# Martin Marietta

#### **FOUNDATION & TRANSFORMATION & VALUE**

Analyst and Investor Day

May 9, 2016 Dallas, Texas



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WALLS AND

### FOUNDATION TRANSFORMATION VALUE

At Martin Marietta's **FOUNDATION** are the core pillars that have enabled our success over the last 22 years: world-class safety, ethical conduct, sustainability, operational excellence, cost discipline, and customer satisfaction.

Our **TRANSFORMATION** was advanced by our 2014 acquisition of TXI, which improved our growth trajectory and positioned Martin Marietta to take full advantage of positive macroeconomic trends. That transaction builds on our successful execution of the strategic plan we outlined in 2010.

At Martin Marietta creating **VALUE** for shareholders is our top priority and it drives our decision making process. We will continue to focus on shareholder returns by strategically deploying capital—investing in organic and external growth opportunities while returning capital to shareholders through dividends and share repurchases.

## **OUR DIVISIONS IN REVIEW**

#### Southwest

- Aggregate price increased in 2015 across every geographic region, every end market, and we expect continued growth in 2016
- The Medina Rock and Rail project was completed on time and on budget; we began shipping stone in January 2016 from this highly efficient facility that will supply quality stone to our customers for the next 50+ years

#### **Rocky Mountain**

- We are capitalizing on significant market opportunities created by Colorado's diverse economic base, growing population and constrained aggregates resources
- Martin Marietta operates in the most efficient, environmentally-conscious way, and is a good partner to the communities in which we operate

#### Cement

- Martin Marietta's cement business benefits from significant barriers to entry, and we have an enviable position in Texas — one of the largest cement consuming states in the country
- We are on track to deliver greater synergies, on a faster timetable than originally anticipated, through the TXI acquisition

#### Midwest

- Our most consistently performing division, the Midwest operations deliver steady results through varying economic cycles
- Underground mines are core to our long-term, leading position in the Midwest; significant upfront development costs and operational expertise make our footprint very difficult to replicate

#### **Mid-Atlantic**

- Martin Marietta has achieved peak profitability on half the volumes in our Mid-Atlantic division, due in part to our unrelenting focus on operational efficiency
- As volumes recover with construction activity, we expect to leverage operational efficiency initiatives and achieve record breaking results

#### Southeast

- Timely investments, both capital projects and acquisitions, position us to take advantage of the ongoing economic recovery, especially in the housing market, in Georgia and Florida
- Florida Department of Transportation work continues to drive demand for our products

#### Mideast

- In this fragmented market, Martin Marietta's operational excellence is a distinct competitive advantage
- Our focus on efficiency, and commitment to pursuing only those projects that provide the greatest returns, allow us to deliver strong results

#### **Magnesia Specialties**

- Strong demand and high barriers to entry make Magnesia Specialties a very profitable division
- We are the only producer of industrial grade magnesia in the USA

## **Presentation**

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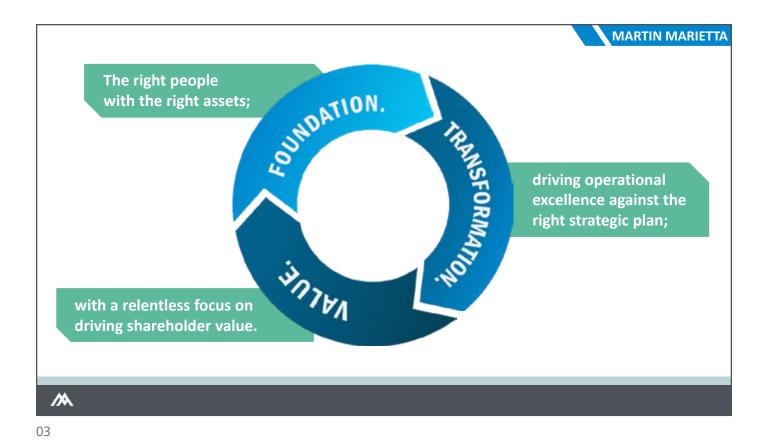
#### **Disclaimer**

#### Statement Regarding Safe Harbor for Forward-Looking Statements

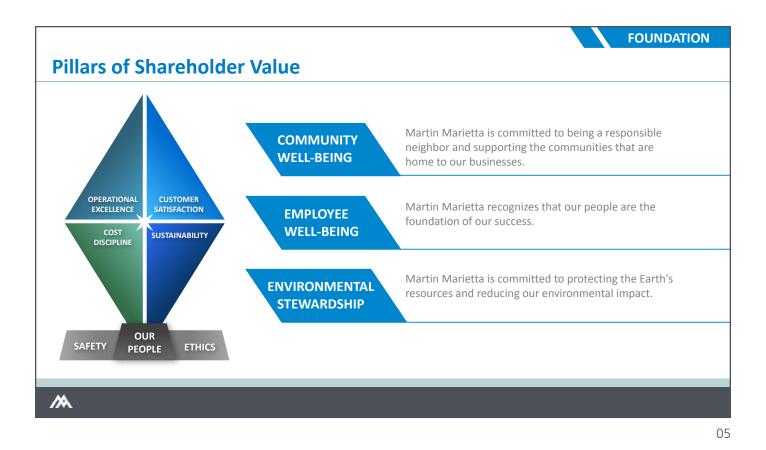
This presentation may contain forward-looking statements – that is, information related to future, not past, events. Like other businesses, Martin Marietta is subject to risks and uncertainties which could cause its actual results to differ materially from its projections or that could cause forward-looking statements to prove incorrect, including the risks and uncertainties discussed in Martin Marietta's most recent Annual Report on Form 10-K, quarterly reports on Form 10-Q and current reports on Form 8-K, which have been filed with the Securities and Exchange Commission and are readily available on the Internet at <u>www.sec.gov</u>. Except as legally required, Martin Marietta undertakes no obligation to publicly update or revise any forward-looking statements, whether resulting from new information, future developments or otherwise.

#### **Non-GAAP Financial Terms**

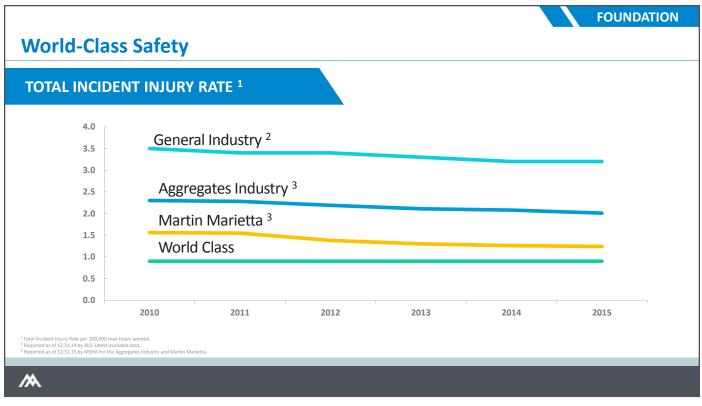
These slides contain certain "non-GAAP financial terms" which are defined in the Appendix. Reconciliations of non-GAAP terms to the closest GAAP term are also provided in the Appendix.





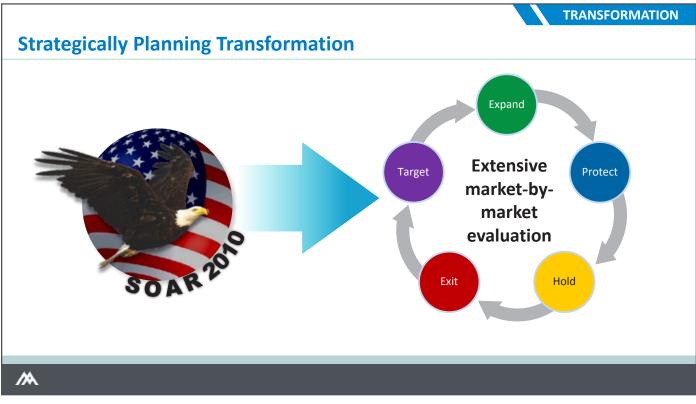












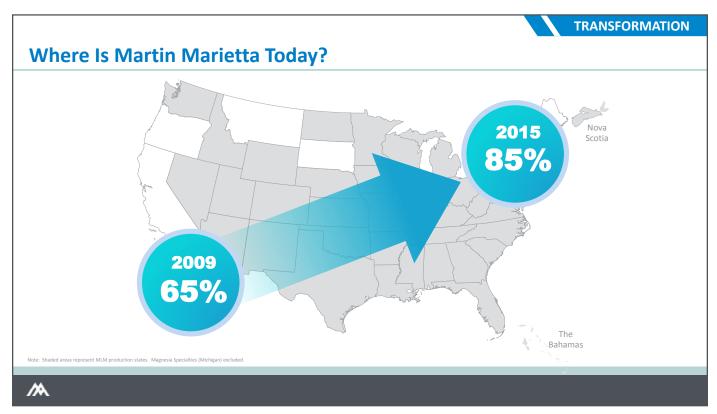






	2009	2015
Posori/os (hand) 1	12 E billion	15.6 billion
Reserves (tons) <sup>1</sup>	13.5 billion	15.6 billion
Intrinsic value of reserves <sup>2</sup>	\$9.7 billion	\$11.6 billion
Years of production available <sup>3</sup>	109	102
Aggregates facilities	289	272
Number of production states (plus Bahamas, Nova Scotia)	27	26
eady mix and asphalt plants	15	131
ement plants		2

