



2025 SUSTAINABILITY REPORT

Vulcan
Materials Company

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CEO Letter

To our shareholders, employees, customers, neighbors, and friends:

I am deeply honored to lead Vulcan Materials Company and to represent the men and women who make us the nation’s leading producer of construction aggregates. From its beginning, Vulcan has succeeded by focusing on aggregates and by doing it better than anyone else. We are committed to winning the future in this business The Vulcan Way – doing the right thing, the right way, at the right time.

This sustainability report is full of examples of how we are delivering on commitments to our people and their safety and health, to environmental stewardship, and to being a trusted corporate citizen and responsible neighbor. In it, you will find highlights about:

Empowering Our People: Our greatest strength is our people. Vulcan strives to be the employer of choice by providing opportunity, stability, and prosperity to our employees. Our intentional focus on attracting, retaining, and investing in our people drove turnover to its lowest rate since 2021.

Protecting Health & Safety: World-class safety is the ultimate indicator of a well-run operation. In 2025, 93% of our facilities operated with zero lost-time injuries, and we achieved a 48% reduction in serious and potentially serious injuries and fatalities through our Fatality Prevention Program.

Stewarding Natural Resources: Effective natural resource management is not only the right thing to do, it’s essential for the durable growth of our business. In 2025, we maintained a 99% citation-free rate across thousands of agency inspections, reduced our absolute Scopes 1 and 2 greenhouse gas (GHG) emissions by 5.2%, and achieved our 2030 renewable electricity goal early – sourcing 14% of our power from renewable options.

Building Strong Communities: We value the communities in which we live and work. In 2025, we supported local partnerships in our areas of operation through more than \$6.3 million in donations from the Vulcan Materials Company Foundation and invited more than 9,000 of our neighbors to tour our quarries and see how we produce the materials used to build our communities.

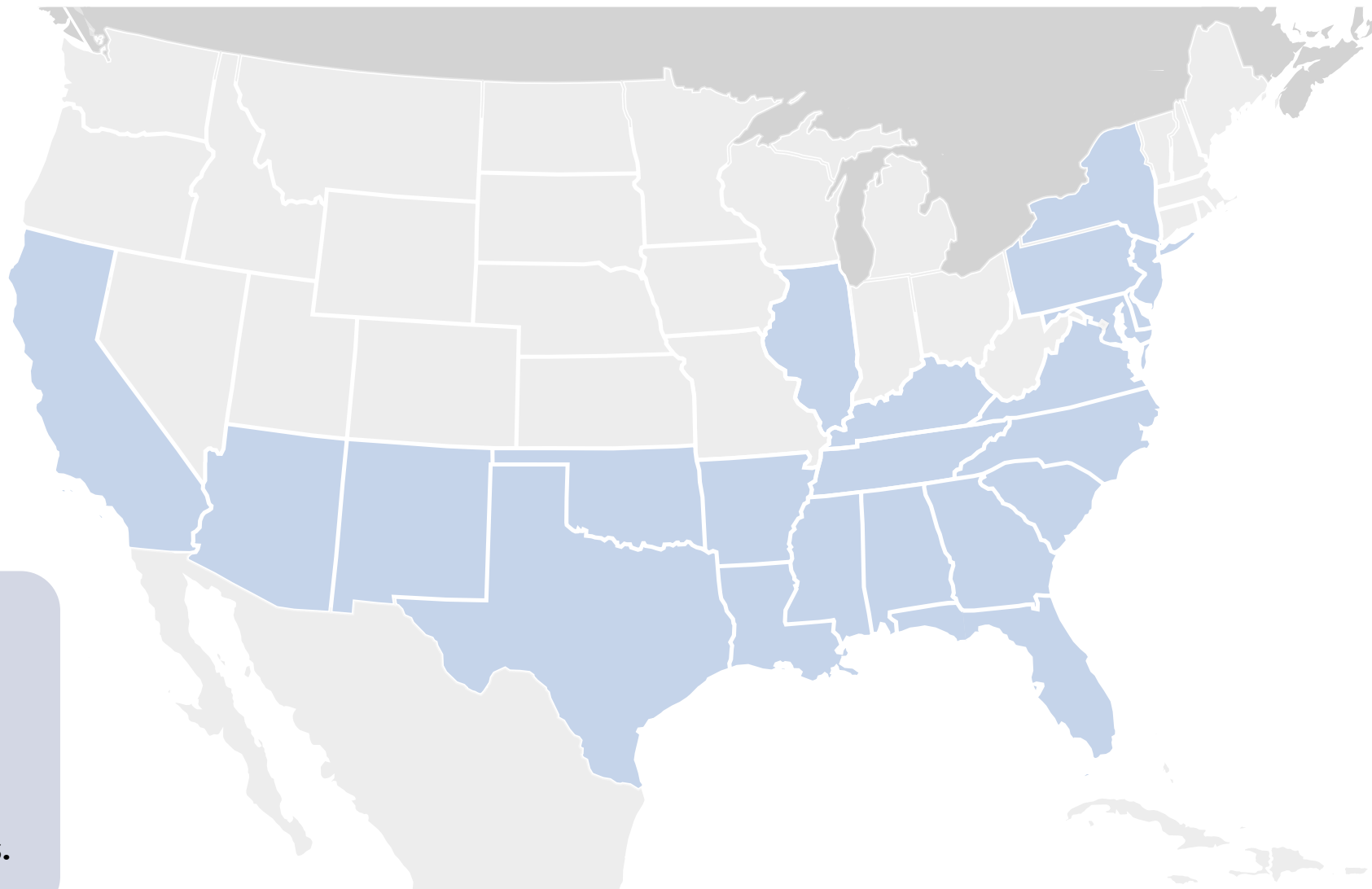
In 2025, we also took the opportunity to step back and evaluate our sustainability strategy. Our inaugural double materiality assessment looked at environmental, social, and governance factors through two critical lenses: our outward impact on society and the environment and the inward financial risks and opportunities affecting our business. The observations and insights from the assessment process will help us to prioritize and focus our efforts and to develop effective strategies to manage risk, lower costs, and maintain our social license to operate and expand.

In closing, I want to express my deepest gratitude to our employees. They are a talented team dedicated to keeping one another safe, caring for their communities and one another, and delivering value to our customers. Together, we will continue to drive sustainable, durable growth The Vulcan Way.

Sincerely,
Ronnie Pruitt
Chief Executive Officer
Vulcan Materials Company

Who We Are

Vulcan Materials Company, a member of the Fortune 500, operates primarily in the United States and is the nation’s largest supplier of construction aggregates (predominantly crushed stone, sand and gravel) and a major producer of aggregates-intensive downstream products such as asphalt mix and ready-mixed concrete. We provide the basic materials for the infrastructure needed to maintain and expand the U.S. economy. Delivered by trucks, ships, barges, and trains, our products are indispensable materials for building homes, offices, places of worship, schools, hospitals, and factories, as well as vital infrastructure, including highways, bridges, roads, ports and harbors, water systems, campuses, dams, airports, and rail networks. More detailed information about Vulcan can be found in our most recent [Annual Report](#).



In 2025, Vulcan served 23 states plus the District of Columbia from 425 aggregates facilities.

¹ Aggregates and asphalt production are measured in short tons (tons). Ready-mixed concrete is measured in cubic yards and converted to tons. Conversion calculation: 1 cubic yard concrete = 2 tons (4,000 pounds).

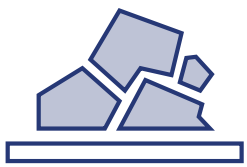
² For more details about Vulcan’s acquisitions and divestitures, see the 2025 Annual Report.

³ Number of employees as of December 31, 2025.

OUR MISSION

Provide quality products and services that consistently exceed our customers’ expectations. Be responsible stewards with respect to safety and the environmental impact of our operations and products. Drive value and superior returns for our customers, employees, communities, and shareholders.

DOING THE RIGHT THING, THE RIGHT WAY, AT THE RIGHT TIME. IT’S THE VULCAN WAY.



Total Production Volume 250,101,167 Tons¹

93% Aggregates: 227,731,721 tons
5.5% Asphalt Mix: 13,439,806 tons
1.5% Concrete: 4,464,820 cubic yards



2025 Total Revenue \$7,941 Million

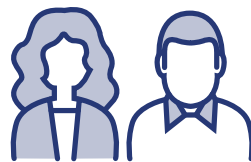
73% Aggregates: \$5,800 million
16% Asphalt: \$1,294.4 million
11% Concrete: \$846.6 million



Operational Footprint

Vulcan operations are located in the United States, the Bahamas, and Canada. Production and sales are currently halted at operations in Mexico and Honduras.²

Aggregates: 425 facilities
Asphalt: 71 facilities
Ready-Mixed Concrete: 76 facilities

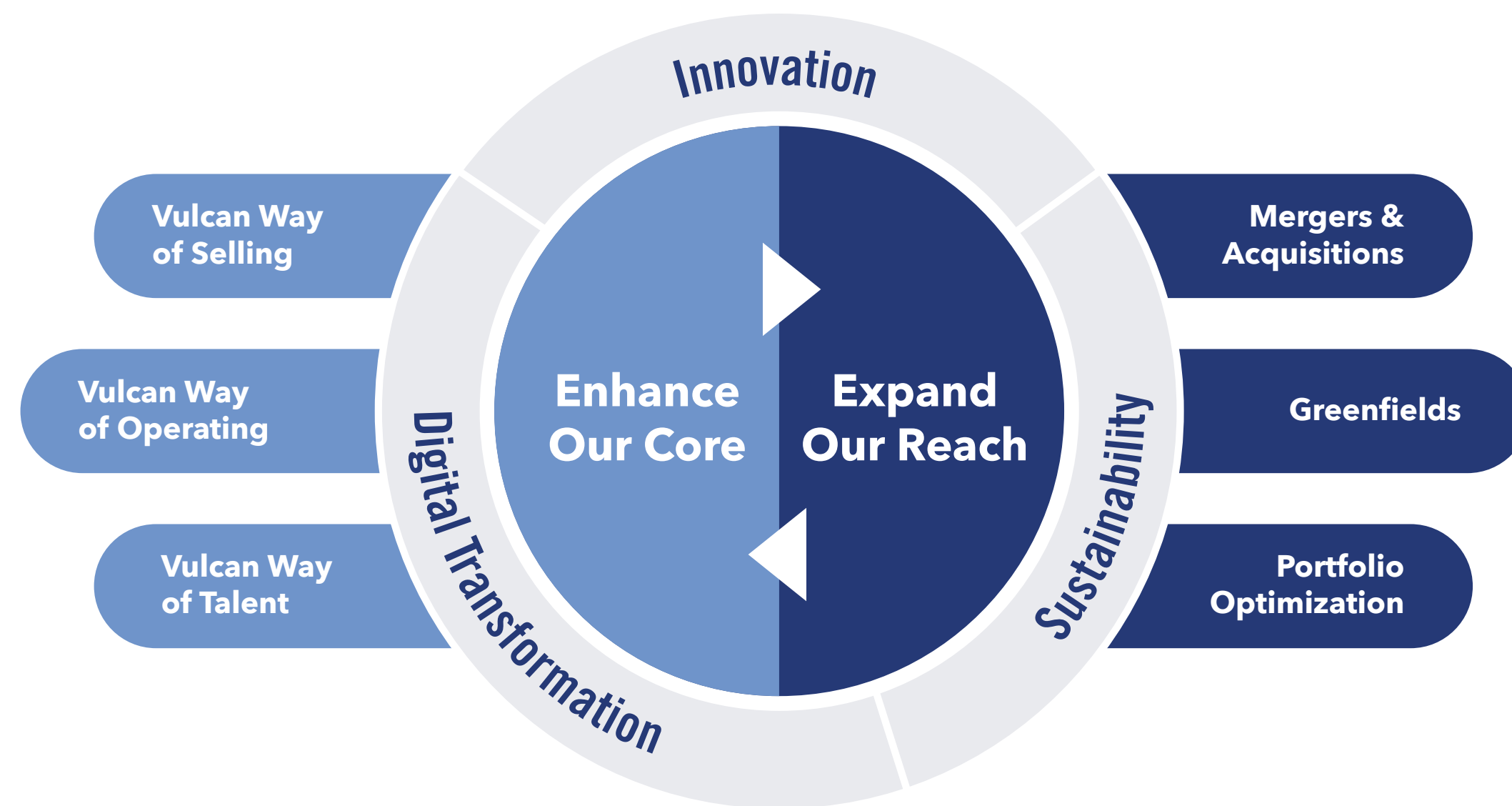


11,506 Employees³



Our Strategic Disciplines

Vulcan's two-pronged Durable Growth Strategy is key to driving sustainable value creation by **Enhancing Our Core** and **Expanding Our Reach**, supported by a foundation of technology, sustainability, and innovation.



Within Enhancing Our Core, three strategic disciplines are ingrained in our culture and drive the organic growth of our core business.

- **Vulcan Way of Operating (VWO):** The strategic operating discipline that sets us apart from our competition, enabling us to dynamically drive efficiencies, conserve resources, offset inflationary costs, and make the right products at the lowest possible cost
- **Vulcan Way of Selling (VWS):** The integrated commercial approach that positions Vulcan as the supplier of choice by leveraging our people, foundational processes, digital tools, and innovation
- **Vulcan Way of Talent (VWT):** The consistent enterprise-wide approach to attracting, retaining, and investing in our people, making Vulcan the employer of choice in the markets where we operate

In Expanding Our Reach, we leverage our strategic disciplines to drive growth through the acquisition of companies, the expansion of our coast-to-coast operations, and responsible development of greenfields in high-growth markets. Our sustainable growth strategy and responsible business practices ensure a healthy pipeline of potential projects and investments to explore in the coming years.

Details of the three strategic disciplines and how they contribute to Vulcan's management of material topics can be found throughout this report, in ongoing sustainability-related disclosures, and in our financial disclosures and communications.

What We Do

2025 HIGHLIGHTS

EMPOWERING PEOPLE

9.6

years average employee tenure

20,000+courses completed through
Vulcan University**32%**of employees celebrating
10+ years at Vulcan

PROTECTING HEALTH & SAFETY

22%reduction in the combined safety
rate since 2021**93%**of Vulcan facilities with zero
lost-time injuries**228,285**

critical controls evaluated

DOING BUSINESS, THE RIGHT WAY

125facilities that utilized proprietary
Process Intelligence technology**15,000+**suppliers within Vulcan's
strategic sourcing network**58,000+**customers serviced through
353,000+ transactions

STEWARDING NATURAL RESOURCES

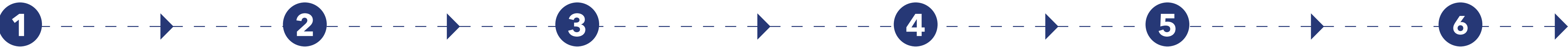
16,000environmental challenges
completed**14%**of electricity use from
renewable sources**21%**increase in renewable diesel
sourcing compared to the
previous year

BUILDING COMMUNITIES

230+Vulcan quarry tours for nearly
9,000 community members**\$6.3M+**of community donations
through VMC Foundation**25%**employee matching gifts
directed to the new Health and
Human Services category

The Quarry Story

This is the process Vulcan uses to make big rocks into smaller rocks and how our operations serve as the foundation for local communities and the country's infrastructure.



Finding, Designing, and Permitting

Our geologists find deposits of rock located close to customers. We develop a quarry design that is safe and efficient and submit these designs to regulatory agencies for operating permits.

Preparing the Site

To prepare for mining, we clear land to access the rock deposits and donate the cleared materials to local construction or community projects. We construct berms and other buffer areas to manage our impact to neighbors.

Getting Rocks Out of the Earth

In the aggregates industry, a wide variety of methods are used to extract the raw material from its natural state. Crushed stone is produced from solid rock formations and must normally be drilled and blasted prior to extraction. Sand and gravel products are extracted from unconsolidated deposits, which do not require drilling and blasting.

Processing Plant

Large rocks from the quarry are delivered to the processing plant and crushed into smaller rocks. Screens are used to separate rocks into different sizes to meet product specifications.

Storing & Weighing Rocks

Stockpiles are mounds of rock, sand, gravel, and other materials. The stockpiles can be as tall as 30ft and 800ft around. We sell our products by the ton and weigh the rocks and transport trucks at time of sale.

Delivering Rocks

Our operations are strategically located to easily transport product to customers. We facilitate customer pickup, third-party transportation, and other logistics for longer distances.

Award for Excellence in Stewardship

HOW VULCAN'S ENVIRONMENTAL CHALLENGE IS DRIVING CONTINUOUS IMPROVEMENT AND STEWARDSHIP

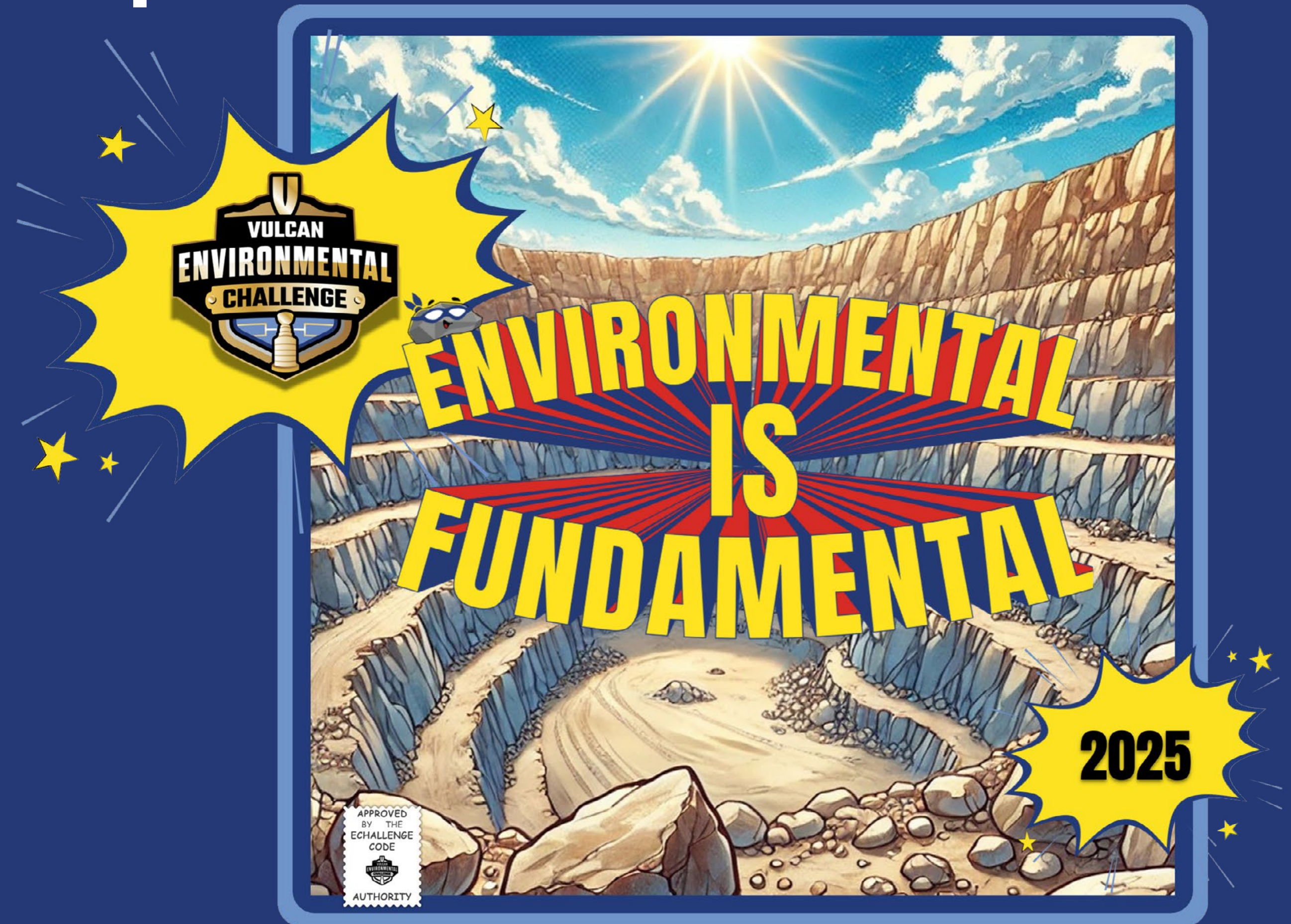
Vulcan received the Sustainability Award from the Illinois Association of Aggregate Producers (IAAP) in 2025. The annual award honors companies leading in environmental stewardship and features an enhanced judging criteria to consider a company's vision, innovation, implementation, leadership, and community impact.

Vulcan received the award in recognition of its Environmental Challenge program.

The Environmental Challenge is designed to strengthen environmental awareness among employees, improve site conditions, and promote proactive environmental compliance. Through friendly competition, Vulcan sites are rewarded for environmental achievements and for proactively engaging in important issues related to air, land, and water.

Vulcan Materials Company leads through example and engagement. It opens its quarries for educational tours that showcase environmental achievements. The company remains deeply involved in IAAP programs, events, and initiatives – including the Emerging Leaders Program – and it invests in community partnerships such as its work with the Metropolitan Water Reclamation District.

– IAAP



2025 Performance

 Achieved

 In Progress

 Not Achieved

Category	Topic	Goal	Status	2025 Progress
EMPOWERING PEOPLE	Employee Recruitment & Retention	Reduce employee turnover by 25% by 2030 and increase employee retention.		2021 Baseline: 21% 2030 Goal: 15.75% (-25%) 2025 Performance: 19% (-10%)
	Health & Safety	Achieve and maintain zero fatalities at all sites under Vulcan's operational control.		Annual Goal: 0 2025 Performance: 1 ¹
PROTECTING HEALTH & SAFETY	Health & Safety	Reduce Mine Safety and Health Administration (MSHA) reportable/ Occupational Safety and Health Administration (OSHA) recordable injuries by 25% by 2025.		2021 Baseline: 1.27 2025 Goal: 0.95 (-25%) 2025 Performance: 0.99 (-22%)
STEWARDING NATURAL RESOURCES	Air Quality & GHG Emissions	Reduce Scopes 1 and 2 GHG emissions intensity (MTCO ₂ e/tons) of product produced by 10% by 2030.		2021 Baseline: 0.0045 2030 Goal: 0.0042 (-10%) 2025 Performance: 0.0046 (-2%)
	Air Quality & GHG Emissions	Secure 5% of electricity from renewable sources by 2030.		2021 Baseline: 0% 2030 Goal: 5% 2025 Performance: 14% (+180%)
	Energy & Fuel Management	Reduce energy intensity (MWH/ton) of product produced by 6.7% by 2030.		2021 Baseline: 0.0179 2030 Goal: 0.0167 (-6.7%) 2025 Performance: 0.0189 (+6%)

¹ The 2025 fatality was related to a single vehicle accident and did not occur on a Vulcan-controlled site.

Double Materiality Assessment

In 2025, Vulcan completed our inaugural double materiality assessment, identifying sustainability topics that are material from both an impact and financial materiality perspective. These topics are the foundation of Vulcan's sustainability strategy, and the results of the double materiality assessment will inform Vulcan's business planning, risk management, target setting, resource allocation, and future reporting.

METHODOLOGY

Topics were assessed through two lenses:

Impact Materiality (Inside-Out): Represents the actual or potential impacts – positive or negative – of Vulcan's activities and value chain on people and the environment, evaluated based on scale, scope, likelihood, and irremediability.

Financial Materiality¹ (Outside-In): Represents topics that generate or may generate material financial effects on Vulcan's business model, strategy, cash flows, or access to capital.

We developed an initial library of 20 sustainability topics informed by industry benchmarks, sustainability standards (e.g., European Sustainability Reporting Standards [ESRS], Global Reporting Initiative [GRI] mining subsector, International Sustainability Standards Board [ISSB]), regulatory trends, company risk disclosures, and internal policies. Topic names, definitions, and examples were tailored to accurately reflect Vulcan's operations and value chain.

While we are committed to expanding direct external stakeholder engagement and continuing to evolve our assessment as regulatory expectations and industry standards progress, this double materiality assessment prioritized internal engagement. We incorporated perspectives from relevant internal stakeholders and subject matter experts (SMEs) who regularly interface with communities, regulators, customers, and partners. Engagement activities included more than 30 in-depth interviews and a survey sent to more than 400 employees (n = 236; 55% response rate). Survey respondents rated each topic on a scale of 1-5, across three primary impact categories:

- Potential impact on people and the environment (impact materiality)
- Potential financial effects on Vulcan (financial materiality)
- Potential reputational effects

The topics analysis generated a matrix displaying financial impact and external impact. All topics identified through the assessment were considered important, with prioritization reflecting the primary drivers of impact and/or financial relevance. The four priority categories were defined as:

- ▶ **High Priority:** Represents high-impact and high-financial materiality; is critical to strategy and risk management
- ▶ **Financial Priority:** Represents high-financial materiality; may expose Vulcan to operational, regulatory, or market risks;



requires high-level internal management of the many topics already managed within our broader Enterprise Risk Management (ERM) framework

- ▶ **Impact Priority:** Represents high-impact materiality (people/environment) but lower direct financial implications; may escalate over time; requires higher levels of external communication and engagement
- ▶ **Moderate Priority:** Represents lower impact and financial significance; monitored to maintain compliance and operational performance

¹ For this assessment, the term "materiality" is defined through the principles in voluntary external frameworks and sustainability reporting guidelines and includes a broader consideration of factors that differ from mandatory reporting requirements of the U.S. Securities and Exchange Commission (SEC). Any use of the term, or identification of topics as "material" during this assessment or as it relates to Vulcan's sustainability programs should not be read as meeting the level of materiality as defined in Vulcan's SEC filings and disclosures. This assessment and disclosure are unaudited and are subject to change as conditions evolve since its publication as of December 2025.

EMPOWERING PEOPLE





Employee Recruitment & Retention

We strive to be the employer of choice in every market where we operate by offering stability and unmatched opportunities. We are dedicated to fostering a culture of mutual respect, integrity, teamwork, and trust among our workforce. We believe that in a quarry, on the road, or in a room full of industry professionals, you can spot Vulcan employees. Our employees are curious and entrepreneurial, and they lift up their colleagues, neighbors, and communities. They share a strong sense of accountability and ownership, eagerly face challenges, and commit to hard work.

OUR APPROACH

Beginning with their first introduction to the company as a job candidate, our goal is to show the next generation of Vulcan employees that this is a place where they can grow, thrive, and achieve their career aspirations.

We have built a strategy to attract, retain, and invest in our people in which we hire for character and train for skill. This strategy begins by seeking exceptional, driven, curious team players who embody the 10 principles of Vulcan’s company culture:

- People
- Safety
- Inclusion
- Vision
- Clear Performance Goals
- Loyalty
- Problems Are Opportunities
- Employee Ownership
- Create Customer Value
- Make It Fun

EMPLOYEE RECRUITMENT

We offer opportunities for candidates and employees of all skills and experience to start here and stay here. While other companies face challenges of recruiting in an increasingly competitive field, we have been building our own talent pool.

We have high expectations and are looking for the best talent. Whether it is a plant operator in California, a sales representative in Texas, or a mechanic in Florida, our employees know the expectations and behaviors demanded of their position. These are consistently communicated to employees from recruitment onward and carried through decades-long careers. No matter your aspirations, career stage, or level of expertise, there are opportunities for you at Vulcan.

Jump-Starting Careers

For those just starting their career, we work with high schools, trade schools, and universities to prepare students for success upon graduation.

We build partnerships with academic institutions such as two- and four-year universities, graduate programs, and trade schools. We engage directly with administrations, professors, and student groups to form lasting partnerships and career opportunities that meet their evolving needs.

At trade schools teaching high-demand skills, we collaborate with the school to offer our materials, machinery, and expertise as training resources.

Vulcan also offers guidance to the training curriculum, ensuring the students have the in-demand skills to access employment immediately after completing their programs.

Growing From Within

Our most reliable source of proven talent is employees already working within Vulcan, looking for opportunities to grow their careers.

We know it is important to share the full scope of career opportunities at Vulcan if we expect to retain our growing talent. We promote from within and reward the trust earned between teams and colleagues. People have worked for decades at Vulcan because we offer opportunities to pursue career paths that match an employee's unique ambitions.

While we are best known for our quarry operations, Vulcan is a Fortune 500 company with opportunities across departments and disciplines from accounting to engineering to sales.

Building Professional Expertise

To lead our industry, we recruit the best through professional groups that share our passion for excellence.

We partner with professional groups that mirror Vulcan's culture of camaraderie, mentorship, and industry excellence. Our recruitment teams use targeted employment campaigns, hiring events, and sponsorship to connect with professionals in their fields through these organizations. We also encourage our existing employees to join groups to support their personal and professional development.

Long-standing professional groups that we engage with from both a recruitment and employee development standpoint include Women in Construction, the Society of Mining Engineers, the American Society of Civil Engineers, and programs like the Department of Defense's SkillBridge to recruit transitioning service members.

EMPLOYEE RETENTION

We know that there are many career paths available to our employees, and we want them to feel proud of and confident in their decision to join Vulcan. Through onboarding, clear performance expectations, and continuous employee engagement, we support the longevity of our company and the career opportunities it provides.

