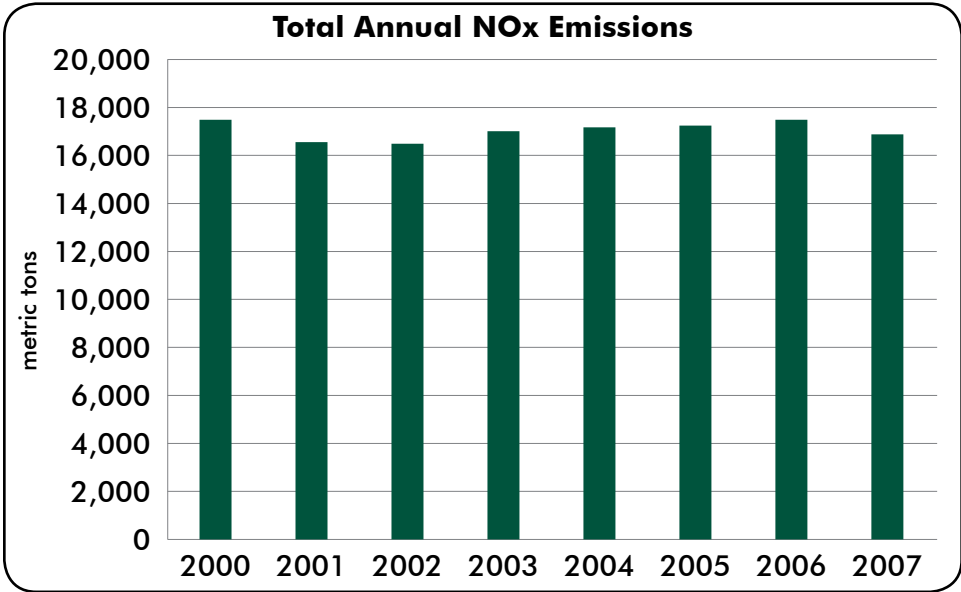
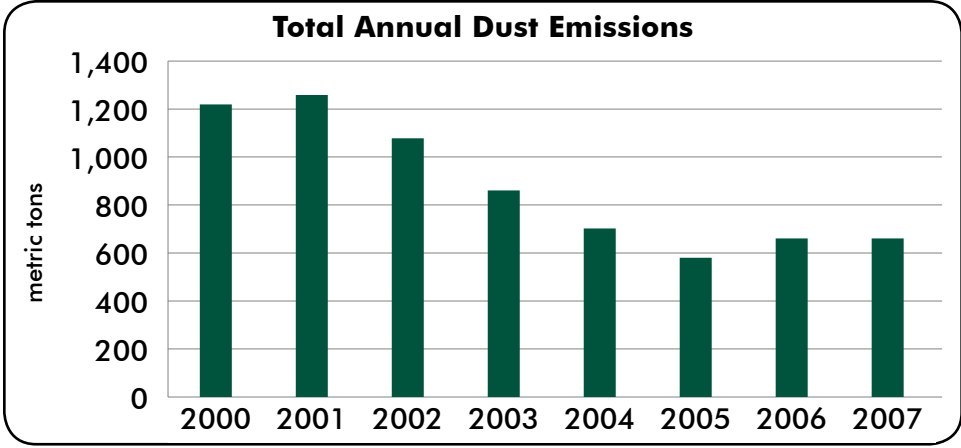
- Ash Grove had no fatalities at its plants and had a fatality ratio of 0.0.
- Ash Grove's lost time injury (LTI) frequency rate was 5.01 per 1,000,000 man hours directly employed.

### Emission Monitoring and Reporting

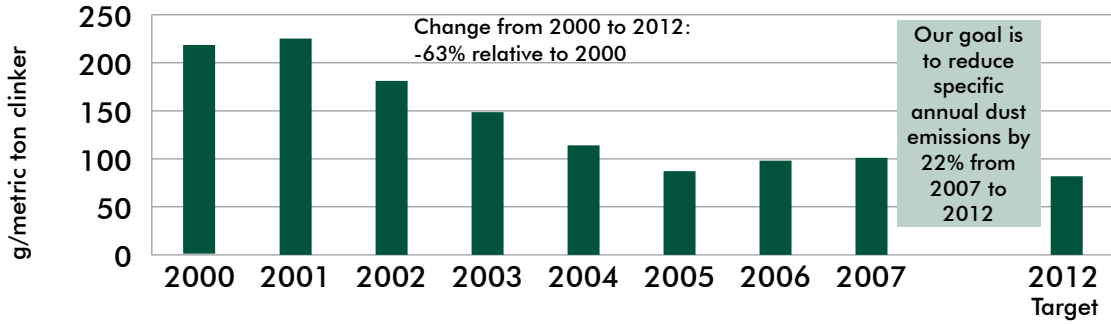
The CSI work group developed common emission monitoring for NOx, SOx and particulate matter and agreed to monitor these pollutants at the main stack according to accepted national standards. These pollutants must be measured annually or be continuously monitored. Ash Grove has installed continuous emission monitors on most of its kilns to monitor these emissions. To fulfill this requirement, we are using continuous opacity monitors to monitor kiln particulate emissions, and we are

