



425 active aggregates operations

227 million tons of aggregates shipped

\$7.9 billion of revenues

\$2.3 billion adjusted EBITDA

1.8x net debt/adjusted EBITDA

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

Winning the Future in Aggregates



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



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



~90%
of gross profit generated from aggregates



Strategic Focus
driving strong earnings growth and margin expansion

Value Proposition

- 01 Industry leader** with clear competitive advantages
- 02 Proven strategy** that drives best-in-class financial performance and opportunities to grow
- 03 Leveraging technology and talent** to continue winning in aggregates
- 04 Ample growth opportunities** to enhance our compounding organic growth
- 05 Financial strength and flexibility** to support value-creating capital allocation

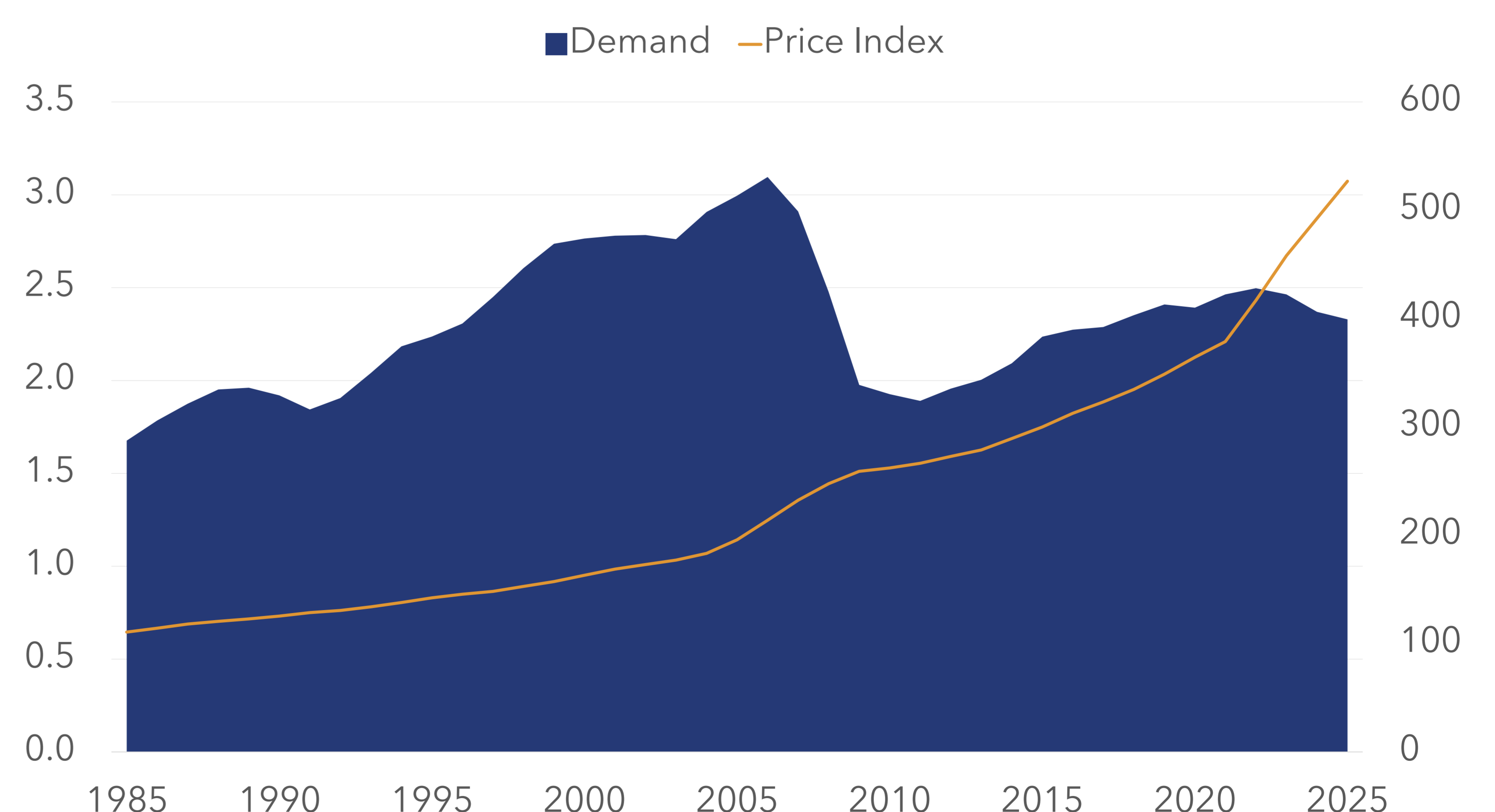
Why Aggregates?