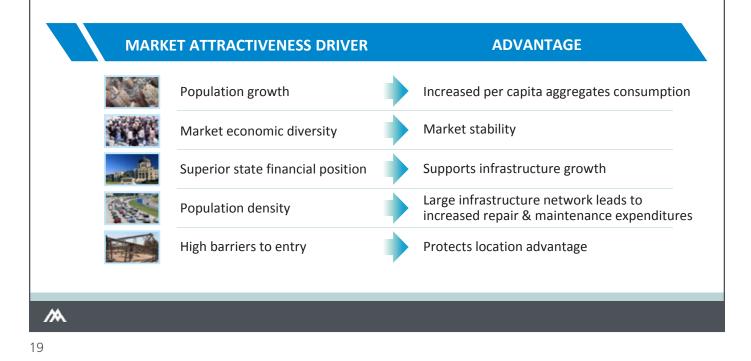
	2010 <sup>1</sup>	2015 <sup>1</sup>	
	Martin Marietta Materials	Martin Marietta	
Net Sales	\$1.6 billion	\$3.3 billion	
Operating Income	\$196 million	\$479 million	
Narket Capitalization	\$4.2 billion	\$8.8 billion	
Earnings Per Share	\$2.10	\$4.29	

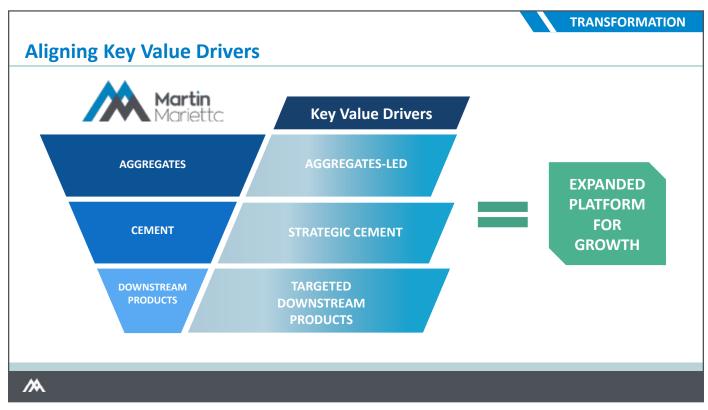




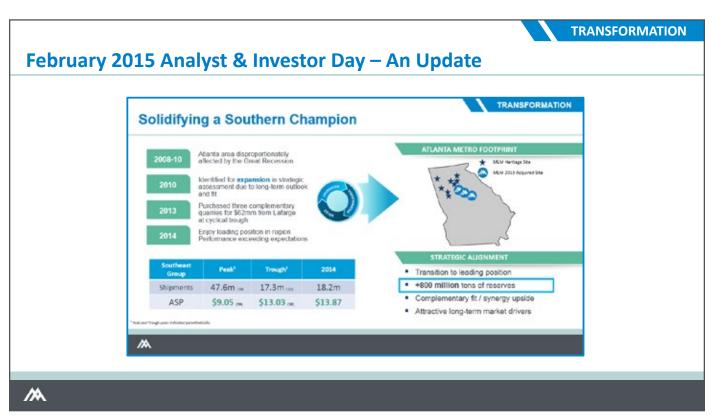


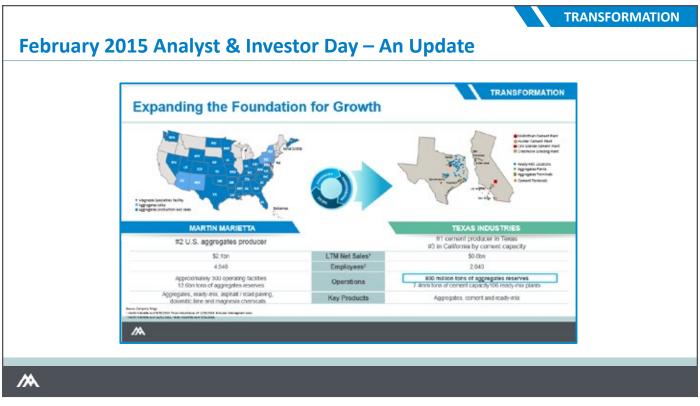
#### Where You are Matters

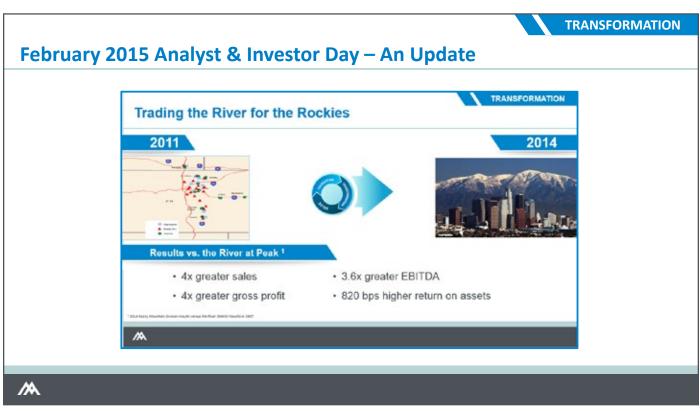


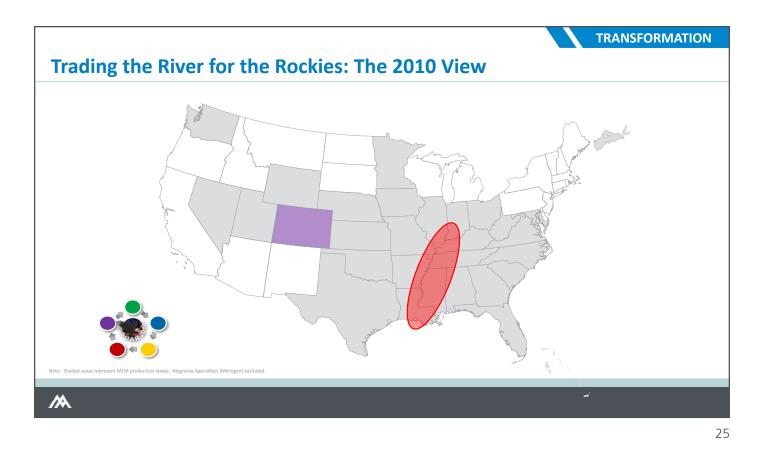


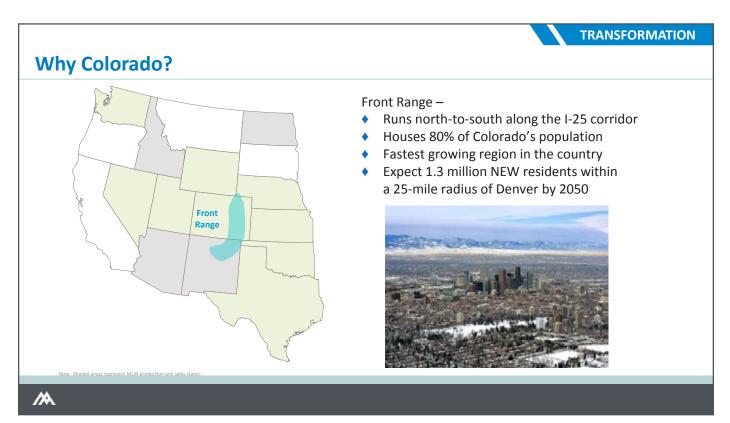


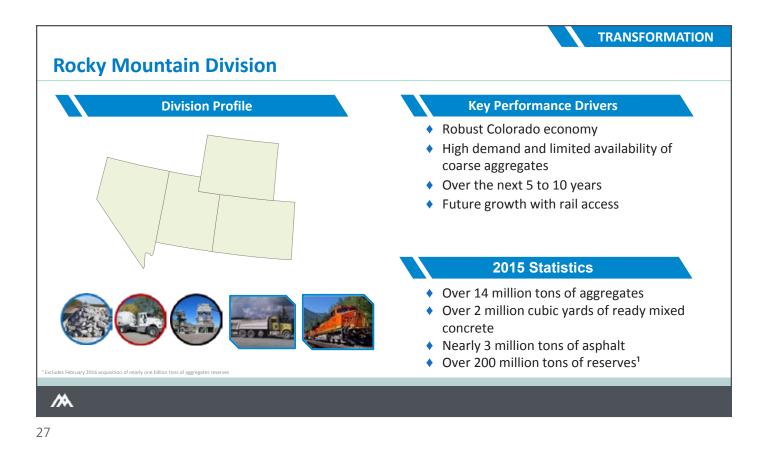




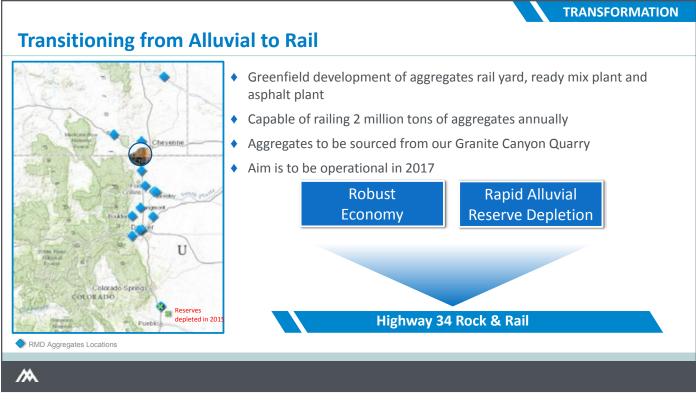










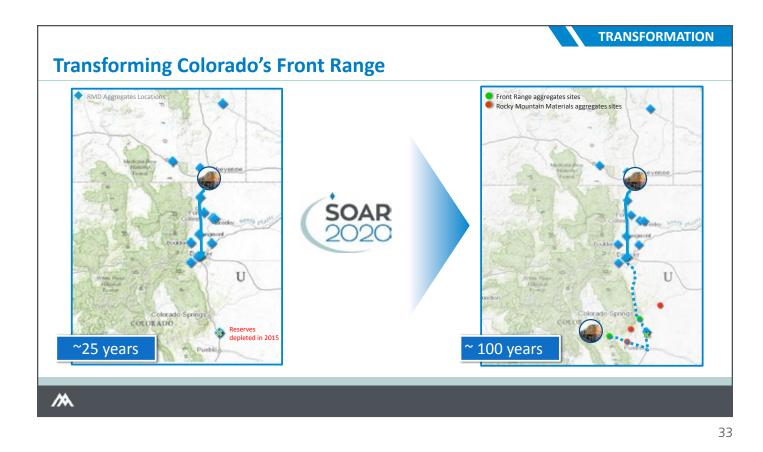


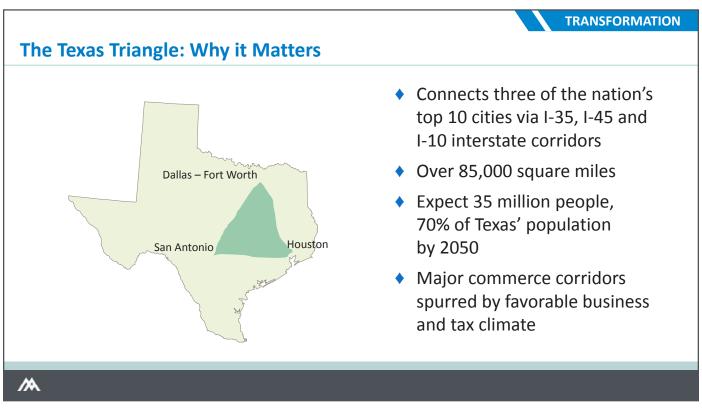












#### TRANSFORMATION

#### **Positioned for Strategic Execution**



Larry Roberts President Southwest Division



Tom Zais

Regional VP-General Manager Ready Mixed Concrete



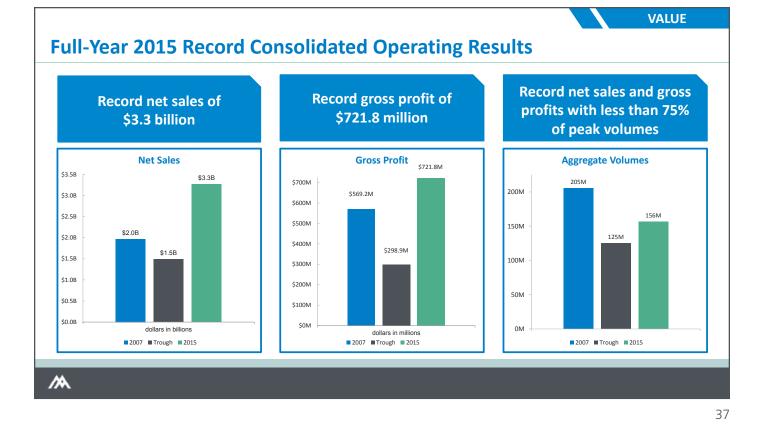