Beyond work responsibilities, we invest in our employees and their families' future and well-being. Just like the career opportunities, our rock-solid benefits start day one. Our employees enjoy benefits beyond the standard compensation package, including but not limited to:

- A 401(k) matching up to 6%, with an additional Vulcan annual contribution of a minimum of 3% regardless of employee contributions
- Parental leave to support working families
- Scholarship programs for children of employees
- Matching gifts to nonprofits that support our employees' passions
- Employee Service Awards recognizing years of service

PERFORMANCE DISCLOSURES & DISCUSSION

We measure and manage our performance using a combination of traditional human resource (HR) metrics and custom data analytics that reflect the individual nature of Vulcan’s employee base.

GOAL

Reduce employee turnover by 25% by 2030 and increase employee retention.

EMPLOYEE TURNOVER & TENURE

The turnover rate is the rate at which employees leave a company and is an important indicator for employee retention. After the height of our employee turnover rate in 2022, we saw our updated engagement and retention strategies take hold, with the turnover rate falling below pre-pandemic levels. The employee turnover rate in 2025 was 19%, marking a second year of progress toward our goal of reducing turnover by 25% by 2030, down from our 2021 baseline of 21%.

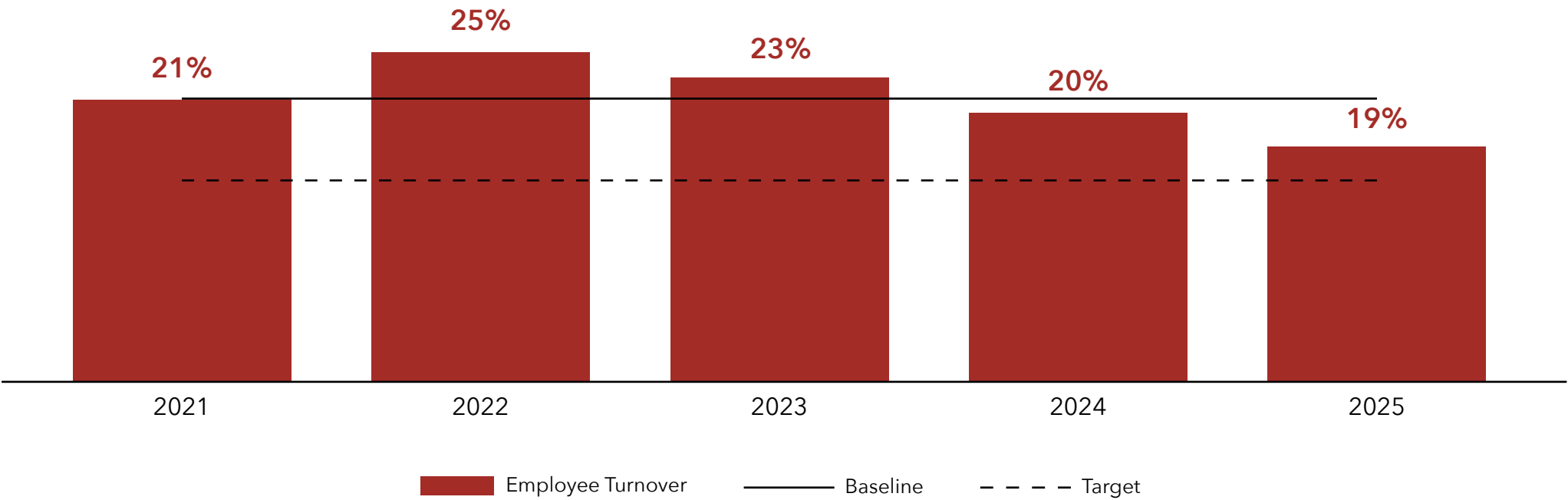
Another valuable indicator is average employee tenure, or how long the average employee has worked at a company. Our average employee tenure of 9.6 years is used by our HR team to measure the effectiveness of our retention strategy.

Additionally, 32% of our employees celebrated 10 years or more with Vulcan in 2025. This exceeds the U.S. average, 26.2%, of employees with 10 years or more at any company, as reported by the Bureau of Labor Statistics (BLS).

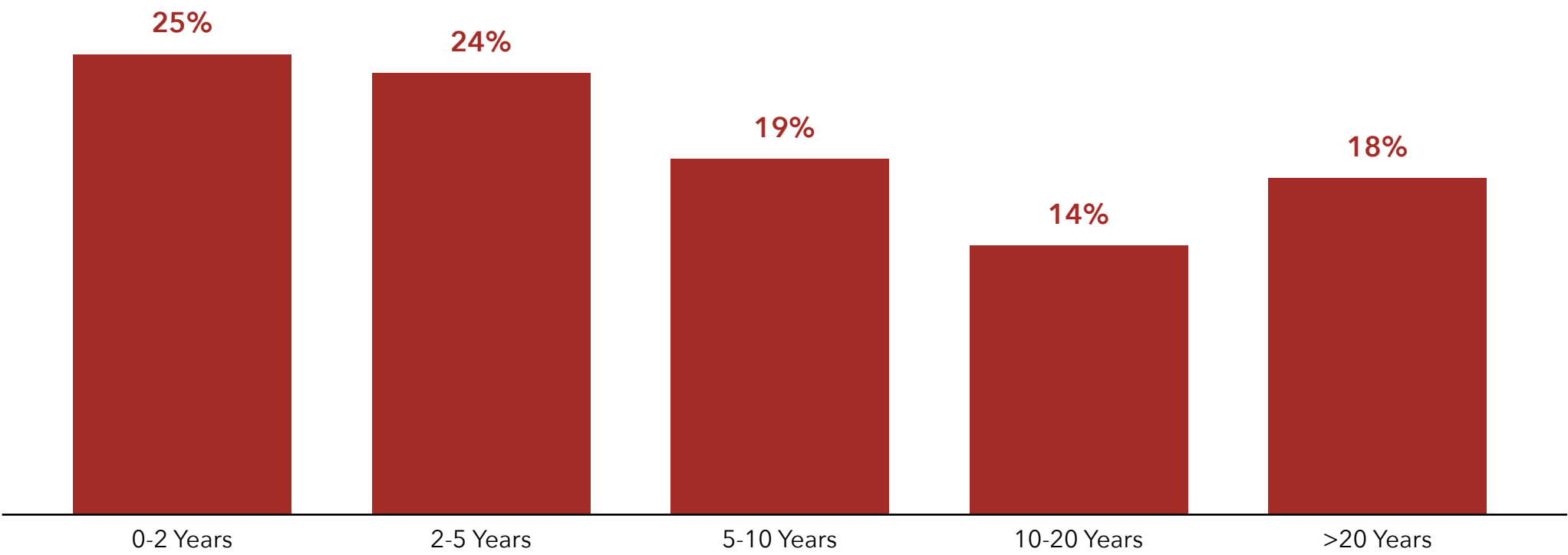
I started my career at Vulcan over 20 years ago as a Quality Control Manager. Although I am a civil engineer by trade, Vulcan’s leadership and professional development opportunities allowed me to explore a career path spanning operations, customer support, and general management. Today, as the President of Business Process Improvement, I get to use my years of field experience to ensure our company continues to offer our employees and operations the best environment to succeed.

— Shelley Wright, President, Business Process Improvement

Employee Turnover



2025 Employee Tenure



NEW HIRES

In 2025, we hosted almost 50 recruitment events at campuses throughout the United States.

The new employee experience, from recruitment to onboarding, was tracked by the HR team through recruitment feedback, interviews, and employee surveys, and evaluated to identify areas of improvement. The resulting feedback from onboarding is being analyzed and incorporated into our updated onboarding process. In 2025, more than 2,300 new Vulcan employees were hired and onboarded to our operations across the country.

In addition to new hires, hundreds of employees join the Vulcan family through acquisitions each year. In these cases, our HR and operations teams work with the new employees, finding ways to integrate them into Vulcan's standards and practices while honoring their industry experience and expertise.

No matter your expertise and career ambitions, there could be a place for you at Vulcan.

— Mitesh Shah,
Chief Human Resources Officer

EARLY CAREER PROGRAM

This year, we expanded our Early Career Program with multiyear internship pathways for rising juniors in mechanical, civil, and mining engineering, as well as in construction management and business. These pathways ensure we have a steady talent pipeline spanning a wide range of technical expertise. Exciting programs from 2025 include the following:

- Through the **Colorado School of Mines**, we onboarded more than 30 interns, providing critical support for our continued growth and projects across California and Arizona.
- Our **Vulcan IT Bootcamp Experience (VIBE) program** is a two-year program for recent graduates to grow their technology and innovation skills through mentorship and hands-on training.





Employee Engagement & Development

We invest in our employees’ well-being, from training and career advancement opportunities to encouraging a sense of belonging and support within our shared communities. We believe people can only excel in day-to-day duties and fully live the company’s mission if they feel supported at work and outside of it.

OUR APPROACH

Integral to the Vulcan Way of Talent is our robust employee engagement and development strategy that is guided by leadership and operationalized by our HR team. Access to relevant learning and training opportunities is fundamental to every role, and we encourage our employees to explore and expand their capabilities for continued growth throughout their careers with Vulcan.

By proactively engaging in strategic workforce planning, we identify and resolve skill shortages through internal development programs, cross-training initiatives, targeted recruitment, and educational partnerships with our vendors. Our training and development programs encourage collaboration and enable people to innovate and flourish on the job and in the community. These programs:

- Encourage our employees to pursue relevant education with a Tuition Reimbursement Program, which pays up to 100% of tuition costs based on academic performance.
- Support personal and professional growth through an internal mentoring program.
- Prepare future senior-level leaders through our Leadership Development Program in partnership with the University of North Carolina, Chapel Hill.
- Offer mini-MBA programs and other continuing education opportunities.
- Deliver ongoing Vulcan Way of Operating technical and skills-based training modules.
- Provide ongoing management and soft-skills training through the Plant Manager Engagement Series.

VULCAN UNIVERSITY

We offer relevant learning and development opportunities through Vulcan University, a digital, mobile-friendly technical training library. Vulcan University offers a full suite of virtual courses on everything from safe equipment handling to data analytics to management and leadership, delivered through our Learning Management System (LMS). These courses capture decades of industry knowledge in critical skills, presented by knowledgeable and dedicated field trainers.



WELCOME

to the **Vulcan University Learning Management System (LMS)**. This system has been designed to support your individual learning and development needs- putting training and development at your fingertips, when and where you want it.

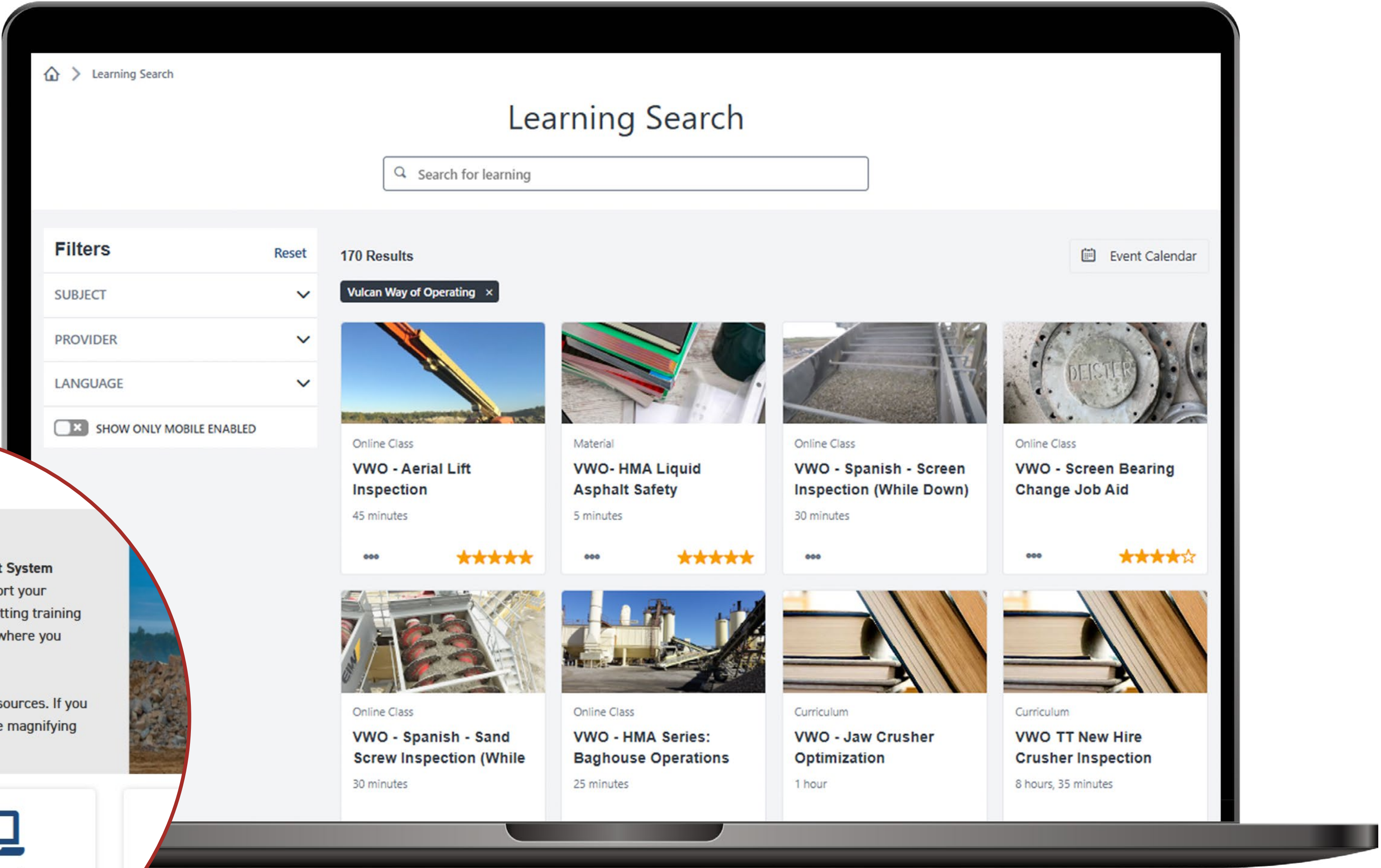
Below are links to the most commonly used resources. If you do not see what you are looking for, click on the magnifying glass above to use the search function.



Assigned Training



Return to
Training In Progress



SKILLS-BASED TRAINING

Skilled trades are inherent to the mining and construction industries and have an outsized impact on our operations and revenue, and many are becoming increasingly scarce in modern job markets. To ensure our employees can access training vital to our operations, we partner with trade schools, vendors, and industry associations.

When training on our most specialized equipment is not readily or widely available, we develop it from the ground up with input from equipment manufacturers, dealers, and longtime vendors and supplier partners. And when trade schools need qualified instructors, our employees step up to help train the industry’s next generation of skills-based professionals.

LEADERSHIP TRAINING

Our company culture is built on a legacy of excellence and inclusion, from the quarry to the boardroom. In pursuit of a culture of excellence, cultivating leadership skills among our employees is paramount. We have built opportunities to develop leadership skills and track participation in these programs to measure success. Leadership comes in different forms, and training is offered throughout an employee’s career using the pillars of leadership at Vulcan:



MENTORING

The mentoring program captures the institutional knowledge and intellectual capital of our most tenured employees and shares that expertise to develop a bench of high-potential employees with the knowledge, skills, and abilities to address future challenges in our business. The mentor-mentee pairing process includes input from organizational development, HR, and management personnel, and is supported throughout by a facilitator/coach. Here’s how it works:

Pairing & Commitment: By entering the mentoring program, both mentor and mentee are making a commitment to the process and each other by acknowledging the expectations over the next year.

Regular Meetings: The pair is expected to have in-person meetings at least once a month and stay in reliable communication, as needed, between scheduled meetings.

Objectives: Mentees are coached in creating an Individual Development Plan (IDP) to act as a road map for their goals during the program. Mentors are expected to tailor their feedback, knowledge sharing, and networking to help the mentees achieve their IDP goals.

Feedback: There are two survey checkpoints during the mentorship: one at midyear (six months) to identify any issues that may need correction, and a final survey upon mentorship completion that provides a side-by-side comparison of where the mentee started and where they finished.



PERFORMANCE DISCUSSION & DISCLOSURES

To promote accountability of our people strategy, we analyze the effectiveness of our development opportunities through our LMS. The LMS is a single, company-wide platform that standardizes our organizational efforts by making training available to all employees at all times. Through the LMS, we gather employee feedback and track participation rates, which has led to the development of an internal training catalog of more than 100 courses that align workforce capabilities with company needs.

20,386

During 2025, Vulcan employees completed 20,386 courses within our common-core technical training framework, which covers how our workforce inspects, maintains, and optimizes both plant and mobile equipment.

”
There is opportunity to grow at Vulcan and the reason why is the people who see potential in you.

— Sylvia Teran, Safety and Health Rep

In 2025, we focused our training on closing the technology and automation skills gap by building employee capabilities to more effectively operate and maintain company assets. Building on the IDP framework utilized in our mentoring initiatives, plant supervisors and employees collaborated in 2025 to implement specialized training IDPs focused on closing the automation skills gap. Once in place, employees can continuously manage their progress toward achieving their development plans and have ownership over their professional opportunities.



PROTECTING HEALTH & SAFETY





Health & Safety

Protecting the safety and health of our employees is a fundamental tenet of the Vulcan Way. Our commitment to safety extends far beyond basic regulatory compliance. We want to ensure our employees return home in the same condition as when they came to work. Vulcan’s industry-leading Safety, Health, and Environmental (SHE) programs are developed through collaboration, managed through layers of internal and external oversight, and enhanced through best-practice sharing.

Shaped by decades of firsthand experience, our employee-driven safety programs reflect a deep understanding of our operations. Safety strategies are tailored to our diverse lines of business and daily work activities.

OUR APPROACH

At Vulcan, our SHE strategy is driven by a commitment to constant progress and empowering employees. Our SHE teams are highly collaborative, gathering and integrating input from every level of our organization to maintain and develop Vulcan’s programs. Vulcan’s continuous improvement of our safety and health programs is supported through internal inspections, regulatory audits, and best-practice sharing across our operations.

Creating an environment that promotes psychological safety is foundational to delivering on that commitment. We support our culture of psychological safety by actively engaging employees and encouraging them to take ownership of their environment, providing valuable insights only they have. By empowering our team to voice concerns and propose solutions, we ensure that safety and health issues are resolved with speed and transparency.

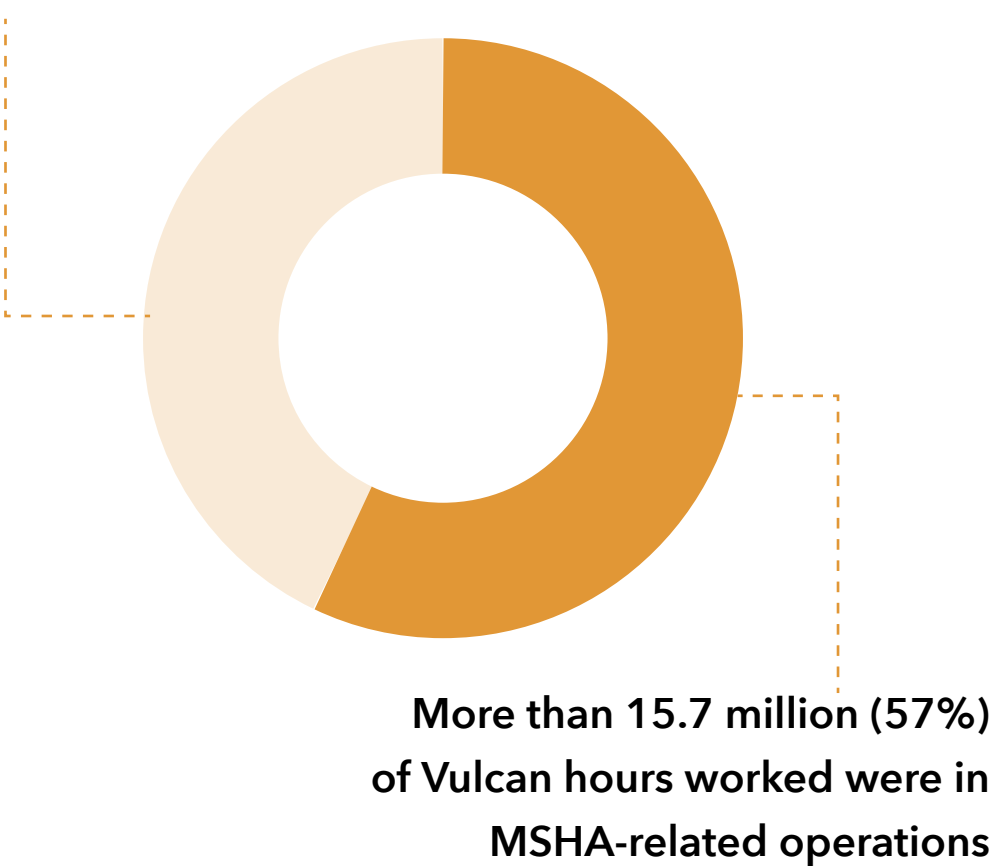
In the spirit of continuous improvement, our safety teams and employees analyze data, leverage innovative technology, and share best practices to ensure Vulcan measures the right things. We provide multiple platforms for best-practice sharing and adoption, including during corporate safety and health audits and quarterly calls.

Baseline compliance data is collected across the company and throughout the year, with reports submitted directly to the agencies providing regulatory oversight of Vulcan’s operations.

REGULATORY OVERSIGHT

As a company with a coast-to-coast footprint, Vulcan is subject to baseline compliance obligations from federal agencies, state entities, and local permitting requirements. At the federal level, two regulatory agencies within the Department of Labor (DOL) – MSHA and the OSHA – regulate and inspect Vulcan’s operations. Quarry operations are subject to MSHA jurisdiction. All other nonfleet operations and non-MSHA-regulated domestic operations fall under the jurisdiction of OSHA.

In 2025, nearly 12 million (43%) of Vulcan hours worked were OSHA-related operations



PERFORMANCE DISCUSSION & DISCLOSURES

Combined MSHA² and OSHA³ rates fell by 22%, compared to the 2021 baseline, making a significant improvement in overall safety across our 2025 operations. Ninety-three percent of Vulcan facilities achieved zero lost-time injuries, and 68% of MSHA inspections were citation-free. Vulcan’s MSHA reportable rate and citation rates remain significantly lower than the industry averages,⁴ which stand at 1.74 and 1.79, respectively, maintaining our legacy as an industry leader in safety. Integrating new acquisitions into Vulcan’s safety program is a challenge that often causes temporary fluctuations in metrics. Despite these hurdles, Vulcan has achieved a steady decline in injury rates and citations.

68,000

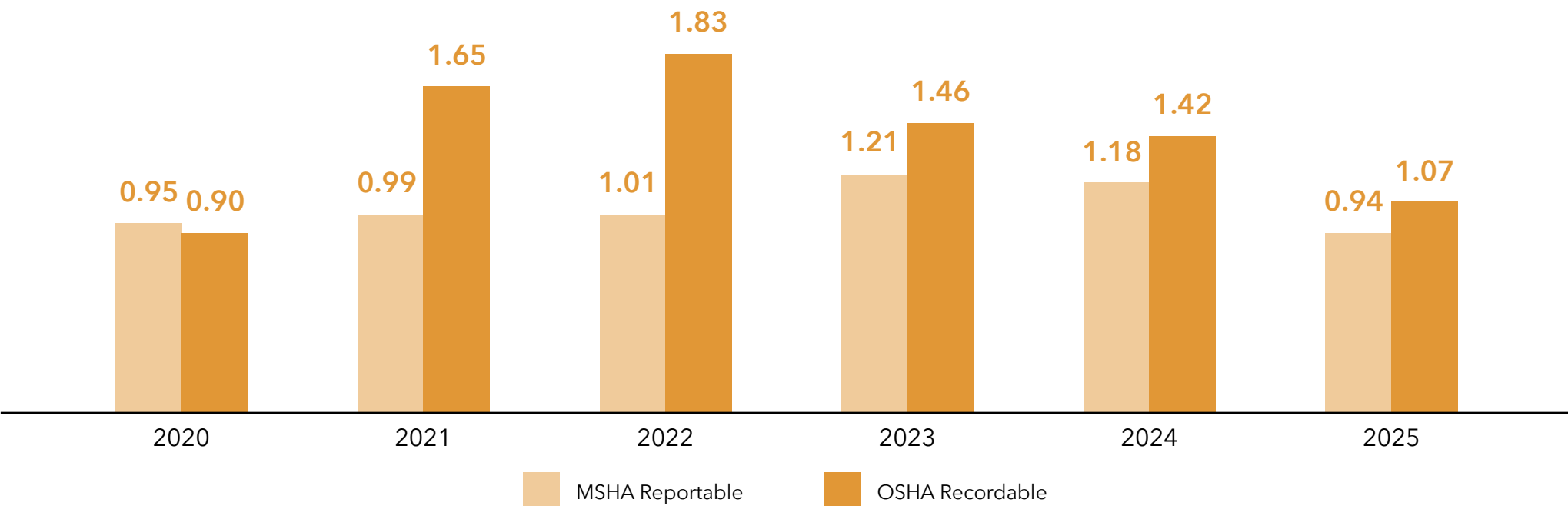
Vulcan employees completed more than 68,000 MSHA-specific training hours in 2025.

GOAL

Reduce MSHA reportable/OSHA recordable injuries by 25% by 2025.

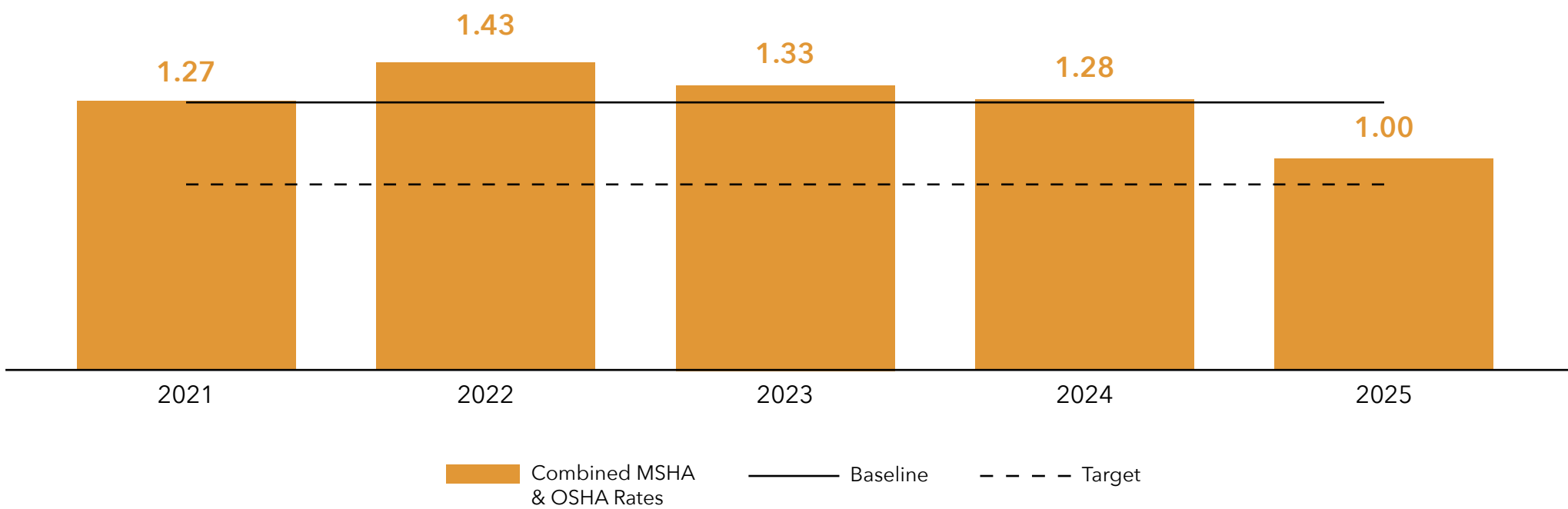
MSHA Reportable & OSHA Recordable Injuries

(per 200,000 employee hours worked)



Combined MSHA and OSHA rates continued to fall in 2025 to 1.00 from the peak of 1.43 in 2022. While we fell slightly short of the 25% reduction goal, in 2025, we achieved a 22% reduction compared to the 2021 baseline.

Combined MSHA & OSHA Rate



² The MSHA reportable rate is the all-injury rate used by the mining industry, reflecting the number of reportable injuries and illnesses according to MSHA recordkeeping guidelines. This is calculated as a rate per 100 full-time workers, or 200,000 hours worked.

³ The OSHA recordable rate disclosed by Vulcan is the Total Recordable Incident Rate (TRIR), measuring work-related injuries and illnesses according to OSHA recordkeeping guidelines. This is calculated as a rate per 100 full-time workers, or 200,000 hours worked.

⁴ MSHA reported the total reportable injury rate for the mining industry as 1.74 per 200,000 hours worked in 2025 (Source: <https://www.msha.gov/msha-glance>).

FATALITY PREVENTION PROGRAM (FPP)

We recognize that there is a distinct difference between the causal factors of most minor injuries and illnesses and the causal factors that lead to serious injuries and fatalities. We also recognize the fundamental flaw in an injury-reduction program that treats all injuries the same, regardless of outcome. Accordingly, a program that places an enhanced focus on incidents with the potential for serious injuries and fatalities (SIFs), regardless of their actual outcome, has a greater positive impact on the organization and its workers.

