423	active aggregates operations
220	million tons of aggregates shipped
$7.4	billion of revenues
$2.1	billion adjusted EBITDA
2.3x	net debt/adjusted EBITDA

Figures as of 12/31/2024. Adjusted EBITDA is a Non-GAAP measure. See March 2025 Investor Presentation and other filings for reconciliation.

Our Company

The Largest
aggregates producer in the U.S.

Coast-to-Coast
footprint that aligns with and serves the most attractive growth centers

~ 90%
of gross profit generated from aggregates

Value Proposition

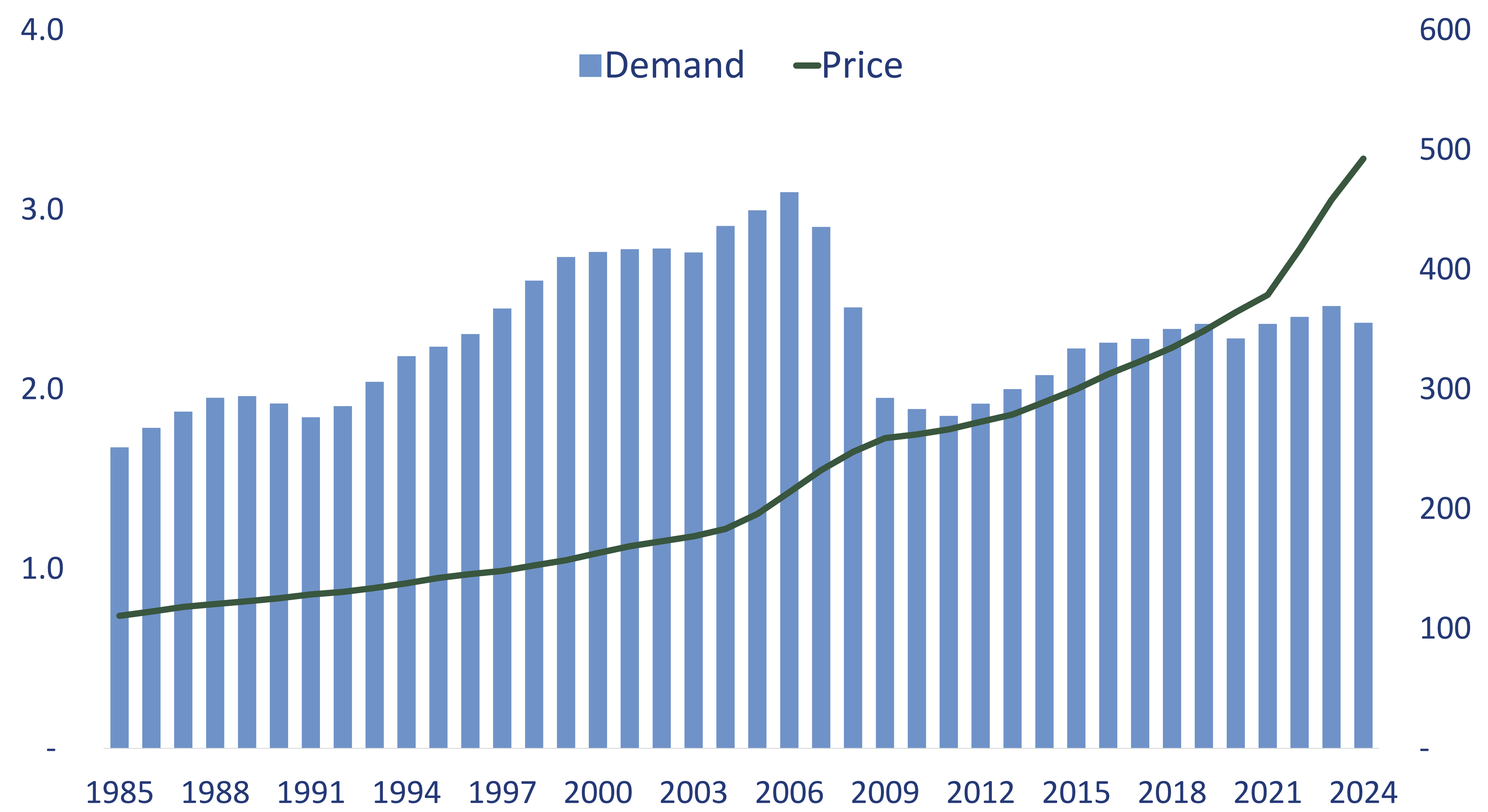
1. **Focused Strategy**: Two-pronged approach to durable growth supported by foundation of talent, sustainability and innovation
2. **Right Product**: Most aggregates focused in the U.S. construction materials industry
3. **Compelling Footprint**: Serving markets better advantaged for growth
4. **Track Record of Success**: Best-in-class execution has ensured resiliency regardless of external market conditions
5. **Disciplined Capital Allocation**: Balanced approach to support existing franchise, grow the business and return cash to shareholders
6. **Financial Strength**: Investment grade balance sheet to support growth

Why Aggregates?

