

Q4 2021

SUPPLEMENTAL INFORMATION FOR EARNINGS CONFERENCE CALL

FEBRUARY 16, 2022



Disclaimer

Safe Harbor

This document contains forward-looking statements. Statements that are not historical fact, including statements about Vulcan's beliefs and expectations, are forward-looking statements. Generally, these statements relate to future financial performance, results of operations, business plans or strategies, projected or anticipated revenues, expenses, earnings (including EBITDA and other measures), dividend policy, shipment volumes, pricing, levels of capital expenditures, intended cost reductions and cost savings, anticipated profit improvements and/or planned divestitures and asset sales. These forward-looking statements are sometimes identified by the use of terms and phrases such as "believe," "should," "would," "expect," "project," "estimate," "anticipate," "intend," "plan," "will," "can," "may" or similar expressions elsewhere in this document. These statements are subject to numerous risks, uncertainties, and assumptions, including but not limited to general business conditions, competitive factors, pricing, energy costs, and other risks and uncertainties discussed in the reports Vulcan periodically files with the SEC.

Forward-looking statements are not guarantees of future performance and actual results, developments, and business decisions may vary significantly from those expressed in or implied by the forward-looking statements. The following risks related to Vulcan's business, among others, could cause actual results to differ materially from those described in the forward-looking statements: general economic and business conditions; a pandemic, epidemic or other public health emergency, such as the COVID-19 outbreak; Vulcan's dependence on the construction industry, which is subject to economic cycles; the timing and amount of federal, state and local funding for infrastructure; changes in the level of spending for private residential and private nonresidential construction; changes in Vulcan's effective tax rate; the increasing reliance on information technology infrastructure, including the risks that the infrastructure does not work as intended, experiences technical difficulties or is subjected to cyber-attacks; the impact of the state of the global economy on Vulcan's businesses and financial condition and access to capital markets; risks related to international business operations and relationships, including recent actions taken by the Mexican government with respect to Vulcan's property and operations in that country; the highly competitive nature of the construction industry; the impact of future regulatory or legislative actions, including those relating to climate change, wetlands, greenhouse gas emissions, the definition of minerals, tax policy or international trade; the outcome of pending legal proceedings; pricing of Vulcan's products; weather and other natural phenomena, including the impact of climate change and availability of water; availability and cost of trucks, railcars, barges and ships as well as their licensed operators for transport of Vulcan's materials; energy costs; costs of hydrocarbon-based raw materials; healthcare costs; labor shortages and constraints; the amount of long-term debt and interest expense incurred by Vulcan; changes in interest rates; volatility in pension plan asset values and liabilities, which may require cash contributions to the pension plans; the impact of environmental cleanup costs and other liabilities relating to existing and/or divested businesses; Vulcan's ability to secure and permit aggregates reserves in strategically located areas; Vulcan's ability to manage and successfully integrate acquisitions; the effect of changes in tax laws, guidance and interpretations; significant downturn in the construction industry may result in the impairment of goodwill or long-lived assets; changes in technologies, which could disrupt the way Vulcan does business and how Vulcan's products are distributed; and other assumptions, risks and uncertainties detailed from time to time in the reports filed by Vulcan with the SEC. All forward-looking statements in this communication are qualified in their entirety by this cautionary statement. Vulcan disclaims and does not undertake any obligation to update or revise any forward-looking statement in this document except as required by law.

Non-GAAP Financial Terms

This presentation contains certain non-GAAP financial terms which are defined in the Appendix. Reconciliations of non-GAAP terms to the closest GAAP terms are also provided in the Appendix.