Over the past several years, Vulcan has created a continually evolving FPP based upon five key principles:

- **SIFs Are Different:** Reduction in minor injuries does not automatically correlate to a reduction in SIFs.
- **Recognizing SIF Precursors Is Essential:** Identifying and recognizing the warning signs of SIF potential in the workplace are essential prerequisites for controlling them.
- **Work Planning and Controls Are Critical:** Comprehensive work plans and properly implemented and executed critical controls are essential to SIF prevention.
- **Learning Comes From Normal Work:** Understanding the gap between “work as imagined” and “work as done” is crucial to recognizing the adaptations and adjustments that are made and the constraints that are present where work takes place.
- **Meaningful Metrics Matter:** We continue to innovate how we use the tens of thousands of data points created through the SIF Observation process, along with information from incidents with SIF potential, to help target activities and develop strategies to reduce SIFs.

The SIF Observation process is an essential element of the FPP and verifies the proper implementation of the controls identified within our 15 High-Risk Categories (HRCs) exposures, which include critical areas such as confined spaces, fall protection, and mobile equipment operations. The SIF Observation process includes the following key objectives:

1. Verify that critical controls are in place and are functioning properly.
2. Identify areas where critical controls are lacking or ineffective and understand why.
3. Engage employees regarding their insights.
4. Provide real-time insight into control utilization and effectiveness, as well as data, to better target focus areas.



The results from the 2025 SIF Observations across 15 HRC areas, compared to 2024, include:

- Total observations completed: 21,343 (+51%)
- Critical controls evaluated: 228,285 (+42%)
- Total HRCs evaluated: 35,346



MOBILE EQUIPMENT SAFETY

Mobile equipment was our most evaluated SIF category in 2025 and is present across all business segments nationwide, with more than 7,550 evaluations. Whether Vulcan’s fleets are operating off-road equipment in its quarries, within its road-paving sites, or on-road delivering ready-mixed concrete to customers, Vulcan proactively manages the safety of these fleets. In 2025, for an on-road regulated fleet of approximately 2,500 assets, Vulcan personnel conducted:

1,100 vehicle inspections

400 driver evaluations

400 record audits

Vulcan fleets also earned the following milestones from trucking associations, vendors, and national organizations, evidencing the results from our fleet safety operations:

- **Alabama Trucking Association’s “Safest Fleet” Award:** Vulcan’s Alabama Fleet earned recognition as the Safest Fleet in the Private Carrier Under 1,000,000 Miles category, demonstrating our commitment to local transport safety.
- **Individual Leadership & Coaching:** Coaching drives our safety success. In 2025, Ron Schafer, a dedicated coach operating out of Virginia, was honored as the Lytx Coach of the Year – Distribution, highlighting our investment in proactive, data-driven driver coaching.



DOING BUSINESS, THE RIGHT WAY





Governance & Management

The governance and management of our sustainability program is centered around the belief that profits must be sustainable, and sustainability must be profitable. As a result, sustainability is subject to the same robust governance policies and practices as other company priorities, including oversight and accountability from the highest levels of our organization to the on-site teams.

OUR APPROACH

Our sustainability strategy is implemented by SMEs who understand how relevant topics are embedded within the business.

Vulcan considers many aspects of sustainability in the ERM process, further described in the ERM section of the report. Corporate governance, including Board composition and executive compensation, are discussed in detail in [Vulcan’s 2026 Proxy Statement](#).

BOARD OVERSIGHT

Our Board of Directors (Board) understands the importance of overseeing management to ensure the long-term interests of our shareholders are being served. The Board reviews goals for the CEO and receives regularly scheduled briefings on sustainability strategy and performance.

Our directors come from a variety of industries and have experience and expertise in incorporating sustainability-related management in their organizations.

Four Board committees are responsible for sustainability-related matters:

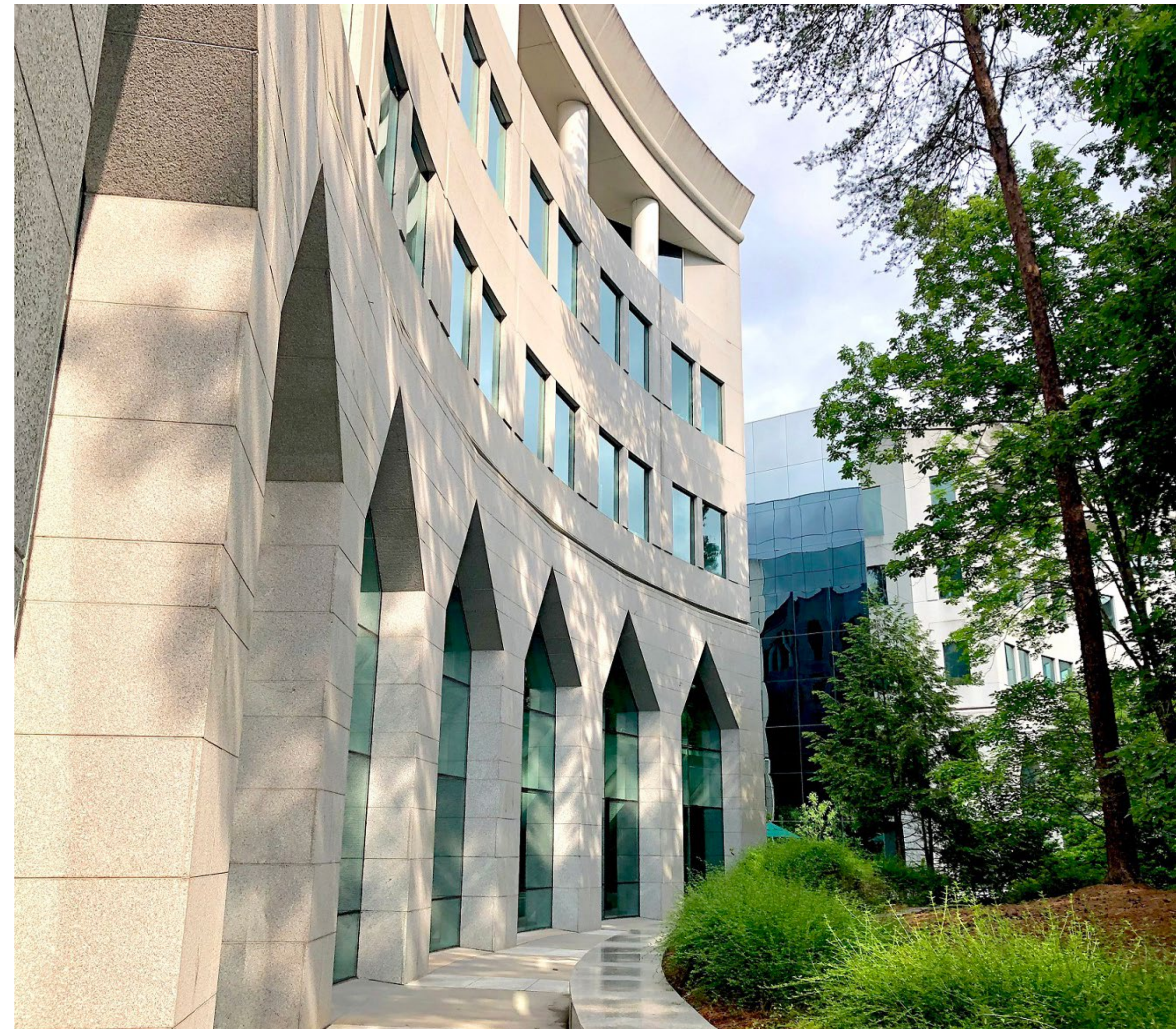
- **Governance Committee:** Oversees sustainability matters, including performance, strategies, goals, and policies
- **SHE Affairs Committee:** Reviews and implements SHE-related policies, practices, and programs, as well as assists the Board in identifying, monitoring, evaluating, and responding to sustainability-related risks and opportunities
- **Audit Committee:** Oversees the company's risk assessment and risk management policies, including those related to climate change and other sustainability-related risks
- **Compensation & Human Capital Committee:** Oversees key human capital management strategies and policies, including those relating to workforce recruitment, retention, and development

MANAGEMENT LEADERSHIP

Our Sustainability Steering Committee is composed of executives from across the organization, chaired by the Chief Administrative Officer and General Counsel, who reports directly to the CEO. The head of the Enterprise Risk Committee also sits on the Sustainability Steering Committee, while SMEs supporting both committees work closely together to identify sustainability risks, goals, and targets.

WORKING GROUP IMPLEMENTATION

Vulcan's Vice President of External Affairs and Corporate Communications develops the company's sustainability strategy to achieve the goals established by the Sustainability Steering Committee. The sustainability strategy is implemented through working groups consisting of SMEs who understand how material sustainability topics are embedded in planning and analysis, decision-making, operations, and other key processes.





Enterprise Risk Management

Vulcan employs a comprehensive enterprise risk management (ERM) program to identify, manage, mitigate, and report risks with the potential for material financial impact to the company. The ERM program encompasses all potentially material risks, including sustainability-related risks such as climate change.

OUR APPROACH

The ERM program is governed by the Risk Committee, a task force led by senior corporate officers that draws on the subject matter expertise from various functional departments and from line operations management. The Risk Committee establishes and maintains the ERM program and reports at least annually to the Audit and SHE Affairs Committees of the Board.

Among its responsibilities, the Risk Committee establishes the methods by which enterprise risks are identified, defined, and assessed. Each identified risk is assigned to a risk owner with relevant knowledge and experience. The risk owner assesses the likelihood and potential impact of the risk and develops mitigation plans to address the underlying risk.

The Risk Committee reviews risk assessments and mitigation plans with the risk owners on a regular basis and evaluates inherent (pre-mitigation) and residual (post-mitigation) risk scores against risk tolerance.



Information & Operational Technology

Aggregates might appear to be a low-tech industry, but Vulcan is optimizing our business by leveraging technology to build and sustain competitive advantages that align with our strategy. In a world increasingly reliant on information technology (IT), our teams are transforming our operations and the competitive landscape by using technology and other advanced processes to enable strategic business decisions, planning, and operations.

OUR APPROACH

Across every functional area – from operations to finance to safety – Vulcan is integrating advanced technology to optimize performance while maintaining a rigorous governance framework. By balancing innovation with proactive risk mitigation, we ensure our digital investments deliver consistent, transparent, and scalable value to our stakeholders and customers.

Vulcan’s information and operational technology advancements and processes are the foundation of our strategic operating discipline – the Vulcan Way of Operating. As the cornerstone of our operations, the Vulcan Way of Operating harnesses technology to equip our operators with the tools and information they need to improve our customer service, asset utilization, and production efficiencies.

“
We are on the leading edge of our industry in technology because we ask ourselves, ‘What value does this technology add to our work, and what’s in it for our employees?’ It’s not a corporate mandate to adopt technology; it comes from our operations.

– Krzysztof Soltan,
Chief Information Officer

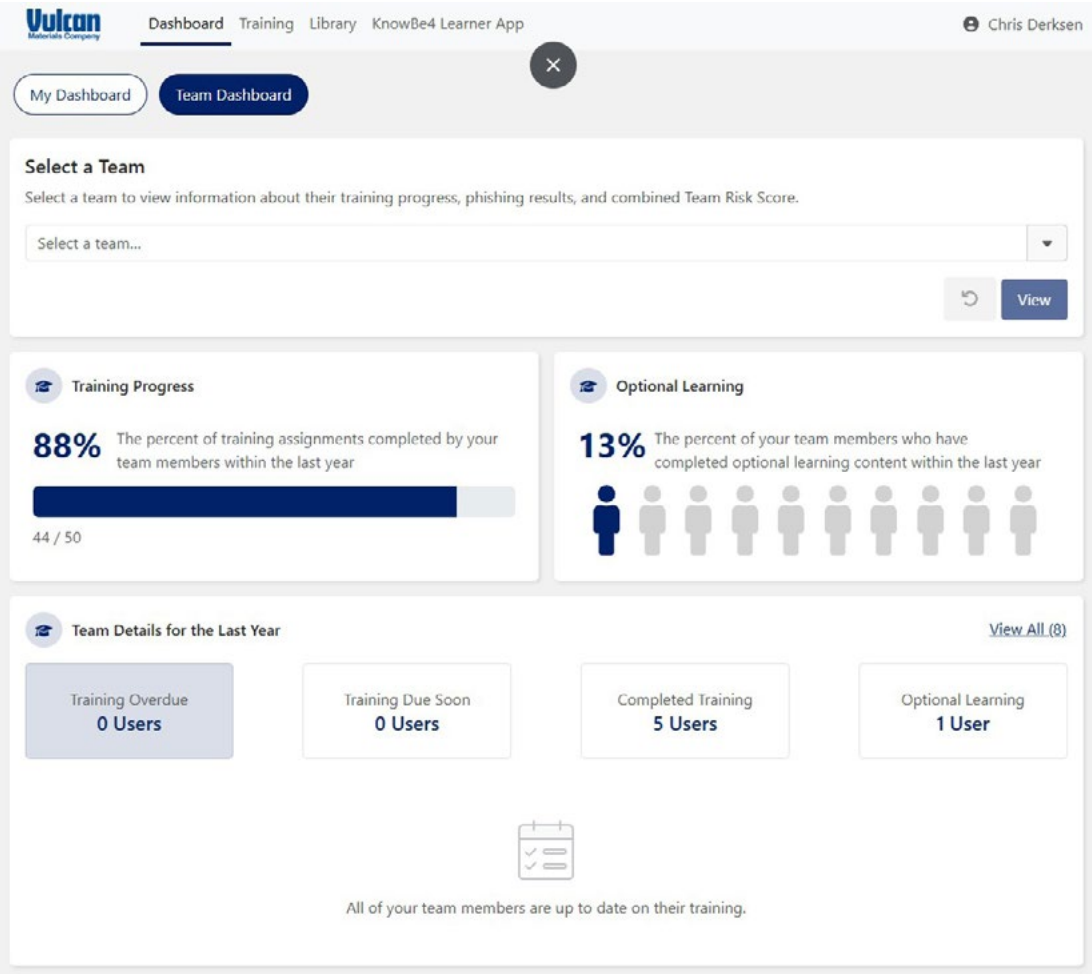
PERFORMANCE DISCUSSION & DISCLOSURES

CYBERSECURITY GOVERNANCE

With the greater use of technology comes a greater suite of risks to mitigate. Vulcan’s IT team takes a holistic view of cybersecurity by regularly assessing the threat landscape and implementing a layered strategy based on prevention, detection, and mitigation. We have continued to expand investments in IT security, including training for end-users, using layered defenses, identifying and protecting critical assets, strengthening monitoring and alerting, and engaging experts.

Our cybersecurity risk management program leverages the National Institute of Standards and Technology (NIST) framework, which organizes cybersecurity risks into five categories: identify, protect, detect, respond, and recover. IT controls are guided by regularly assessed company-wide policies, procedures, and training, including:

- Published IT Security Policy and Cyber Incident Response Plan
- Annual cybersecurity training for all employees with computer access
- Required role-based cybersecurity training assigned through KnowBe4, a specialized cybersecurity awareness platform
- Quarterly employee phishing tests



- Periodic simulations and tabletop exercises at a management level and the incorporation of external resources and advisers, as needed
- Annual assessment of IT risks and controls through the Risk Committee and the ERM
- Annual review of critical third-party-hosted applications with a specific focus on any sensitive data shared with third parties
- Annual Board updates on the company’s Crisis Management Guide, including its relation to our Cybersecurity Incident Response Plan

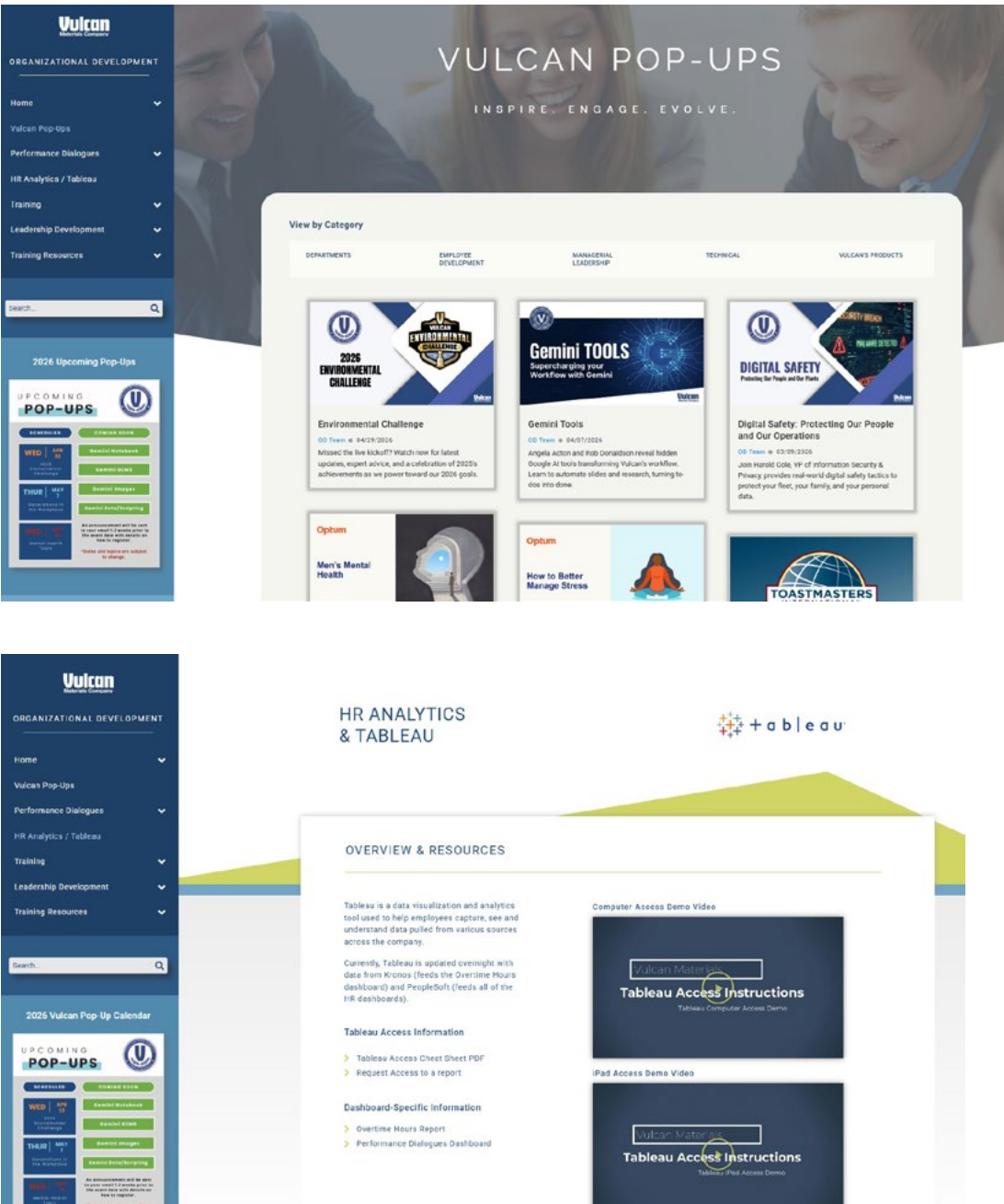
Authorized and appropriate use of Vulcan's electronic systems during working hours, at remote locations, traveling, or at home is outlined in training and available for reference in the Information Technology Computer & Electronic Systems Policy. The guidance provided in this policy addresses long-standing expectations and emerging technology issues, including but not limited to:

- Compliance with Data Classification Policy and Sensitive Personal Information (SPI), Business Conduct Policy, and securities laws
- Caution expectations for using artificial intelligence (AI) tools
- Access limitations and authorizations for third-party providers, subscriptions, and software installations

DIGITAL TRANSFORMATION TRAINING

Our enterprise-wide digital transformation is a multiyear endeavor guided by a comprehensive strategic road map. Central to achieving this transformation is providing employees with adequate training to use the new technology and processes. We maintain a Digital Transformation Hub that centralizes communications and resources. Through the Hub, we conduct regular pop-up training and communications that focus on technology.

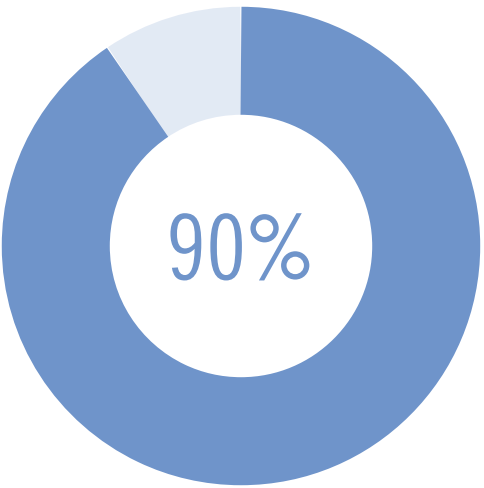
As we approach milestones in the strategic road map, we prepare our employees by launching dedicated training programs for the end users affected by the upcoming transformations.





PROCESS INTELLIGENCE IN OPERATIONS

Our most valuable technology applications increase production, maximize efficiency, and protect employee safety. We leverage our Process Intelligence system, a real-time diagnostic framework that monitors plant performance and accelerates operational problem-solving, to ensure efficiency across our top 125 strategic facilities, which represent 75% of our total aggregates production. This proprietary technology differs from the industry standard of automation by measuring real-time plant performance and accelerating problem-solving. This technology is custom-built for Vulcan’s operations, many of which take place in harsh outdoor conditions. Through full utilization of these tools, our plants are data-driven, not simply data-informed. It gives Vulcan visibility, data, and a platform to instantly collaborate and align our teams to drive optimal plant efficiency.



Process Intelligence enables 11 operations support centers to monitor more than 7,000 plant assets (e.g., crushers, conveyors, pumps) at 125 facilities. As a result, 90% of facilities using Process Intelligence in 2025 reported high utilization rates and increased plant throughput by ~11%.

“We’re just getting going...there is a tremendous amount of opportunity to optimize our operations by getting the right data, to the right people, to make the right decisions and take the right action.”

— Brent Goodsell, SVP - East Region



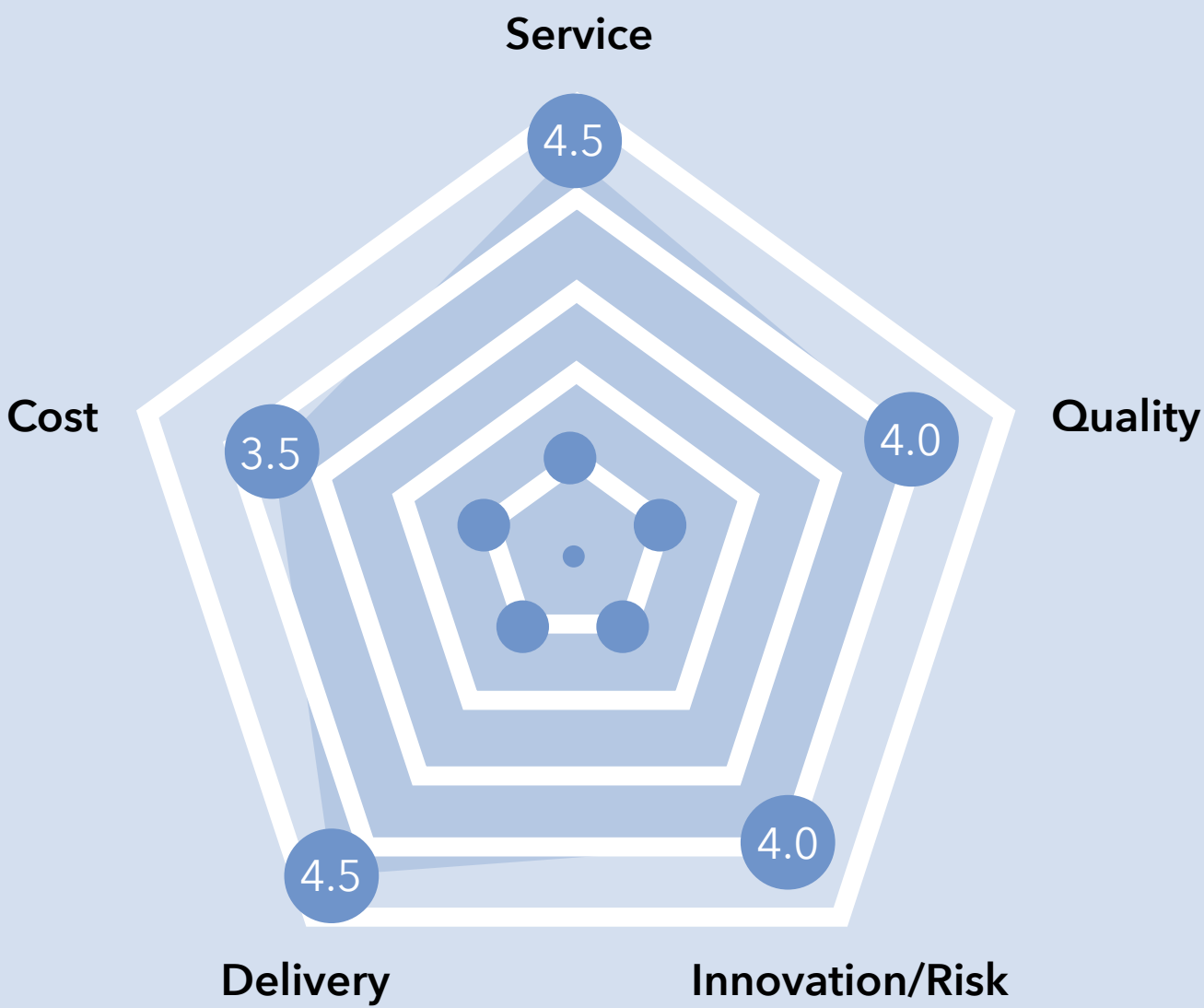
Strategic Sourcing

Strategic sourcing is part of the Vulcan Way of Operating. Through strategic sourcing, we preserve and create value by leveraging our scale to save money across the organization while ensuring our employees have the supplies and equipment they need.

OUR APPROACH

The Strategic Sourcing and Procurement teams are responsible for maintaining positive supplier relationships, negotiating sustainable contracts, and sourcing the right products for our operations. Using advanced data analytics and performance indicators, our teams manage an extensive network of suppliers, from global companies to small local businesses.

Annually, we conduct business with more than 15,000 suppliers. Our key suppliers are continuously evaluated and held accountable on operational metrics such as contract terms, service, pricing, order fulfillment, and product quality. Additionally, we periodically discuss factors such as supplier reputation, community involvement, and shared sustainability goals.



Example of how strategic performance evaluation ratings are categorized and communicated with our key suppliers.



Product Quality & Innovation

From our beginning in 1909 as Birmingham Slag, to becoming a publicly traded company on the New York Stock Exchange in 1956, to our position as the nation's leading producer of construction aggregates today, Vulcan has focused on producing aggregates and concentrated on doing that better than anyone else in the industry. Aggregates are the most basic building blocks of construction. They are used to build the roads, tunnels, bridges, railroads and airports that connect us, and to build the homes, offices, hospitals, schools, data centers, factories and places of worship that are essential to our lives, our communities, and the economy.

OUR APPROACH

Every day, our teams find innovative ways to quarry, process, and deliver high-quality crushed stone, sand, and gravel. Our investments in product quality and innovation support the growth of our aggregates business and enable us to provide materials aligned with our customers' environmental objectives. We innovate by monitoring market needs and identifying new applications for our products, ensuring we provide consistent, high-quality materials that meet strict performance specifications. Ultimately, our production and technical services teams work hand-in-hand with customers to develop tailored solutions that meet everything from stringent engineering requirements to long-term sustainability goals.

PERFORMANCE DISCUSSION & DISCLOSURES

Our position as a number one or number two supplier in nearly every market we serve, combined with consistently high customer satisfaction, stands as the principal measure of our product quality and innovation strategy. We maintain this leadership by ensuring our products consistently meet or exceed stringent engineering specifications and by collaborating with customers to solve complex construction challenges.

From an environmental and economic efficiency standpoint, our performance strategy for product quality and innovation focuses heavily on yield—the percentage of aggregate materials that can be processed and sold compared to the total volume mined from the quarry.

Our standing goal is to continuously improve yield, moving as close as possible to 100% utilization while maximizing energy efficiency and minimizing production waste. To achieve this, our production and sales teams collaborate closely to optimize product balance. This represents the strategic alignment between the natural geology of a specific quarry and the local sales channels. By innovating new applications for coproducts and byproducts that might otherwise be treated as waste, we maximize the lifecycle value of our natural resources and reduce our overall environmental footprint.

AGGREGATES GEOLOGY

We start assessing and improving product balance by understanding the geology and unique qualities of the materials available at each quarry. There are variations in proportions by quarry

operations and local geology, but generally, when a stone is crushed, there are three resulting products of assorted sizes and grades:

Base Stone: A compactible blend of aggregates used to create stable foundations for roads, driveways, and building pads. Base stone provides load-bearing strength and reliable drainage.

Coarse Stone: Larger, clean rock fragments are used for drainage systems, erosion control, structural fill, concrete, and asphalt. Coarse stone allows water to move freely while adding strength and stability.

Fine Aggregates: Natural and manufactured sands are used in concrete, masonry, bedding, leveling, and utility work. Fines fill voids, improve workability, and support smooth, even compaction.

AGGREGATES APPLICATIONS

The second aspect of product balance is to connect customers’ needs and applications with the available aggregates supply. Our

”
The geology is the geology. We don’t have control over what comes out of the ground. But we do have control over how to make the most of the natural resources available to us and use the whole rock.