Essential material with attractive fundamentals means lower risk through the cycle

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

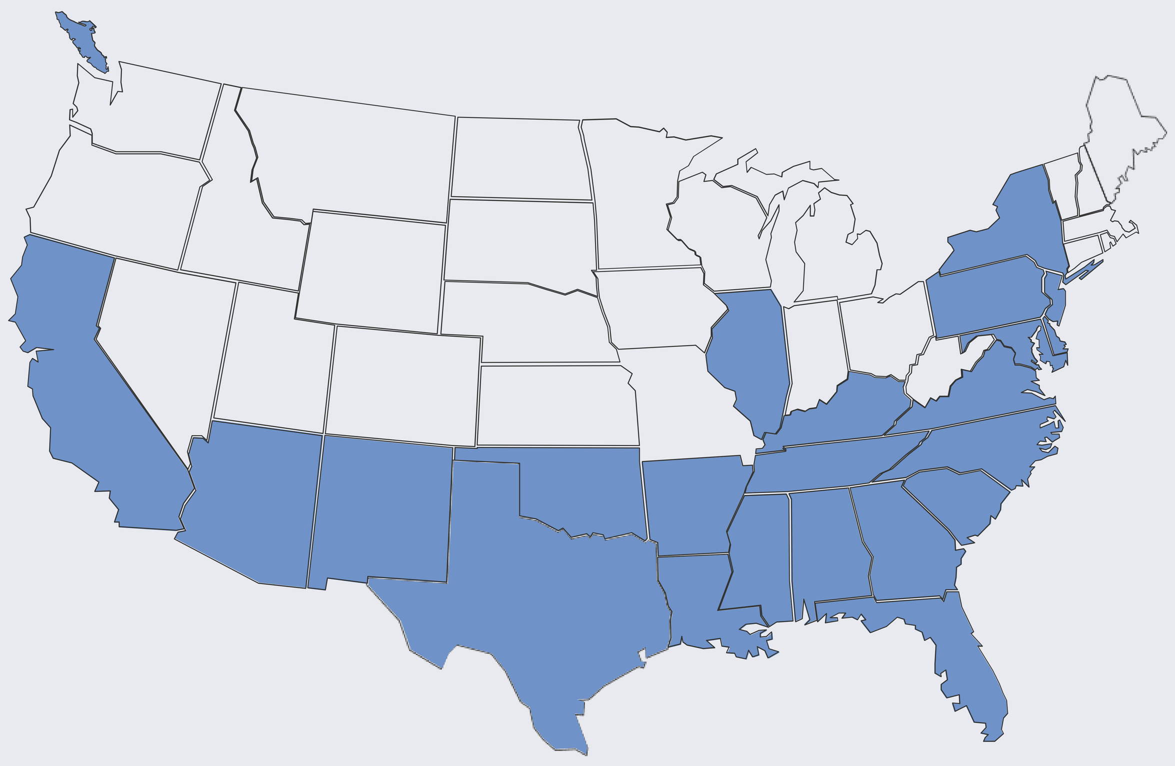
Price Growth Through all Parts of a Cycle