2021 Highlights

Strong results reflect pricing momentum and execution in aggregates despite macro challenges



\$5.552
Billion Total Revenues, +14%

\$1.451
Billion Adjusted EBITDA*, +10%

\$1.296
Billion Aggregates Gross Profit, +12%

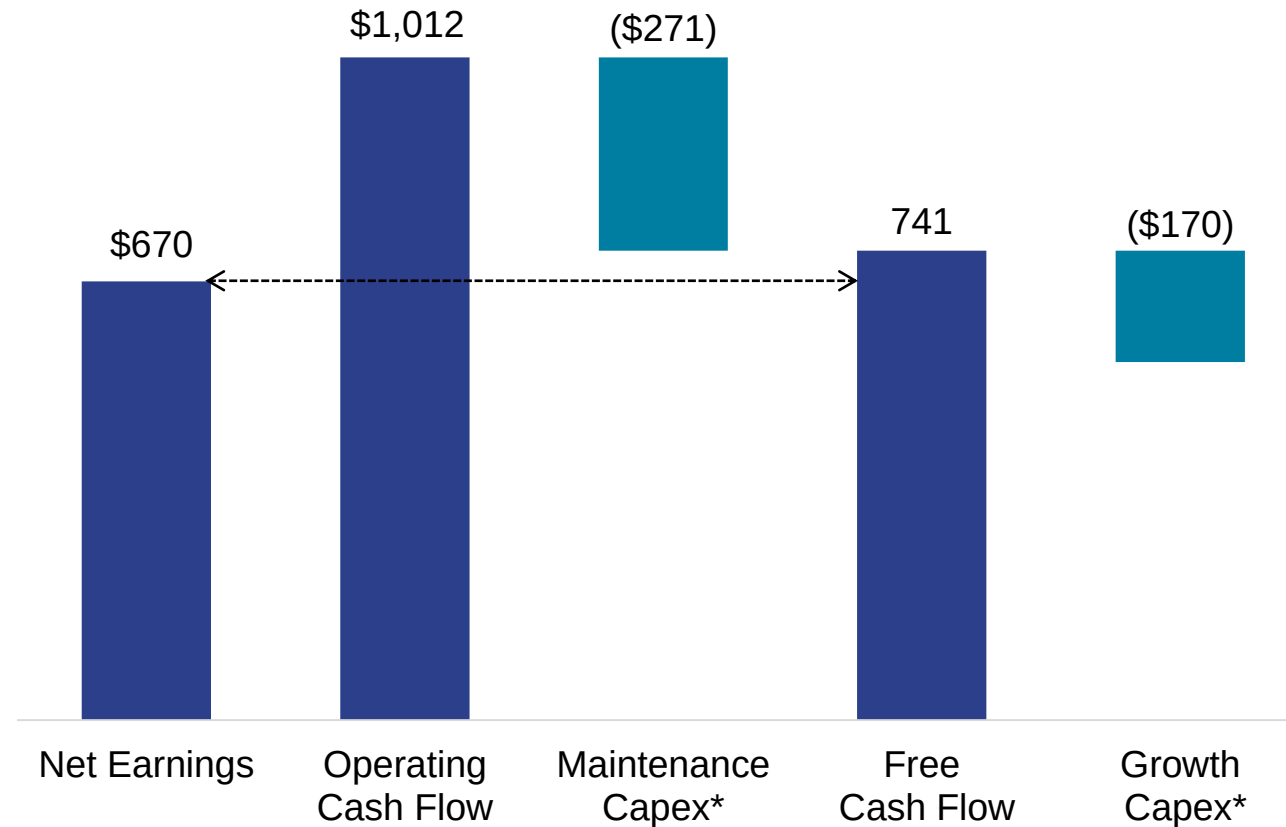
\$7.43
Per Ton Aggregates Cash Gross Profit*, +5%