Ron Kopplin Regional VP-General Manager North Texas/Oklahoma & Arkansas

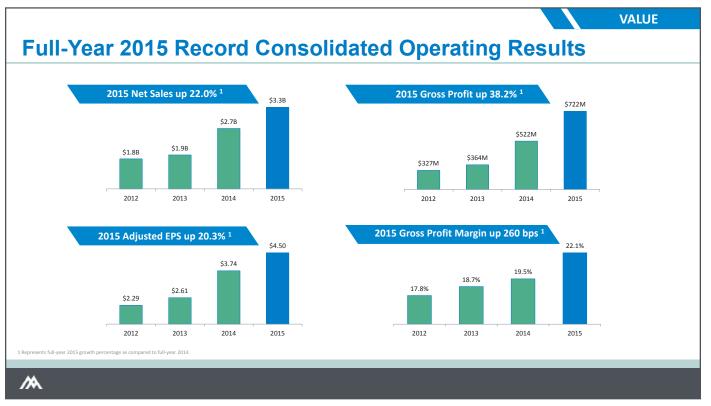


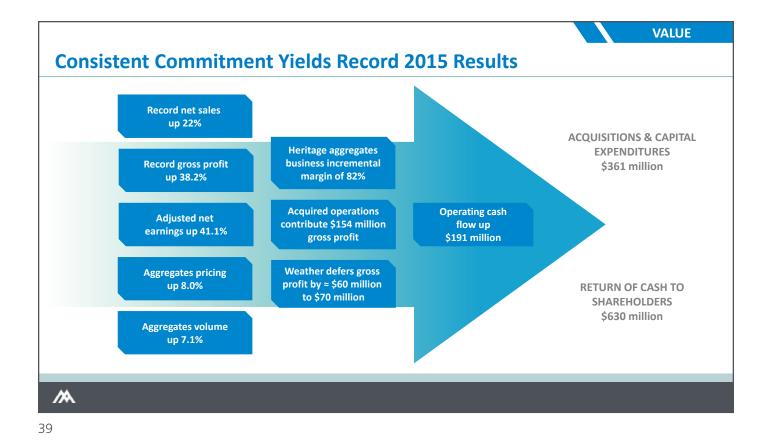
Chance Allen Regional VP-General Manager Central Texas

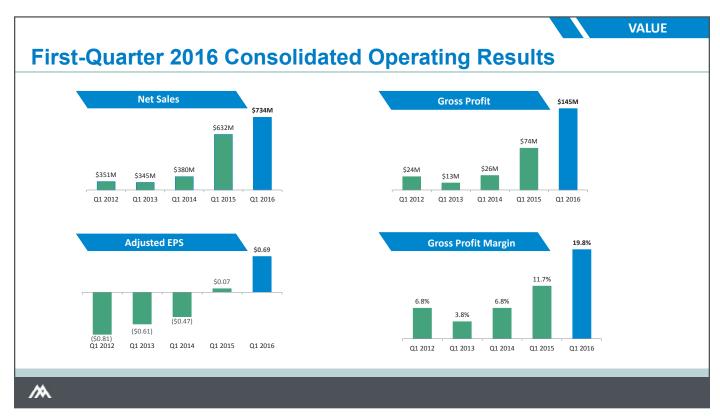
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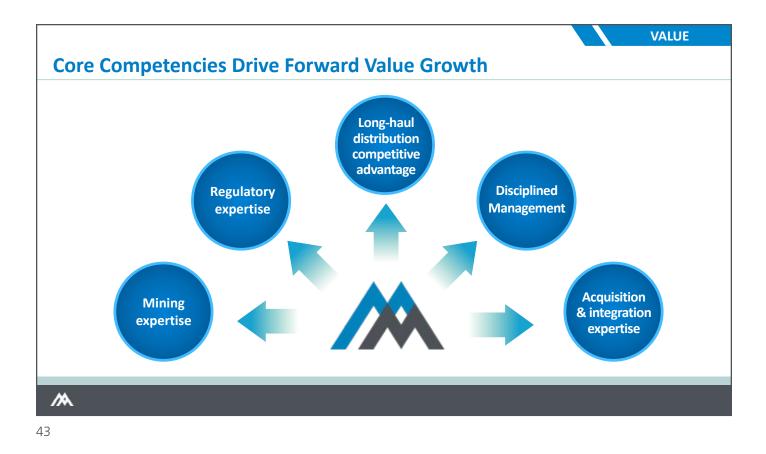




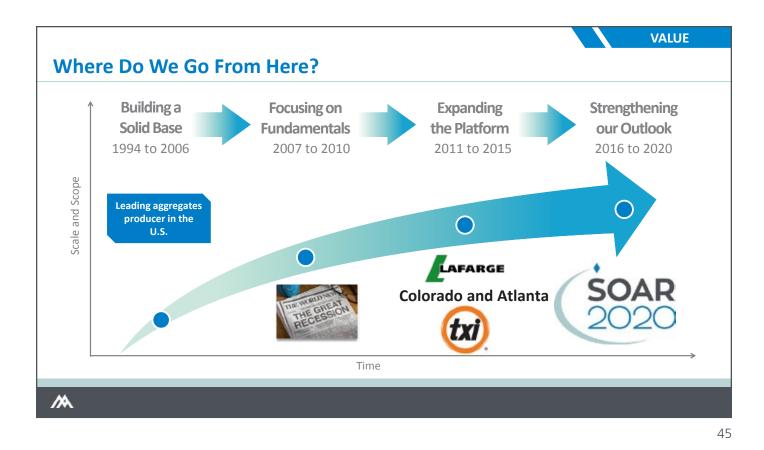
















Infrastructure		Q1'16 <sup>1</sup>	<b>2016</b> <sup>1</sup>
	<ul> <li>State department of transportation initiatives drive growth</li> <li>New federal dollars expected in the second half of 2016</li> </ul>	+13%	Mid-to-high single digits
Nonresidential	<ul> <li>Both heavy industrial and light commercial sectors increase</li> </ul>	+14%	High-single digits
Residential	<ul> <li>2015 housing permits drive 2016 construction</li> <li>Top 10 Starts: Florida, Texas, Colorado, Georgia and North Carolina</li> </ul>	+20%	Double- digits
ChemRock/Rail	Ballast construction dependent	+1%	Relatively flat