using NOx and SOx analyzers to continuously monitor these pollutants. Ash Grove has measured other pollutants such as mercury, dioxin/furans and trace metals to establish a baseline at each plant. The company established a Method of Change process to evaluate how changes in fuels, raw materials and process modifications may affect the emission baseline, and we conduct additional tests when appropriate.

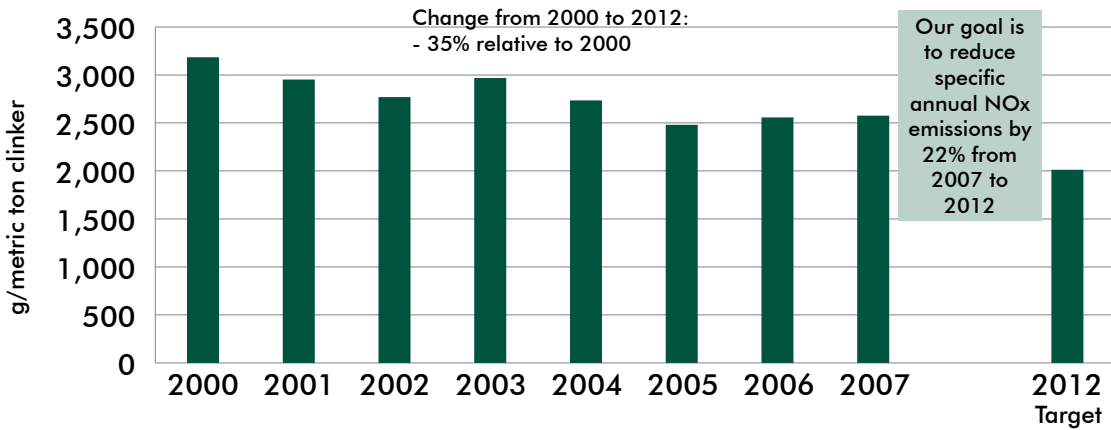
The WBCSD's Agenda for Action requires participants to measure and report the absolute emissions (metric tons per year) and specific emissions (grams per metric ton of clinker) of particulate (dust), NOx and SOx emitted from our kilns. Ash Grove has set reduction targets for NOx, SOx and dust emissions. The actual emissions and reduction targets for 2012 are listed in the charts on the following pages.



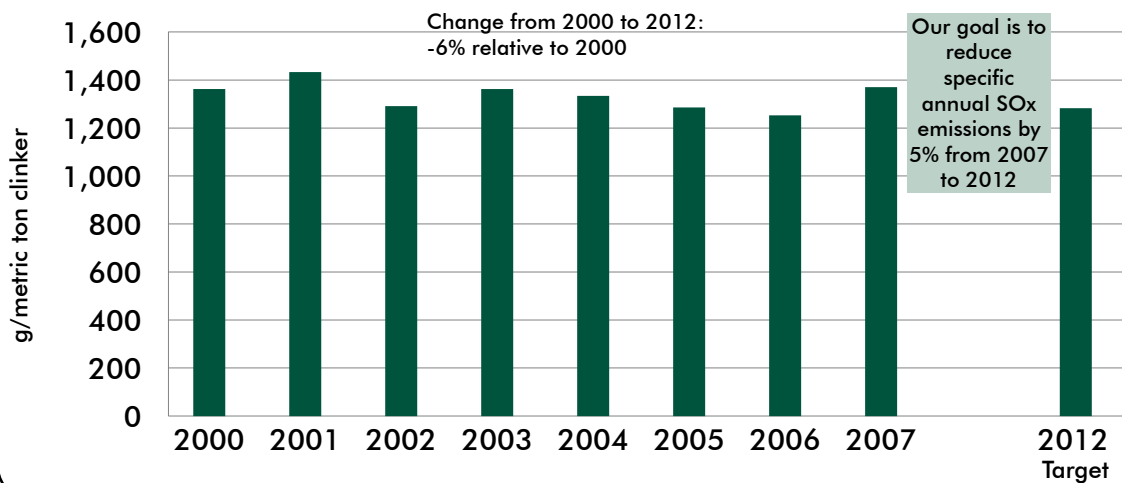
### Annual Dust Emissions grams per metric ton of clinker