Strong fundamentals and lower risk through a cycle



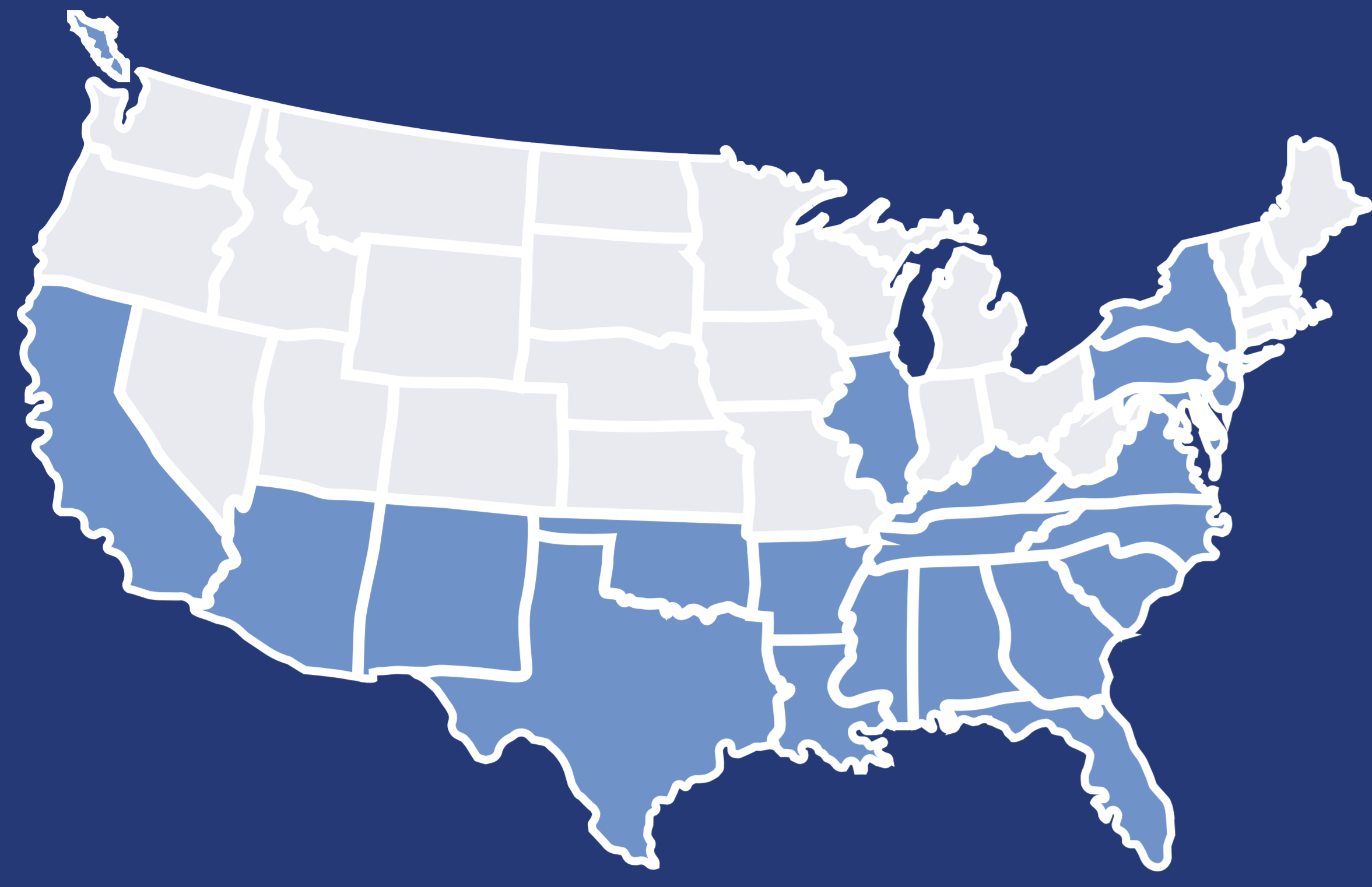
- ✓ **Attractive pricing characteristics**
- ✓ **Diverse end market demand**
- ✓ **Limited product substitutes**
- ✓ **High barriers to entry and wide logistical moats**
- ✓ **Flexible production capacity**