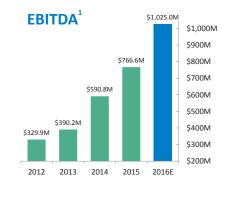
#### VALUE

#### 2016 Outlook

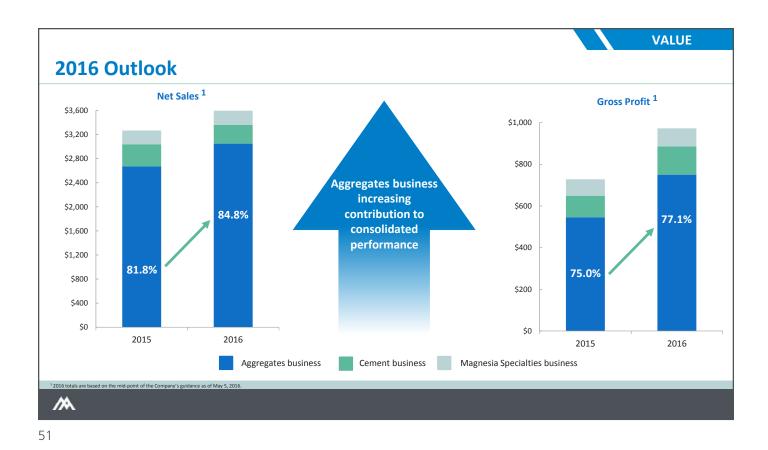
#### Based on the midpoint of 2016 guidance:

- Net sales of \$3.6 billion; growth of 10 percent year-over-year
- Gross profit of \$972.5 million; growth of 35 percent year-over-year
- EBITDA of **\$1.025 billion**; growth of **34 percent** over 2015 adjusted EBITDA