### Annual NOx Emissions grams per metric ton of clinker



### Annual SOx Emissions grams per metric ton of clinker



Ash Grove has set the following reduction targets:

- reduce dust g/metric ton of clinker 29.9 percent from 2004 levels
- reduce NOx g/metric ton of clinker 26 percent from 2004 levels

### **Local Impacts on Land and Communities**

A cement plant operation affects the communities in which it operates in a variety of ways. One of Ash Grove's goals is to provide sustainable economic prosperity for all stakeholders. Our stakeholders include our employees, our local communities and our shareholders. Our plants provide communities and their residents with jobs, products, services and taxes that help the communities to be successful. At the same time, we work continually to reduce emissions from our operations, minimize the impact on the land and minimize operations noise levels.

To ensure that we maintain our "license to operate," we strive to earn the support and trust of the communities in which we operate by open communication with our local constituents and by listening to understand their concerns so that we can take appropriate steps to ensure the well-being of our employees and communities.

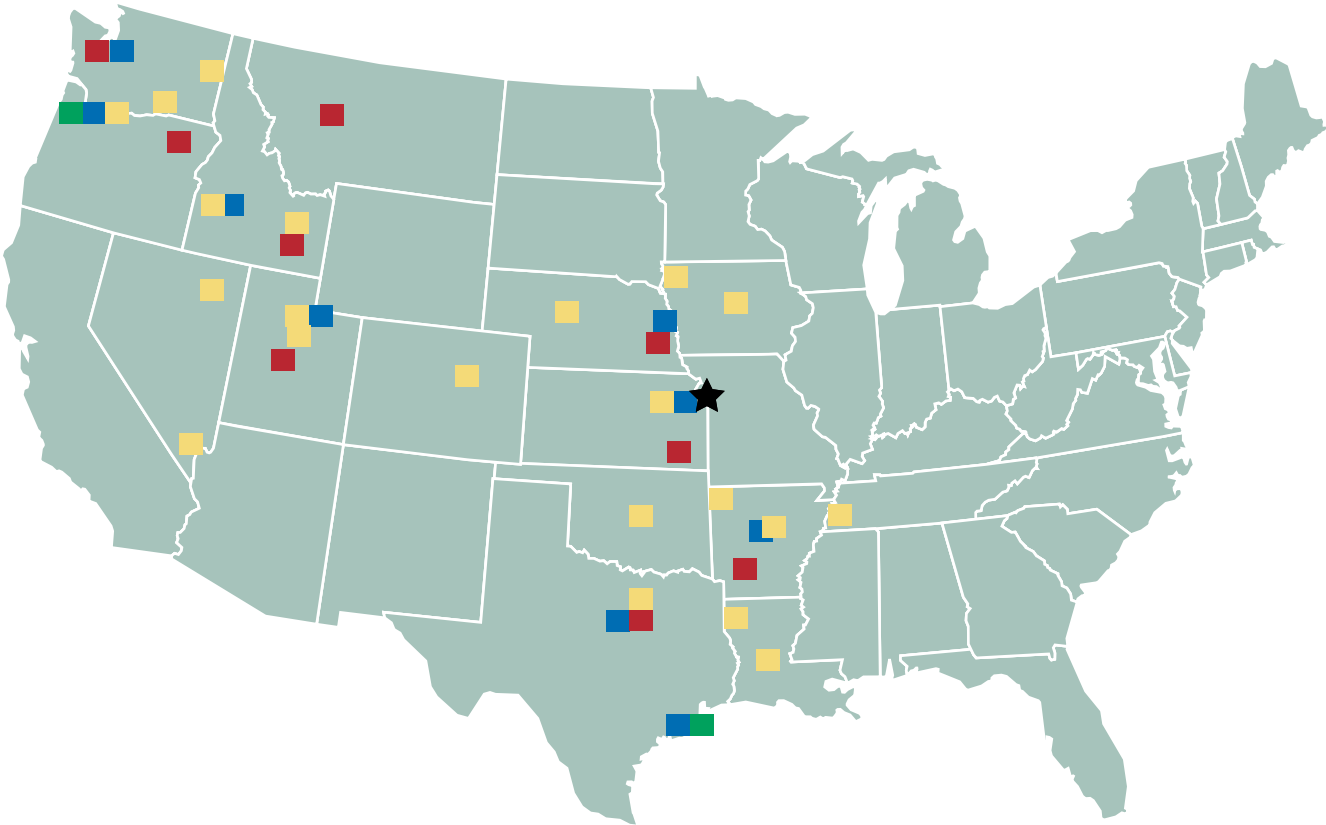
As part of this process we are working to establish local community advisory committees at all of our plants. Currently, half of our plants have community advisory committees, and we expect to establish committees at all plants by December 2008.