— Keeley Tayloe, Manager of Product Innovation & Strategic Partnerships

production and sales teams work together to enhance the legacy uses of aggregates as construction material while exploring innovative applications for underutilized products. Our teams use industry and technical expertise to identify opportunities to substitute aggregates for other materials in ways that increase yield, meet or exceed project performance, and minimize products’ environmental footprint.

Aggregates are not just the foundation for our nation’s infrastructure; you can find our products in every aspect of your day-to-day life:

Shorelines: Large stones, known as riprap, prevent erosion of shorelines and decrease soil runoff into streams, rivers, and lakes.

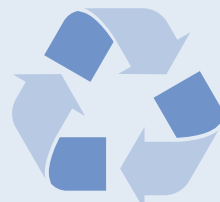
Agriculture: We produce agricultural limestone (ag lime) that is added to farmland to adjust the pH of the soil and reduce the need for additional fertilizers.

Sandy Beaches: Sand from our quarries nourishes beaches and sand dunes by substituting for sand dredged from the ocean floor, where it disturbs marine habitats.

Power Plants: Flue-gas desulfurization (FGD) uses limestone to remove harmful sulfur dioxide from the exhaust gas of power plants and industrial facilities. By spraying a finely ground limestone slurry into the flue gas, the limestone reacts with sulfur dioxide to form calcium sulfate, which can be processed and reused as high-quality commercial gypsum.

Animal Feed: Controlled additions of aggregates to animal feed are a nutritional supplement that provides vital minerals.

Recycled Materials



Recycled concrete and recycled asphalt play a pivotal role in modern sustainable construction by transforming structural waste into valuable engineering resources. When old sidewalks, buildings, or bridges are removed, the concrete can be crushed into recycled concrete aggregate (RCA), which can serve as a durable subbase or a structural filler depending on project specifications. Similarly, old road surfaces are milled into recycled asphalt pavement (RAP), which can be blended back into new asphalt mixes, with limitations, to reuse the existing bitumen—the energy-intensive binder that holds roads together.

Recycled Concrete Aggregate and Recycled Asphalt Pavement are vital components of our commitment to resource efficiency and the circular economy. By transforming structural waste into valuable engineering resources, we extend the life of our materials and divert waste from landfills.

In 2025, we successfully reincorporated 2.5 million tons of RAP and 1.7 million tons of recycled concrete into our product offerings. As we continue to advance our capabilities, we remain focused on aligning these applications with evolving technical specifications and sustainable design requirements.



ALL-WEATHER FILL (AWF)

Vulcan's AWF is a fine, graded, manufactured crushed stone, similar in size and consistency to sand. Previously underutilized, this product has been identified as an alternative fill material to replace traditional native dirt fill. Through extensive testing conducted by Vulcan experts, customers, and the College of Engineering at the University of Alabama, we have validated that AWF offers superior performance benefits, including:

- Drainage capable of withstanding heavy rain events without flooding
- Trafficability that supports safe work conditions on unpaved surfaces
- High-value use of a previously underutilized product
- Effective substitute for dirt fill that would have been mined from undisturbed land



Dirt



Vulcan AWF



GRANULAR THERMAL BACKFILL (GTB)

In response to the unique specifications of data centers, Vulcan engineered a blend of aggregates designed to prevent buried cables from overheating. GTB substitutes for flowable concrete by meeting the same high-performance standards and offering easier workability. Benefits to our data center customers using GTB include:

- Supporting high system power capacity through cables operating at lower temperatures and high-density workloads
- Minimizing the risk of thermal failure from "thermal runaway," protecting end-user service availability
- Increasing energy efficiency by minimizing energy wasted as heat loss, and lowering the Power Usage Effectiveness (PUE) score
- Extending infrastructure lifespan by reducing thermal fluctuations and stress while reducing total capital expenditures



Customer Engagement & Satisfaction

Our customers are the builders of communities, from residential homes to roads to skyscrapers. To best serve our customers, Vulcan operates an unmatched coast-to-coast footprint of strategically located permitted reserves concentrated in and serving the nation's key growth centers.

More than an aggregates supplier, we are a business dedicated to customer service and finding creative solutions to meet our customers' needs. Being a valued partner and trusted supplier means that we provide the right product, with the right specifications, that is the right quality, delivered the right way – on time and safely.

OUR APPROACH

We drive organic growth and differentiate ourselves from other aggregate producers through one of our strategic disciplines, the Vulcan Way of Selling. The Vulcan Way of Selling uses technology, innovation, and analytics to win work and capture value. Custom, proprietary technology gives us real-time, forward-looking insight into all our end markets. Coaching and development of our people, combined with clear performance metrics and accountability, drive sales execution.

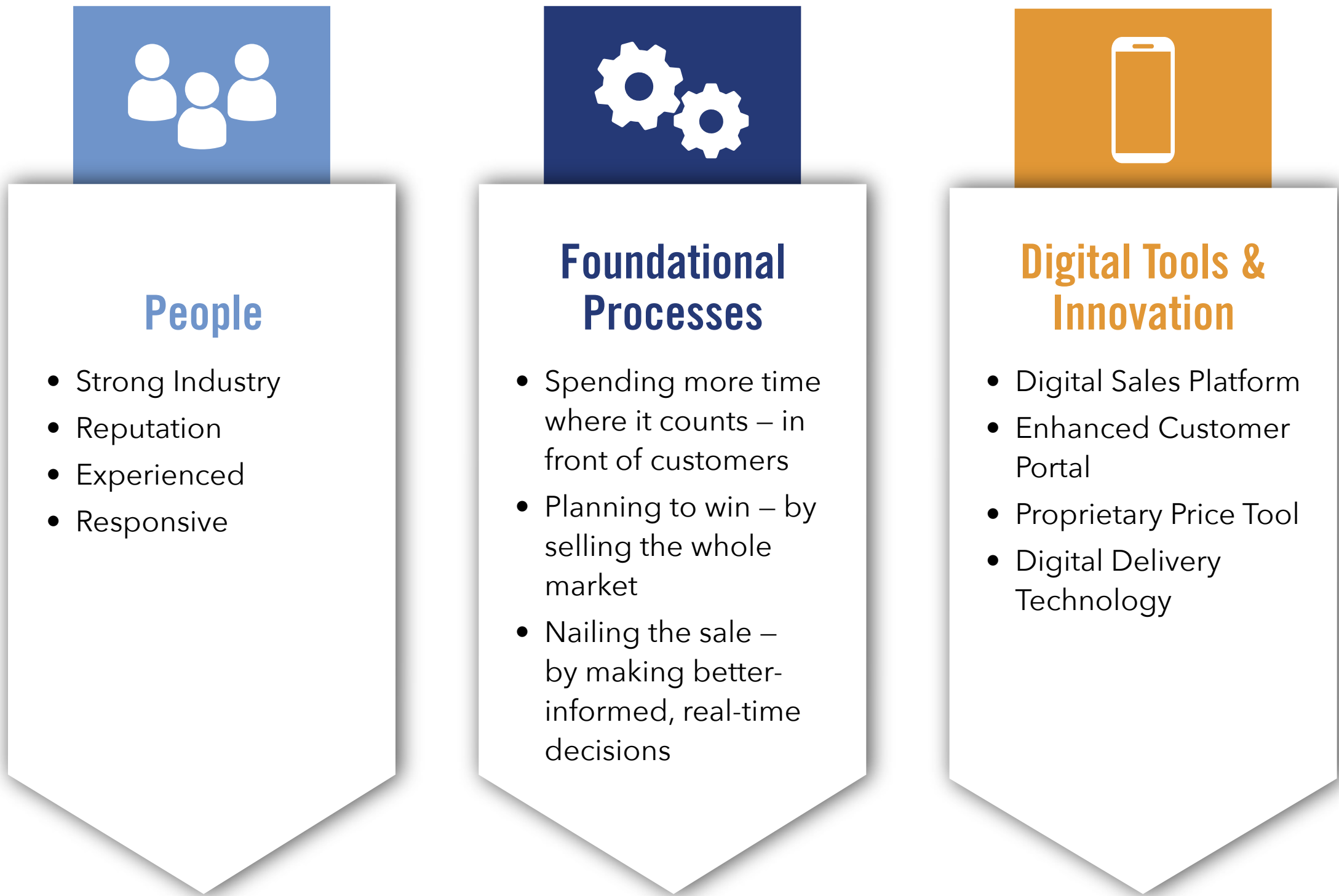
Through this discipline, we position Vulcan as the supplier of choice, securing long-term customer loyalty and outperforming the industry in price growth. The Vulcan Way of Selling is embedded into our sales culture and built on two components:

- **Commercial Excellence:** We place great emphasis on the unique characteristics of each geographic market, and we interact with our customers accordingly. We leverage our coast-to-coast presence, sharing best practices and real-time, forward-looking metrics with our sales teams to drive high-quality discussions, value selling, and improved solutions for our customers. We have clearly defined roles and responsibilities that enable our sales teams to spend less time on nonselling activities and more time responding to our customers' needs.
- **Logistics Innovation:** Our industry-leading Logistics team manages the shipments of nearly half of our products. Our logistics systems produce real-time information, including on-site and mobile visibility to orders, deliveries, and digital shipping records. Partnering with our customers (truck drivers and contractors), our bundled logistics solutions enable streamlined scheduling, fast and accurate delivery, and efficient back-office processes.

PERFORMANCE DISCUSSION & DISCLOSURES

The success of the Vulcan Way of Selling is monitored and measured through both the traditional financial metrics disclosed in our financial reporting and by internal performance metrics developed using an integrated approach to measuring the success and seamless collaboration among our people, processes, and technology.

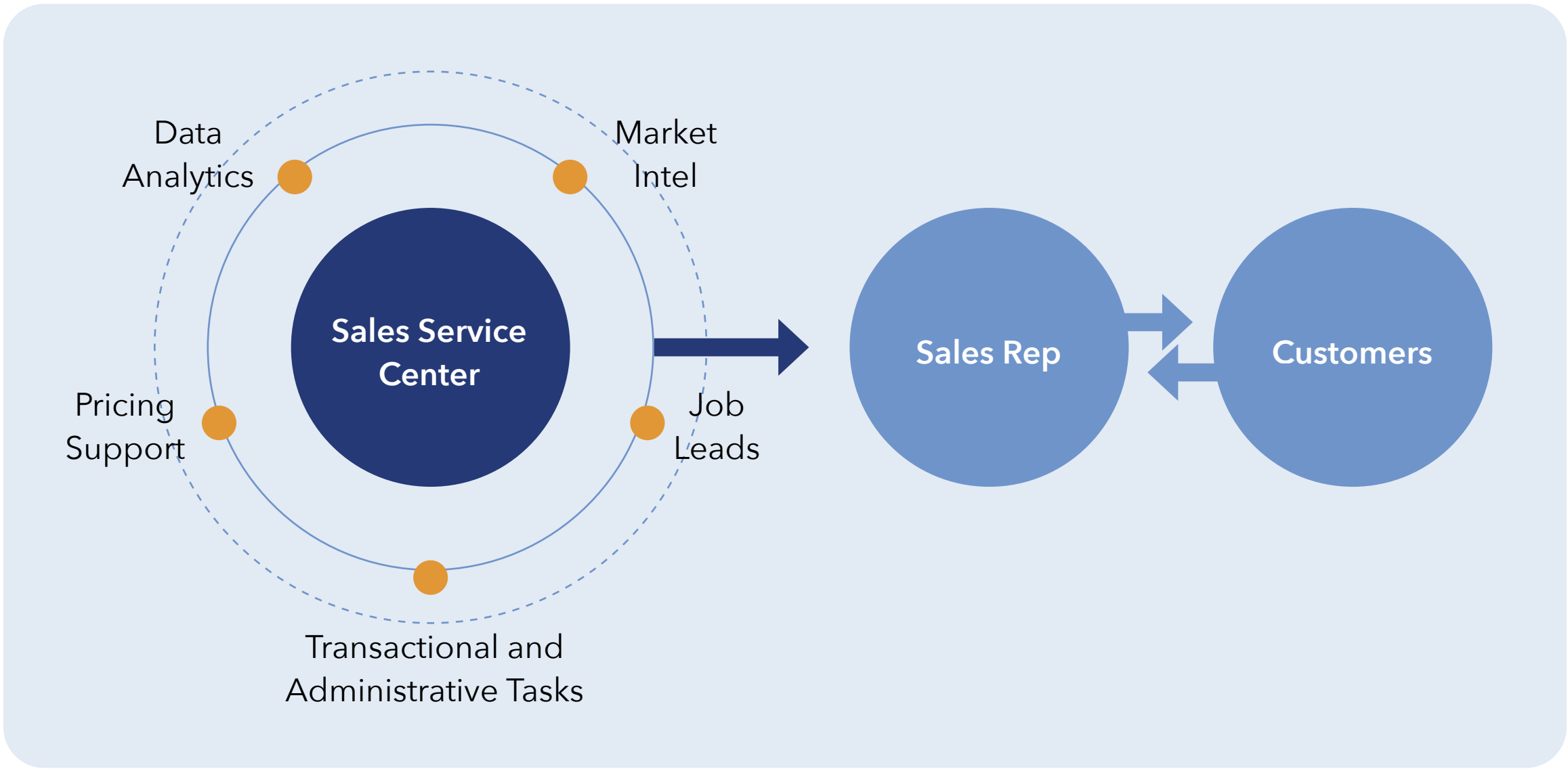
THE VULCAN WAY OF SELLING, AN INTEGRATED APPROACH



THE RIGHT PEOPLE

We are focused on strengthening the productivity of our sales teams and providing the best customer experience in our industry. Our customers know that when they work with Vulcan, they have access to the resources of our entire company and teams of experts. We are ensuring the right people are in the right seats to support our sales representatives and the customers’ needs.

In 2025, our sales teams supported more than 58,000 customers through more than 353,000 transactions. And this customer care is not only reserved for our largest clients; in 2025, 25% of the more than 80,000 projects quoted were for less than 3,000 tons.



FOUNDATIONAL PROCESSES

We have redesigned our sales processes and best practices in the Vulcan Way of Selling Playbook, originally launched in 2017, to guide our sales efforts.

- Spending more time where it counts
- Planning to win
- Nailing the sale

Through customer engagement and relationship development, our sales teams followed up on more than 14,000 jobs and converted more than 38,000 quotes into orders.

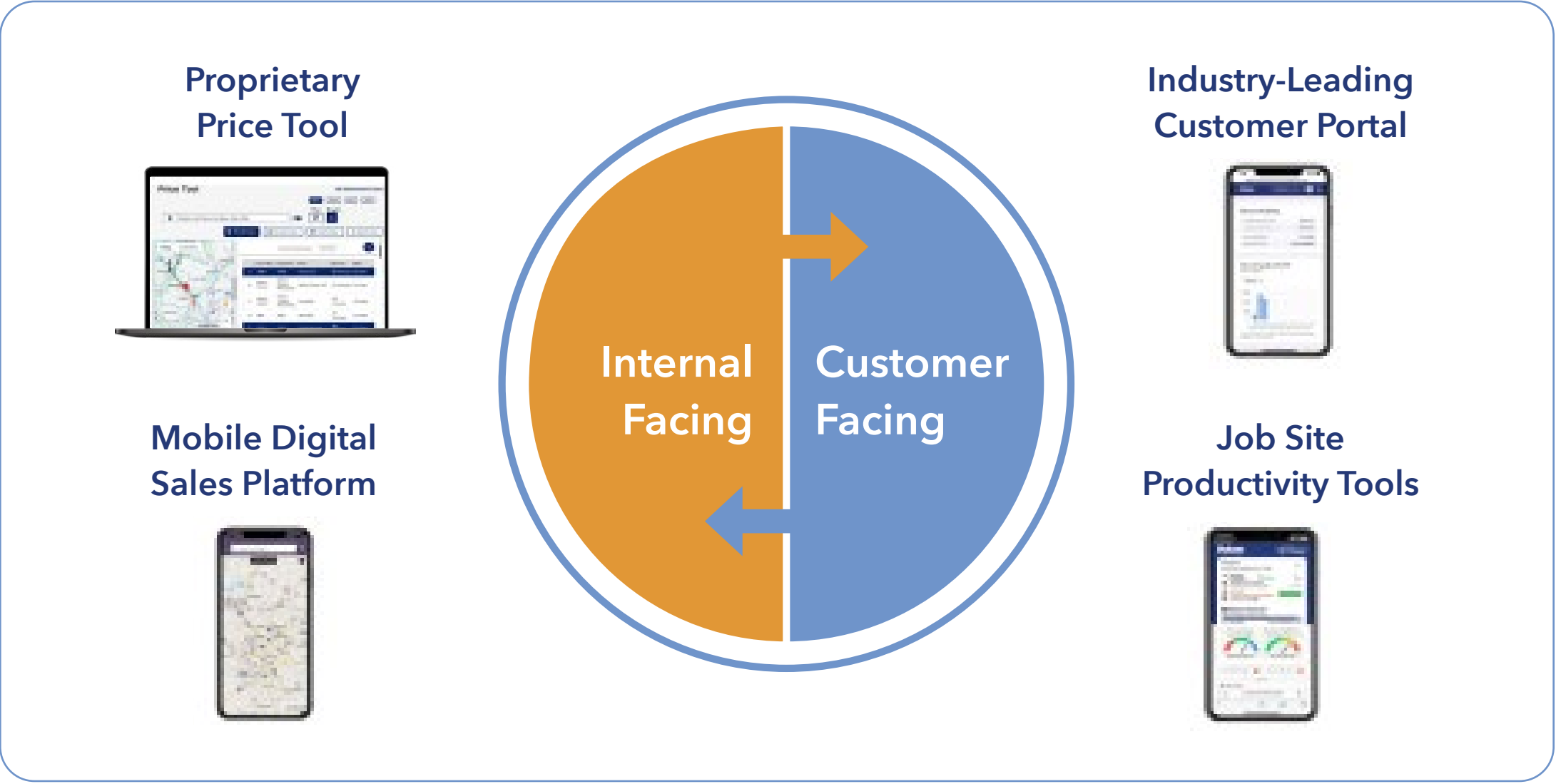
— Jamie Polomsky,
Senior Vice President – West Region

DIGITAL TOOLS & INNOVATION

We have launched a suite of internal and external tools that we use to track our sales performance and customer satisfaction, including a customer portal that measures active engagement between our sales teams and customers.

We apply the Vulcan Way of Selling by using proprietary digital capabilities and technology enhancements through a platform that enhances efficiency for internal teams and facilitates customer engagement.

Our customer-facing e-commerce portal, MyVulcan, provides our business partners with streamlined access to order tracking, billing, and payment processing. In 2025, we launched a new MyVulcan customer portal that improves and expands our customers’ anytime, anywhere access to information essential to doing business together. Through MyVulcan, we measured customer engagement and satisfaction in real time for more than 28,000 users and processed more than \$2 billion in payments in 2025.



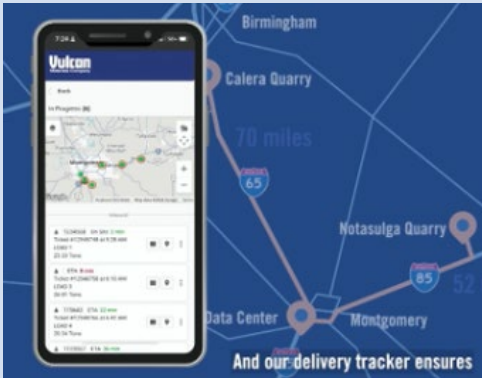


META DATA CENTER

In 2024, longtime Vulcan customer Plateau Excavation Inc. began construction on the Meta Data Center expansion in Montgomery, AL, which is scheduled for completion in 2026. During 2025, Vulcan shipped more than 600,000 tons of material to this project.

Materials are being supplied from two quarries – Calera Limestone and Notsulga Granite – strategically located within the project area. Even at a distance, these quarries can effectively serve the project thanks to the strength of our logistics capabilities and the close coordination between our operations and sales teams.

A perfect example of the Vulcan Way of Selling, our customer has been using up-to-the-minute delivery tracking through Vulcan’s mobile app to stay on top of order fulfillment, plan construction schedules, and maximize profits.



I’ve never had to worry about sleeping at night when I work with Vulcan. I can pick up the phone and call my sales guy anytime. Even in emergencies, he’s put in 5,000 tons, and it’s delivered the next day, on time. Vulcan’s competitors can’t do that; no one else has those capabilities.

– Richard McGuirt, Plateau General Superintendent

HAMPTON ROADS BRIDGE TUNNEL EXPANSION

The Hampton Roads Bridge Tunnel project is the largest infrastructure project in Virginia’s history. The historic investment in the Interstate 64 corridor will add twin two-lane bored tunnels under the harbor from Hampton to Norfolk and expand the existing highways.

Serving major infrastructure projects like this requires expertise only Vulcan can provide. What sets our team apart, particularly in this area, is how we connect operations, sales, and logistics. Since the beginning of the project in 2020, we have shipped 500,000 tons of product by truck and 800,000 tons by barge. In 2025, we shipped approximately 280,000 tons to the tunnel expansion project.

Our Technical Services team worked closely with all our customers involved in this joint venture to develop a proprietary blend of materials that met the right quality and specification standards. Combining materials from several of our regional locations, we have shipped more than 330,000 tons of this blended material by barge from our Puddledock facility to the job site. Our Havre de Grace Quarry in Maryland has shipped more than 265,000 tons of riprap and armor stone by barge to fortify the north and south islands of the project area.

We are using trucks; we are using barges and rail, all to get this product on time, right where it’s needed on the job site.

– Demitri Hatz, Regional Operations Manager





Policy Engagement & Advocacy

Vulcan engages in public policy issues relevant to its operations, the construction aggregates industry, the communities it serves, and the general business environment and economy.

OUR APPROACH

Our current public policy engagement focuses on issues most relevant to Vulcan and its operations:

- Highway construction and maintenance policy and funding
- Permitting, environmental compliance, and land-use regulation
- Workforce safety and health, as well as developing talent
- Material use standards, including the technical guidelines and testing parameters to ensure quality, safety, and compatibility of materials
- International trade and tariffs
- Tort reform



“Engagement” takes the form of building awareness and understanding of Vulcan, the aggregates industry, and the importance of investment in public infrastructure. We build awareness through industry and trade associations; direct education and advocacy with policymakers at the federal, state, and local levels of government; employee engagement on issues of relevance; and support for ballot measures and referenda that could affect Vulcan’s business.

Policy engagement and advocacy resources are not used to advance the personal agendas of individual employees, executives, or Board members, or of any particular political party.

All policy engagement and advocacy activities are conducted in compliance with applicable laws and in accordance with Vulcan’s internal policies, standards, and governance processes, including our **Political Engagement, Lobbying and Government Relations Policy**.

Vulcan’s internal policy goes beyond legal and regulatory compliance to clearly define acceptable advocacy and political engagement. Key provisions of that policy include:

- **Scope:** Vulcan engages on legislative and regulatory issues that affect its business and the construction aggregates industry. Vulcan will not engage on issues outside of the scope of company interests.

- **External Lobbying Firms:** Vulcan hires external lobbying firms and public policy advisers. Arrangements are consistent with the laws of the jurisdictions in which such firms act on Vulcan’s behalf, and any contract lobbying or advocacy is approved by the Vice President of External Affairs and Corporate Communications.
- **Trade Associations:** Vulcan participates in and funds trade associations, nonprofit organizations like chambers of commerce, and formal or ad hoc coalitions to advance public policy, promote industry standards, and support issues relevant to its business. However, the company strictly prohibits its funding – including membership dues – from being used for election-related purposes such as contributions to political candidates, parties, committees, or political action committees (PACs). Management teams annually review the memberships to assess alignment with Vulcan’s public policy priorities.
- **Ballot Measures, Referenda, and Similar Initiatives:** Vulcan may provide funds in support of state and local ballot measures, referenda, or similar initiatives that may have a direct impact on Vulcan’s business such as measures to approve bond issuances or raise revenues dedicated to public infrastructure programs and projects.

The Governance Committee of Vulcan’s Board of Directors provides oversight of the company’s lobbying and political activity and its alignment with company strategy, policies, mission, and culture. The Committee also reviews the governance and controls of the voluntary, employee-funded Vulcan Materials Company Political Action Committee (VMCPAC). This review occurs at least annually, with a report provided to the full Board of Directors.

The Vice President of External Affairs and Corporate Communications is responsible for the strategy and execution of Vulcan’s lobbying and political activities, including day-to-day decision-making regarding regulatory matters and government affairs at all levels of government.

PERFORMANCE DISCUSSION & DISCLOSURES

TRANSPARENCY AND DISCLOSURE

Vulcan complies with all federal, state, and local reporting requirements, which can be found on publicly accessible regulatory websites, including the U.S. Federal Election Commission, the U.S. Senate and House Lobbying Disclosure Databases, and state ethics commissions. In addition, beginning with expenditures made in 2026, Vulcan will voluntarily disclose corporate contributions made in support of state and local ballot initiatives, as well as annual payments to trade associations that equal or exceed \$25,000. Where applicable, these disclosures will include both the total amount paid and the specific portion of those funds utilized for lobbying or political purposes.

In 2025, Vulcan paid the following trade associations, chambers of commerce, and coalitions \$25,000 or more:

National Organizations

- American Road and Transportation Builders Association
- National Asphalt Pavement Association
- National Association of Manufacturers
- National Ready Mixed Concrete Association
- National Stone Sand and Gravel Association
- U.S. Chamber of Commerce

State-Level Organizations

- Alabamians for Legal Reform
- Arizona Rock Products Association
- California Construction and Industrial Materials Association
- Competitive Georgia
- Florida Concrete and Products Association
- Georgia Construction Aggregates Association
- Illinois Association of Aggregates Producers
- Kentucky Crushed Stone Association
- New Jersey Construction Materials Association
- North Carolina Aggregates Association
- South Carolina Aggregates Association
- Tennessee Road Builders Association
- Texas Aggregates and Concrete Association
- Texas Asphalt Pavement Association
- Transportation California
- Virginia Ready-Mixed Concrete Association

Local and Regional Organizations

- Birmingham Business Alliance
- Jacksonville Civic Council Inc.

CONGRESSIONAL ENGAGEMENT

Vulcan's aggregates have four end uses: highways, roads, and streets; other public infrastructure such as schools, hospitals, and water systems; single-family and multifamily housing; and private nonresidential construction, which includes warehouses, energy facilities, parking lots, and railroad ballast.

Federal highway construction policy and funding is set when a multiyear authorization bill is passed by Congress and signed into law by the president. The current federal surface transportation law was part of the \$1.2 trillion Infrastructure Investment and Jobs Act (IIJA) of 2022, which expires on September 30, 2026. IIJA provided more than \$350 billion in guaranteed funding for highways and bridges over a five-year period. The certainty, predictability, and stability a multiyear law provides supports local and state governments as they maintain, modernize, and expand the transportation infrastructure that supports quality of life and economic growth across the country – the infrastructure built using crushed stone, sand, and gravel produced by Vulcan employees across the country.

Throughout 2025, Vulcan provided congressional staff and members with insight into the implementation of IIJA and recommendations for the effort to reauthorize IIJA that is taking place in 2026. Vulcan's Vice President of External Affairs and Corporate Communications, a federal transportation policy expert, testified before Congress on reauthorization principles in January 2025. In addition, Vulcan's Government Relations team spent the year educating members of Congress and their staffs about the aggregates industry and the importance of passing an on-time, robust, long-term, user-fee-supported surface transportation reauthorization bill in advocacy efforts in Washington, D.C., through quarry tours at our operations and engagement in our national trade associations.



STEWAR DING NATURAL RESOURCES





Land Use & Ecological Impact

We take a holistic management approach across approximately 310,000 acres of Vulcan-owned and leased lands, prioritizing both land health and the conservation of ecosystems important to the surrounding communities. From permitting and development through end-of-life reclamation, we consider ourselves stewards of the land and are dedicated to protecting local natural resources through responsible development.

OUR APPROACH

Our land management teams are comprised of experts in geology, mine planning, engineering, environmental compliance, quarrying operations, and real estate. These teams work together, considering both the property and its context, to create land-use plans that account for the unique geologic resources and ecological considerations of every quarry.

Because no land, quarry, or community is the same, managing land use and mitigating ecological impacts at Vulcan starts at a local level. We evaluate every property in the Vulcan portfolio to consider its highest and best use, depending on the life stage of the property. The common thread across our operations is that Vulcan sites steward their properties in accordance with their permits by managing land and reducing environmental impacts using locally appropriate strategies.

PRE-DEVELOPMENT

Before land is developed as a Vulcan quarry, it goes through an extensive review, preparation, and permitting process. Lands from acquisition may already have quarry operations, and our team assesses the current operations to ensure it meets Vulcan standards. Lands with rock deposits that are not yet developed are referred to as greenfields. Since 2022, Vulcan has completed seven greenfield projects, each requiring years of preparation and permitting. During the preparation process, clearing greenfields can provide opportunities for short-term agricultural use, timber development, and the donation of cleared materials to local construction and community projects.

At the pre-development stage of a greenfield project, the quarry is seeking approval by the community and local regulatory agencies to operate within an approved footprint outlined in the permit. Potential impacts and mitigation plans are made available for public commentary through studies and documents such as environmental impact assessments (EIAs). EIAs are extensive studies, which include more than just environmental factors, conducted by Vulcan in collaboration with regulatory agencies to understand and mitigate the social, environmental, and economic risks from land development. These are the primary environmental tools used during site development and management and provide ongoing guidance for our facilities to operate within their permits.