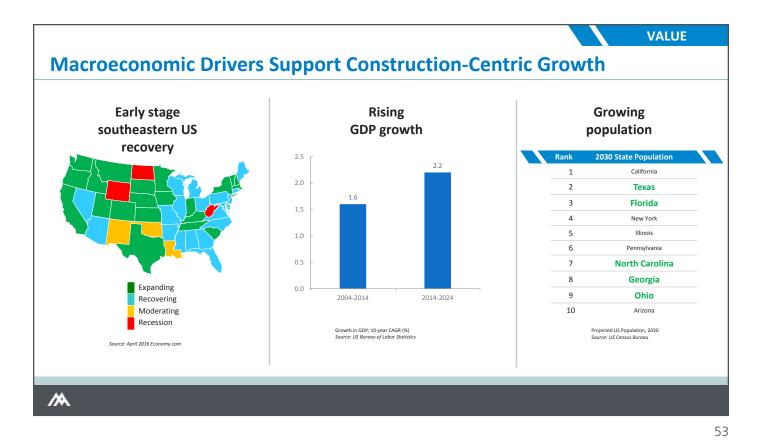


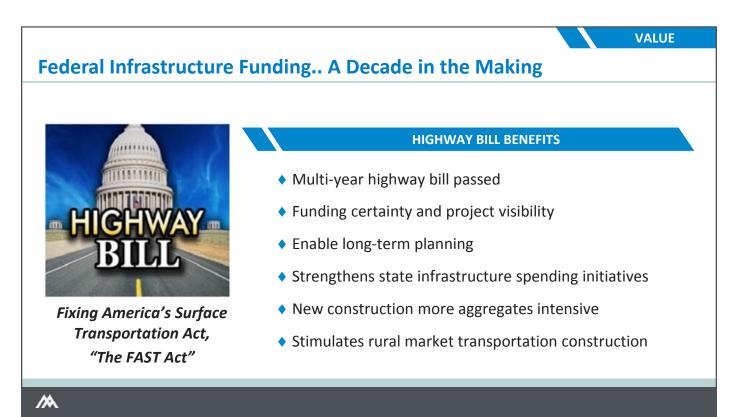


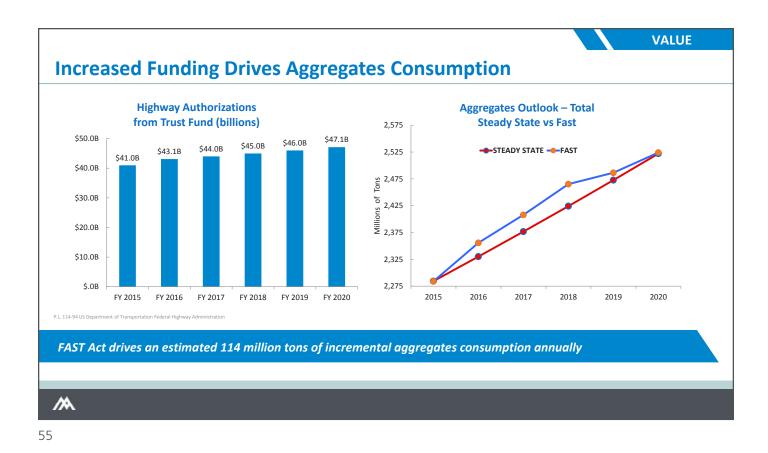






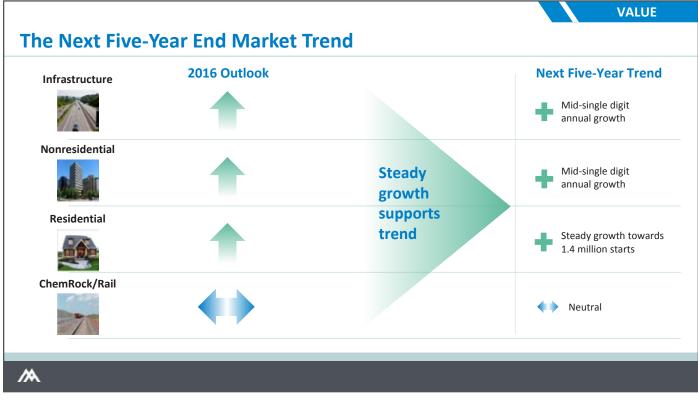


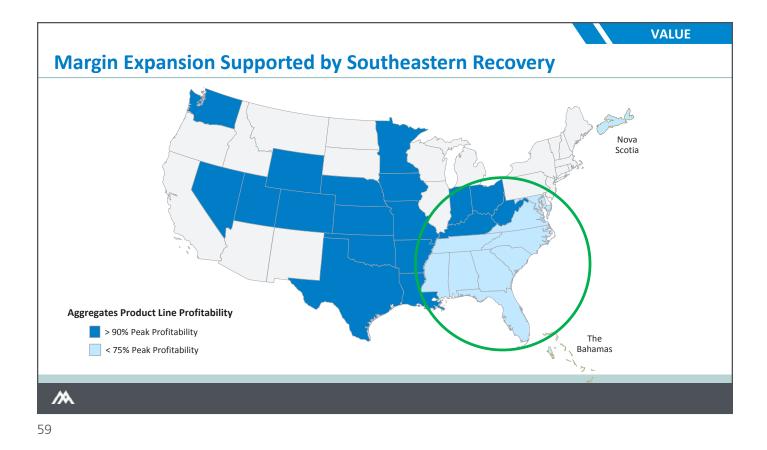


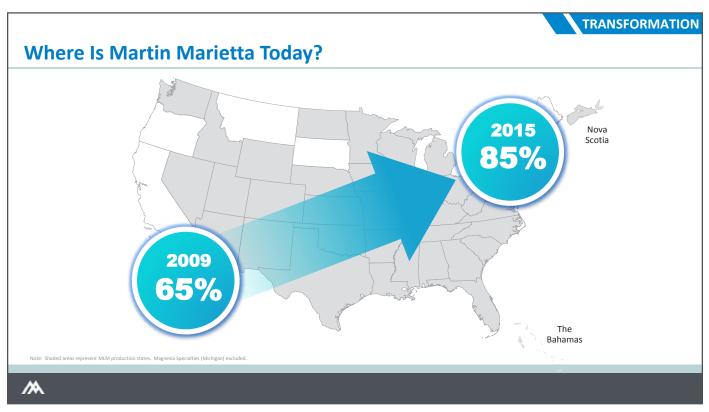




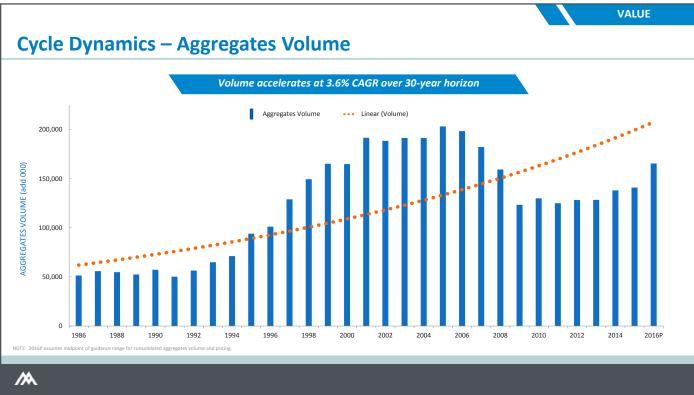


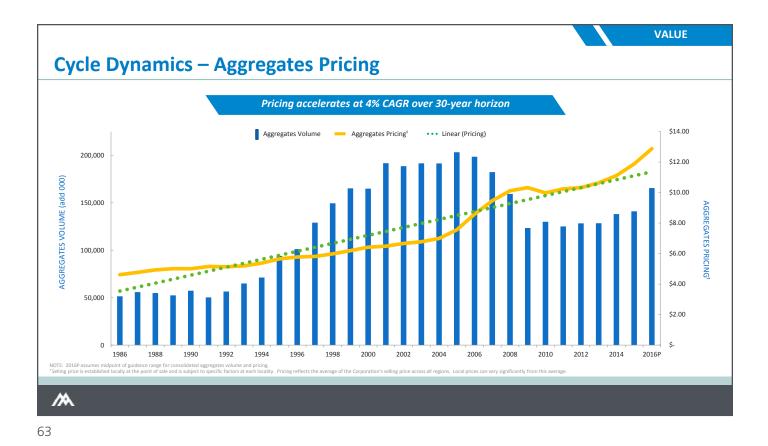










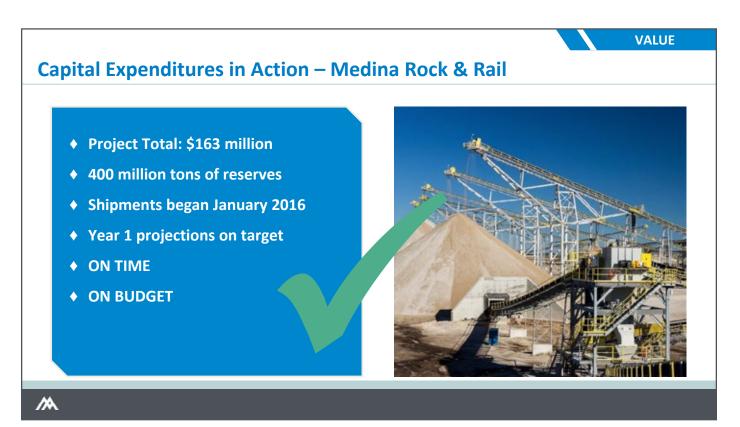


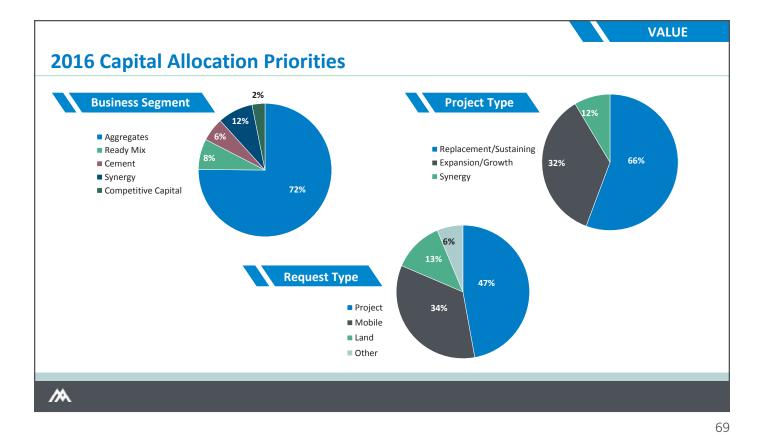
VALUE **Early Stages of Steady Economic Recovery Drives** What if... **EBITDA** \$2,000 (\$ in Millions) ~2.0x EBITDA Growth Aggregates: ~30-year average volume and pricing growth • Cement: Practical volume ~65% EBITDA Growth capacity by 20201 with 2.5% pricing growth ----Margin expansion of 820 bps driven by operating leverage and performance \$1,700 improvements All organic growth \$1,025 +1.25% CAGR Case Aggregates: +1.25% volume and pricing 2016F 2020P Long-Term Average Growth Case Implied 2016F to 2020P CAGR of 2.7% ∕≫

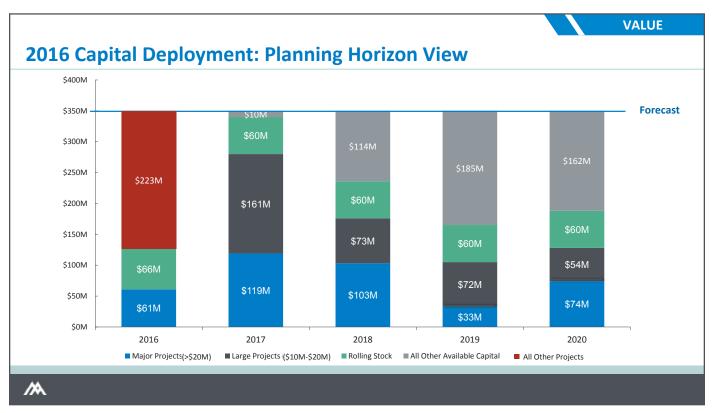


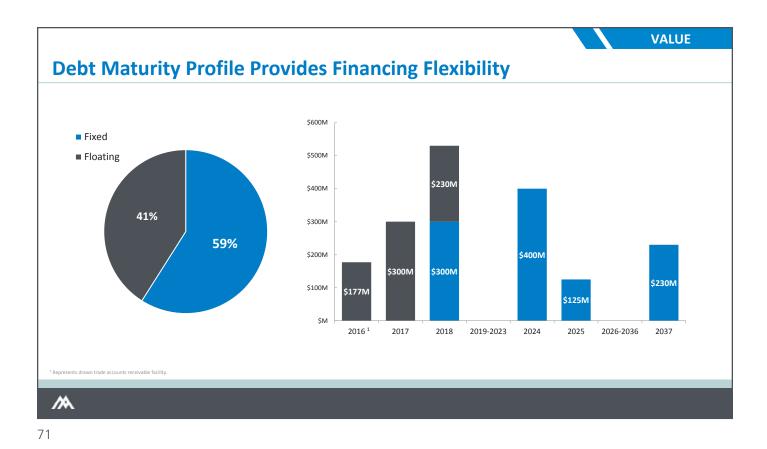


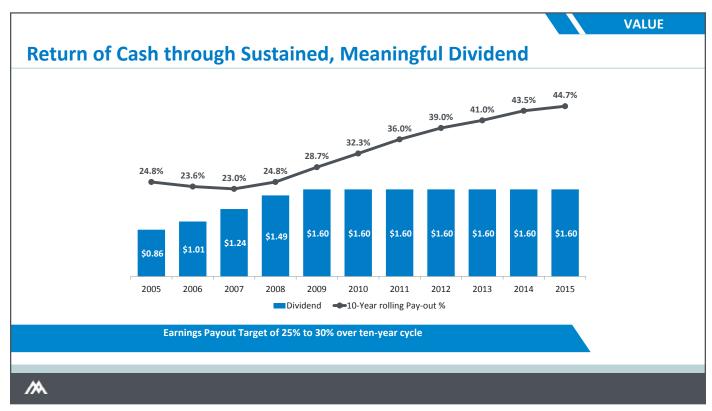
PRIORITIES		FORWARD VIEW		
Acquisitions		Execution against strategic assessment		
Organic Capital Investment		Above maintenance level of capital spending expected over long range operating plan horizor		
Return of Cash to Shareholders Dividends	20	Earnings payout practice of 25% to 30% over a 10-year cycle		
Share Repurchases	southy!	Repurchase authorization of 20.0M shares $\approx$ 30% of outstanding; 15.7M shares remaining		



