



425 active aggregates operations

227 million tons of aggregates shipped

\$7.9 billion of revenues

\$2.3 billion adjusted EBITDA

1.8x net debt/adjusted EBITDA

Figures as of 12/31/2025. Adjusted EBITDA is a Non-GAAP measure. See Company filings for reconciliation.

Winning the Future in Aggregates



The Largest and Most Aggregates-Focused
U.S. public company



Advantaged Footprint
that aligns with and serves the most attractive growth centers



~90%
of gross profit generated from aggregates



Strategic Focus
driving strong earnings growth and margin expansion

Value Proposition

01 Industry leader
with clear competitive advantages

02 Proven strategy
that drives best-in-class financial performance and opportunities to grow

03 Leveraging technology and talent
to continue winning in aggregates

04 Ample growth opportunities
to enhance our compounding organic growth

05 Financial strength and flexibility
to support value-creating capital allocation

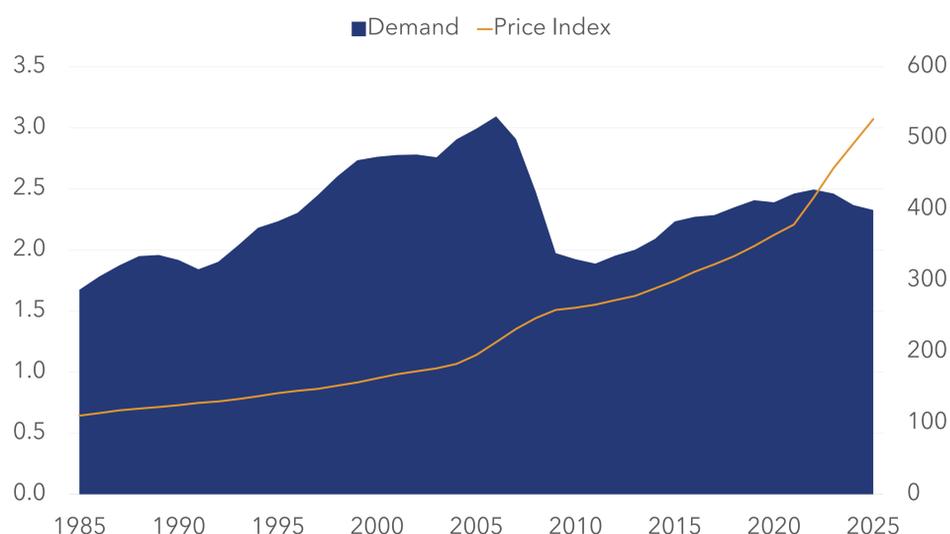
Why Aggregates?

Strong fundamentals and lower risk through a cycle



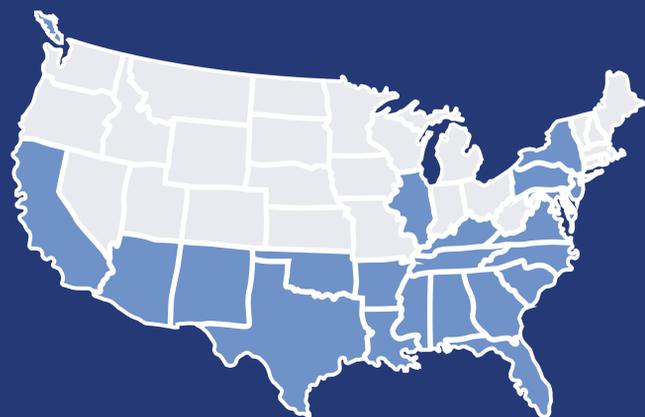
- ✓ **Attractive pricing characteristics**
- ✓ **Diverse end market demand**
- ✓ **Limited product substitutes**
- ✓ **High barriers to entry and wide logistical moats**
- ✓ **Flexible production capacity**

Price Growth Through All Parts of a Cycle



Source: BLS and Company estimates for U.S. Industry. Demand (L Axis) in billions of tons. Price (R Axis) is indexed (1982=100).