QUARRY & PRODUCTION

After clearing the property, we get rocks out of the earth through drilling and blasting. Our teams safely, efficiently, and as quietly as possible break apart rock and remove it from the quarry for processing and storage. To minimize impacts on neighbors and protect wildlife, we construct berms and provide buffer areas around our property. We collaborate with local and federal agencies to protect endangered species identified in and around our operations and develop community-based ecosystem management plans that offer long-term conservation benefits. Many of our operations use a proactive approach to conservation and engagement while quarries are in operation by setting aside land for wildlife and recreational use. During the development phase, each site is expected to comply with the reporting requirements and within the limits of its operating permit.

RECLAMATION

While our quarries have a long lifespan, with many operating for decades, eventually quarrying will no longer be the highest and best use of a property. In many cases, reclamation is a progressive process over the life of the quarry. At the end of quarry life, if a specific reclamation plan is not already mandated in the permit, we work with local stakeholders to convert land and water assets to other valuable uses. Former Vulcan quarries have been converted to drinking water reservoirs, aquifer recharge basins, public parks, habitat mitigation banks, wetlands, productive farmland, and residential and commercial developments.

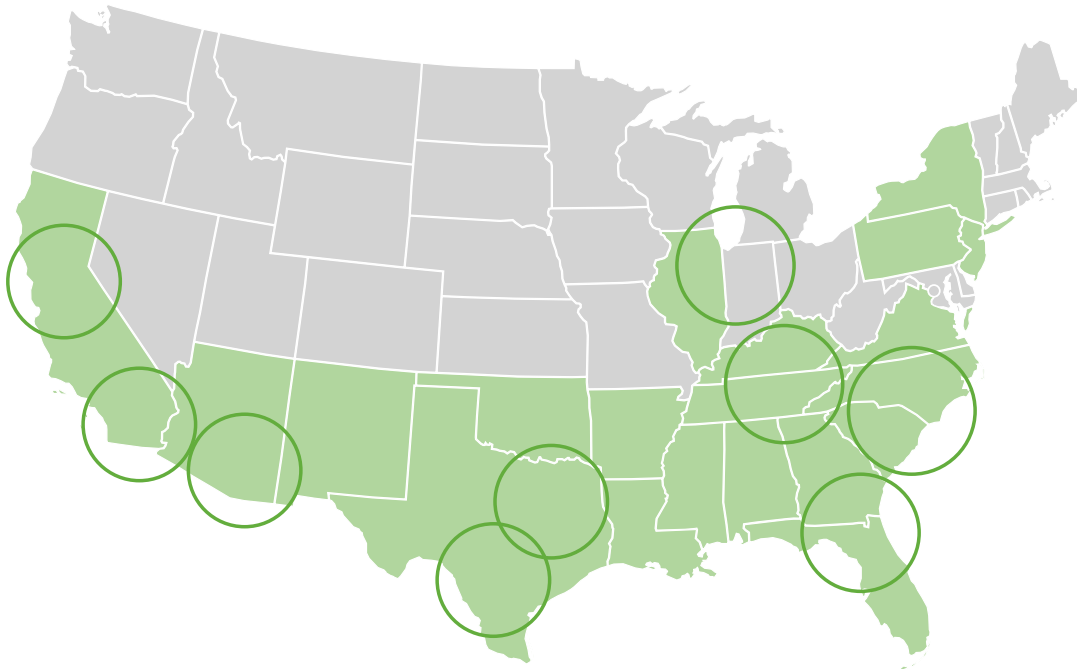


PERFORMANCE DISCUSSION & DISCLOSURES

LAND USE

The development of quarries is an extensive process, often spanning years and requiring the collaboration of many departments, individuals, and experts within Vulcan. Each internal stakeholder has its own performance metrics for these projects, but company-wide performance is measured by maintaining a land development pipeline. At the time of publication, 17 projects were underway, with five in the build-out phase and 12 in the permitting phase. Additional properties are in the exploratory phase, with their locations or progress not made public until permitting has begun.

Current Areas of
Greenfield Exploration



ECOLOGICAL IMPACTS

All Vulcan sites steward their properties in accordance with their permits by managing land and reducing environmental impacts through various strategies.

Each site manages its ecological impacts according to its local conditions. Ecological impact on-site reviews and data collection are guided by the applicable federal, state, and local laws and regulations, and in partnership with local stakeholders’ priorities. We continue to explore the potential benefits of applying frameworks that use standardized metrics and ecological indicators, developed from public and private datasets, to evaluate each site’s risk and performance, as well as to evaluate whether there is added value to developing a company-wide reporting system.

EIAS

In 2025, Vulcan conducted four EIAs or similar studies for potential development in the eastern United States.

BUFFER ZONES

Buffer zones exist around quarries and, to a lesser extent, other operational facilities to mitigate impacts on neighbors, waterways, and sensitive habitat areas. Buffer zones are areas within our property that are mandated to remain undeveloped or undisturbed in order to reduce impacts on local communities and the environment. In their least-managed form, these areas – including berms and trees – help shield the site from public view and serve as barriers against noise and dust. In 2025, through the Environmental Challenge program, sites reviewed buffer zone requirements and installed signs for sensitive areas and buffers.

Buffer zones can also be a valuable tool for protecting ecosystems and biodiversity. By planting native grasses in previously disturbed areas, we improve plant survivability and help prevent the introduction of potentially invasive species. Native plants also create ideal habitats for sensitive species. In Florida, we recently completed a tortoise relocation project that used our buffer zones as habitat. In South Carolina, a new greenfield site is being prepared to provide habitat for box turtle relocation.

WHC CERTIFICATION®

For decades, the Wildlife Habitat Council (WHC), known now as Tandem Global, has been a valued partner. Vulcan uses Tandem Global's experts and expertise to gather baseline data, conduct monitoring surveys, design restoration initiatives, and eventually certify sites. In 2025, Vulcan operated 31 WHC-certified sites across the country.

MITIGATION BANKS

While our development and operations require altering the land, we recognize that minimizing our impact is a fundamental responsibility. In cases of unavoidable impact, we employ mitigation banks that offset or otherwise compensate for our environmental impacts by setting aside land for conservation and creating habitats for species of concern. Some mitigation banks are lands originally planned for development but strategically repurposed to capture the “highest and best use” of the property, such as the plover habitat and corridors for the Florida panther at our Fort Myers quarry. Other banks are lands purchased with the explicit intent of operating a conservation bank, such as the Cajon Creek Conservation Bank in California. These sites can even be managed as revenue sources by selling conservation credits to other companies.



Energy & Fuel Management

Production of construction aggregates and downstream products requires land, energy, and water. Energy is one of our main production inputs and accounts for significant operating expenses. Effective energy management is embedded in our business strategy and our company culture.

OUR APPROACH

We manage energy and fuel at Vulcan as an operating risk and an opportunity by taking an approach that makes financial sense and reduces energy consumption through prioritizing technology, data analytics, and innovation. We leverage our internal resources by conducting routine energy audits and training employees to identify opportunities to optimize energy use, reduce costs, and improve overall operational efficiency. Our efforts are supported across our value chain through partnerships with suppliers, third-party transportation and logistics, customers, industry groups, and utilities.

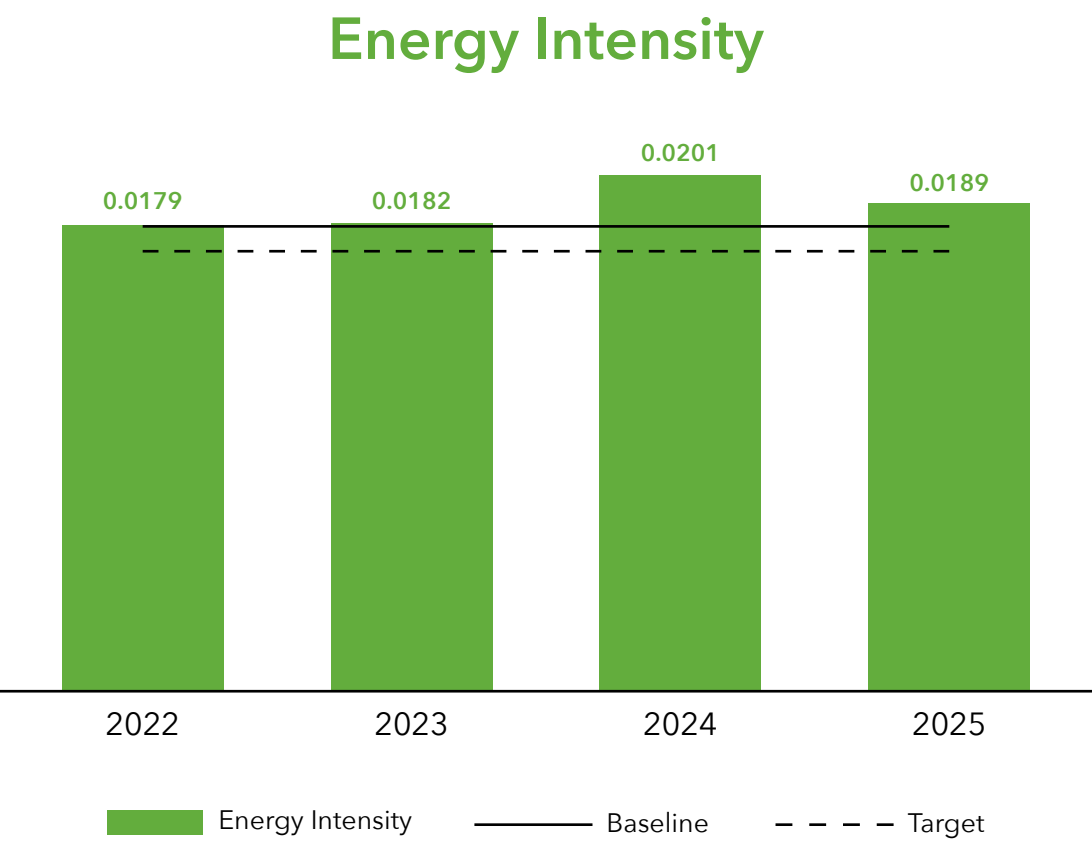
Vulcan's energy efficiency and management program uses four primary levers, driven through top-down and bottom-up initiatives.

- **Mobile Equipment:** Upgrading off-road and on-road mobile fleets to more energy-efficient engines such as Tier IV diesel engines
- **Energy-Efficient Technology:** Installing energy-efficient upgrades to stationary equipment such as variable frequency drive (VFD) controls, LED replacements, and optimized air-conditioning and lighting control
- **Fuel Conservation:** Integrated into our process improvement initiatives, making our production and delivery processes more efficient by reducing idling time and saving fuel costs
- **Process Improvement:** A full suite of initiatives that use technology and data analytics to continuously improve production efficiency at individual sites and company-wide

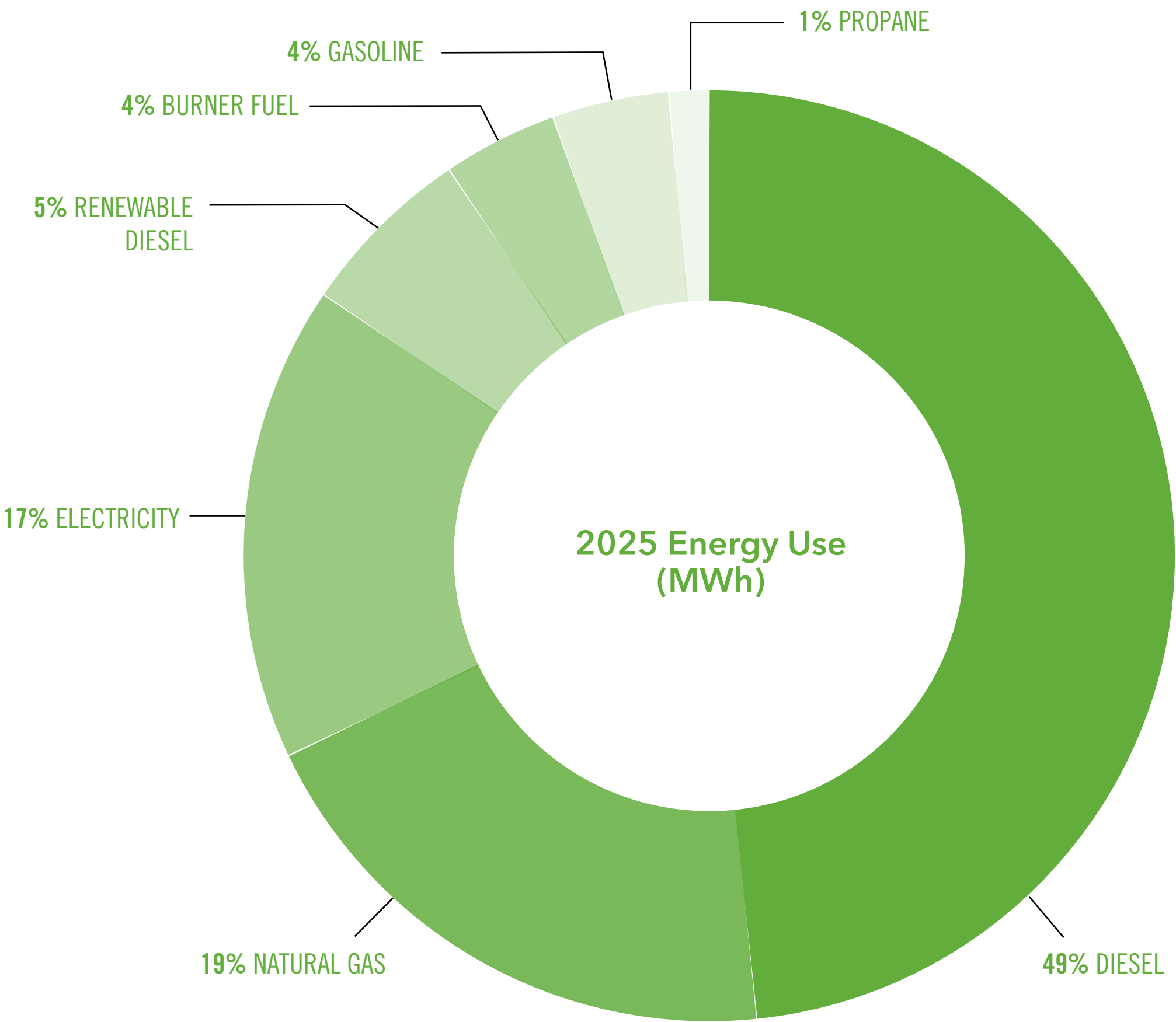
PERFORMANCE DISCUSSION & DISCLOSURES

GOAL

Reduce energy intensity per ton of product produced by 6.7% by 2030.



Company-wide absolute energy use decreased by 4% in 2025 from 2024. The overall energy intensity decreased by 6% in that same period, driven by an increase in production and a decrease in energy consumption. As with emissions trends, we observed energy fluctuations driven by acquisitions and divestments, as well as steadiness attributable to the scale and consistency of the Aggregates segment, accounting for 70% of Vulcan’s 2025 energy consumption.



Diesel and electricity are some of the largest energy sources company-wide at 49% and 17%, respectively, and conservation strategies are the responsibility of every division and segment. Natural gas at 19% is almost exclusively used by the Asphalt segment, accounting for 93% of Vulcan’s total natural gas use.

Operational improvements using Process Intelligence, automation, and energy-conserving behaviors resulted in energy consumption savings, including a 6% decrease in grid electricity, a 14% decrease in propane, and a 3% decrease in natural gas.

Consumption of traditional diesel decreased by 5%, largely driven by the gradual conversion of our mobile equipment to Tier IV engines, resulting in a 10.5% improvement in fuel efficiency since data collection for mobile efficiency began in 2015.



Water & Wastewater Management

Water is an important input for Vulcan's operations, especially our quarries, and a vital shared resource for neighboring communities and the environment. As an input, careful management of water and wastewater is part of Vulcan's commitment to environmental stewardship and being a good neighbor.

OUR APPROACH

At Vulcan, we actively manage the sourcing and impacts of water as both an input and output of our operations. As an input, we source water from third parties (e.g., utilities), surface water, groundwater, and recycled water, depending on local conditions. Water serves several major functions in our operations and can be:

- Added during the production of certain products to meet technical specifications in certain markets
- Applied to roads for dust suppression to meet health, safety, and environmental compliance
- Used as drinking water, sanitation, and hygiene (WASH) purposes, where testing meets water quality requirements
- Recycled for on-site use or returned to the watershed

As an output, we categorize the water that flows through our sites into the surrounding areas in two ways:

- **Stormwater:** Water from precipitation (e.g., rain) that falls directly on Vulcan sites or flows through Vulcan's sites from surrounding land, with permits that vary but often require controls to mitigate potential impacts such as transporting pollutants through runoff
- **Process Water:** Water that is a result of use during production or has contact with production processes

We maintain continuous internal management, including sampling schedules, monitoring groundwater wells, and regular inspections. To respond to perceived or potential impacts outside of our operations, we gather feedback through engagement channels such as public meetings, neighborhood outreach, third-party consultations, regulatory agency interactions, and on-site tours.

Water-related impacts and costs vary widely based on local hydrology and geology, competing community water needs, and permit requirements. Where a site sources its water is integral to its water management strategy, with some receiving water through municipal sources (utilities), others drawing groundwater through wells or dewatering in quarries, and a few using surface water diversions such as rivers.

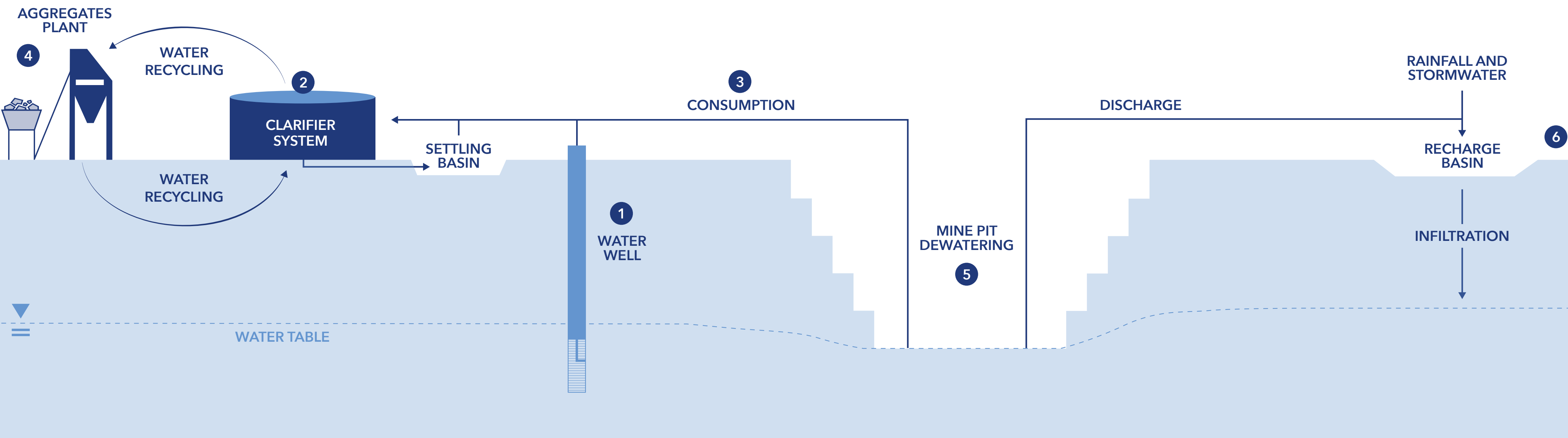
The company-wide expectation shared across all sites is compliance with all applicable rules and regulations. Our water withdrawals and wastewater discharges are subject to permitting by local and federal agencies. Beyond compliance, we conduct water risk assessments to identify high-risk sites and develop customized water stewardship plans, considering factors such as regional water resources, operational water needs, available technology, and municipal partnerships.

We use a general framework of company-wide expectations and assessment tools that acknowledge situational differences and promote tailored solutions. Individual sites are responsible for determining the best way to achieve Vulcan's company-wide commitment to water stewardship at a local level.



The Austin Quarry in Madera County, California, is one of Vulcan’s newest quarries and acts as a test lab for innovating and implementing advanced water management techniques and data-tracking technology. Austin is subject to strict environmental permitting and requires an annual water balance report to be submitted to Madera County to maintain permit compliance. The water flow diagram of Austin is representative of many quarrying operations in arid areas of the country that pump water from the quarry, recycle water from production, wash trucks, abate dust, and eventually recharge groundwater stores.

WATER FLOW IN A QUARRY



1
GROUNDWATER PUMPING AND MONITORING
To maintain consistent access to water, we operate groundwater Pumping Wells that supplement the water recycled in the Clarifier and water extracted from the Mine Pit. We monitor the flow from the wells, along with water levels from the wells and other on-site and off-site monitoring wells, to track water levels in the underlying aquifer used by us and the surrounding community.

2
CLARIFIER
The Clarifier is the key to our water recycling processes, with flow continuously tracked. It acts as a centrifuge, taking turbid water from the washing of the aggregates and separating the particulates from the water to allow for reuse. The output produced is cleaned water to be reused in our operations and turbid water that is further cleaned using Settling Basins before being reintroduced to the Clarifying system for further treatment.

3
OTHER CONSUMPTIVE USE
Water at the quarry is used for a variety of activities as part of the operation and to stay in compliance with permits such as dust control, irrigation, and use for facilities at the office buildings.

4
AGGREGATES WASHING
Water is used to wash the aggregates, rinsing off the fines, clay, and other particles to meet the requirements of private and governmental agencies that use our products. These fines, for instance, can add impurities to concrete or hot-mix asphalt mixes that can limit their strength and durability. The waste from the washing process is put through the Clarifier for continuous recycling.

5
MINE PIT
Groundwater and stormwater that flows into the Mine Pit must be pumped out during excavation. This pumping is continuously tracked and either used for supplementing the water used at the plant or discharged to the Recharge Basin for infiltration back into the aquifer.

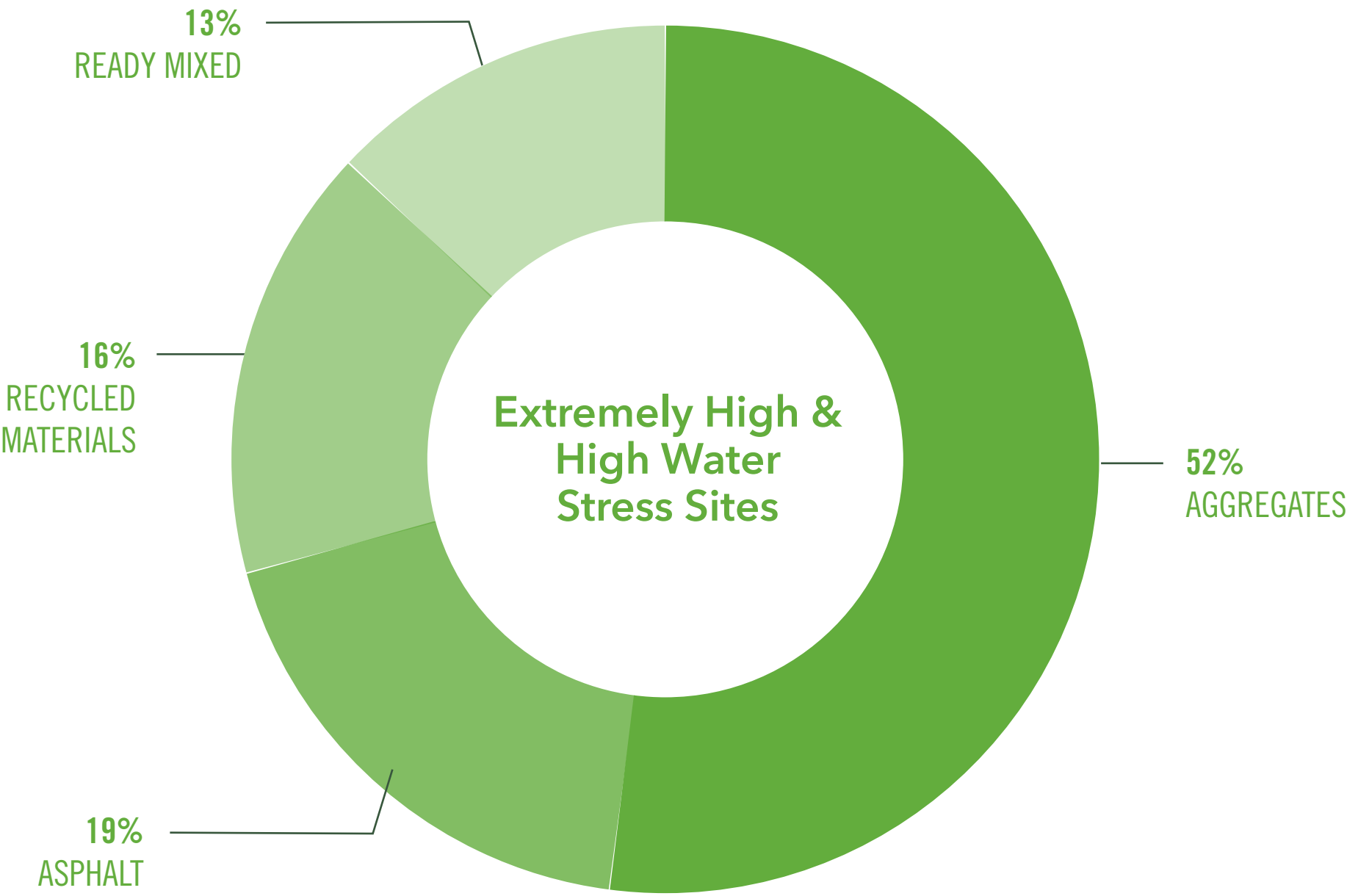
6
RECHARGE BASINS
Along with maximizing water recycling, we maintain a series of Recharge Basins at the facility to offset our groundwater consumption by capturing and recharging stormwater runoff and rain water from the facility to the underlying aquifer. Recharge is tracked using monitoring devices in and around the basins.

PERFORMANCE DISCUSSION & DISCLOSURES

WATER RISK ASSESSMENT

The assessment criteria for determining whether a site is at high water risk include water stress, cost of water sourcing and discharge, water availability, and impact to production.

Water stress is one of the first tools used to identify opportunities to increase our water management impact and is determined by the World Resources Institute (WRI) Aqueduct Water Risk Atlas 4.0, which assigns a water stress ranking by watershed. Approximately 49% of Vulcan’s sites, and 47% of the 2025 production volume, came from watersheds labeled as having extremely high or high baseline water stress.



WATER DATA COLLECTION

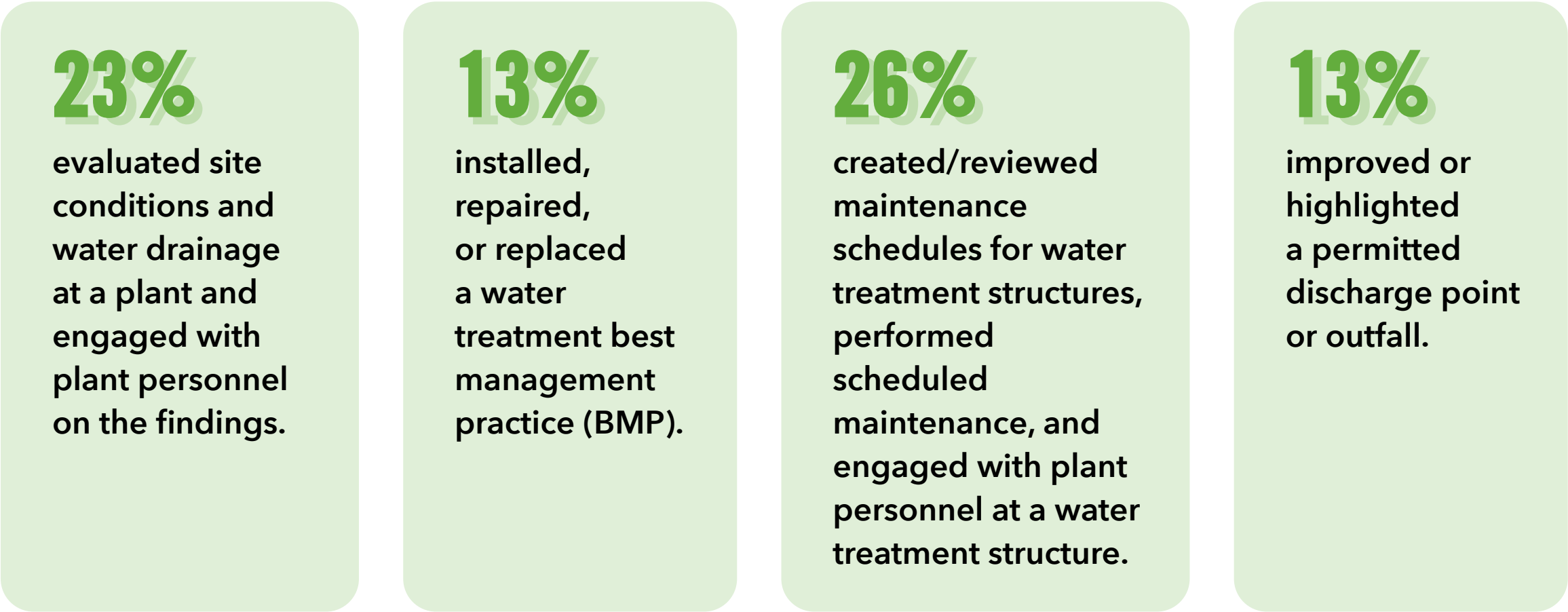
Acquiring volumetric data from every site and water source is extremely challenging, as many operations have complex systems that use localized and customized water measurement infrastructures. Most sites rely on calculations to estimate water withdrawal rather than exact measurements.