222.9
Million Tons of aggregates shipped, +7%

2.5x Net Debt to Adjusted EBITDA*

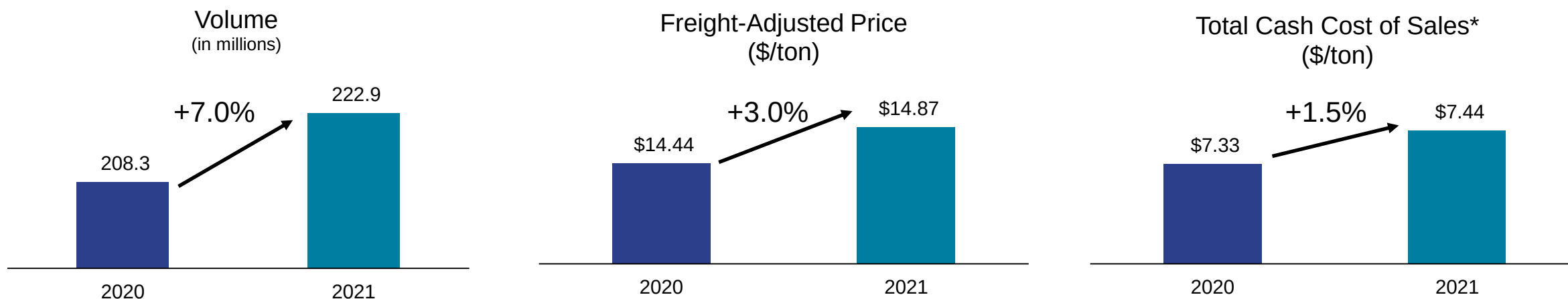
2021 Highlights

Effective cost control and flexible production plans resulted in strong cash conversion in earnings despite continued pandemic-related disruptions, inflationary pressures and labor constraints



2021 Key Performance Indicators – Aggregates

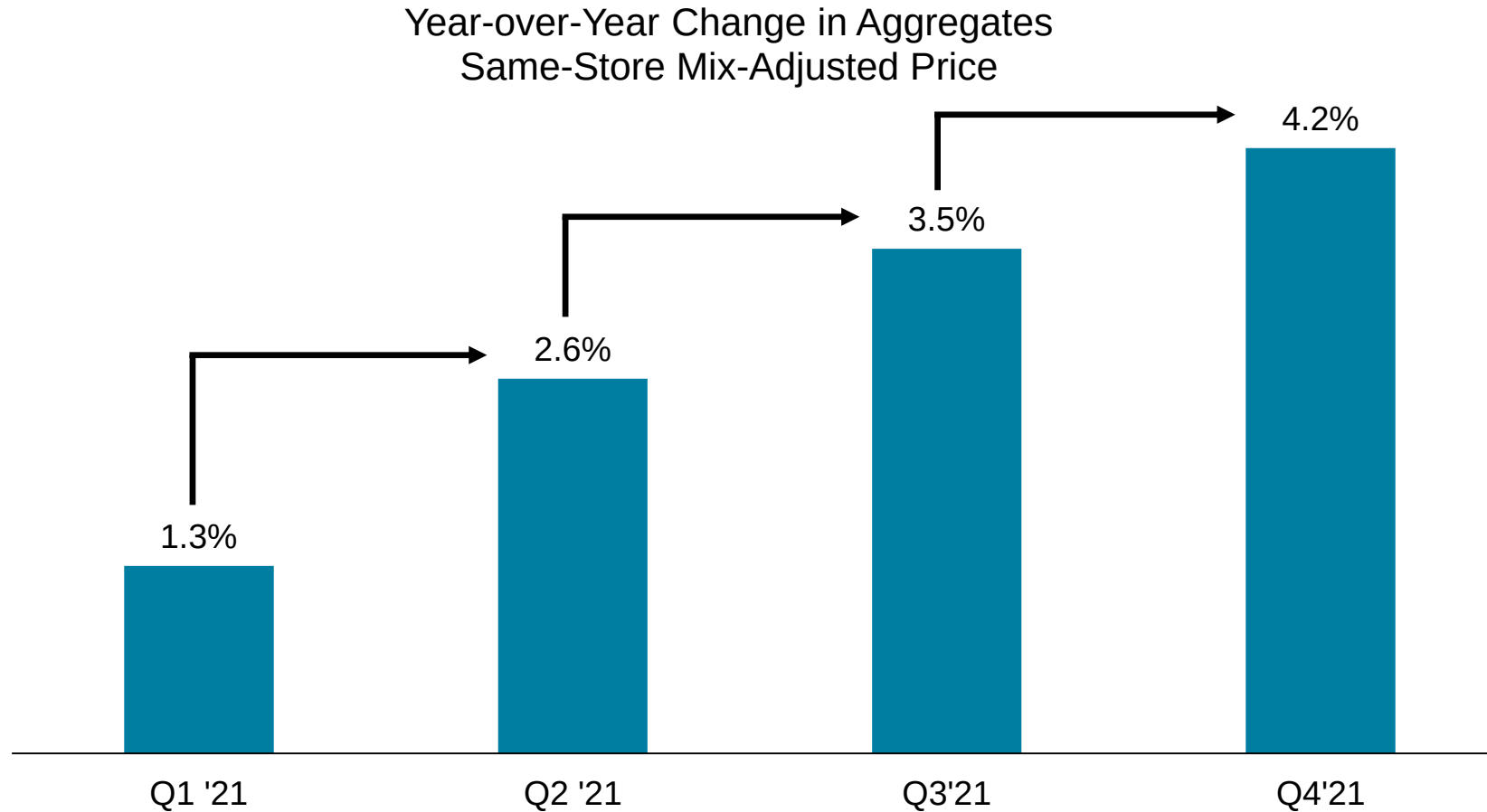
Strong execution drives unit profitability growth despite more than 50% increase in unit diesel fuel cost



