

Sustainability is embedded throughout our strategy and synonymous with driving durable growth for our shareholders. It is part of our culture, which we call The Vulcan Way: doing the right thing, the right way, at the right time.

We approach sustainability in terms of our commitments to our people and their safety and health, to environmental stewardship, and to our neighbors and the communities in which we operate. This update highlights some of our accomplishments in 2024 in each of these areas.

Congratulations to our Vulcan employees on another great year of solid execution, strong results, and dedication to responsible and sustainable growth.



Sincerely,

J. Thomas Hill

Chairman and Chief Executive Officer



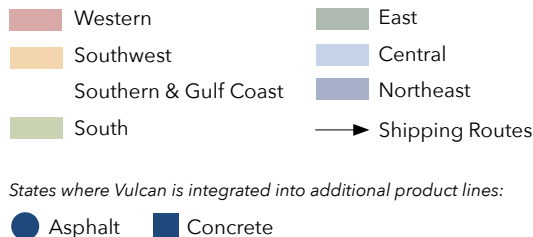
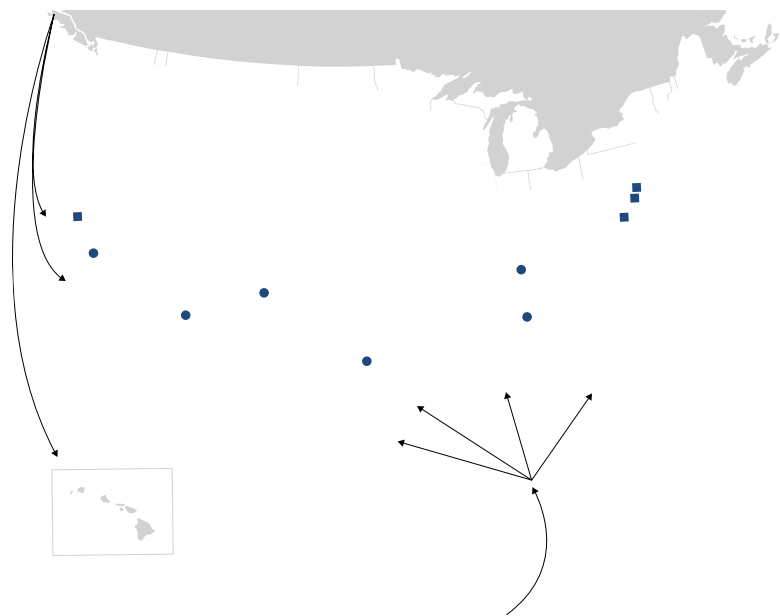
WHO WE ARE

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 (predominately 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](#).

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.



11,971 Employees



**Total Production Volume
244,940,000 Tons¹**

91% Aggregates: 224,218,000 tons
5.5% Asphalt: 13,584,000 tons
3.5% Concrete: 3,569,000 cubic yards



**2024 Total Revenue
\$7,417.7 Million**

74% Aggregates: \$5,518.6 million
17% Asphalt: \$1,245.6 million
9% Concrete: \$653.5 million



Footprint

Vulcan operations serve 23 states and the District of Columbia, the U.S. Virgin Islands, the Bahamas, Canada, Honduras, and Mexico (nonoperational).

Aggregates: 423 facilities
Asphalt: 70 facilities
Concrete: 74 facilities

¹ Aggregates and asphalt mix 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).

HIGHLIGHTS

People



- **Expanded recruitment** and engagement efforts to a wide range of disciplines, such as Operations, Sales, and IT
- Offered **mentoring and leadership training** opportunities across the company
- Improved employee turnover to **20%** from a high of 25% in 2022

Health & Safety



- **91.7%** of Vulcan facilities had zero lost-time injuries
- Completed more than **87,000** MSHA employee training hours
- **84%** of eligible employees participated in a company-sponsored health screening

Environmental Stewardship



- **100%** of diesel used in our California operations was renewable diesel
- Recycled **2.1 million tons** of asphalt pavement and **1.7 million tons** of concrete
- Increased renewable electricity to **13%** of total electricity use

Neighbors & Community



- Donated more than **\$10 million** to charitable organizations
- Expanded our Matching Gifts program and increased matching gifts by nearly **50%**
- Received the industry's **top community relations award** for the Chula Vista Quarry





