

Our Company



The Largest
aggregates producer
in the U.S.



90%
of gross profit generated
from aggregates



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

397 active aggregates operations

234 million tons of aggregates shipped

\$7.8 billion of revenues

\$2.0 billion adjusted EBITDA

1.5x net debt/adjusted EBITDA

Figures as of 12/31/2023

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

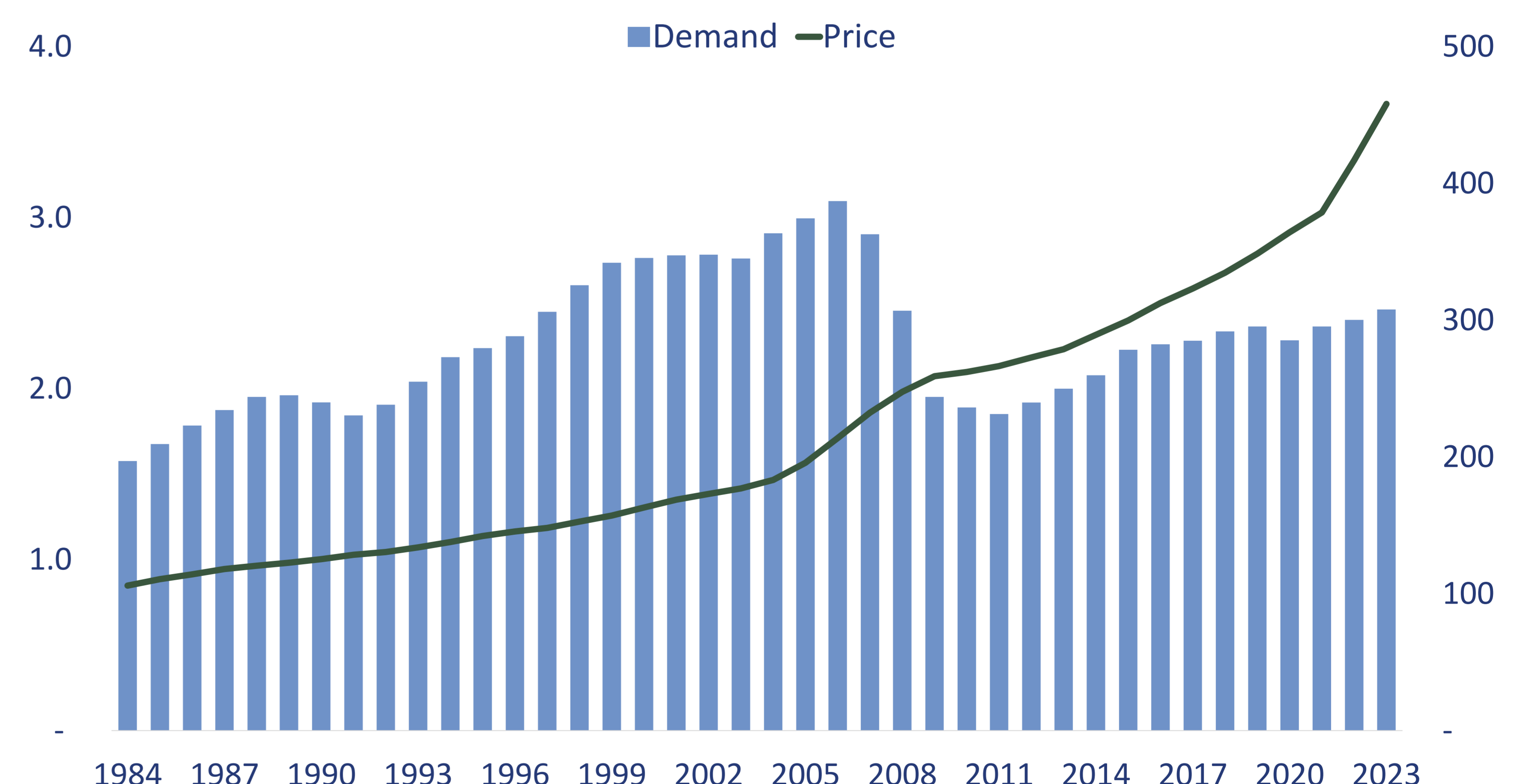
Why Aggregates?