Cash Gross Profit*
\$7.43/ton, +4.5%

Pricing Momentum

As expected, pricing continues to strengthen with growth widespread across geographies



2021 – Asphalt and Concrete

Earnings impacted by higher energy-related costs, particularly in asphalt, and weather

Asphalt

Change vs.
2020

Volume, tons	11.4	-4%
Avg. Price	\$58.83	+1.5%
Gross Profit	\$21	-\$54

- Volume growth in California was more than offset by lower volumes in Arizona
- Average selling prices increased sequentially throughout the year, reflecting pricing actions underway to offset higher liquid asphalt
- Unit cost of liquid asphalt increased 20%, impacting earnings by \$41 million

Concrete

Change vs.
2020

Volume, cyds	5.6	+90%
Avg. Price	\$135.79	+5.3%
Gross Profit	\$54	+\$10

- Earnings from USCR operations more than offset the impact of lower volumes in the Company's legacy operations
- Same-store volume decreased 7% due mostly to lower volumes in Virginia, the Company's largest legacy market, resulting from the completion of certain large projects in the prior year
- Price growth in all markets

Financial Position

Financial strength to sustain and strengthen the business

2.7x

Total Debt to TTM Adjusted EBITDA*

2.5x

Net Debt to TTM Adjusted EBITDA*

15

Years
Weighted-Average Maturity of Debt **

4.6

Percent
Weighted-Average Interest Rate **

14.2

Percent
Return on Invested Capital*

2022 Outlook

Position of Strength – Turning Macro Challenges into Opportunities

- Demand growth in both private and public construction
- Aggregates price momentum started in 2021 takes step up in 2022
- Attractive operating leverage - profitability advantage in aggregates widens in 2022 due to consistent operational execution
- Margin improvement in Asphalt and Concrete
- Value creation from USCR acquisition is underway
- Infrastructure Investment and Jobs Act begins to boost infrastructure investment