PEOPLE

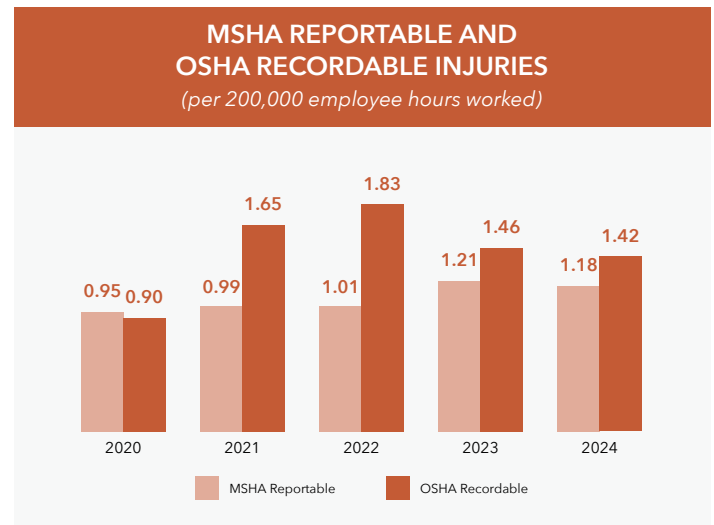
Delivering exceptional performance starts with our people. Their dedication to safety, to each other, and to the communities where we operate continues to set us apart. We value the unique abilities every member brings to work. We focus on attracting and retaining a workforce with a wide range of knowledge, skills and perspectives; providing opportunities for growth; and giving employees the tools and cutting-edge training to enable them to perform safely and effectively.

- We continued to expand our recruitment reach and explore new ways to engage potential candidates. At trade schools teaching high-demand skills, we collaborated to offer our materials, machinery, and expertise as training resources. Built on the success of our trainee programs in Operations and Sales, in June Vulcan launched the VIBE program (Vulcan IT Boot Camp Experience) for recent graduates to build technology and innovation skillsets working for Vulcan.
- The Vulcan mentoring program captures the institutional knowledge and intellectual capital of our most tenured employees and shares it to develop a bench of high-potential employees to address future challenges in our business.
- In 2024, employee turnover, one of our key performance indicators, improved to 20% from a high of 25% in 2022.

SAFETY AND HEALTH

Nothing is more important than the safety and health of our employees and communities. Our goal is to ensure employees return home in the same condition as when they arrived at work. Every Vulcan employee, from the executive boardroom to each facility, has the responsibility to ensure the safety and health of everyone who interacts with our operations. Vulcan's industry-leading health and safety programs are developed through collaboration and managed through layers of internal and external oversight and enhanced through best-practice sharing.

Mining operations, such as our quarries, are subject to Mine Safety and Health Administration (MSHA) regulations while all other domestic operations fall under the jurisdiction of the Occupational Safety and Health Administration (OSHA).



- Zero fatalities is our goal. There were no fatalities in 2024 among employees or contractors at Vulcan sites.
- 91.7% of Vulcan facilities had zero lost-time injuries and 83.6% of inspected aggregates facilities received zero MSHA reportable citations or orders.
- Both MSHA reportable and OSHA recordable injuries per 200,000 employees hours worked declined from 2023 levels and remain significantly lower than industry averages.
- Vulcan employees completed more than 87,000 MSHA-specific training hours in 2024.
- 84% of eligible employees participated in a company-sponsored health screening.
- Vulcan continued to build on the "Under the Hard Hat" program. By prioritizing mental health, we're not only protecting our employees but we're strengthening our entire organization by creating a workplace where employees feel valued, supported and empowered.



ENVIRONMENTAL STEWARDSHIP

We strive to better manage our resources, to reduce the environmental impact of our operations, and to meet and exceed our compliance objectives.

The Vulcan Way of Operating, a driver of organic growth, focuses on controlling what we can control to make our operations as efficient as possible. Energy is one of the largest cost components of quarrying crushed stone, sand and gravel. Mobile equipment upgrades, investment in energy-efficient technology, fuel conservation strategies and process improvement initiatives help us drive sustainable profits.

We also work regularly with customers to produce high-quality materials that meet their performance requirements. Our ready-mixed concrete operations are industry leaders in developing low-carbon mix designs. At some of our sites, by virtue of the geology, we have been able to design new products that enable increased use of recycled asphalt and partner with innovators studying the use of basalt for carbon sequestration.