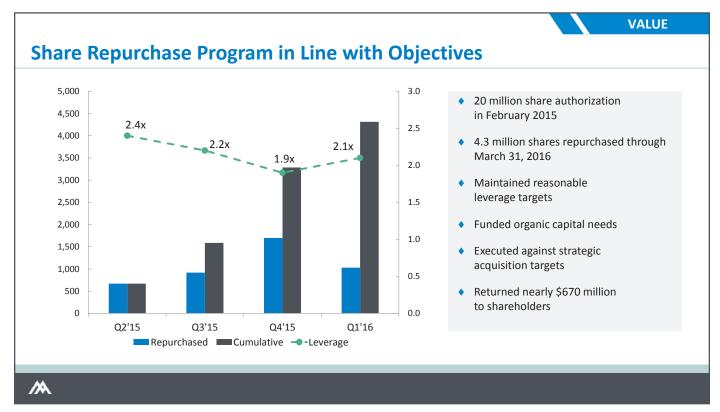


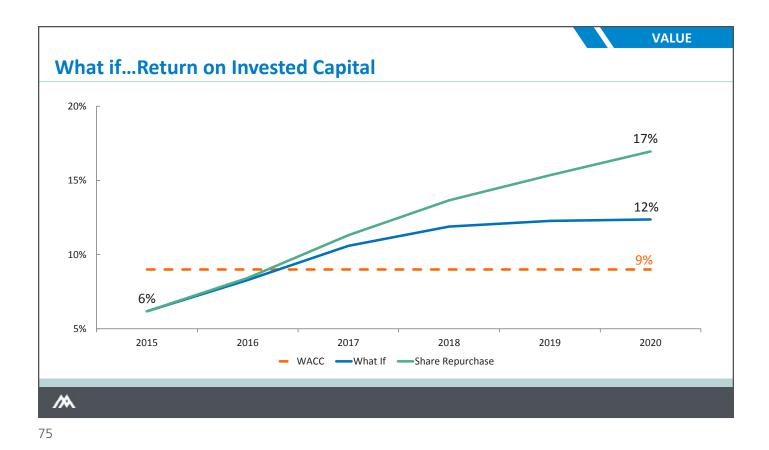


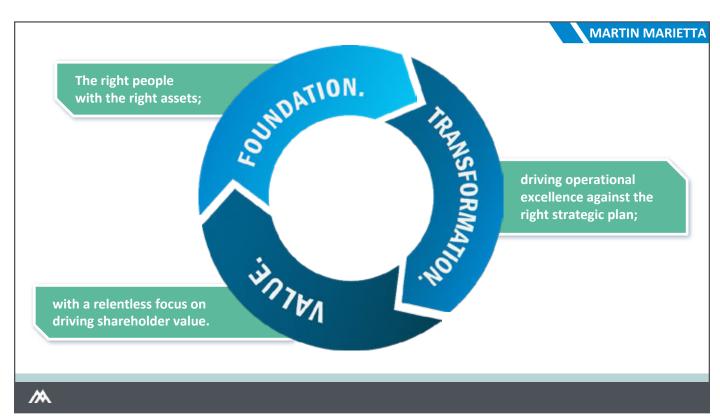






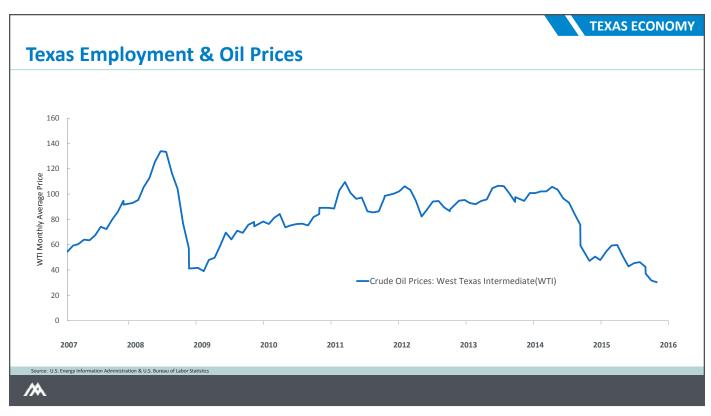


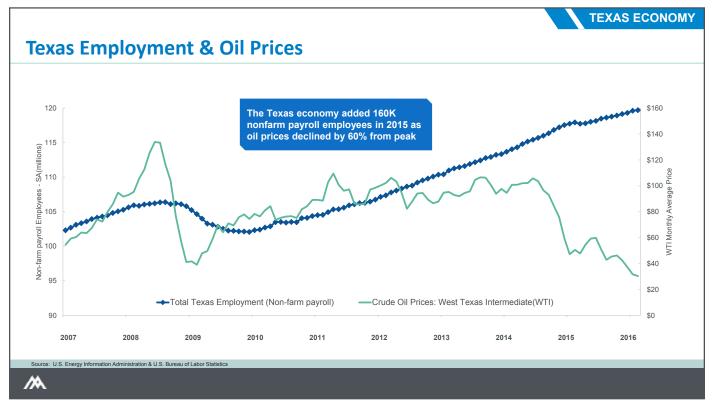


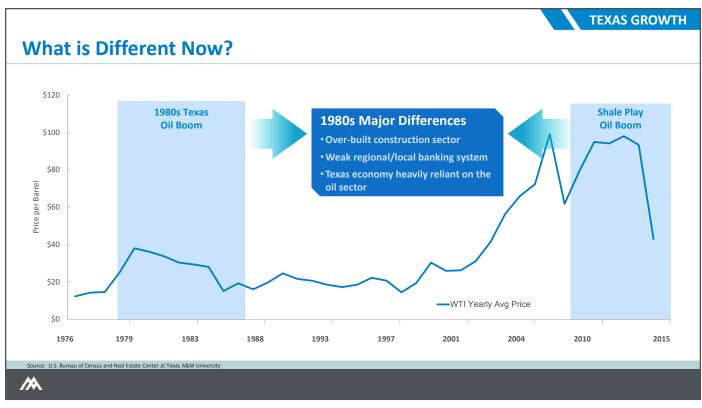


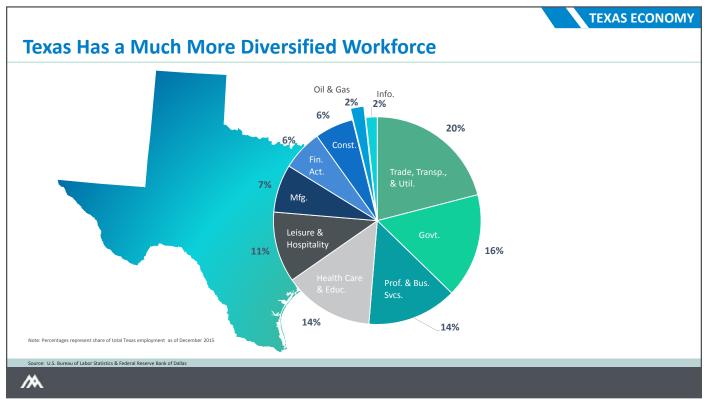


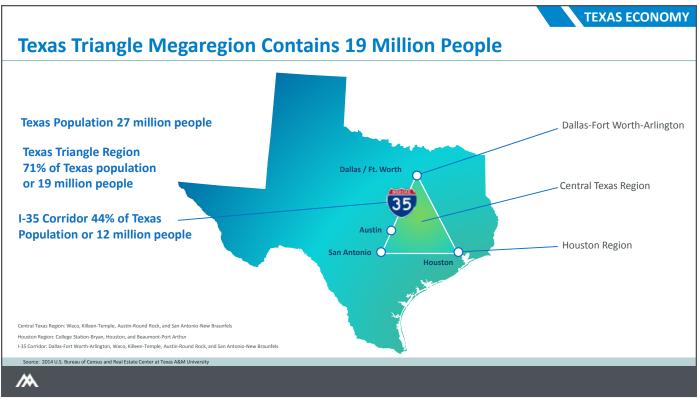




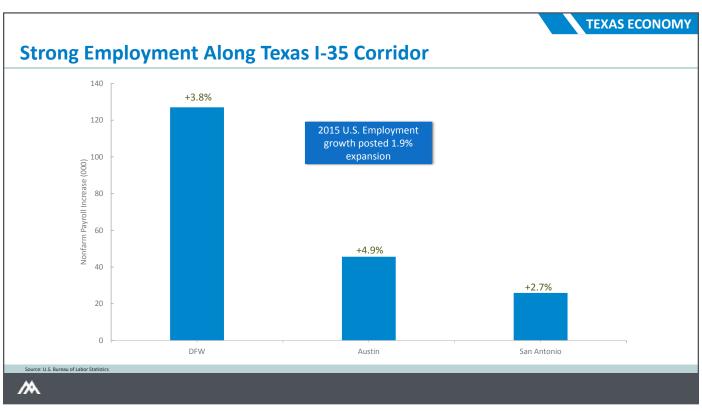


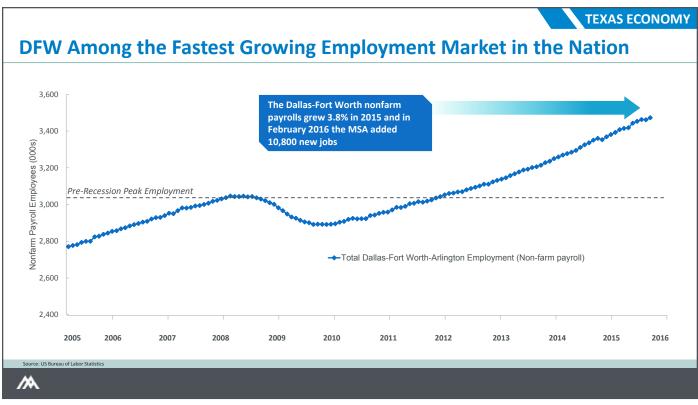




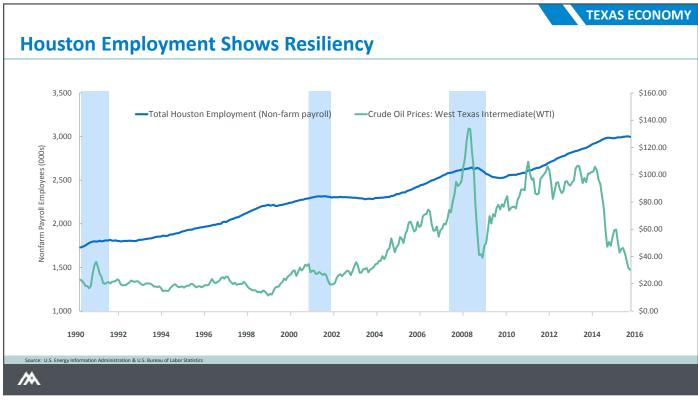






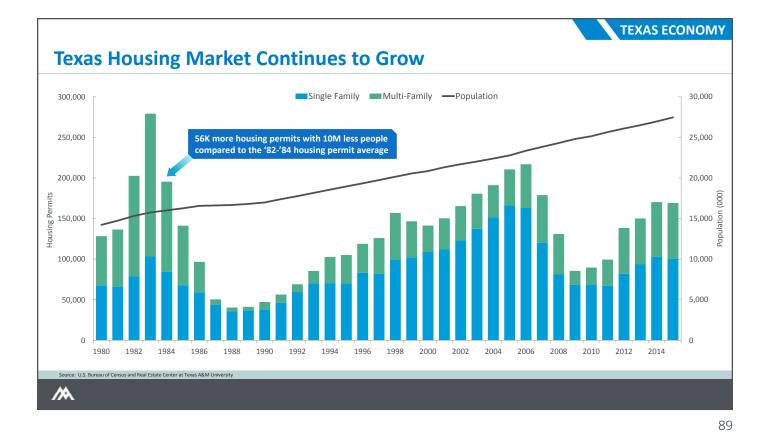


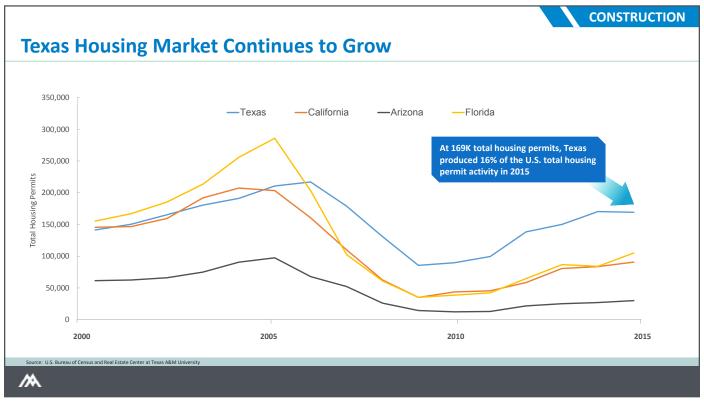




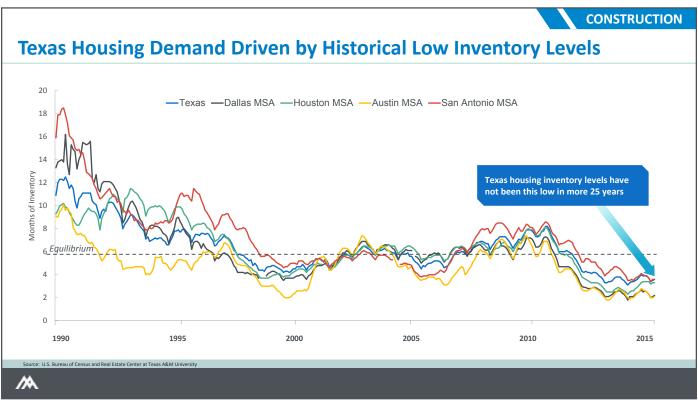
	2015 U.S. Employment Growth Rate of 1.9%	1
Austin-Round Rock		2.49%
Dallas-Plano-Irving		2.30%
McAllen-Edinburg-Mission		2.25%
Houston-The Woodlands-Sugar Land		<sup>1</sup> 2.22%
Tyler		2.20%
Brownsville-Harlingen	2	10%
Fort Worth-Arlington	2	10%
San Antonio-New Braunfels	2.0	י לאל
Larendo	2.04	4%
Abilene	2.00	











#### CONSTRUCTION

## **Positive Nonresidential Fundamentals**

#### Labor Market

- Strong employment growth along the I-35 corridor
- I-35 corridor growth in office-using employment (professional, information, and financial services)



### **Office Space Demand**

- Headquarter relocations
- Corporate campus expansions
- Low vacancy rates and increasing leasing rates

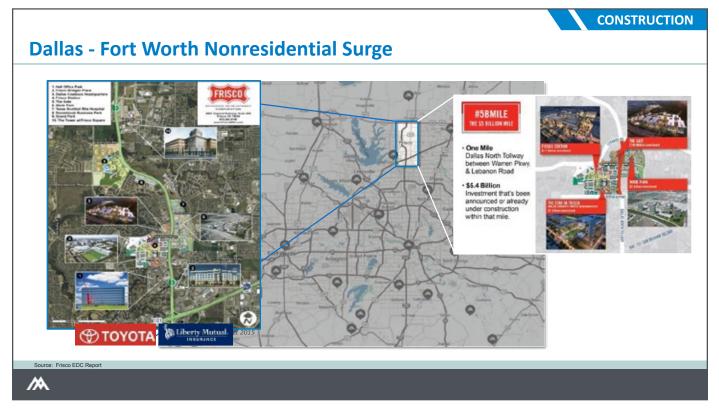


### **Industrial Expansion**

- Houston's east side petro chemical industry growth
- Gulf Coast LNG facilities expansion
- I-35 corridor warehouse and distribution centers



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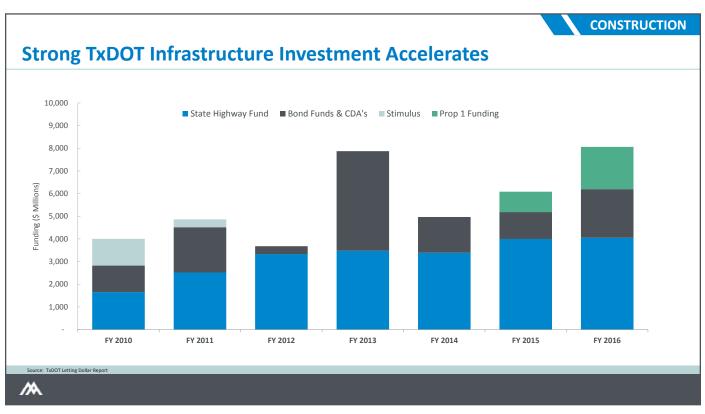


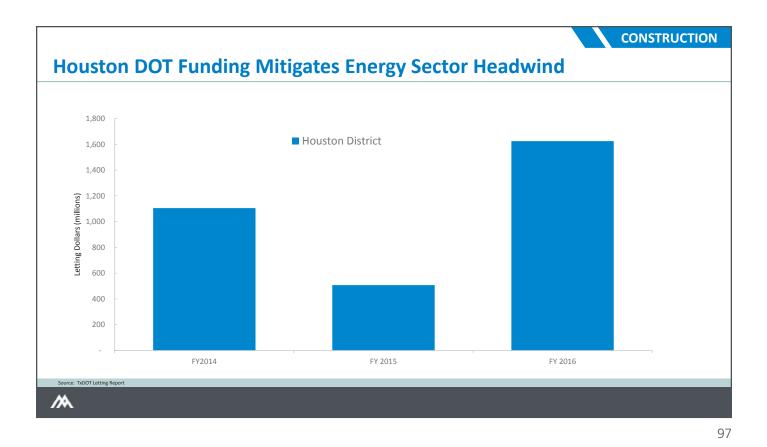
# **Ongoing Multi-Year Industrial Construction Expansion**

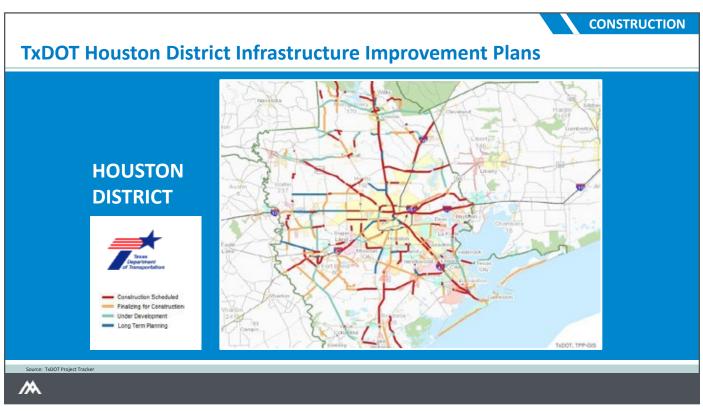