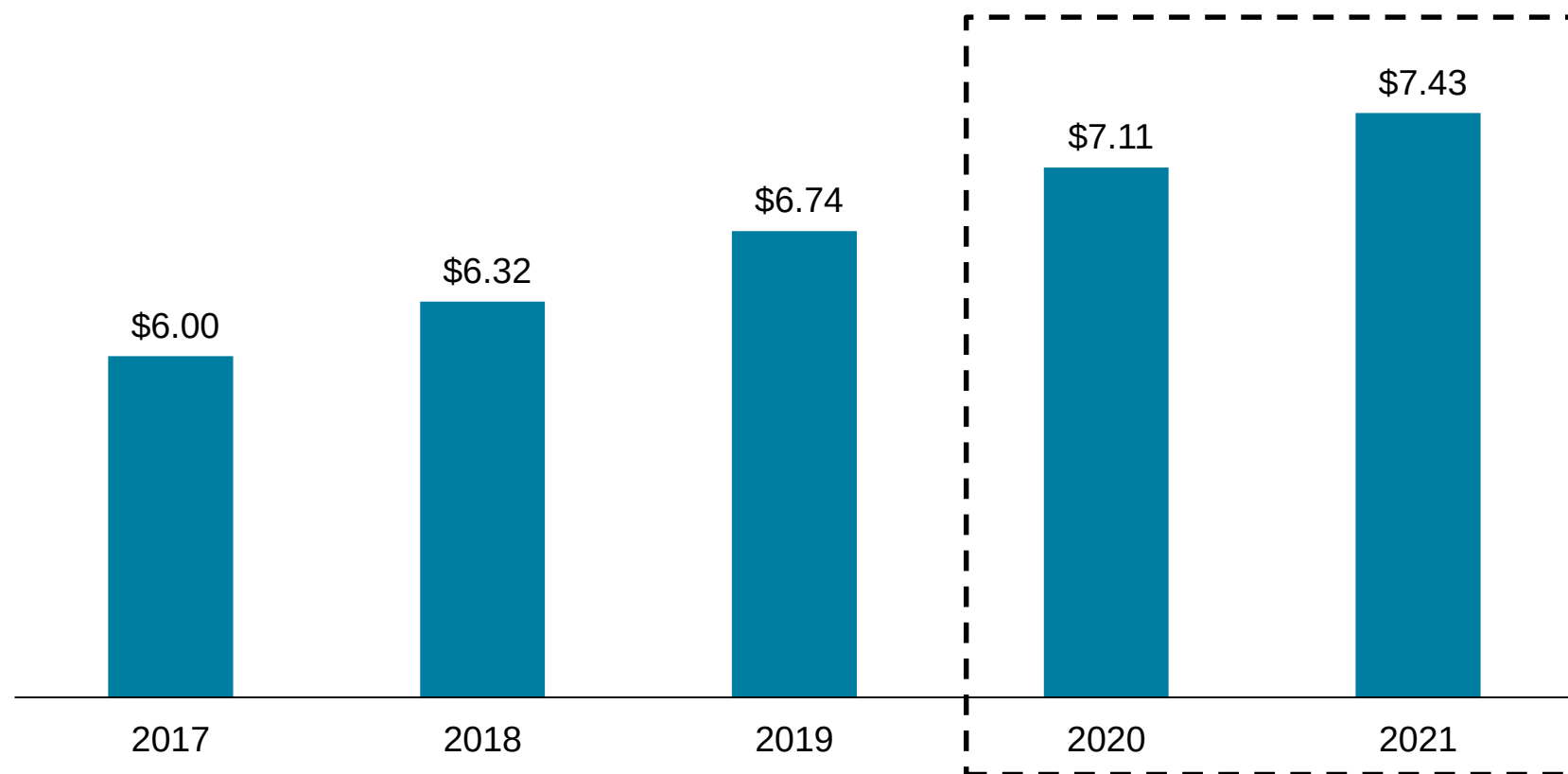


22% growth in
Adjusted EBITDA*

Proven Track Record of Resiliency and Durability

Attractive fundamentals and best in class execution lead to compounding results

Aggregates Cash Gross Profit per Ton*



For more than three years, our unit profitability has continued to grow, even with two years of pandemic and other macro-related headwinds