However, through our third-party utility management providers, we are able to disclose the amount of our water consumption from municipalities or utilities, which issue monthly water bills.

In 2025, Vulcan purchased more than 732 million gallons of municipal water. Forty percent of this volume was sourced for sites in the Western Division, including California, Arizona, and New Mexico, where water use is typically more restricted.

WATER BEST PRACTICES

Sites monitor and measure water metrics to stay within permit limits, conserve water through recycling technologies, and ensure that discharged wastewater is properly treated. During 2025, our operations completed 2,689 Environmental Challenge activities related to water quality and management:





FRANKLIN QUARRY

Every Vulcan site maintains a water treatment system. It can be as simple as staying below contamination thresholds to allow discharge to a local wastewater treatment facility, or more complex, requiring the on-site treatment and recycling of water for continued use. Where space allows, it is common for settling ponds to store water pumped from the quarry or collected from aggregates washing for reuse and treatment before discharge.

The Franklin Quarry in Tennessee has unique operations, including a site footprint and buffers, which preclude the use of settling ponds. The need to constantly move water around the site requires significant maintenance and can conflict with operations. In response, the Franklin team created a circular solution in collaboration with the local regulators that conserves water for its neighbors and improves operational efficiency.

Newly integrated advanced filtration and recycling technology recovers more than 90% of the water used in the production plant, minimizing reliance on the municipal water supply, reducing water strain on the surrounding communities, and strengthening our resilience against regional drought conditions.

Additionally, this system can divert 40,000 tons of fines (fine-grained mineral byproducts) annually from disposal, repurposing them from waste into fill material and product blends. This project represents a significant milestone in our commitment to water stewardship and waste reduction, proving that strategic capital investments can drive both environmental conservation and long-term business value.





Air Quality & GHG Emissions

The production of construction aggregates and downstream materials is a physical, energy-intensive process that interacts with the atmosphere in two distinct ways. First, our localized operations generate particulate matter (PM), which directly impacts the ambient air quality of our immediate neighboring communities and regional airsheds. Second, our consumption of fuel and electricity yields GHG emissions, which contribute to global climate systems. While the geographic scale of these impacts differs – one local and regional, the other global – effective stewardship of both is integral to maintaining operational excellence and fulfilling our foundational promise to be a responsible, sustainable neighbor.

OUR APPROACH

We take an integrated approach to atmospheric stewardship because local air quality factors and global GHG emissions are deeply connected at their operational source. Emissions of all types across our value chain are the direct result of our energy sourcing, fuel management, and equipment utilization. Consequently, the strategies we deploy to optimize our operations often yield dual benefits. For example, upgrading our mobile mining fleets to Tier IV engines or utilizing Process Intelligence to eliminate equipment idling simultaneously curtails fuel combustion gases and lowers localized particulate indicators.

Most Vulcan facilities are classified as minor or synthetic minor sources of air pollutants and operate strictly under federal, state, and local permits. We manage and disclose our air quality and GHG footprints within a single, unified framework to streamline monitoring, maximize the deployment of environmental BMPs, and drive accountability. While specialized teams within Vulcan oversee the hyperlocal technical controls for material processing versus the macro-level tracking of corporate carbon data, our overarching operational discipline treats atmospheric protection as a single, coordinated responsibility.

Particulate Matter



SOURCE

Production: Dust and other PM from processing and crushing rocks



SOURCE

Track-Out: Dirt, mud, and other debris tracked by customer vehicles from worksites to public roadways

CONTROLS & IMPROVEMENTS

Dust Suppression: Systems that apply water through high-pressure, low-flow nozzles reduce dust without flooding processing equipment.

Mechanical Systems: We collect PM through baghouses and dust filtration equipment.

CONTROLS & IMPROVEMENTS

Cleaning: Rumble strips that loosen debris are then cleaned by wheel washes and truck sprays. Paving roads leading in and out of sites also reduces dust from dirt roads.

Sweeping: We use our own equipment or hire commercial sweepers to keep roads clean.

REPORTING

Mandatory: Each site will report data, as required, to the local agencies responsible for regulating its air quality permits.

Combustion Emissions (Nitrogen Oxides [NO_x], Sulfur Oxides [SO_x], Carbon Dioxide [CO₂])



SOURCE

Mobile Equipment: Emissions resulting from fuels in mobile equipment like excavators and trucks



SOURCE

Stationary Equipment: Emissions resulting from fuels in equipment like conveyors and dryers

CONTROLS & IMPROVEMENTS

Fuel-Efficient Engines: We are continuing to replace our mobile equipment fleet with Tier IV and hybrid engines that drastically reduce air emissions from diesel.

Fuel Conservation: Drivers and operators receive training on ways to reduce idle hours and unnecessary emissions.

Low-Carbon Fuel: In available markets, low-carbon fuels like renewable diesel are used in mobile equipment, offsetting emissions from traditional diesel.

CONTROLS & IMPROVEMENTS

Emissions Control: All stationary equipment is expected to have permanent and functional air filters and emissions controls.

Renewable Electricity: Our renewable energy strategy uses a combination of behind-the-meter projects, from on-site generation to community solar agreements and Renewable Energy Certificates (RECs) in the deregulated energy markets where we operate.

REPORTING

Mandatory: Each site will report data, as required, to the local/federal agencies responsible for regulating its air quality permits.

Voluntary: At a company level, Vulcan reports GHG emissions data to voluntary sustainability frameworks, including the Task Force on Climate-related Disclosures (TCFD), CDP, and the Sustainability Accounting Standards (SASB).

PERFORMANCE DISCUSSION & DISCLOSURES

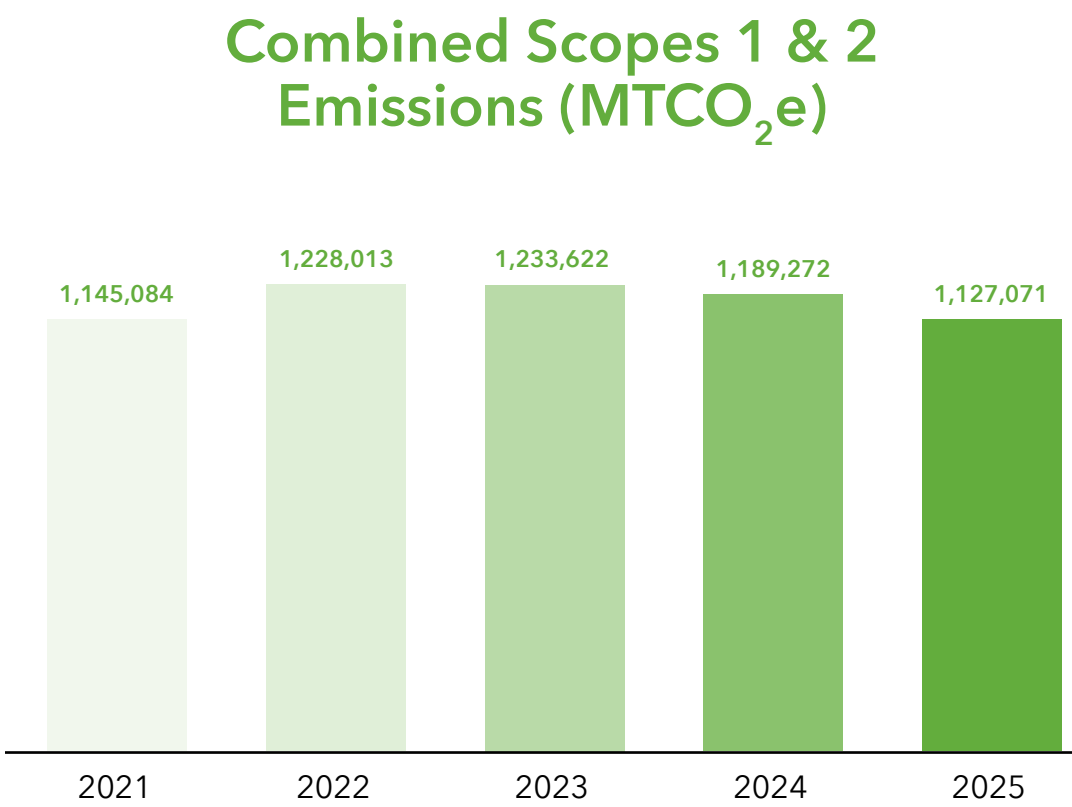
The baseline goal of all emissions at Vulcan is compliance with our regulatory permits. We maintain compliance with regional air quality permits using industry best practices. Beyond participating in mandatory and voluntary reporting of our emissions, our permits also require proof that we are taking action to control, and where possible, prevent emissions.

Through 2025, sites conducted inspections, recorded data, monitored visible emissions, operated and maintained dust control systems, and managed track-out. Through the 2025 Environmental Challenge, our operations completed 4,523 challenges related to air quality management:

- 33% installed, repaired, or replaced a dust control device or BMP.
- 5% reviewed a fugitive dust plan or track-out management plan with plant personnel.
- 10% conducted a diesel engine inventory.
- 8% installed, improved, and/or highlighted a track-out control BMP.
- 9% compared a fixed equipment list to an air permit.

GHG emissions at a company scale are tracked through our procurement and strategic sourcing initiatives. Since 2022, we have built internal capabilities to collect and analyze both enterprise-wide and product-specific GHG

emissions data. With business segment and product-specific data, our internal teams can manage emissions impacts better and identify emissions-reducing opportunities.



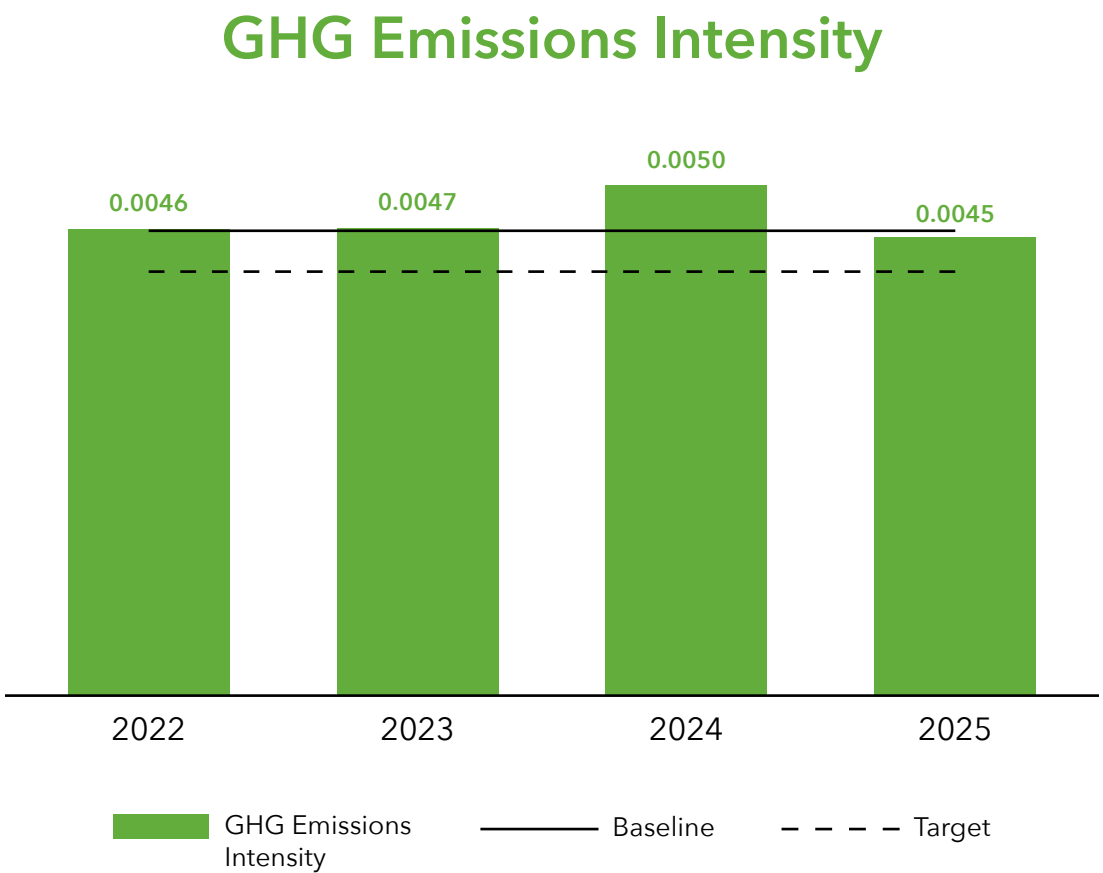
Company-wide Scopes 1 & 2 absolute emissions decreased by 5.2% in 2025, correlating to:

- **Renewable Energy:** An increase in renewable energy purchasing and generation from 2% of the total energy use in 2024 to nearly 3% in 2025
- **Diesel:** A reduction in GHG emissions related to traditional diesel by 6% from 2024 to 2025, driven by reduced traditional diesel consumption

- **Electricity:** A decrease in absolute grid electricity consumption by 6% from 2024 to 2025, with lower-carbon energy grid sourcing leading to a 7% decrease in electricity-related GHG emissions
- **Propane:** A reduction in GHG emissions by 20% in 2025 through operational efficiencies and fuel management

GOAL

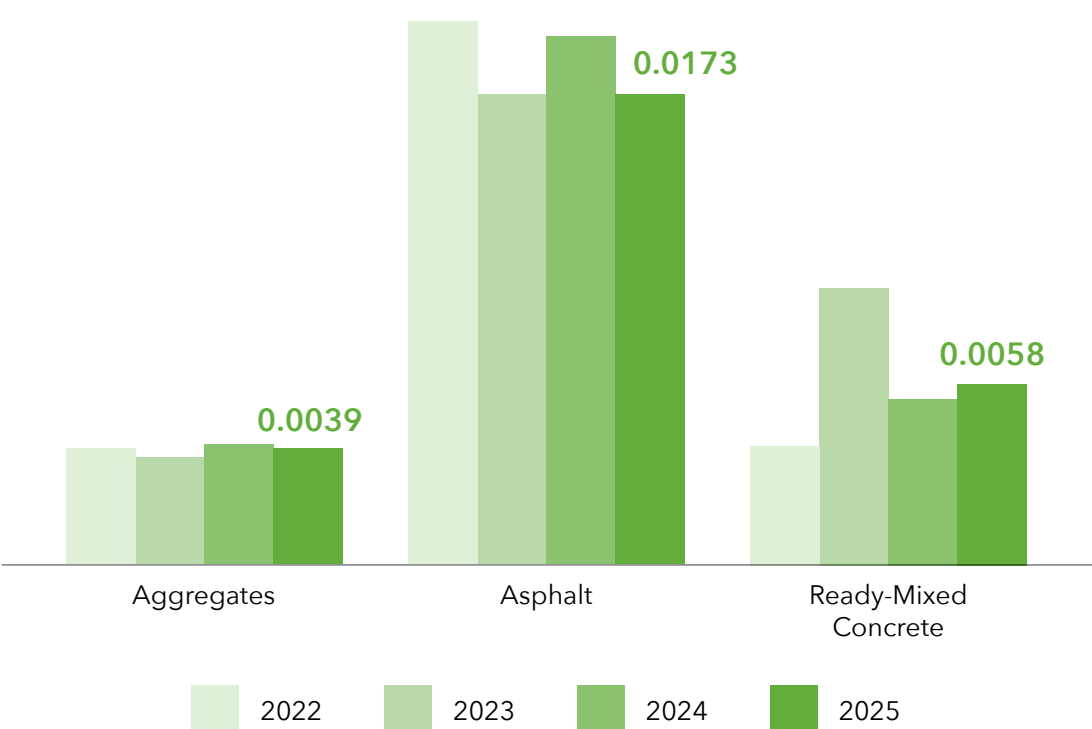
Reduce Scopes 1 and 2 GHG emissions intensity per ton of product produced by 10% by 2030.



The combined GHG intensity has remained relatively steady, driven by the oversized contribution of consistency in aggregates in both emissions and production volume. We attribute the consistency in aggregates emissions intensity to the fixed emissions associated with running operations of our scale.

We observed the most extreme fluctuations in emissions intensity in the ready-mixed operations. We attribute the year-over-year changes in the ready-mixed segment primarily to the divestiture and acquisition of emissions-intensive assets, such as mobile equipment, as well as a lag in data collection. The substitution of lower-carbon fuels for traditional diesel has also reduced the emissions intensity. Asphalt has seen similar fluctuations.

GHG Intensity by Business Segment (MTCO₂e/tons produced)



By continuing to overhaul our legacy mobile equipment and upgrading our off-road fleet, we increased the work hours performed by more efficient Tier IV engines in 2025 to more than 67%. Our Operations team tracks the emissions and cost savings of the engine transition, estimating significant impacts per horsepower-hour since 2015:

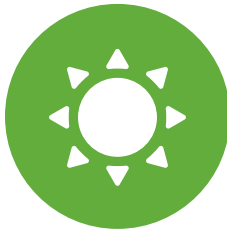
- A 27.7% reduction in carbon monoxide (CO) emissions
- A 49.5% reduction in NOx emissions
- A 59.4% reduction in diesel PM

RENEWABLE ELECTRICITY

Approximately 17% of our total energy use comes from purchased grid electricity, and 14% of our total electricity in 2025 was sourced from renewable sources. Our renewable electricity strategy uses a combination of on-site generation, community solar agreements, and RECs in the deregulated energy markets where we operate. We will continue to evolve our renewables strategy to seize emerging opportunities while maintaining our momentum with an active pipeline of projects throughout every stage.



HYDRO
Illinois & Pennsylvania
75,583 MWh



SOLAR
California, Florida, and Illinois
31,659 MWh



WIND
Texas
24,008 MWh

- **Deployment:** The San Emidio solar facility is fully operational, providing on-site solar to the Vulcan quarry and acting as a project road map, ensuring the success of future projects. Additionally, our Austin solar project became operational at the end of 2025, enabling Vulcan to utilize a full year of solar generation in 2026. We continued with battery storage projects and procured green electricity and RECs in available markets.
- **Approval & Development:** Two new solar sites in California will be added to our portfolio in 2026. The Lake Herman solar project has been constructed and waits for final approval. Lastly, our Pleasanton location is nearing completion of the largest floating solar installation in North America⁵ and will be operational by Q3 2026. In total, we estimate that approximately one-third of our electricity needs in California will be met by solar energy.
- **Future Prospects:** We continue to explore innovative technologies and financial mechanisms to support the next tranche of renewable energy opportunities across our footprint.

RENEWABLE DIESEL

Our business has long relied on diesel as a primary energy source for stationary and mobile equipment, accounting for approximately 45%-50% of our total energy usage. Diesel is used as fuel for on-road vehicles such as concrete mixers and trucks, as well as off-road mining equipment like excavators and bulldozers. New emissions regulations, particularly those from the California Air Resources Board (CARB), have prompted us to source renewable diesel to meet regulatory requirements. Renewable diesel is produced from nonpetroleum renewable sources such as vegetable oils, can fully substitute for conventional diesel in much of our machinery, and can reduce diesel emissions by 60%. In recent years, we have built supplier relationships and a reliable supply chain, sourcing 6,966,142 gallons in 2025, a 21% increase since 2024. We are looking to expand this program by accessing renewable diesel sources within our other divisions and by identifying cost-efficient, operationally seamless ways to reduce mobile emissions.

Renewable diesel now accounts for 5.4% of our total energy use, and 100% of our California diesel needs come from renewable sources.

⁵The Pleasanton project is expected to produce 12MW when fully operational. At the time of report publication, this was the largest floating solar site in North America.



Waste & Hazardous Materials

The scale of our production results in several waste streams, each with distinct management strategies and regulatory requirements. We prioritize waste management by first meeting regulatory compliance and then exploring ways to reduce, reuse, recycle, and divert waste from the landfill.

OUR APPROACH

Our quarry operations differ from metal mining or certain other construction material operations in that they do not generate significantly contaminated or hazardous tailings or wastewater. The unsold/underutilized aggregates and by-products from our quarries are largely considered inert, and reused/recycled products are included in our sustainable products portfolio.

Our reported waste management strategy, from a compliance perspective, involves the proper storage, treatment, and disposal of hazardous material waste incidental to operations. The exact definitions of waste types can differ across jurisdictions, and we rely on our waste management vendors for disposal services and support in collecting landfill diversion data.

Because hazardous waste designations and disposal regulations vary by state, we adhere to disposal requirements applicable in all states where we operate. Certain waste materials generated by Vulcan's operations that are designated as "hazardous" at the federal level are present in relatively small amounts within our two managed waste streams:

- **Universal Waste:** This covers commonly generated waste such as batteries, pesticides, mercury-containing equipment, and aerosol cans.
- **Vehicle/Equipment Maintenance Waste:** This waste comes from the maintenance of Vulcan equipment and includes antifreeze, fuels, lubricants, oils, oil filters, parts washer fluid (solvents), and used oils.

PERFORMANCE DISCUSSION & DISCLOSURES

OPERATIONAL PERFORMANCE

It is the responsibility of every Vulcan employee to understand and follow proper waste disposal and spill prevention procedures. Proper waste management involves awareness training on the proper use, storage, and handling of hazardous materials; use of established waste storage areas; conducting proactive inspections of waste storage areas, as well as throughout the plant for evidence of spills or leaks; and training on spill prevention and emergency response procedures. Through the Environmental Challenge, Vulcan sites submit waste-related tasks through several categories, including Waste; Housekeeping; and Spill Prevention, Control, and Countermeasure (SPCC). During 2025, our operations completed 3,630 challenges related to spill prevention and waste management:



WASTE DISPOSAL

In recent years, we have consolidated our waste management vendors into a single national partner. This partnership has made our data collection more consistent and enhanced our waste-tracking capabilities by including more locations. Within our two primary waste streams, approximately 18 tons of universal waste and 5,055 tons of vehicle/equipment waste from Vulcan’s operations were diverted from landfills in 2025.



BUILDING STRONG COMMUNITIES





Community Engagement

The nature of our business is built on sustainable, long-term investments – if we operate in a community, we are committed to being a positive contributor to that community for years to come.

OUR APPROACH

The heart of our community relations program is the appreciation and knowledge that every community is different. We listen to our neighbors to understand the economic, environmental, social, and political context of a community; stakeholders’ priorities; and the potential risks, issues, impacts, and dependencies of our operations.

We respond to the unique character of the hundreds of Vulcan communities across the country by leveraging a suite of outreach strategies that match our company resources to the community’s priorities. Individual community outreach plans, often implemented by local site management, are created under the guidance of the Community Relations team and the Vulcan Community Relations Quick-Start Guide. This Guide is an internal handbook outlining best practices, strategic activities, stakeholder groups, and guiding principles that result from decades of successful community engagement.

We understand the needs of a community because our company and employees are an active part of it. Our community engagement guiding principles include:

- **Research:** We conduct ongoing research to increase our understanding of current and emerging political, social, and local issues that could impact Vulcan, our people, and our industry.
- **Education:** We build understanding by educating our communities about our company culture, products, and important issues related to our operations.
- **Dialogue:** We establish trust with our communities through respectful and transparent communication.
- **Environmental Stewardship:** We demonstrate our commitment to environmental stewardship by protecting the natural resources of our communities.
- **Strategic Partnerships & Charitable Giving:** We invest in collaborative efforts and charitable giving that support the specific needs of our communities. Community contributions take many forms, including Foundation giving, matching gifts, academic scholarships, event sponsorships, employee volunteering, and in-kind product donations.
- **Complaint & Crisis Management:** We are open to feedback and learning how we can improve. We respond and resolve issues quickly and effectively to prevent them from becoming more serious.
- **Measurement & Benchmarking:** We track our efforts and accomplishments to better pursue excellence in community relations activities.

These guiding principles lead us to take actions that will positively impact our communities, recognizing that some activities are appropriate company-wide, while others are appropriate only in certain situations and locations.

Each division at Vulcan has a dedicated Community Relations/Government Relations (CR/GR) manager. The CR/GR team meets regularly, both in person and virtually, to share best practices on common issues in community relations, crisis management, and complaint resolution. Team members are encouraged to network with industry peers at trade association forums to benefit from external perspectives and experiences and to support an industry-wide social license to operate.



PERFORMANCE DISCUSSION & DISCLOSURES

We monitor our performance in community engagement by focusing on three interrelated pillars:

- **Social License to Operate:** Maintaining local approvals to enable efficient operations and prevent operational delays and regulatory hurdles
- **Risk Mitigation:** Identifying, preventing, resolving, minimizing, or offsetting negative social, environmental, or other community impacts before they escalate into legal or financial liabilities
- **Local Value Creation:** Ensuring the community benefits economically from Vulcan’s presence

Boots-on-the-ground intelligence provides us with the primary “performance data” for measuring public sentiment. Information is derived from interactions with stakeholders, as well as from monitoring news media and social media, and is used to assess the quality of our reputation and relationships.



In 2025, we conducted more than 230 tours for nearly 9,000 community members, students, and elected/appointed officials.

Pillars	Strategies	
Social License to Operate	• Meet regularly with elected and appointed officials, community leaders, neighbors, and interest groups. • Establish long-term relationships with state and local regulatory agencies. • Participate in civically engaged local organizations like chambers of commerce.	• Distribute educational information to area schools and host school group tours. • Empower employees to share information about Vulcan and their work with family, friends, and neighbors.
Risk Mitigation	• Create and promote channels of communication between community stakeholders and the local operational leadership. • Provide plant managers with awareness and resolution training pertaining to the most frequent complaints. • Rapidly deescalate community concerns before becoming formal complaints, public disputes, or legal matters. • Maintain and audit the complaint tracking and resolution process. • Maintain crisis communication management plans, and provide spokesperson training for employees. • Maintain current Vulcan facility contacts and plans and proactively connect with emergency responders in the community.	• Publish information to schools and through traditional and social media. Communicate clearly via locally focused channels such as WhatsApp neighborhood groups and by leveraging company-wide resources, such as the updated website with enhanced customer and employment portals. • Encourage employee participation and leadership in civic, business, and community organizations. • Educate employees on environmental impacts, compliance, and mitigation. • Be a resource for the media, elected officials, regulatory agencies, and industry groups about environmental issues. • Manage mitigation banks, WHC sites, buffer zones, and recreation areas on Vulcan property.
Local Value Creation	• Partner with suppliers and customers on projects with community, sustainability, or economic impact. • Donate products for local projects such as parks and walking trails. • Support emergency and natural disaster preparedness and response.	• Serve in volunteer board leadership roles for partner nonprofits that receive grants from the Vulcan Materials Company Foundation. • Adopt schools or establish other educational partnerships focused in the area.



CHRISTMAS ON THE ROCKS

What started as everyday community outreach turned into a genuine connection and shared joy when Vulcan’s 1604 Quarry in San Antonio, Texas, hosted its first-ever Christmas on the Rocks event.

Plant Manager Hal Halamuda, a fan of Christmas celebrations himself, knew he wanted to offer more than just hot chocolate and have someone in a Santa suit. He orchestrated an all-hands-on-deck effort that was as meaningful as it was unusual, bringing together personnel from Safety, Quality Control, Environmental, Geology, and Mining to create something truly special for our neighbors.

More than 300 attendees enjoyed creative and interactive holiday stations:

- Make your own Vulcan snow globe, using polished gravel from our Briggs plant.
- Make your own sandman using a version of kinetic sand made from products from the 1604 plant.
- Take a ride on the Polar Express by taking a tour of the quarry.
- Take pictures with our very own Vulcan Santa.
- Listen to Mrs. Claus reading a book by our cozy Christmas tree.

Beyond the fun, Christmas on the Rocks also provided the opportunity for local elected officials to come and learn about our operations.

The event was made extra magical with performances by dancers from Nimitz Middle School and mariachi from Churchill High school – all made possible through our partnership with North East Educational Foundation. “Christmas on the Rocks” was a massive success, setting the stage for a lasting holiday tradition.