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

Unique, Irreplaceable Asset Base

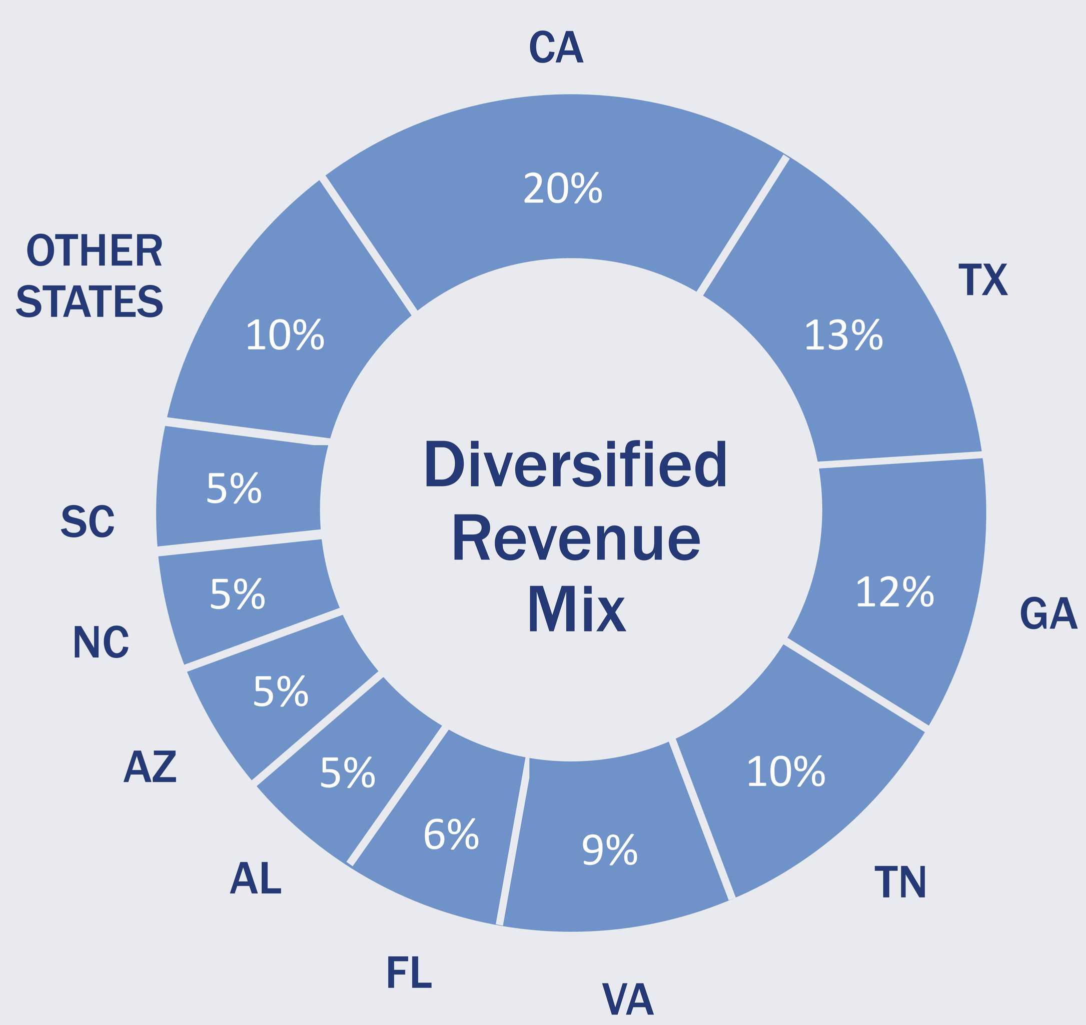
More than 65 Years of Steady, Strategic Growth Creates a Franchise of Enduring Value



90% of Vulcan's revenue comes from leading market positions

35 of top 50 fastest growing markets served by Vulcan operations

60% of population live within 50 miles of a Vulcan operation



One Vulcan, Locally Led

Our Strategic Disciplines

Near-term Performance and Long-term Competitiveness

Vulcan Way of Selling

- Commercial Excellence
- Logistics Innovation

Vulcan Way of Operating

- Operational Excellence
- Strategic Sourcing

Capital Allocation Priorities

Driving Shareholder Value

1. **Operating and Maintenance Capital**
   Maintain and support existing franchise
2. **Growth Capital**
   Primarily acquisitions supplemented by greenfields
3. **Return Cash to Shareholders**
   Primarily dividend and share repurchases

2024 Sustainability Highlights

Health & Safety	People	Environmental	Community	Governance
92% Vulcan facilities with zero lost-time injuries	**>115,500** training hours completed	**▼ 3%** reduction in combined scope 1 and 2 emissions	**$10,440,580** donated to support community organizations	**>95%** approval of Say on Pay in each of the past six years
▼ 10% reduction in MSHA/OSHA injuries	**▼ 400 bps** reduction in employee turnover	**14%** of energy procured from renewable sources	**878** Foundation and Matching Gifts Program recipients	

You can read more about our sustainability priorities here: 2024 Sustainability Report.