Sasol GTL w/Ethylene Unit18,550In progressSabine Pass LNG Liquefaction Trains 1-610,600In progressQuintana Freeport LNG 1-38,000In ProgressCorpus Christi LNG Liquefaction Phase 1-39,000In ProgressCameron LNG Liquefaction Trains6,450In ProgressLake Charles LNG6,000ProposedGolden Pass LNG9,900ProposedLive Oak Liquefaction 1-46,450ProposedPort Arthur LNG9,000ProposedTotal Projects85,950Experimentation		Project	Construction Value (\$millions)	Project Status
Quintana Freeport LNG 1-38,000In ProgressCorpus Christi LNG Liquefaction Phase 1-39,000In ProgressCameron LNG Liquefaction Trains6,450In ProgressLake Charles LNG6,000ProposedGolden Pass LNG9,900ProposedLive Oak Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed	0	Sasol GTL w/Ethylene Unit	18,550	In progress
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Cameron LNG Liquefaction Trains6,450In ProgressLake Charles LNG6,000ProposedGolden Pass LNG9,900ProposedLive Oak Liquefaction2,000ProposedMagnolia LNG Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed	۸	Quintana Freeport LNG 1-3	8,000	In Progress
Lake Charles LNG6,000ProposedGolden Pass LNG9,900ProposedLive Oak Liquefaction2,000ProposedMagnolia LNG Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed	Ó	Corpus Christi LNG Liquefaction Phase 1-3	9,000	In Progress
Golden Pass LNG9,900ProposedLive Oak Liquefaction2,000ProposedMagnolia LNG Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed		Cameron LNG Liquefaction Trains	6,450	In Progress
Live Oak Liquefaction2,000ProposedMagnolia LNG Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed		Lake Charles LNG	6,000	Proposed
Magnolia LNG Liquefaction 1-46,450ProposedPort Arthur LNG9,000Proposed		Golden Pass LNG	9,900	Proposed
Port Arthur LNG 9,000 Proposed		Live Oak Liquefaction	2,000	Proposed
		Magnolia LNG Liquefaction 1-4	6,450	Proposed
Total Projects     85,950		Port Arthur LNG	9,000	Proposed
		Total Projects	85,950	
ral Energy Regulatory Commission & Louisiana Economic Development Office		Commission & Louisiana Economic Development Office		