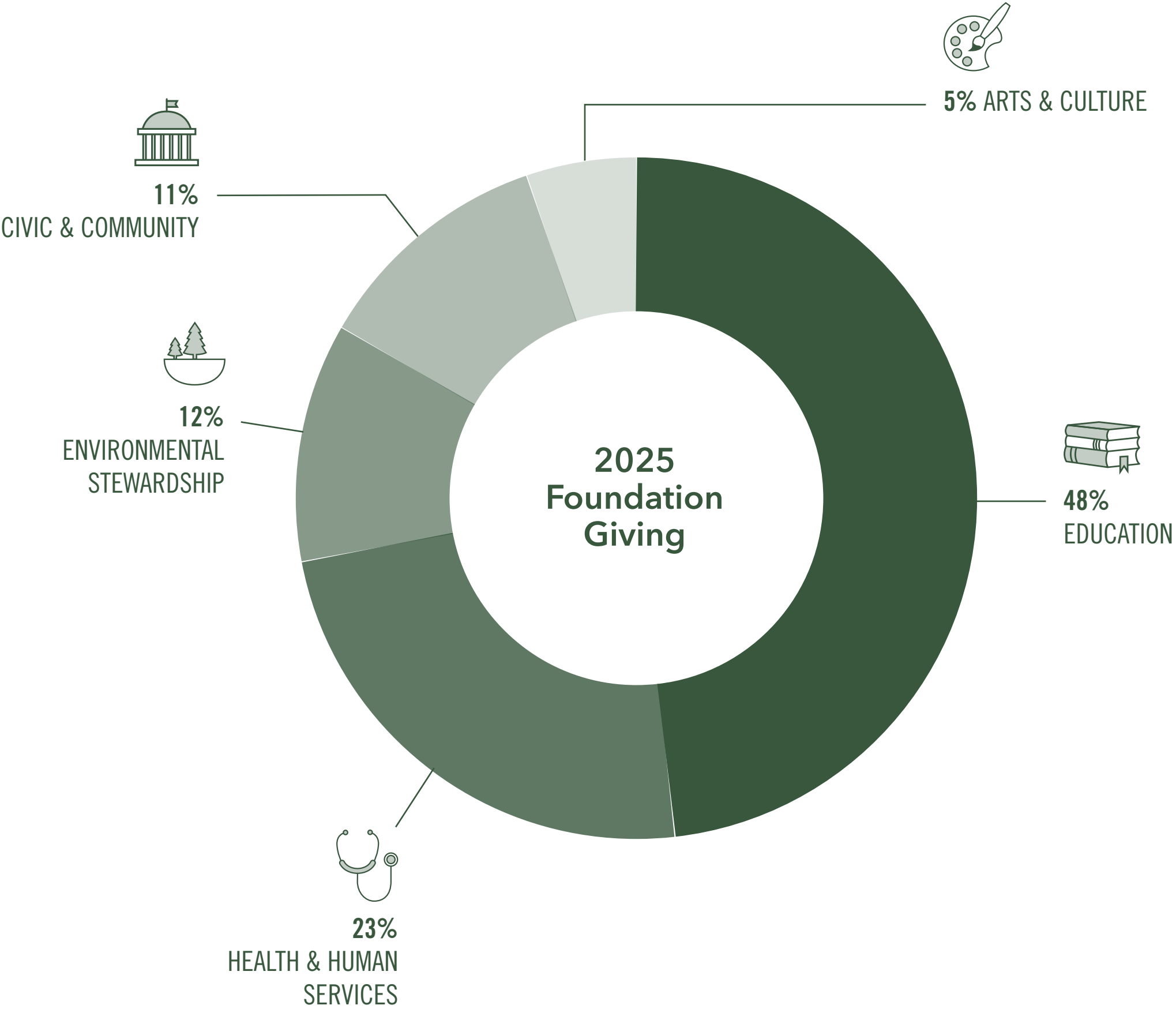
VULCAN MATERIALS COMPANY FOUNDATION

Established in 1988, the Vulcan Materials Company Foundation serves as the cornerstone of our community engagement, contributing more than \$75 million across our footprint over the past two decades. Our Foundation giving is guided by three core priorities: enhancing quality of life through education, promoting the vital connection between environmental stewardship and sustainable development, and supporting "community and employee interests."

To transparently measure our impact across these priorities, we track and report our Foundation giving across five dedicated categories: Education, Environmental Stewardship, Health and Human Services, Civic and Community, and Arts and Culture. We focus our support on programs and partnerships that help communities thrive through stand-alone project sponsorships, as well as long-term partnerships backed by multiyear commitments.

In 2025, the Foundation donated more than \$6.3 million to 651 recipients.

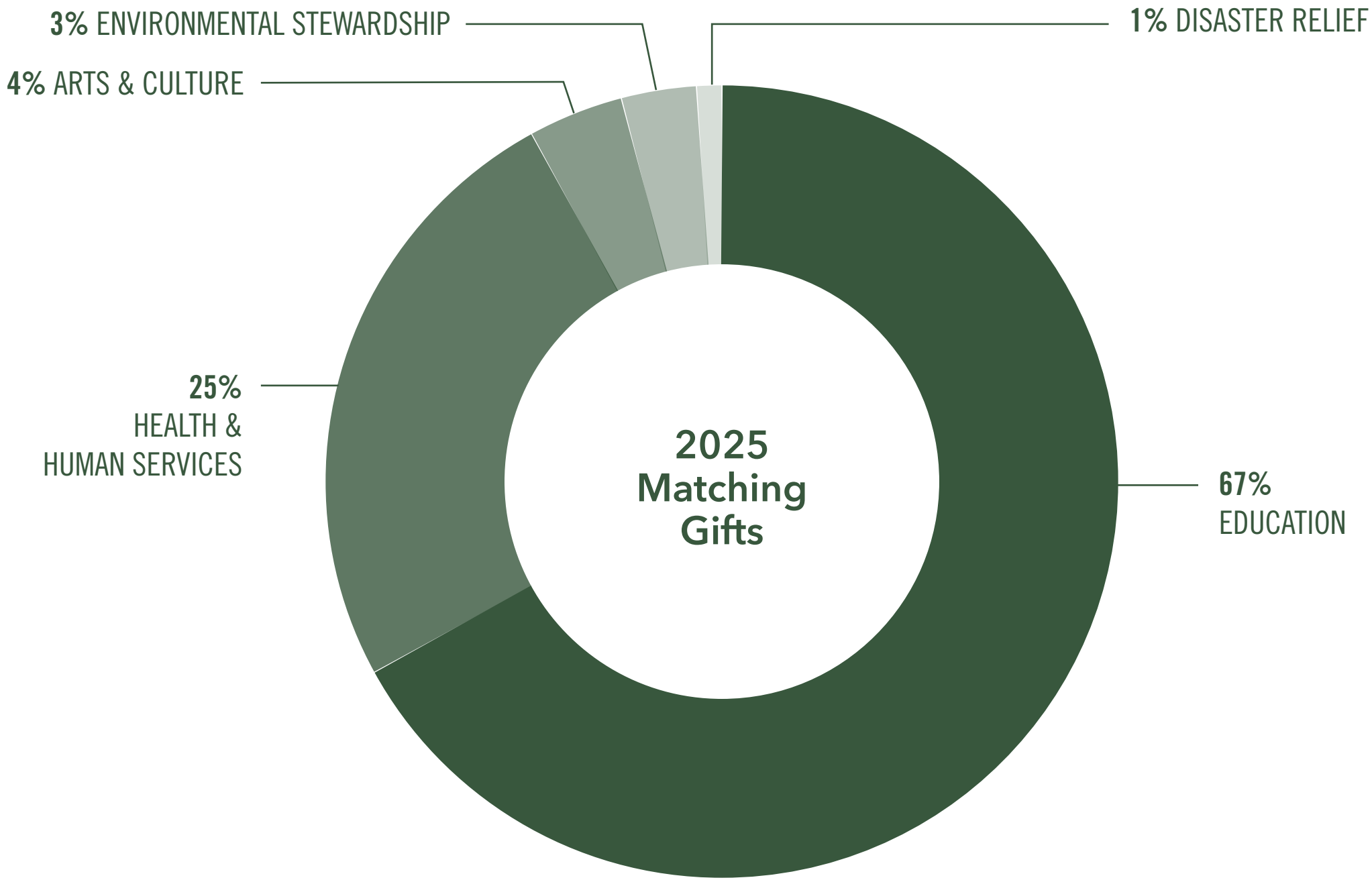
- Nearly \$800,000 was given to support land and habitat preservation, wildlife conservation, waterway and river protection, urban parks, nature centers, and zoological and botanical societies.
- The East Division’s long-standing annual contribution of \$20,000 to the Shepherd Center in Atlanta supports expanded, innovative, and enhanced care at this nationally recognized hospital, which provides intensive inpatient and outpatient treatment and rehabilitation for individuals with brain and spinal cord injuries.
- The Southwest Division’s annual \$25,000 investment to the San Antonio Area Foundation supports a minority-owned businesses grant program that addresses systemic economic disparities and helps foster a more vibrant, innovative, and resilient local economy.
- The Western Division’s \$50,000 in support for local food banks and community pantries was critical in meeting urgent community needs during the California wildfires and beyond.



MATCHING GIFTS

The Matching Gifts Program was established to reflect our commitment to the communities in which we operate by amplifying employees' personal philanthropy. The company will match, in cash, an eligible participant's personal contribution of cash or securities paid to any eligible recipient to support the organization's general operating requirements, capital fund requirements, or specific programs. To ensure the program continues to reflect our workforce's evolving priorities, we recently raised the matching cap from \$10,000 to \$20,000, and reevaluated our historical giving categories, which were previously limited to education, hospitals, arts and culture, and disaster relief.

Through a company-wide dialogue, we discovered a deep employee passion for health and human services. In response, we expanded eligibility to include this new category, backing a vital range of causes from national medical research to local food banks, emergency shelters, and veteran care organizations. The impact was immediate: Giving within this new category surged from just 1% of total matched funds in 2023 to 25% in 2025, while overall employee participation in the Matching Gifts Program nearly doubled.



DARREN HICKS MEMORIAL ENDOWED SCHOLARSHIP

In 2025, we mourned the sudden loss of our beloved colleague and Chief Human Resources Officer, Darren Hicks. Over his 30-year career at Vulcan, he had an immeasurable impact on our culture and was known for his ability to build connections and make every employee feel valued and appreciated.

To his family and friends, Darren was known for his faith, kindness, and dedication to the service of his community. With the support of his family, the Vulcan Materials Company Foundation created the Darren Hicks Memorial Endowed Scholarship to honor the legacy of an exceptional person who believed in the power of opportunity through education.

In association with the Jefferson County Alumni Chapter of the University of Alabama National Alumni Association, this scholarship assists one or more students with tuition, books, supplies, and room and board while they pursue their education at Darren's alma mater, The University of Alabama.

By the end of 2025, Vulcan had awarded its first scholarship to Jaylen Williams, graduating from Wenonah High School in Birmingham, AL, the same neighborhood where Darren grew up.



COMMITMENT TO EDUCATION

- In **North Carolina**, Vulcan invested \$20,000 in Appalachian State University's Department of Geological & Environmental Science to support a mobile science lab, providing K-12 students with hands-on environmental science activities aligned with the state's curriculum standards.
- In the **District of Columbia, Greater Baltimore**, and **Southeast Virginia**, we invested more than \$50,000 in Boys and Girls Clubs to expand after-school academic programs and provide gang resistance education and training.
- In **Alabama**, we invested \$50,000 in the A+ Education Partnership to support high-impact state policies and best practices that improve public education and academic outcomes for all students. This comprehensive investment funds student programs from early literacy and state-funded pre-K to college and career preparedness, as well as training and development of teachers and administrators.



SUPPLY CHAIN PARTNER STORIES

With customers across the country, Vulcan has the opportunity to support the building and reconstruction of some of our nation’s most iconic public spaces, including sports arenas, major infrastructure, and museums.



Balboa Park Botanical Gardens

With the City of San Diego, Vulcan’s Southern California operations played an instrumental role in the renovation of one of San Diego’s most recognizable landmarks, the Botanical Building and Gardens at Balboa Park. Vulcan’s team worked with the city to deliver its vision of carefully revitalizing the building, restoring it to its 1915 grandeur while incorporating cutting-edge updates and enhanced material safety.



Delaware Shorelines

In partnership with Agate Construction and the Army Corps of Engineers, Vulcan’s Havre de Grace quarry provided stone and materials expertise to help build a more resilient shoreline at the Indian River Inlet in Delaware. The Indian River and Bay are popular public attractions, offering recreational and ecological value to the surrounding community. Winds and strong tidal currents have caused erosion of the shoreline, walkways, and estuary habitat. By precisely placing appropriately sized stone in eroded areas, the Project team is strengthening the coastline and making it more resilient to storm surges and coastal flooding.



ABOUT THIS REPORT

This report presents Vulcan Materials Company’s environmental and social performance for calendar year 2025, along with our strategic sustainability priorities for the years ahead. It includes both historical data and statements about future goals and initiatives such as emissions reduction targets or renewable energy investments. These forward-looking statements are not guarantees of future performance. They reflect current assumptions and intentions, and are subject to known and unknown risks and uncertainties that may cause actual results to differ materially. Vulcan assumes no obligation to update any forward-looking statements contained herein, except as may be required by applicable law.

REPORTING STANDARDS

This report references relevant reporting frameworks including SASB, TCFD, and the GRI Sector Standard for Mining, where applicable.

REPORTING PERIOD

The reporting period covers January 1 through December 31, 2025. Vulcan issues its sustainability report annually and does not restate prior information. All data reflects the most current information available at the time of publication.

REPORTING SCOPE

Unless otherwise noted, performance indicators and narrative disclosures reflect data from Vulcan Materials Company and its consolidated subsidiaries. Any exclusions are indicated in context.

CONTACT

For questions or feedback about this report, please contact Investor Relations at ir@vulcanmaterials.com or Community Relations at community@vulcanmaterials.com.

CORPORATE POLICY & PRACTICES

PEOPLE POLICIES

- [Fair Employment](#)
- [Sexual Harassment](#)
- [Unlawful Harassment/Retaliation](#)
- [Human Rights](#)

HEALTH & SAFETY POLICIES

- [Safety, Health, and Environmental Stewardship](#)
- [Guidelines for Contractor Safety, Health, and Environmental](#)
- [Product Hazard Warning SPI](#)

GOVERNANCE POLICIES

- [Code of Ethics](#)
- [Business Conduct \(English\)](#)
- [Business Conduct \(Spanish\)](#)
- [Internal Audit](#)
- [Whistleblower](#)

BUSINESS CONDUCT & ETHICS

At Vulcan, we foster an inclusive workplace free from discrimination, harassment, and bullying. Every individual is treated with dignity and fairness. The trust of our employees, customers, communities, and business partners is of the utmost importance, and we continually work to ensure we create a culture that inspires trust.

Vulcan has established and administered various policies and procedures over the years designed to ensure that the highest standards of integrity, honesty, and scrupulous adherence to all applicable laws are observed. The Business Conduct Program applies to all employees, officers, directors, and agents of the company, its subsidiaries, and affiliated companies, wherever located.

LABOR & HUMAN RIGHTS

Vulcan is dedicated to protecting the rights of its people and ensuring they are treated with respect and dignity. It is also committed to being a good global corporate citizen and consistently conducting business in accordance with this standard.

It is the policy of Vulcan Materials Company to recruit and promote persons on the basis of demonstrated merit and provide a working environment free from illegal discrimination in any form. The continued success of Vulcan Materials Company is contingent upon hiring and retaining qualified employees without unlawful discrimination on the basis of race, color, religion, gender, sex, national origin, age, disability, veteran or protected veteran status, genetic information, or any other characteristic protected by law from discrimination.

ANTI-CORRUPTION & ANTI-BRIBERY

Vulcan is committed to competing in a fair and vigorous matter, in compliance with all applicable state, federal, and international competition and antitrust laws.

DISCLOSURES



STAKEHOLDER ENGAGEMENT

Stakeholder	Key Issues	Engagement Methods & Cadence		Results & Desired Outcomes
Employees	• Health and safety • Integration with culture • Diversity and inclusion • Training, development, and professional and personal growth	• Daily safety meetings, instruction, and interaction • Routine industrial hygiene monitoring (annual health checkups) • Division and corporate senior management town hall meetings (numerous, throughout the year) • Quarterly newsletter to all employees and division newsletters • Intranet and social media communications	• Performance dialogues, reviews, and ongoing coaching • Ethics Hotline, 24/7 • Biannual Ethics and Compliance survey • Annual Ethics and Compliance survey for senior management • Cadence: ongoing	• Safe and healthy workplace with world-class safety performance • Better two-way and multichannel communications with employees • Improved understanding and alignment with culture and goals • Top-decile employee satisfaction among 1,700 companies, as measured by McKinsey & Co. • Ongoing process and success with talent identification and management • Ethics compliance and identification of noncompliance
Communities	• Health, safety, and environmental protection • Demonstrating corporate social responsibility • Building stronger communities • Open doors, transparency, and accountability • Economic development and opportunity for all • Sustainable performance yielding infrastructure improvements	• Open houses and tours • Individual and general public meetings • Social media communications • Employee volunteer initiatives and engagement in civic and charitable activities	• Vulcan Materials Company Foundation support of local education, health, economic development, and other civic projects • Career fairs • Cadence: ongoing	• Community acceptance and support of existing site growth and new site developments • Significant and ongoing contributions to local tax base and economic growth and development • Ongoing opportunities for individual growth, development, and economic security • Ongoing contributions and support of local education systems, programs, and initiatives • Increased employment opportunities for women and minority populations
Customers & Suppliers	• Customer/supplier partnership and satisfaction • Relationship with Vulcan as the “solutions provider” • Consistent, high-quality products and services • Sustainable business performance and SHE excellence • Business ethics • Best practices in procurement	• Vulcan Materials Company Commercial Excellence initiative • Real-time metrics • Daily, ongoing interactions with key account contacts • Digital platforms	• Customer service centers • Customer surveys • Product and services brochures and websites • Contract negotiations • Procurement initiative • Cadence: ongoing	• Establishment and maintenance of strong and mutually beneficial long-term relationships • Consistently high customer satisfaction ratings • Deep knowledge of customer needs and expectations • Alignment on health, safety, and environmental protection priorities • Alignment on ESG focus and priorities
Shareholders, Analysts, Financial Institutions	• Superior returns over time • Strong balance sheet • High credibility and consistent, effective communications • Transparent, highly regarded corporate governance • Superior ESG performance and communications • World-class safety performance indicating superior company stewardship	• Quarterly updates and guidance • Regular meetings and conference calls • ESG conference calls and updates • Annual reports and U.S. Securities and Exchange Commission (SEC) filings • Investor seminars and special events • Investor surveys	• Communications with ratings agencies • Cadence: ongoing	• Deeper knowledge and understanding of Vulcan Materials Company's business strategy, fundamentals, and financial position • Familiarity and confidence in Vulcan Materials Company's ESG commitment and achievement • Investment grade ratings
Nongovernmental Organizations (NGOs), Academic Institutions	• Partnerships to achieve mutual gains • Economic development • Environmental biodiversity protections • Workforce development • Student/teacher engagement and support • Employee growth and development opportunities	• Individual meetings • Employee engagement and leadership • Strategic Foundation grants • Engagement in public forums • Scholarship programs	• Workforce development initiatives and support • Cadence: ongoing	• Long-term strategic partnerships to achieve better understanding and progress on mutually agreed-upon goals • Mutual understanding and trust necessary to address societal, environmental, education, and workforce development challenges • Enhancement of strong internal culture while attracting new talent
Elected Officials & Regulatory Agencies	• Sound public policy initiatives and outcomes, and a strong science-based regulatory policy • Transportation infrastructure and affordable housing • Environmental, climate policies protecting public health, welfare, and global sustainability • Local and regional employment and economic development opportunities	• One-on-one meetings with elected and regulatory officials • Team and coalition engagements advocating sound public policy • Plant tours and open houses • Partnerships and ongoing dialogue	• Printed and web-based reports and position papers • Congressional, state legislative, and local government testimony • Cadence: ongoing	• Laws and regulations that protect the environment, public health, and safety while protecting or promoting economic growth • Long-term, productive relationships that promote better understanding and sound public policy • Policies and laws that “raise the bar” regarding ESG issues and ensure a level playing field
Industry & Business Associations	• Mutually beneficial relationships that advance business interests in alignment with the public good • Good governance • Productivity in alignment with member interests and goals	• Meetings, conferences, education programs, and events • Research projects with an emphasis on sound science that is well communicated	• Committee and task force work • Cadence: ongoing	• Jointly integrated initiatives that yield sound public policies and laws that protect public and private interests • Standards and procedures shared and adopted that promote high standards and results in SHE protection

2025 PERFORMANCE DATA TABLE

PRODUCTION METRICS

Shipment Volume	2020	2021	2022	2023	2024	2025
Aggregates (million tons)	203.1	222.9	236.3	234.3	219.9	226.8
Asphalt (million tons)	11.9	11.4	12.2	13.4	13.6	13.4
Ready-Mixed Concrete (million cubic yards)	3.0	5.6	10.5	7.5	3.6	4.5
Total Products (million tons)*	220.9	245.5	269.6	262.7	240.6	249.1

*Aggregates and asphalt production are measured in short tons (tons). Ready-mixed concrete is measured in cubic yards and converted to tons. Conversion calculation: 1 cubic yard of concrete = 4,000 pounds (or 2 tons).

Production Volume	2020	2021	2022	2023	2024	2025
Aggregates (million tons)	208.3	222.8	235.0	236.0	224.2	227.7
Asphalt (million tons)	11.8	11.4	12.2	13.4	13.6	13.4
Ready-Mixed Concrete (million cubic yards)	3.0	5.0	10.6	7.5	3.6	4.5
Total Products (million tons)*	226.0	244.2	268.4	264.4	244.9	250.1

*Aggregates and asphalt production are measured in short tons (tons). Ready-mixed concrete is measured in cubic yards and converted to tons. Conversion calculation: 1 cubic yard of concrete = 4,000 pounds (or 2 tons).

Revenue	2020	2021	2022	2023	2024	2025
Aggregates (million \$USD)	\$3,673	\$4,001	\$4,723	\$5,392	\$5,519	\$5,800
Asphalt (million \$USD)	\$793	\$778	\$990	\$1,141	\$1,246	\$1,294
Ready-Mixed Concrete (million \$USD)	\$384	\$767	\$1,594	\$1,249	\$653	\$847
Total Revenue (million \$USD)	\$4,857	\$5,552	\$7,315	\$7,782	\$7,418	\$7,941

Facilities by Business Segment	2020	2021	2022	2023	2024	2025
Aggregates (# facilities)	380	404	404	397	423	425
Asphalt (# facilities)	70	69	71	66	70	71
Ready-Mixed Concrete (# facilities)	46	173	142	63	74	76

Special Products	2020	2021	2022	2023	2024	2025
Recycled Asphalt Pavement Reused	1,141,885	1,504,325	1,700,000	2,000,000	2,100,000	2,500,000
Recycled Concrete to Produce Aggregates	1,246,347	2,275,723	2,100,000	1,900,000	1,700,000	1,700,000

PEOPLE METRICS

Employees	2020	2021	2022	2023	2024	2025
Total number of employees	8,765	11,539	12,150	10,961	11,928	11,506
Female employees (%)	12%	11%	11%	12%	12%	11%
Male employees (%)	88%	89%	89%	88%	88%	89%

Employees – Special Categories	2020	2021	2022	2023	2024	2025
New hires*	1,189	2,889	3,007	2,519	2,102	2,362
Veterans	526	629	713	652	643	637

*This figure does not include new employees as part of acquisitions.

Employees by Age	2020	2021	2022	2023	2024	2025
<30 years old (percentage)	18%	16%	16%	17%	18%	19%
30-39 years old (percentage)	20%	20%	20%	22%	23%	23%
40-49 years old (percentage)	22%	23%	23%	21%	21%	21%
50-59 years old (percentage)	27%	27%	27%	25%	23%	22%
>60 years old (percentage)	11%	13%	13%	14%	15%	15%

Employee Turnover	2020	2021	2022	2023	2024	2025
Employee turnover rate*	20%	21%	25%	23%	20%	19%

*Turnover rates prior to 2022 do not incorporate historical turnover rates from acquisitions.

Employee Tenure	2020	2021	2022	2023	2024	2025
Average employee tenure (years)	10.7	9.7	9.8	10.0	9.7	9.6
0-2 years (percentage)	26%	23%	29%	27%	26%	25%
2-5 years (percentage)	21%	22%	18%	20%	21%	24%
5-10 years (percentage)	14%	21%	20%	21%	21%	19%
10-20 years (percentage)	18%	16%	15%	15%	15%	14%
>20 years (percentage)	21%	18%	18%	17%	18%	18%

HEALTH & SAFETY METRICS

MSHA & OSHA	2020	2021	2022	2023	2024	2025
MSHA reportable incident rate	0.95	0.99	1.01	1.21	1.18	0.94
MSHA reportable cases	62	68	74	92	92	74
MSHA citation rate	0.57	0.72	0.81	0.89	0.79	0.73
Aggregates industry citation rate	1.88	1.91	1.92	2.03	1.98	1.79
OSHA recordable incident rate	0.90	1.65	1.83	1.46	1.42	1.07
OSHA recordable cases	39	84	136	96	78	64
MSHA & OSHA combined rate	0.93	1.27	1.43	1.33	1.28	1.00
MSHA & OSHA combined injury cases	101	152	210	188	170	138

Lost Time	2020	2021	2022	2023	2024	2025
Lost-time rate	0.48	0.55	0.66	0.65	0.68	0.39
Lost-time cases	52	66	97	92	91	54

Fatalities	2020	2021	2022	2023	2024	2025
Vulcan employee fatalities	3	0	0	4	0	1

Health Screening & Audits	2020	2021	2022	2023	2024	2025
Eligible employees participating in voluntary health screening	Data tracking for screenings was placed on hold during 2020 and 2021 to accommodate COVID-19 protocols.		89%	83%	84%	85%

ENVIRONMENTAL METRICS

Environmental Regulations	2020	2021	2022	2023	2024	2025
Environmental agency inspections*	554	666	577	580	535	537
Environmental agency citations*	14	17	19	24	22	15
Citation-free agency inspections	99%	99%	98%	97%	97%	99%
Certified WHC sites	37	40	40	39	33	31

*Final environmental inspections and citation numbers may differ slightly from those published in previous reporting because data was still being reported or contested and, therefore, was not confirmed by the previous publication date.

Gross GHG Emissions	2020	2021	2022	2023	2024	2025
Gross Scope 1 (MTCO ₂ e)	625,905	826,863	929,419	922,983	921,276	881,937
Gross Scope 2* (MTCO ₂ e)	339,341	318,221	298,594	310,639	315,672	290,608
Scopes 1 & 2 emissions (market-based)** (MTCO ₂ e)	965,246	1,145,084	1,228,013	1,233,622	1,189,272	1,127,071

* Gross Scope 2 is a location-based calculation, before CO₂e deductions from renewable electricity sources are applied.
** Market-based emissions are the default for reporting gross Scopes 1 and 2 beginning in 2024.

Scopes 1 & 2 GHG Emissions by Business Segment*	2022	% of 2022 Emissions	2022 Emissions Intensity (MTCO ₂ e/ tons produced)	2023	% of 2023 Emissions	2023 Emissions Intensity (MTCO ₂ e/ tons produced)	2024	% of 2024 Emissions	2024 Emissions Intensity (MTCO ₂ e/ tons produced)	2025	% of 2025 Emissions	2025 Emissions Intensity (MTCO ₂ e/ tons produced)
Aggregates	912,618	73%	0.0039	872,021	71%	0.0037	931,008	75%	0.0042	887,823	79%	0.0039
Asphalt	228,708	18%	0.0188	231,990	19%	0.0173	249,229	20%	0.0183	233,133	21%	0.0173
Ready-Mixed Concrete	90,515	7%	0.0043	112,919	9%	0.0075	40,203	3%	0.0056	51,589	5%	0.0058
Calcium**	11,676	1%	-	16,627	1%	-	15,597	1%	-	-	-	-

* No renewable electricity deductions are applied to business segments.
** Since 2024, Calcium has been consolidated into the Aggregates segment.

Energy	2020	2021	2022	2023	2024	2025
Total energy consumed (GJ)	-	14,424,594	17,355,575	17,605,408	18,174,225	16,989,244
Total energy consumed from grid electricity (percentage)	-	21%	19%	18%	18%	17%
Electricity from renewable sources (percentage)	-	-	5%	12%	13%	14%
Total Renewable Electricity (MWh)	-	-	-	-	-	131,250
Hydro (MWh)	-	-	-	-	-	75,583
Solar (MWh)	-	-	-	-	-	31,659
Wind (MWh)	-	-	-	-	-	24,008

Scopes 1 & 2 GHG Energy by Business Segment*	2022	% of 2022 Energy	2022 Energy Intensity (MWh/tons produced)	2023	% of 2023 Energy	2023 Energy Intensity (MWh/tons produced)	2024	% of 2024 Energy	2024 Energy Intensity (MWh/tons produced)	2025	% of 2025 Energy	2025 Energy Intensity (MWh/tons produced)
Aggregates	3,082,943	64%	0.0131	3,162,998	66%	0.0134	3,420,924	69%	0.0153	3,306,317	70%	0.0145
Asphalt	1,305,786	27%	0.1073	1,120,467	23%	0.0836	1,233,291	25%	0.0908	1,151,721	24%	0.0857
Ready-Mixed Concrete	378,767	8%	0.0179	465,175	10%	0.0310	198,881	4%	0.0279	264,450	6%	0.0296
Calcium**	53,497	1%	-	68,032	1%	-	70,301	1%	-	-	-	-

* No renewable electricity consumption is applied to business segments.