- We increased our renewable electricity usage to 13% in 2024. We are aiming to source 25% of our electricity from renewable sources by 2030.
- Total energy consumed grew slightly (3%), and gross Scope 1 and 2 greenhouse gas emissions dropped by 3.6%. This change is the result of lower emitting energy sources.
- 100% of universal waste and 96% of vehicle/equipment waste was diverted from disposal.
- Vulcan recycled 2.1 million tons of asphalt pavement and 1.7 million tons of concrete.
- Renewable diesel now accounts for 4.5% of our total energy use, with 100% of our California diesel needs now coming from renewable sources.



NEIGHBORS AND COMMUNITIES

We know that being a good neighbor and citizen is not just essential to maintaining our social license to operate – it is the right thing to do. Every Vulcan site and surrounding community has unique character, priorities and stakeholders. Our award-winning community relations teams proactively and consistently engage with stakeholders, from local community groups and philanthropic organizations to government officials, supply chain partners and Indigenous groups.

- Corporate charitable giving was more than \$10 million in 2024. (Includes Vulcan Materials Company Foundation, corporate monetary and product contributions, scholarships and employee matching gifts).
- Foundation giving totaled \$5.85 million across Vulcan’s footprint, benefiting education, health and human services, civic and community, environmental stewardship, and arts and culture organizations.
- We expanded our Matching Gifts program, an employee benefit, which matches employee charitable giving up to \$20,000 per year to eligible 501(c)(3) recipient organizations. As a result, the dollar amount of matching gifts increased nearly 50%.
- Our Chula Vista Quarry near San Diego received the top community relations award from the National Stone, Sand, and Gravel Association (NSSGA).

HURRICANE HELENE

When Hurricanes Debby and Helene impacted the southeastern United States, Vulcan employees in the hardest hit areas continued to operate and produce the necessary materials to rebuild damaged infrastructure while also supporting disaster preparedness and recovery through employee assistance, partnerships with local organizations like the United Way and Salvation Army, use of our facilities for distributing supplies, and provision of long-term financial support via our Foundation for ongoing recovery.

Todd Miller, Vulcan's Vice President and General Manager for North Carolina, wrote from the heart about the actions by the Vulcan family during the Hurricane Helene recovery effort:

The Vulcan Family's response to Hurricane Helene, which made landfall in September 2024, showed the resilience, compassion, and selflessness that makes our company special. We endured the impact of Hurricane Helene on our employees' homes, the loss of extended family members' lives, and impacts to our communities and to our company's infrastructure.

Throughout these challenges, I witnessed the BEST in our people.

At a number of our locations, the lead-up to the storm included employees staying longer hours to prepare and limit potential damage. The Enka crew, in particular, continued their battle as long as they could before the pit succumbed to flooding. The flooding of our facility did have a silver lining: it saved homes both up and downstream as a source for community fire and rescue until the city water was restored.

The community concern in the aftermath was compassionate and overwhelming. Our team members supported their neighbors through delivering supplies, removing downed trees, and hosting co-workers at their homes when they didn't have anywhere else to go. As one neighbor stated, "Thank you, we knew Vulcan would be ready to help."

Our southern and central North Carolina team members started a donation drive at their locations that brought in support from our employees, customers and neighbors. In addition, our Florida team members quickly organized and mobilized a trailer with support equipment for our families.

Immediately following Helene, and before the water had crested in many areas, a number of our facilities were shipping to support efforts by NCDOT and the railroads. Many operations have been shipping seven days a week with the tireless efforts of our operators and customer service coordinators.

Vulcan teams in the region also mobilized to help our operations. Water and electrical crews and engineering and plant construction teams were on site to assess the plants. Procurement was working with our vendors to support both our community and our operations. Our Shared and Central Services have sourced and delivered equipment. Our drilling and blasting teams have helped put additional material on the ground.

As we have visited our Vulcan locations, all have quickly asked about their other counterparts at other locations first. When asked, "What do you need?" The response was, "Get us power, get us equipment, and we will help this community recover."



GOVERNANCE

Our sustainability program is centered around the belief that profits must be sustainable, and sustainability must be profitable. As a result, our sustainability programs are subject to the same robust governance policies and practices as other company priorities, including oversight and accountability from the board of directors and senior leadership team. Sustainability strategy is implemented by subject matter experts who understand how relevant topics are embedded in planning and analysis, decision-making, operations, and other key processes. Vulcan applies its Enterprise Risk Management (ERM) process to evaluate sustainability topics, including climate change.

Corporate governance, including board composition and executive compensation, are discussed in detail in [Vulcan's 2025 proxy statement](#). Company policies that address important sustainability-related issues can be found on our [Policy Hub](#).

Data Appendix for this report can be found [here](#).