Making the Best Better – Our Strategic Disciplines

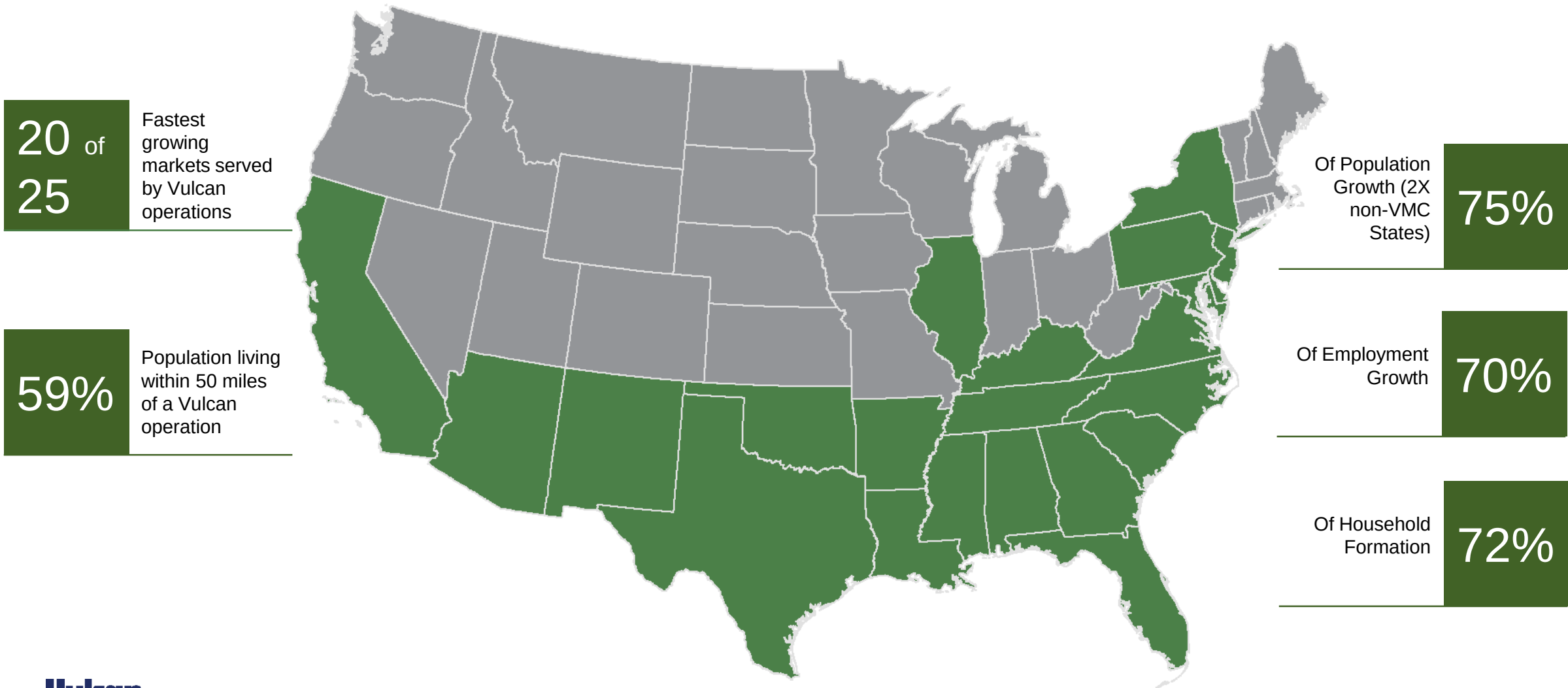
Help drive revenue and profit growth, limit downcycle risk, and separate Vulcan from the competition



DRIVING GROWTH, OPERATIONAL EXCELLENCE AND PROFITABILITY

Vulcan's Unique and Irreplaceable Asset Base

Expanded footprint provides future growth platform



Significant Value and Growth Opportunity



Industry Leader with Resilient Aggregates Portfolio

Superior Revenue and EBITDA Growth Supported by
Four Strategic Disciplines

Strong Balance Sheet Supports Future Growth

Reconciliation of Non-GAAP Measures

EBITDA

EBITDA is an acronym for "Earnings Before Interest, Taxes, Depreciation and Amortization" and excludes discontinued operations. GAAP does not define EBITDA and it should not be considered as an alternative to earnings measures defined by GAAP. We adjust EBITDA for certain items to provide a more consistent comparison of earnings performance from period to period. We use this metric to assess the operating performance of our business and as a basis for strategic planning and forecasting as we believe that it closely correlates to long-term shareholder value.

<u>EBITDA</u>	<u>Projection</u>		
<i>(dollars in millions)</i>	<u>2022</u>	<u>2021</u>	<u>2020</u>
Net earnings attributable to Vulcan	\$ 845.0	\$ 670.8	\$ 584.5
Income tax expense	235.0	200.1	155.8
Interest expense, net	150.0	147.7	134.4
Loss on discontinued operations, net of tax	-	3.3	3.5
EBIT	\$ 1,230.0	\$ 1,021.9	\$ 878.2
Depreciation, depletion, accretion and amortization	540.0	463.0	396.8
EBITDA	\$ 1,770.0	\$ 1,484.9	\$ 1,275.0
Gain on sale of real estate and businesses, net	-	(114.7)	-
Charges associated with divested operations	-	1.5	6.9
Business development	-	39.0	7.3
COVID-19 direct incremental costs	-	13.4	10.2
Pension settlement charge	-	12.1	22.7
Restructuring charges	-	15.0	1.3
Adjusted EBITDA	\$ 1,770.0	\$ 1,451.3	\$ 1,323.5