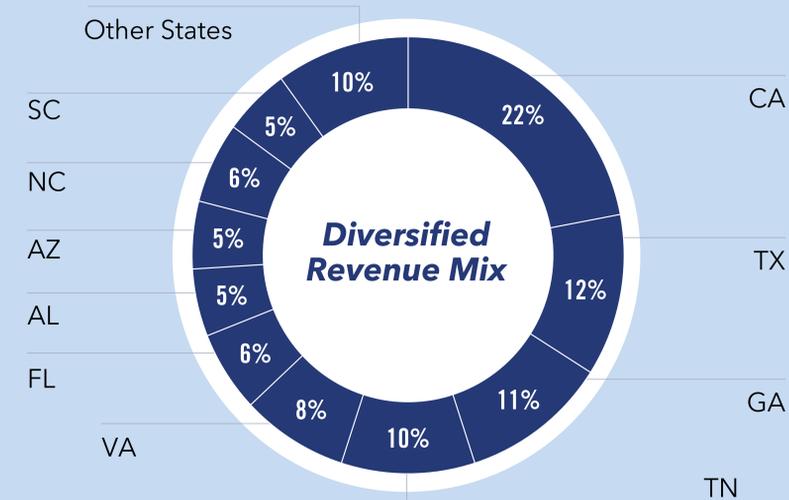
Unique and Irreplaceable Asset Base



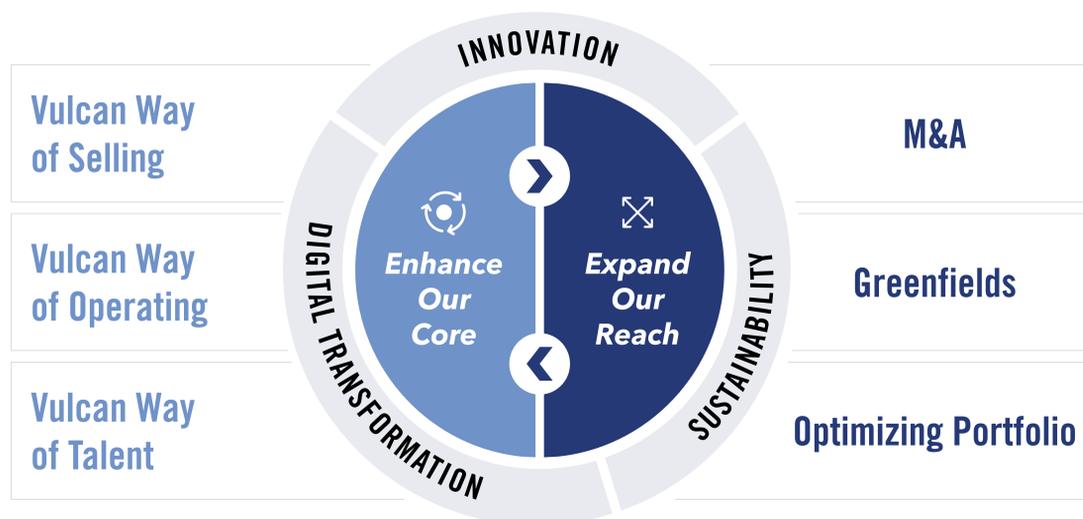
90% of Vulcan's revenue comes from markets with #1 or #2 aggregates position

35 of top **50** fastest growing markets

60% of population live within 60 miles of a Vulcan operation



Our Strategic Approach to Driving Sustainable Value Creation



Capital Allocation Priorities

Driving Shareholder Value

- 01 Capital Expenditures**
 maintain and enhance the value of our franchise and growth opportunities through greenfields
- 02 Acquisitions**
 expand our franchise and capture synergies through network effects and strategic disciplines
- 03 Capital Returns**
 steadily grow dividend and share repurchases

Aggregates-Led Expansion With Opportunity for Growth

Since 2022

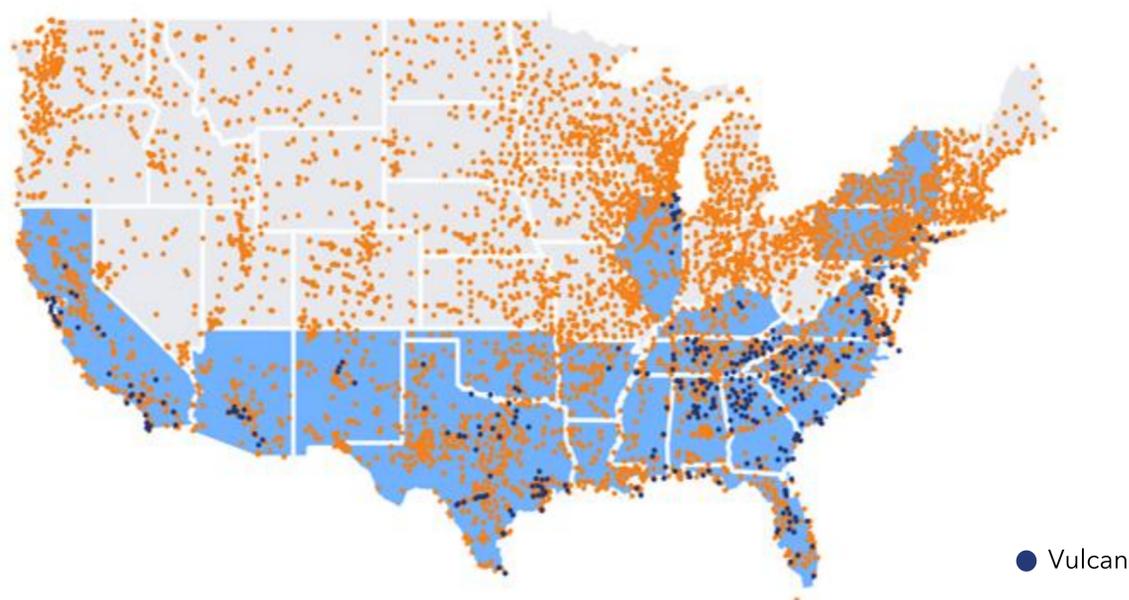
\$3B invested in **acquisitions** including 36 aggregates operations in 7 of our top 10 revenue states

7 greenfields added including 1 quarry and 6 sales yards

\$1.5B in proceeds from **divestments** including 149 ready-mix operations* and 8 asphalt plants and 3 non-strategic aggregates locations

U.S. Aggregates Market

~2.5B Tons Annually



Approximately two-thirds of the U.S. aggregates market is owned by private companies

* Includes California ready-mix business expected to close in 2Q 2026.