We also have committed to develop rehabilitation plans for our existing cement plant quarries. When complete, these plans will be communicated to our community advisory committees. We have developed rehabilitation plans for 66 percent of our quarries and plan to complete plans for all of our quarries by December 2008.

### **Ash Grove Rules of the Road**

1. Respectful, open and honest fair dealing in all business functions.
2. Responsible, candid participation of all employees in the constructive improvement of our business process.
3. Continuous communication throughout the company to promote the teamwork needed to reach our goals.
4. Active company participation in the communities we serve to improve the existing and future quality of life.

# Ash Grove Cement Company Locations



★ HOME OFFICE    ■ CEMENT PLANT    ■ CEMENT TERMINAL    ■ IMPORT TERMINAL    ■ SALES OFFICE

# Directors

JAMES P. SUNDERLAND  
Honorary Chairman of the Board  
Ash Grove Cement Company

CHARLES T. SUNDERLAND  
Chairman of the Board  
Ash Grove Cement Company

KENTON W. SUNDERLAND  
Vice Chairman of the Board and Secretary  
Ash Grove Cement Company

GEORGE M. WELLS  
Vice Chairman of the Board - Strategic Relations  
Ash Grove Cement Company

JOHN H. ROSS III  
Retired, Senior Vice President and General Counsel  
Ash Grove Cement Company

CHARLES T. WIEDENHOFT  
President  
Ash Grove Cement Company

CHARLES V. LARSON  
Private Investor

JOHN W. WEBSTER  
President  
John R. Webster Company  
Omaha, Nebraska

JOHN F. WOODFILL  
Vice President - Finance  
Ash Grove Cement Company

F. LYNN MARKEL  
Retired, Executive Vice President and  
Chief Financial Officer  
Koch Industries, Inc.

## Our Strategic Intent

**Ash Grove is a leader in the manufacture and sale of portland cement and related construction products in the United States. Our intent is to manufacture a reliable supply of consistent, high quality products designed to add value to our customers' enterprises. By achieving operational excellence, Ash Grove will compete effectively as the low cost producer in our markets.**

**Ash Grove provides outstanding opportunities to talented employees committed to contributing to the company's success. The company's ultimate goal is to provide competitive, long-term financial returns to shareholders and to be an outstanding corporate citizen by returning value to the communities in which we do business.**

# Officers

CHARLES T. SUNDERLAND  
Chairman of the Board

KENT W. SUNDERLAND  
Vice Chairman of the Board and Secretary

CHARLES T. WIEDENHOFT  
President

EILEEN FLINK  
Vice President and General Counsel

JOHN F. WOODFILL  
Vice President - Finance

FRAN STREITMAN  
Vice President - Manufacturing Services &  
Environmental Affairs

DAVID W. EZELL  
Vice President - Human Resources

KENNETH J. RONE  
Vice President - Manufacturing Services,  
Western Division

EDWIN S. PIERCE  
Vice President - Manufacturing, Midwestern Division

DEWEY C. FORE  
Vice President - Sales, Midwestern Division

MICHAEL J. HRIZUK  
Vice President - Manufacturing, Western Division

DAVID H. BAKER  
Vice President - Sales, Western Division

JAMES M. GATENS  
Vice President - Sales, Texas Division

## Ash Grove Management Priorities

- 1. Constant world class customer service.**
- 2. Production excellence encompassing safety, efficiency, reliability, product quality, and environmental stewardship.**
- 3. Develop employee capabilities to create career building opportunities within the company, affording Ash Grove employees a balanced, high quality of life.**
- 4. Exercise our corporate citizenship as a community builder in the markets we serve.**

## On Our Cover

**Background photo:** Ash Grove's Durkee, Ore., cement plant.

**Inset photos:** Ash Grove's Foreman, Ark., plant is actively involved in the community, including hosting its annual Wings & Things event for area school children to promote environmental awareness. In these photos, students observe nesting houses and catch frogs at the plant's nature preserve, an owl awaits his turn being introduced to students and a guide points out paw prints on the nature trail. **Center inset photo:** Environmental Manager Mark Ward of the Chanute, Kan., cement plant takes water samples.

## Contacts

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