Aggregates Segment Cash Gross Profit and Cash Cost of Sales

Aggregates segment cash gross profit adds back noncash charges for depreciation, depletion, accretion and amortization (DDA&A) to Aggregates segment gross profit. Aggregates segment cash gross profit per ton is computed by dividing Aggregates segment cash gross profit by tons shipped. Aggregates segment cash cost of sales per ton is computed by subtracting cash gross profit per ton from the freight-adjusted sales price for aggregates. We present these non-GAAP metrics as we believe they closely correlate to long-term shareholder value and we and the investment community use these metrics to assess the operating performance of our business.

Cash Gross Profit

(in millions, except per ton data)

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Gross profit	\$ 1,295.7	\$ 1,159.2	\$ 1,146.6	\$ 991.9	\$ 854.5
DDA&A	360.4	321.1	305.1	281.6	245.2
Aggregates segment cash gross profit	\$ 1,656.1	\$ 1,480.3	\$ 1,451.7	\$ 1,273.5	\$ 1,099.7
Units shipments - tons	222.9	208.3	215.5	201.4	183.2
Aggregates segment gross profit per ton	\$ 5.81	\$ 5.57	\$ 5.32	\$ 4.93	\$ 4.66
Aggregates segment cash gross profit per ton	\$ 7.43	\$ 7.11	\$ 6.74	\$ 6.32	\$ 6.00
Aggregates freight-adjusted sales price per ton	\$ 14.87	\$ 14.44			
Aggregates cash cost of sales per ton	\$ 7.44	\$ 7.33			

Reconciliation of Non-GAAP Measures

Return on Invested Capital

We define "Return on Invested Capital" (ROIC) as Adjusted EBITDA for the trailing-twelve months divided by average invested capital (as illustrated below) during the trailing 5-quarters. Our calculation of ROIC is considered a non-GAAP financial measure because we calculate ROIC using the non-GAAP metric EBITDA. We believe that our ROIC metric is meaningful because it helps investors assess how effectively we are deploying our assets. Although ROIC is a standard financial metric, numerous methods exist for calculating a company's ROIC. As a result, the method we use to calculate our ROIC may differ from the methods used by other companies.

Return on Invested Capital

(dollars in millions)

	2021	2020
Adjusted EBITDA	\$ 1,451.3	\$ 1,323.5
Property, plant & equipment	\$ 4,849.7	\$ 4,374.0
Goodwill	3,377.6	3,170.1
Other intangible assets	1,382.0	1,104.0
Fixed and intangible assets	\$ 9,609.3	\$ 8,648.1
Current assets	\$ 1,976.0	\$ 1,845.7
Less: Cash and cash equivalents	687.1	698.9
Less: Current tax	32.9	18.5
Adjusted current assets	1,256.0	1,128.3
Current liabilities	771.8	833.6
Less: Current maturities of long-term debt	112.8	305.0
Less: Short-term debt	-	-
Adjusted current liabilities	659.0	528.6
Adjusted net working capital	\$ 597.0	\$ 599.7
Average invested capital	\$10,206.3	\$ 9,247.8
Return on invested capital	14.2%	14.3%

Net Debt to Adjusted EBITDA

Net Debt to Adjusted EBITDA is not a GAAP measure and should not be considered as an alternative to metrics defined by GAAP. We, the investment community and credit rating agencies use this metric to assess our leverage. Net debt subtracts cash and cash equivalents and restricted cash from total debt.

Net Debt to Adjusted EBITDA

(in millions)

	2021	2020
Current maturities of long-term debt	\$ 5.2	\$ 515.4
Long-term debt	3,874.8	2,772.2
Total debt	\$ 3,880.0	\$ 3,287.6
Less: Cash, cash equivalents, restricted cash	241.5	1,198.0
Net debt	\$ 3,638.5	\$ 2,089.6
Trailing-Twelve Months (TTM) Adjusted EBITDA	\$ 1,451.3	\$ 1,323.5
Total debt to TTM Adjusted EBITDA	2.7 x	2.5 x
Net debt to TTM Adjusted EBITDA	2.5 x	1.6 x