Price Growth Through All Parts of a Cycle



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

Unique and Irreplaceable Asset Base

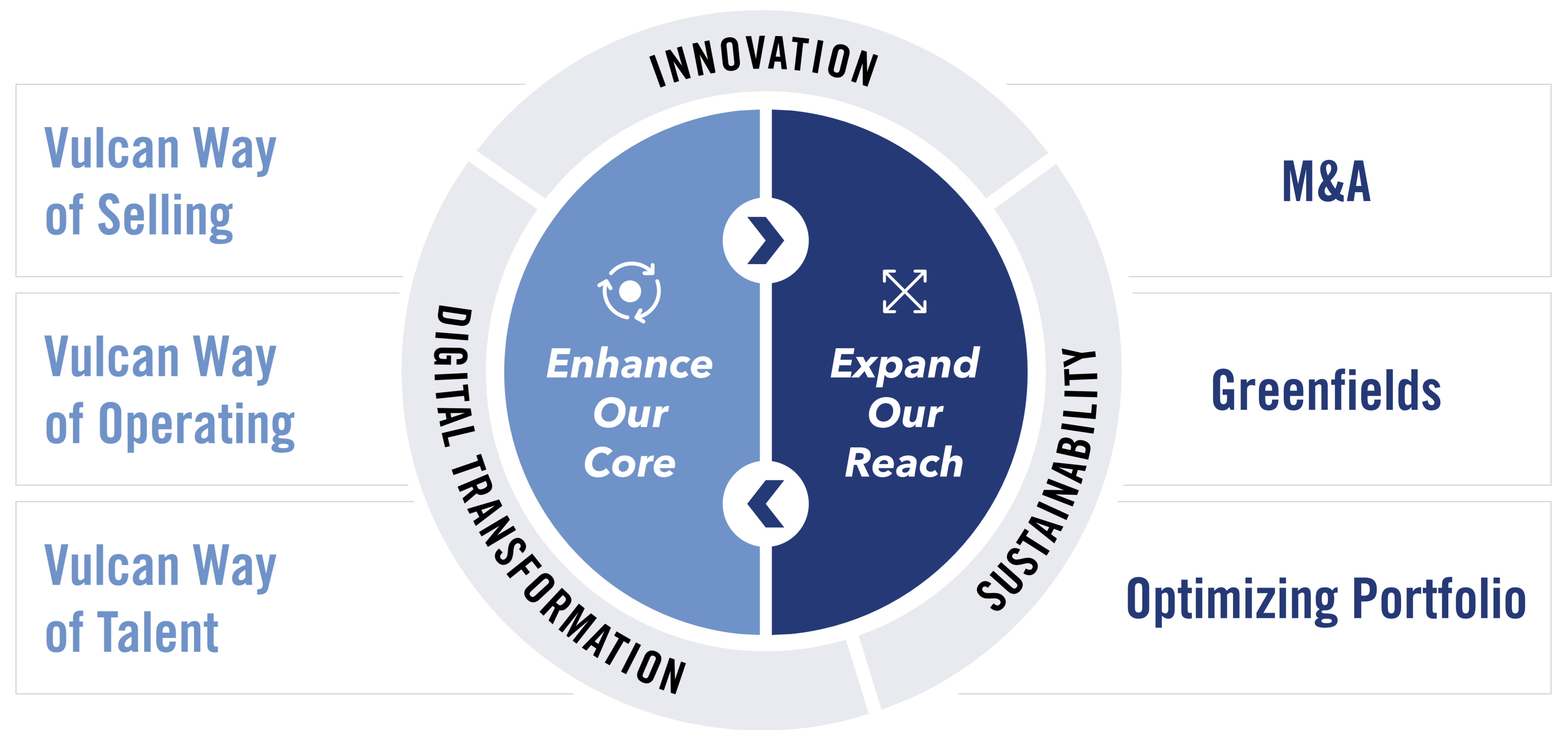


90% of Vulcan's revenue comes from markets with #1 or #2 aggregates position

35 of top **50** fastest growing markets

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