** Since 2024, Calcium has been consolidated into the Aggregates segment.

Waste	2020	2021	2022	2023	2024	2025
Universal waste generated (tons)	Company-wide waste data collection began in 2021.	17	19	27	24	33
Universal waste diverted from disposal (percentage)		14%	56%	100%	100%	55%
Vehicle/equipment waste generated (tons)		1,565	2,581	3,680	3,424	5,732
Vehicle/equipment waste diverted from disposal (percentage)		99%	91%	90%	96%	88%

COMMUNITY METRICS

Foundation Giving	2020	2021	2022	2023	2024	2025
Total Foundation giving	\$4,614,115	\$5,250,380	\$5,425,678	\$5,549,022	\$5,853,799	\$6,357,683
Foundation and matching gifts recipients	814	837	771	763	878	651
Education	43%	45%	43%	45%	43%	48%
Environmental stewardship	11%	9%	11%	11%	11%	12%
Arts and culture	9%	9%	8%	9%	6%	5%
Civic and community	14%	17%	18%	12%	14%	11%
Health and human services	23%	20%	20%	23%	27%	23%

Matching Gifts	2020	2021	2022	2023	2024	2025
Total matching gifts	\$391,785	\$300,997	\$349,622	\$428,950	\$782,913	\$953,431
Education	85%	89%	79%	87%	64%	67%
Health and human services (formerly Hospitals)	1%	4%	4%	1%	29%	25%
Arts and culture	14%	7%	11%	10%	1%	4%
Environmental stewardship (new category)	-	-	-	-	6%	3%
Employee disaster relief	0%	0%	6%	2%	-	1%

SASB INDEX

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	Code	Accounting Metric	Definition	Unit of Measure	2025 Disclosure
Greenhouse Gas Emissions	EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Carbon dioxide (CO ₂) Emissions-limiting regulations or programs that are intended to directly limit or reduce emissions include cap-and-trade schemes, carbon tax/fee systems, and other emissions control (e.g., command-and-control approach) and permit-based mechanisms.	Metric tons (t) CO ₂ -e, Percentage (%)	881,937 MTCO ₂ e Of our operations, 0% are covered under emissions-limiting regulations. In the report, see the Air Quality & GHG Emissions for gross global Scope 1 information.
	EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion of the long-term and short-term strategy or plan to manage the company's Scope 1 greenhouse gas (GHG) emissions, its emissions reduction target(s), and an analysis of its performance against the target(s).	Discussion and Analysis	In 2022, we established interim goals and targets related to Scopes 1 and 2 GHG emissions. In 2025, we continued the second phase of our GHG emissions inventory project to further build the capacity to report on Scope 3 emissions from activities of assets not owned or directly controlled by Vulcan but that indirectly impact our value chain. We have continued to enhance our GHG emissions tracking and reporting capabilities in order to monitor and report Scopes 1 and 2 emissions on an enterprise-wide basis by line of business and type of energy. Effective energy management is embedded in our business strategy and our company culture. We routinely conduct energy audits of our operations to identify areas for operational efficiency improvements and energy savings. We have accelerated the deployment of renewable energy sourcing strategies to benefit the business, which also reduces our GHG emissions. Scopes 1 and Scope 2 GHG reductions will continue to occur by means of replacing heavy equipment with higher-efficiency models, seeking production efficiencies, and expanding the procurement of energy from renewable sources. In the report, see the Air Quality & GHG Emissions section for continued discussion of Vulcan's Scopes 1 and Scope 2 GHG management.
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) particulate matter (PM ₁₀), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	NOx (excluding N ₂ O)	Metric tons (t)	We maintain compliance with air quality permits but are not currently able to track air emissions beyond GHG emissions at an enterprise level. Vulcan continues to identify and inventory emissions sources at the facility level. When inventories are completed, the sources and emissions parameters are uploaded to our environmental health and safety information system. This project is being conducted over several years to ensure we include many facilities, assess the quality of data gathered, and adjust the processes, as needed. In the report, see the Air Quality & GHG Emissions section for more information.
			SOx	Metric tons (t)	
			Particulate matter (PM ₁₀)	Metric tons (t)	
			Dioxins/furans	Metric tons (t)	
			Volatile organic compounds (VOCs)	Metric tons (t)	
			Polycyclic aromatic hydrocarbons (PAHs)	Metric tons (t)	
			Heavy metals, including lead (Pb), mercury (Hg), and cadmium (Cd)	Metric tons (t)	

Topic	Code	Accounting Metric	Definition	Unit of Measure	2025 Disclosure
Energy Management	EM-CM-130a.1	(1) Total energy consumed	The total amount of energy consumed as an aggregate figure, in gigajoules (GJ).	Gigajoules (GJ)	16,989,244 GJ
		(2) Percentage grid electricity	The percentage of energy consumed that was supplied from grid electricity.	Percentage (%)	17%
		(3) Percentage alternative	The percentage of energy consumed that was from alternative sources, in terms of its energy content. Alternative sources of energy include, but are not limited to: used tires; spent solvents and waste oils; processed municipal solid waste; household wastes; agricultural wastes such as rice, peanut shells, and coffee husks; animal meal; and sewage sludge.	Percentage (%)	Percentage alternative: 0%
		(4) Percentage renewable	The percentage of energy consumed that is renewable energy.	Percentage (%)	14% of electricity from renewable sources: Hydro, Solar, & Wind
Water Management	EM-CM-140a.1	(1) Total water wiithdrawn	Water sources include surface water (including water from wetlands, rivers, lakes, and oceans), groundwater, rainwater collected directly and stored by the entity, and water and wastewater obtained from municipal water supplies, water utilities, or other entities.	Thousand cubic meters (m³)	Acquiring volumetric data from every site and water source is extremely challenging, with many operations having complex systems that require water-measuring infrastructure. Most sites rely on calculations to estimate water withdrawal, as opposed to exact measurements. In the report, see the Water & Wastewater Management section for information on the ways in which Vulcan carefully manages waste and wastewater.
		(2) total water consumed (m3),	The amount of water, in thousands of cubic metres, consumed in its operations.	Thousand cubic meters (m³)	In 2025, Vulcan had hundreds of unique water meters that collectively measured more than 732 million gallons withdrawn from municipal sources, although much of that water was recycled or returned to the watershed. While all Vulcan divisions source municipal water, 40% of the volume was sourced for sites in the Western Division, including California, Arizona, and New Mexico, where water use is typically more regulated. In the report, see the Water & Wastewater Management section for information on the ways in which Vulcan carefully manages waste and wastewater.
		(3) Percentage in regions with High or Extremely High Baseline Water Stress	Identification of activities that withdraw and consume water in locations with High (40%-80%) or Extremely High (>80%) Baseline Water Stress. Disclosure of water withdrawn and water consumed in locations with High or Extremely High Baseline Water Stress as a percentage of the total water withdrawn and total water consumed.	Percentage (%)	Approximately 49% of Vulcan’s sites, and 47% of the 2025 production volume, came from watersheds labeled as having extremely high or high baseline water stress, according to the WRI Aqueduct. In the report, see the Water & Wastewater Management section for information about how Vulcan addresses water stress.

Topic	Code	Accounting Metric	Definition	Unit of Measure	2025 Disclosure
Waste Management	EM-CM-150a.1	Amount of waste generated, percentage hazardous, percentage recycled	The amount of waste generated in metric tons, the percentage of waste generated that was hazardous, and the percentage of waste generated that was recycled.	Metric tons (t), Percentage (%)	In recent years, we have consolidated our waste management vendors into a single national partner. This partnership has made our data collection more consistent and enhanced our waste-tracking capabilities by including more locations. Within our two primary waste streams, approximately 18 tons of universal waste and 5,044 tons of vehicle/equipment waste from Vulcan’s operations were diverted from landfills in 2025. In the report, see the Waste & Hazardous Materials section for more information about how Vulcan classifies waste.
Biodiversity Impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	Description of the company's environmental management plan(s) implemented at active sites, including, where relevant: life-cycle stages to which the plan(s) apply, topics addressed by the plan(s), and underlying references for the plan(s). Where relevant, description of the specific policies and practices that apply to areas with protected conservation status and/or areas of critical habitat.	Discussion and Analysis	Within our lands portfolio, we take a long-term, holistic approach to utilizing and preserving land and water, which is integral to sustaining our success. From pre-mining to mining to reclamation, we are actively managing the entire life cycle of our land to create maximum value for the business, our shareholders, and our communities. In the report, see the Land Use & Ecological Impact section for further information on Vulcan's environmental management plans and policies to conserve critical habitat and species of concern.
	EM-CM-160a.2	Terrestrial acreage disturbed, percentage of impacted area restored	The total acreage of disturbed land, where the scope includes land in the exploration, development, and production or quarry/mine closure and post-closure project phases. The percentage of disturbed acreage that was restored during the reporting period.	Acres (ac), Percentage (%)	We do not currently report this data, as some aspects, particularly exploration projects, are confidential. Vulcan manages more than 310,000 acres across its land portfolio, at different stages of the quarry life-cycle. In the report, see the Land Use & Ecological Impact section for further information on the way Vulcan interacts with land as a responsible steward.
Workforce Health & Safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR)	Total recordable incident rate (TRIR) for work-related injuries and illnesses.	Rate	Vulcan reports incident rates separately to MSHA and OSHA, depending on jurisdiction. See the Health & Safety section for more information regarding Vulcan's Safety, Health, and Environmental (SHE) program. MSHA Reportable Incident Rate: 0.94 per 200,000 work hours OSHA Recordable Incident Rate: 1.07 per 200,000 work hours Combined MSHA & OSHA Incident Rate: 1.00 per 200,000 work hours Employee Fatalities: 1
		(2) Near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	Near miss frequency rate (NMFR) for work-related near misses.	Rate	Vulcan takes a comprehensive approach to developing and reporting on health and safety metrics relevant to our operations. The analyses of work-related near misses are part of the FPP, which is designed to address potential SIFs. For more information on Vulcan's FPP, see the Health & Safety section.
	EM-CM-320a.2	Number of reported cases of silicosis	The number of reported cases of silicosis affecting the entity's current workforce or past employees.	Number	Zero cases of silicosis were reported company-wide in 2025.

Topic	Code	Accounting Metric	Definition	Unit of Measure	2025 Disclosure
Product Innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	The percentage of revenue during the reporting period from products that qualify for credits in recognized sustainable design and construction certifications divided by the total revenue from building products.	Percentage (%) by annual sales revenue	We support our customers in developing certifiable low-carbon infrastructure and sustainable building designs. We collaborate with customers to design product mixes and applications using low-carbon inputs, recycled materials, or inherently lower-carbon aggregates. We quantify the environmental benefits of these products for customers, as needed, using metrics such as Environmental Product Declarations (EPDs), Global Warming Potential (GWP) budgets, and tons of injected CO ₂ . However, we do not currently publicly report the total revenue associated with these products. Refer to Product Quality & Innovation for more information about the sustainability attributes and innovative uses of our products.
	EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	An estimation of the total addressable market for products that show reduced environmental impacts at various life-cycle stages, including during material sourcing, manufacturing, and product usage (hereafter, “reduced environmental impact products”).	Reporting currency, Percentage (%)	Vulcan's strategy for marketing its portfolio of products with sustainability attributes is driven by our internal experts, who are dedicated to analyzing growth opportunities. This data is considered confidential, and we do not report it publicly. Refer to Product Quality & Innovation and Customer Engagement & Satisfaction to learn more about Vulcan's approach to market opportunities.
Pricing Integrity & Transparency	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Disclosure of the total amount of monetary losses the company incurred during the reporting period as a result of legal proceedings associated with anti-competitive behavior, including, but not limited to, cartel activities, price fixing, and anti-trust activities.	Reporting currency	We were not the subject of any judgments, settlements, or fines in 2025 and did not incur monetary losses, as defined by the guidance provided by the SASB Construction Materials Sustainability Accounting Standard (2018).

ACTIVITY METRIC

Code	Accounting Metric	Definition	Unit of Measure	2025 Disclosure
EM-CM-000.A	Production by major product line	Determination of major product line (e.g., cement and aggregates, composites, roofing materials, fiberglass, brick, tile, or others) should be based on revenue generation and may include a category of “other” construction materials products that combines multiple smaller revenue streams.	Metric tons (t)	Aggregates: 227.7 million tons Asphalt: 13.4 million tons Ready-Mixed Concrete: 4.5 million cubic yards Performance Data Table

TCFD INDEX

TCFD Disclosure	Vulcan Response	CDP
Governance <i>Disclose the organization’s governance around climate-related risks and opportunities.</i>		
a. Describe the board’s oversight of climate-related risks and opportunities	Oversight of sustainability and climate-related risks and opportunities is embedded across four of the Board of Director’s (Board) six standing committees, each of which plays a distinct role in the company’s broader sustainability governance framework. All four committees meet at least twice annually and at times as deemed necessary by the Chair of the Committee, the Chairman of the Board, the CEO, or any two members of the Committee. • Governance Committee: Oversees sustainability matters, including performance, strategies, goals, and policies • SHE Affairs Committee: Reviews and implements SHE-related policies, practices, and programs, as well as assists the Board in identifying, monitoring, evaluating, and responding to sustainability-related risks and opportunities • Audit Committee: Oversees the company’s risk assessment and risk management policies, including those related to climate change and other sustainability-related risks • Compensation & Human Capital Committee: Oversees key human capital management strategies and policies, including those relating to workforce recruitment, retention, and development The full Board receives quarterly updates on sustainability-related risks, including climate-related regulatory developments, stakeholder expectations, and emerging assessments. These inputs inform the Board’s review of strategy, major plans, risk policies, performance objectives, and capital allocation decisions. Climate-related metrics are regularly included in Board and committee materials to support effective oversight. The Governance Committee annually evaluates Board composition to confirm that members collectively possess the skills, experience, and knowledge needed to oversee Vulcan’s strategy, operations, and sustainability-related matters. <i>Note: The Governance Committee charter refers to “Sustainability Matters.” For this disclosure, the term “sustainability” is used as the overarching reference for environmental, social, and governance considerations.</i>	4.1 4.2
b. Describe management’s role in assessing and managing climate-related risks and opportunities	The CEO, CFO, and Senior Vice President (SVP)/General Counsel (GC) each hold sustainability-related responsibilities. The CEO leads sustainability strategy and goal setting; the CFO allocates capital to decarbonization and resilience initiatives; and the SVP/GC oversees legal risk, disclosure, and overall governance matters, serving as the principal corporate officer responsible for day-to-day sustainability performance. Our Sustainability Steering Committee is composed of executives from across the organization, chaired by the Chief Administrative Officer and General Counsel, who reports directly to the CEO. The head of the Enterprise Risk Committee also sits on the Sustainability Steering Committee, while SMEs supporting both committees work closely together to identify sustainability risks, goals, and targets.	4.3

TCFD Disclosure	Vulcan Response	CDP																																										
Strategy <i>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</i>																																												
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Vulcan considers climate-related risks across short-, medium-, and long-term time horizons, with implications for operations, product strategy, capital allocation, and resilience planning. These factors can influence investment priorities, risk mitigation efforts, and long-term resilience planning, particularly in areas such as permitting, equipment upgrades, and infrastructure adaptation. Climate-related opportunities, such as growing demand for lower-carbon construction materials and advances in operational efficiency, are also considered in Vulcan’s long-term planning efforts. The time horizons in this voluntary disclosure are defined differently from those in Vulcan’s required financial reporting and are intended to account for the relative uncertainty and evolution of the data and guidance that inform Vulcan’s climate risk management strategy. Vulcan defines its climate-related time frames as follows: • Short-term (0-5 years): Aligns financial planning and operational performance cycles. This period includes progress toward near-term GHG reduction targets. • Medium-term (5-10 years): Encompasses major capital investments, technology adoption, and partnership development to support science-based targets and decarbonization strategies. • Long-term (10-50 years): Represents the period when many physical climate risks are expected to intensify. Long-term planning focuses on climate resilience, carbon reduction, and evaluating the cost-benefit of mitigation measures.	2.1 3.1 3.6																																										
b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	The climate strategy table below illustrates how identified risks are expected to influence operational continuity, capital planning, product innovation, and regulatory preparedness. While Vulcan has not yet conducted a full financial quantification of these risks, they increasingly inform budget decisions and long-term investment strategies, particularly in technology upgrades and resilient infrastructure. They also can influence how financial resources are allocated across permitting processes, emissions tracking systems, clean fleet investment, and site-level infrastructure enhancements in areas exposed to climate risk. <table><tr><th colspan="7">RISKS</th></tr><tr><th>Category</th><th colspan="3">Horizon</th><th>Key Risks</th><th>Potential Impacts</th><th>Strategy</th></tr><tr><th></th><th>Short</th><th>Mid</th><th>Long</th><th></th><th></th><th></th></tr><tr><td>Transition Risk Reputation</td><td>✓</td><td></td><td></td><td>Reputational risk from increased stakeholder concern or scrutiny; association with higher-emitting sectors without transparency</td><td>Reputational harm; stakeholder concern; decreased access to capital</td><td>Engaging on sustainability goals; educating on product/company emissions; collaborating with suppliers on carbon reduction; releasing new sustainability goals and targets</td></tr><tr><td>Physical Risk Acute</td><td>✓</td><td>✓</td><td>✓</td><td>Acute weather events (e.g., storms, extreme heat) that disrupt operations and supply chains</td><td>Delayed construction activity and decreased revenue resulting from reduced production capacity; health and safety impacts; infrastructure damage</td><td>Improving maintenance of infrastructure; conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions</td></tr><tr><td>Physical Risk Chronic</td><td></td><td>✓</td><td>✓</td><td>Chronic physical risks (e.g., water stress, sea-level rise, precipitation variability, heat stress) impacting operations and resource availability</td><td>Water scarcity limiting water use in production; decreased productivity from heat stress days; increased operational costs</td><td>Conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions</td></tr></table>	RISKS							Category	Horizon			Key Risks	Potential Impacts	Strategy		Short	Mid	Long				Transition Risk Reputation	✓			Reputational risk from increased stakeholder concern or scrutiny; association with higher-emitting sectors without transparency	Reputational harm; stakeholder concern; decreased access to capital	Engaging on sustainability goals; educating on product/company emissions; collaborating with suppliers on carbon reduction; releasing new sustainability goals and targets	Physical Risk Acute	✓	✓	✓	Acute weather events (e.g., storms, extreme heat) that disrupt operations and supply chains	Delayed construction activity and decreased revenue resulting from reduced production capacity; health and safety impacts; infrastructure damage	Improving maintenance of infrastructure; conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions	Physical Risk Chronic		✓	✓	Chronic physical risks (e.g., water stress, sea-level rise, precipitation variability, heat stress) impacting operations and resource availability	Water scarcity limiting water use in production; decreased productivity from heat stress days; increased operational costs	Conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions	3.1 3.6 5.3 5.11
RISKS																																												
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Physical Risk Acute	✓	✓	✓	Acute weather events (e.g., storms, extreme heat) that disrupt operations and supply chains	Delayed construction activity and decreased revenue resulting from reduced production capacity; health and safety impacts; infrastructure damage	Improving maintenance of infrastructure; conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions																																						
Physical Risk Chronic		✓	✓	Chronic physical risks (e.g., water stress, sea-level rise, precipitation variability, heat stress) impacting operations and resource availability	Water scarcity limiting water use in production; decreased productivity from heat stress days; increased operational costs	Conducting scenario planning; implementing heat stress protocols; strengthening safety and emergency management programs in vulnerable regions																																						

TCFD Disclosure	Vulcan Response										CDP
	OPPORTUNITIES										
	Category		Horizon			Key Risks	Potential Impacts		Strategy		
		Short	Mid	Long							
	Resource Efficiency Opportunity Increased efficiency of production and/or distribution processes	✓			Energy efficiency in production that can lead to operating cost and emissions savings in energy-intensive operations	Operating cost savings; more efficient product distribution; reduced energy consumption	Upgrading mobile equipment to more efficient models; energy-efficient technology upgrades in production facilities; fuel conservation programs; process improvement through technology and data				
	Energy Source Opportunity Use of low-carbon energy sources	✓			Greater availability of cost-effective renewable energy that can increase energy supply resilience and reduce environmental impacts	Direct financial cost savings from utilities; increased energy supply chain resiliency; reputational gains and/or mitigation	Evaluating low-carbon energy sourcing strategies; balancing project costs and potential cost savings; piloting projects in areas with high return on investment (e.g., California)				
	Product/Services Opportunity Development and/ or expansion of low-emissions goods and services	✓			Aggregates as a low-carbon relative to construction materials but with limited quantification; asphalt and ready-mixed concrete having carbon capture and low-carbon input opportunities	Increased revenue from low-carbon products; ability to meet growing demand for low-carbon products in specific markets	Investing in R&D of low-carbon products and services; partnering with key suppliers; leveraging Technical Services team to support customer decision-making; advancing quantification and education on product carbon footprints; innovating in aggregates by monitoring market needs and identifying new applications for our products				
	Market Opportunity Increased demand for certified and sustainable materials	✓			Growth of customer demand for low-carbon and climate resilient infrastructure, with potential increases in revenue	Meeting purchasing requirements for certain markets; meeting sustainable certification eligibility; access to climate-related funding	Defining sustainable product methodologies and certifications; advising clients on product quality and sustainability through the Technical Services team; developing EPDs; expanding recycling and reusing products (e.g., reclaimed asphalt pavement [RAP], recycled concrete)				
	Resilience Opportunity Strengthened social license to operate	✓	✓		Climate resilience and environmental stewardship as a way to support local communities and protect its corporate reputation	Reducing community opposition for permitting; avoiding negative media coverage; building community trust; recruiting local employees	Investing in community relations teams; tailoring programs and messaging to local communities; training employees as ambassadors; supporting community organizations and disaster response efforts; creating climate-resilient infrastructure in fast-growing metro markets				
	Risks and opportunities are further summarized in Vulcan’s FY2023 TCFD Report; updated mitigation actions are further detailed in the 2025 CDP questionnaire. Detailed discussion and disclosures can also be found throughout this report.										

TCFD Disclosure	Vulcan Response	CDP
c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Vulcan recognizes the importance of climate scenario analysis in evaluating strategic resilience under a range of potential futures, including a 2°C or lower scenario. A formal scenario analysis, including a comprehensive group of stakeholders, is ongoing. Vulcan’s goal is to integrate this analysis into the company’s climate strategy as part of ERM. This will inform future disclosures and support alignment with regulatory guidance such as California’s SB 261. After evaluation and testing during initial scenario analysis exercises, Vulcan selected the Net Zero Emissions by 2050 (NZE) Scenario and the Stated Policies Scenario (STEPS) from the International Energy Agency for inclusion in the formal scenario analysis. These scenarios were selected because of their relevance to Vulcan’s industry and considerations of market, technological, and emissions dynamics of the global energy system.	5.1 5.2 5.3 5.11
Risk Management <i>Disclose how the organization identifies, assesses, and manages climate-related risks.</i>		
a. Describe the organization's processes for identifying and assessing climate-related risks	Vulcan employs a comprehensive ERM program to identify, manage, mitigate, and report risks with the potential for material financial impact to the company. The ERM program encompasses all potentially material risks, including sustainability-related risks such as climate change. The ERM program is governed by the Risk Management Committee, a task force led by senior corporate officers that draws on the subject matter expertise from various functional departments and from line operations management. The Risk Management Committee establishes and maintains the ERM program and reports at least annually to the Audit and SHE Affairs Committees of the Board. Among its responsibilities, the Risk Management Committee establishes the methods by which enterprise risks are identified, defined, and assessed. The Risk Management Committee reviews risk assessments and mitigation plans with the risk owners on a regular basis and evaluates inherent (pre-mitigation) and residual (post-mitigation) risk scores against risk tolerance. <i>Detailed description of risk assessment criteria and thresholds can be found in the 2025 CDP questionnaire.</i>	2.2 2.4
b. Describe the organization’s processes for managing climate-related risks	Climate change is included in Vulcan’s ERM risk library, with a designated risk owner responsible for collecting data and stakeholder input on the topic to assign a series of risk scores. The scores are reevaluated annually by the risk owner and then reviewed by the Risk Committee. To ensure accountability, every identified risk is assigned to a risk owner with relevant knowledge and experience. The risk owner assesses the likelihood and potential impact of the risk and develops mitigation plans to address the underlying risk. Risks and opportunities determined through this process are communicated to company leadership and used to direct strategic responses from management at the company and local level. Mitigation strategies include operational adaptation, regulatory monitoring, and investment in lower-emitting technologies. Examples include enhancing permitting responses to address evolving regulations, implementing safety protocols for extreme weather events, and phasing in equipment with reduced emissions. Identified risks are assigned to business leads and integrated into capital planning, permitting reviews, and resilience-related investments.	3.1 5.1
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Climate-related risks are evaluated through Vulcan’s ERM process and considered within the company’s broader risk portfolio. Rather than treated as an entirely separate track, climate risks are assessed using the same likelihood, impact, and mitigation criteria as other strategic and operational risks, only with minor alterations to the assessment definitions, where appropriate.	5.1

TCFD Disclosure	Vulcan Response	CDP
Metrics and Targets <i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</i>		
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks. c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Vulcan uses a defined set of climate-related metrics to assess and manage climate-related risks in alignment with its broader sustainability strategy and operational planning. These include Scope 1 and Scope 2 GHG emissions (reported in both absolute terms and intensity per ton of product), energy intensity per ton of product, and the percentage of electricity sourced from renewable energy. These metrics are calculated in accordance with the GHG Protocol and disclosed annually to enable trend analysis, support compliance preparedness, and inform capital allocation of decisions tied to decarbonization efforts. Scope 1 and Scope 2 emissions data are reported in the 2025 Performance Data Index for 2021 through 2025, with 2021 as the base year. Vulcan is currently evaluating category boundaries and data availability to enhance future disclosures in alignment with GHG Protocol guidance and emerging regulatory requirements, including California’s SB 253. Improvements in GHG emissions data management and calculation methodology have enhanced the accuracy and consistency of disclosures over time and will support future risk modeling and regulatory alignment. The company has set the following intensity-based targets for 2030, measured against the 2021 baseline: • A 10% reduction in Scope 1 and Scope 2 GHG emissions intensity • A 6.7% reduction in energy intensity • A 5% of electricity sourced from renewable energy Evaluation of the existing targets is ongoing. Vulcan is exploring opportunities to enhance or otherwise alter its existing climate-related targets to better align with evolving strategic priorities and management approaches. Vulcan uses a defined set of climate-related metrics to assess and manage climate-related risks in alignment with its broader sustainability strategy and operational planning. These include Scope 1 and Scope 2 GHG emissions (reported in both absolute terms and intensity per ton of product), energy intensity per ton of product, and the percentage of electricity sourced from renewable energy. These metrics are calculated in accordance with the GHG Protocol and disclosed annually to enable trend analysis, support compliance preparedness, and inform capital allocation of decisions tied to decarbonization efforts.	3.1 3.6 4.5 5.10 6.1 7 13.1

APPENDIX: GLOSSARY OF TERMS & ACRONYMS

To assist our stakeholders in navigating the technical and operational language used throughout this report, we have provided the following guide to our key frameworks, acronyms, and industry terminology.

REGULATORY & SAFETY FRAMEWORKS

- BMP (Best Management Practice):** Standardized, structural interventions and procedures used to manage environmental risks.
- EIA (Environmental Impact Assessment):** A formal study conducted prior to development to evaluate potential environmental and community impacts.
- FPP (Fatality Prevention Program):** A specialized risk management program focused on identifying and controlling precursors to serious injuries and fatalities.
- GHG (Greenhouse Gas):** Gases that trap heat in the atmosphere, tracked for emissions reduction goals.
- HRC (High-Risk Category):** Specific operational areas (such as confined spaces or mobile equipment) that carry significant safety risk and require rigorous auditing.
- LTIFR (Lost-Time Injury Frequency Rate):** A safety metric tracking the number of injuries resulting in lost workdays per a set number of hours worked.

- MSHA (Mine Safety and Health Administration):** The federal agency responsible for enforcing safety and health standards specifically within U.S. mining operations.
- OSHA (Occupational Safety and Health Administration):** The federal agency that sets and enforces protective workplace safety and health standards for general industry.
- SIF (Serious Injury and Fatality):** A classification of the most severe workplace safety incidents.
- TRIR (Total Recordable Incident Rate):** A standard safety metric used to measure the rate of work-related injuries and illnesses.
- WASH (Drinking Water, Sanitation, and Hygiene):** Standard facility guidelines and compliance protocols for on-site water quality and hygiene.
- WHC (Wildlife Habitat Council):** An external third-party framework used to certify corporate operational wildlife conservation programs.

CORPORATE, GOVERNANCE, & OPERATIONAL TOOLS

- Environmental Challenge:** A standardized, company-wide framework and auditing tool used by employees to log and complete sustainability-related tasks across water, air, and waste management.
- ERM (Enterprise Risk Management):** A strategic framework for identifying, assessing, and preparing for risks that could impact the company's objectives.
- IDP (Individual Development Plan):** A structured road map used within mentoring and training initiatives to help employees close specific skills gaps.
- IIJA (Infrastructure Investment and Jobs Act):** The federal legislation that provides guaranteed transportation and infrastructure funding.
- KnowBe4:** A specialized third-party platform used to provide and track cybersecurity awareness training for employees.

- LMS (Learning Management System):** The digital architecture used to deliver and track internal corporate training.
- MyVulcan:** A customer-facing e-commerce portal used for tracking orders, billing, and processing payments.
- Process Intelligence:** A proprietary diagnostic system used to monitor real-time plant performance and accelerate operational problem-solving.
- VMCPAC (Vulcan Materials Company Political Action Committee):** A voluntary, employee-funded committee that manages the company's political engagement.
- Vulcan University:** A digital, mobile-friendly technical training library that offers a suite of virtual courses on topics ranging from safe equipment handling to management and leadership.