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

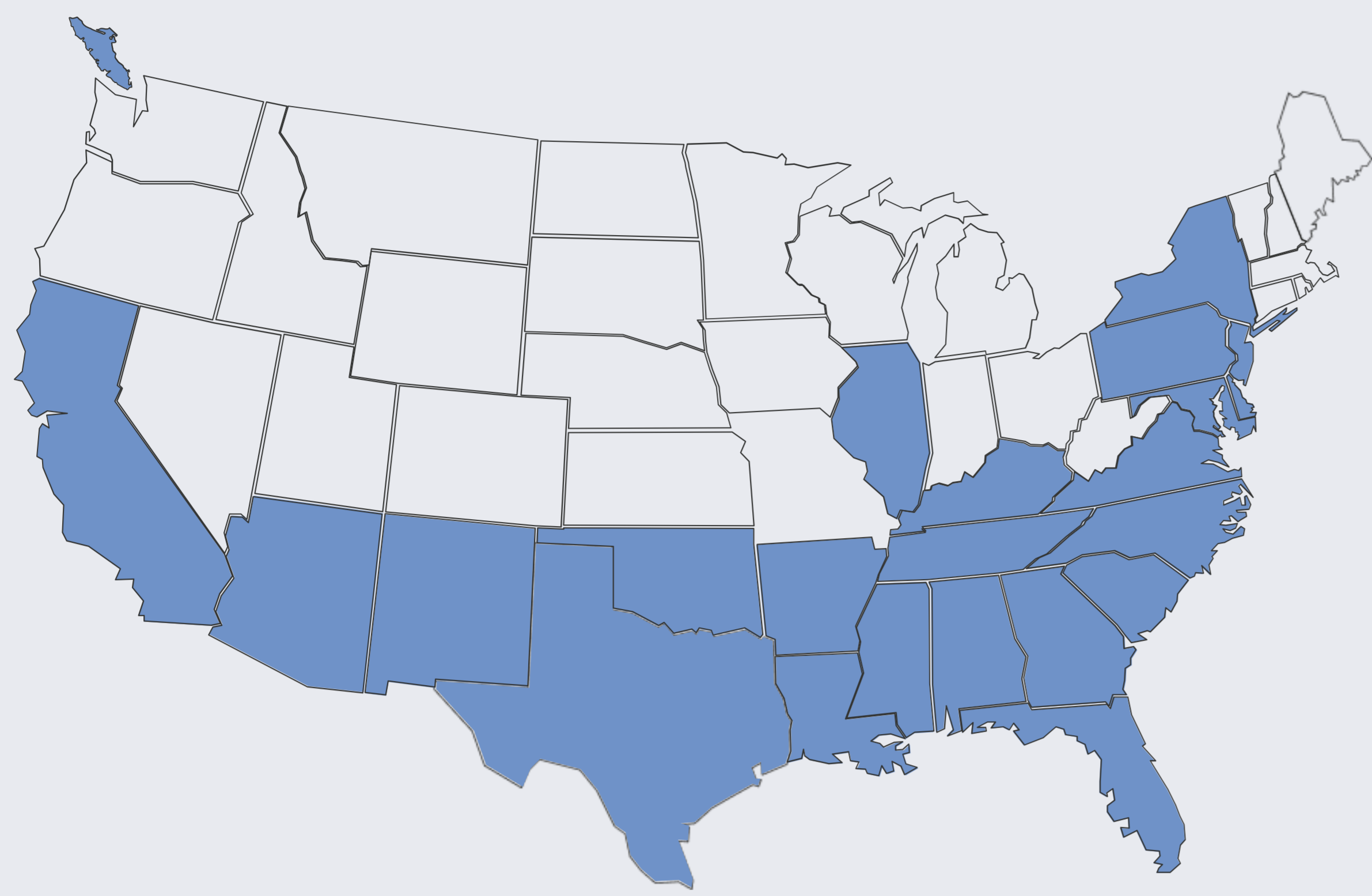
Price Growth Through all Parts of a Cycle