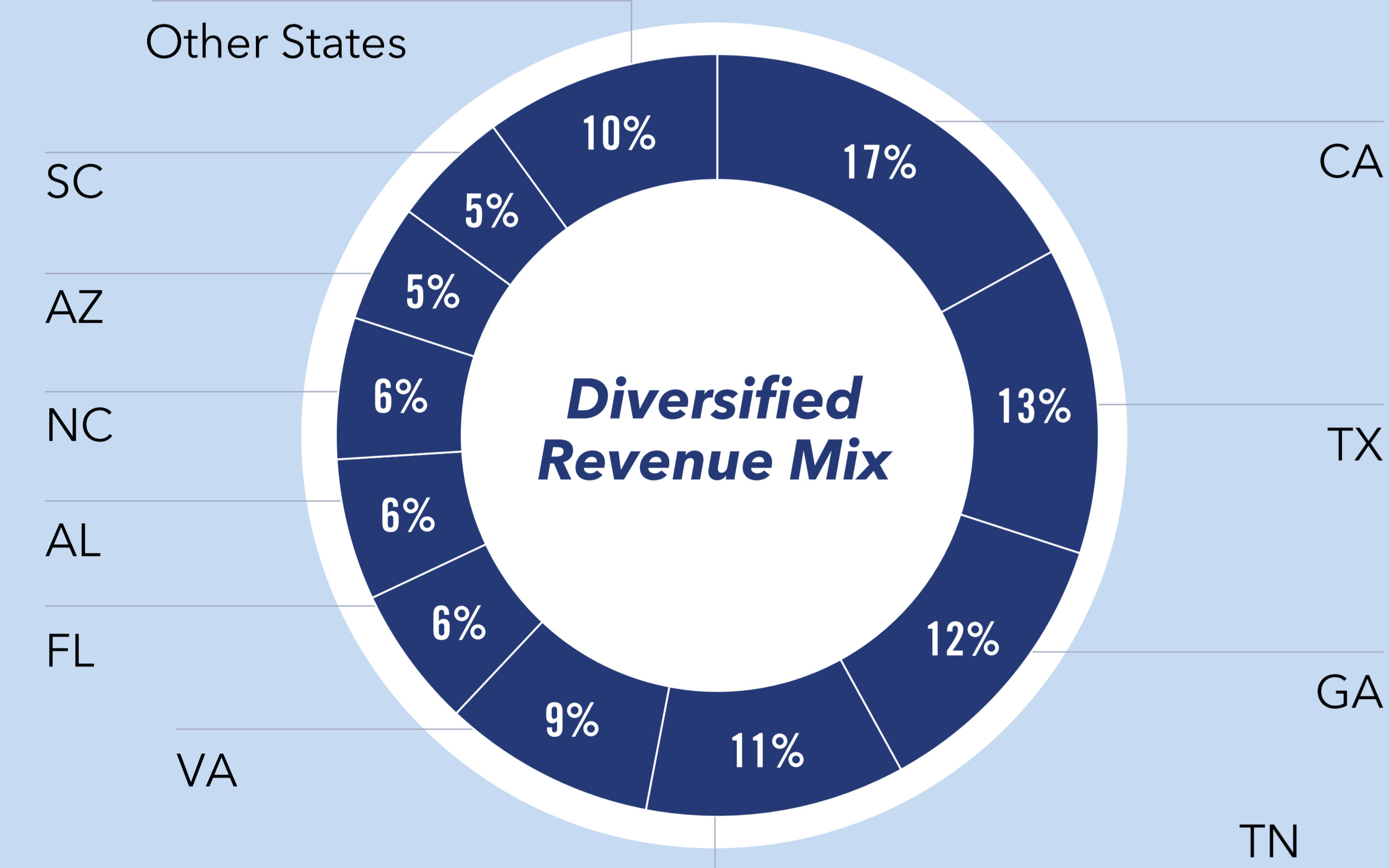
Our Strategic Approach to Driving Sustainable Value Creation



Capital Allocation Priorities

Driving Shareholder Value

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



Revenue mix for 2025 excluding California ready-mix divestiture closed 2Q 2026.