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

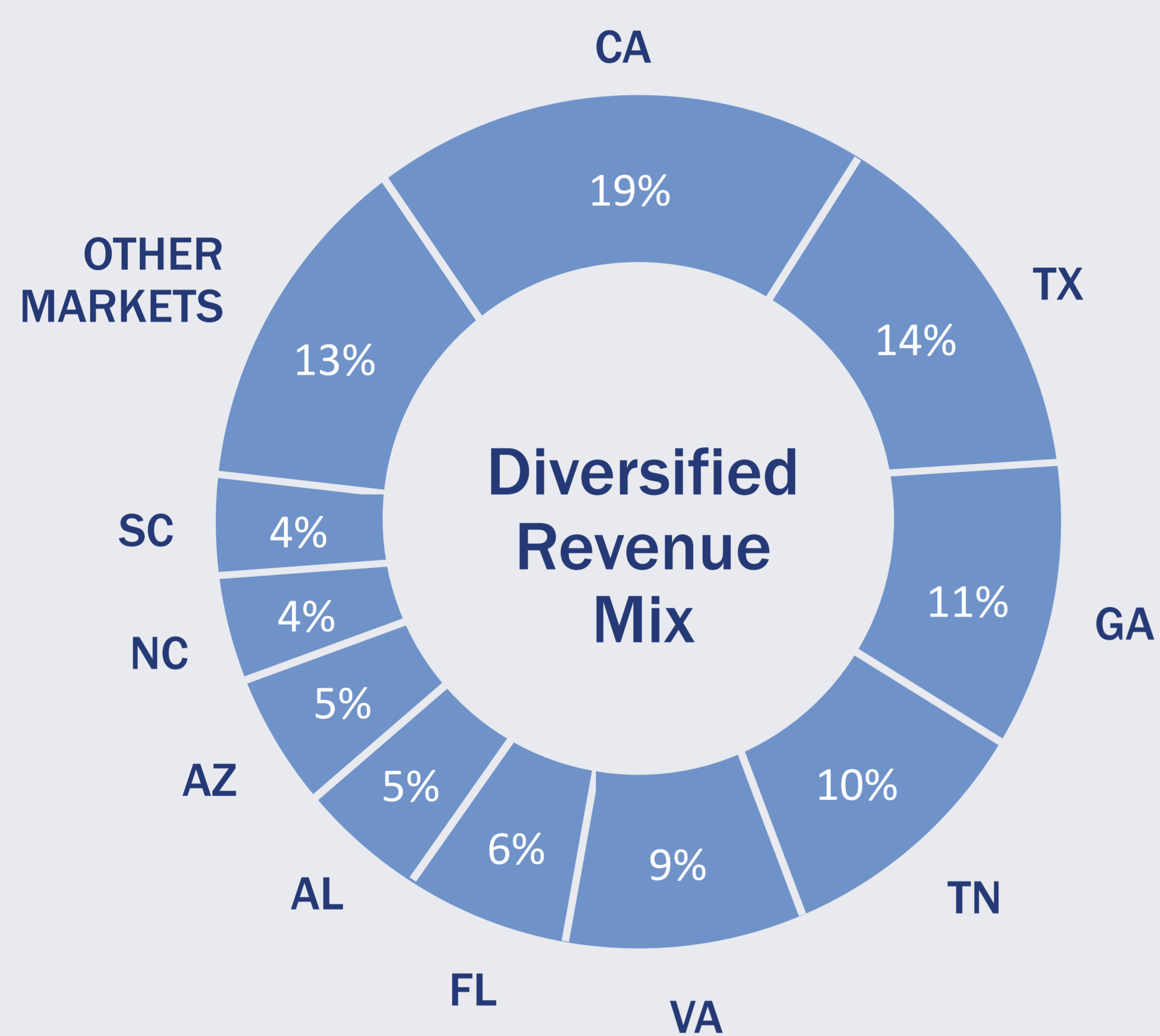
More than 65 Years of Steady, Strategic Growth Creates a Franchise of Enduring Value



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



2023 pro-forma revenue mix excluding Texas concrete divestiture completed in November 2023

One Vulcan, Locally Led

Our Strategic Disciplines

Near-term Performance and Long-term Competitiveness



Capital Allocation Priorities

Driving Shareholder Value



2023 Sustainability Highlights