Aggregates-Led Expansion With Opportunity for Growth

Since 2022

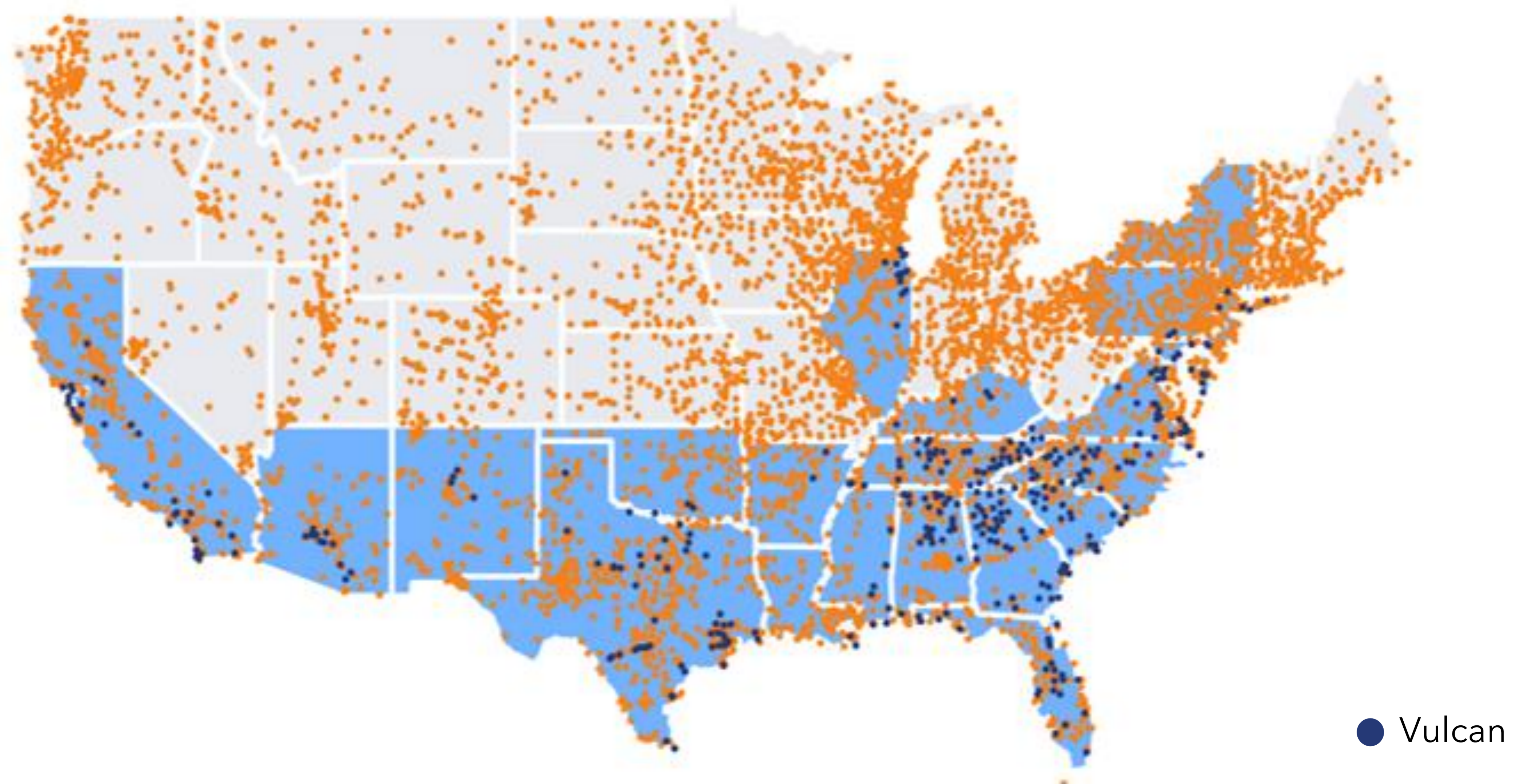
\$3B invested in **acquisitions** including 36 aggregates operations in 7 of our top 10 revenue states

7 greenfields added including 1 quarry and 6 sales yards

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

U.S. Aggregates Market

~2.5B Tons Annually



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