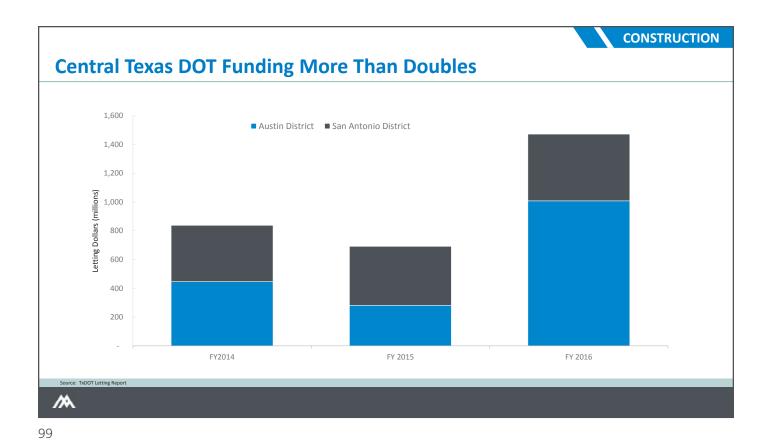
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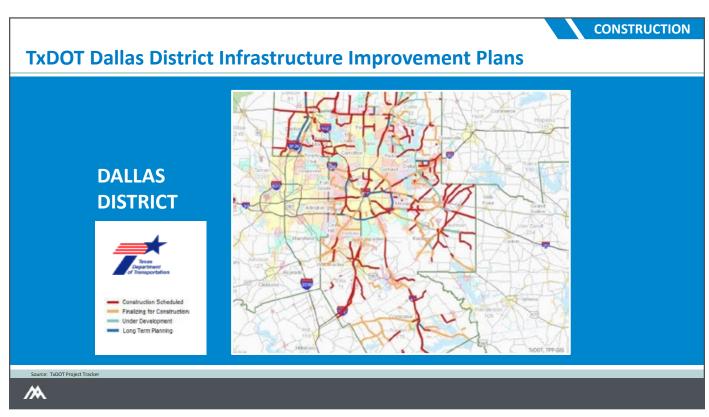
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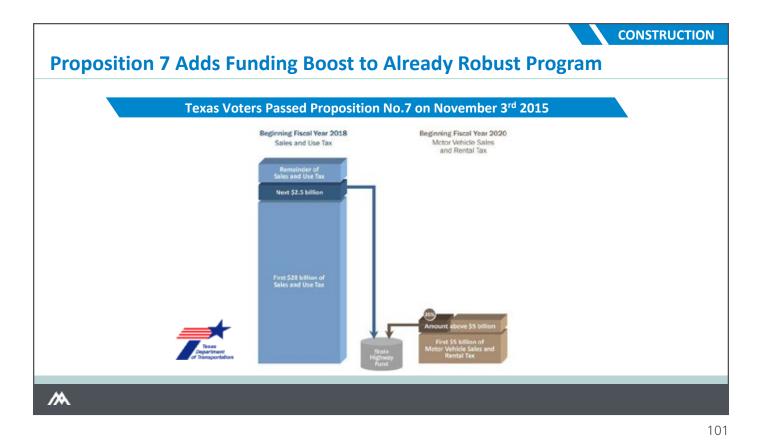










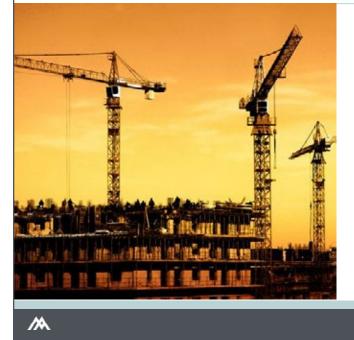




#### **TEXAS GROWTH**

**TEXAS GROWTH** 

## **Texas Construction Market Outlook Remains Bright**



- 2016 Texas economic conditions are much different than the mid-1980s recessionary dynamics
- The I-35 Corridor markets which have less or minimal dependency to the energy sector will continue to demonstrate healthy growth in 2016 and 2017
- Strong multi-year industrial expansion fueled by large LNG and petro chemical projects along the Gulf Coast
- Robust infrastructure investment program with additional funding boost provided by Proposition 7 beginning fiscal year 2018

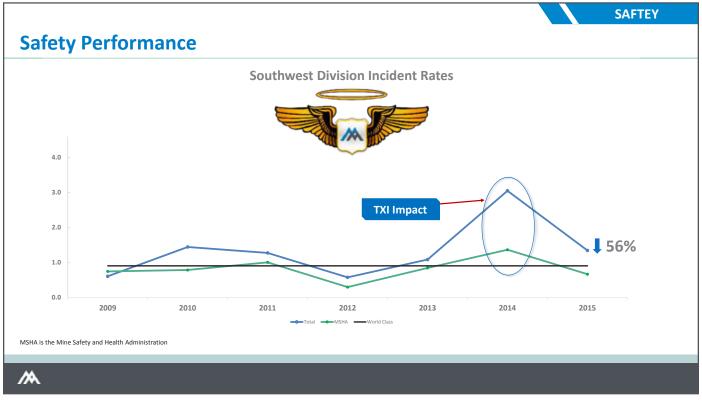
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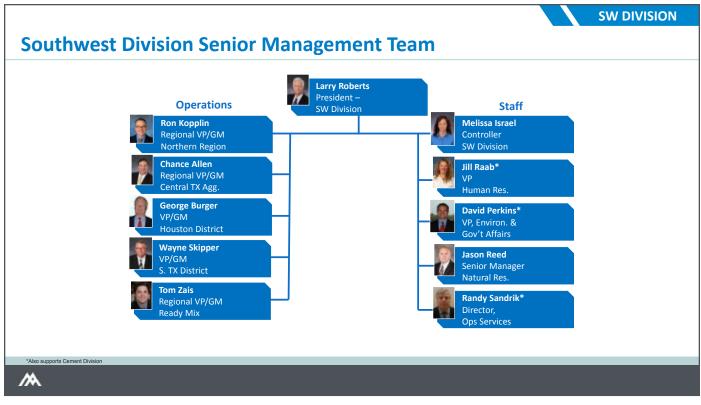
# Texas Continues to be Open for Business

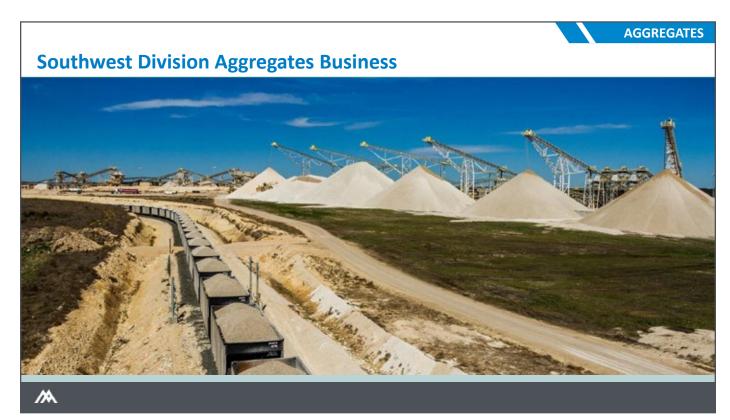


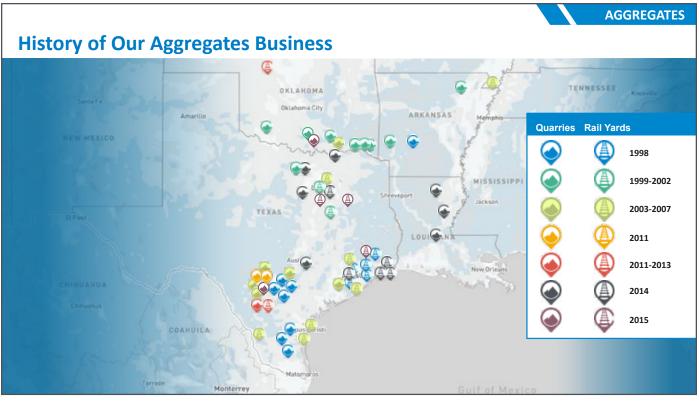
- Texas added 490K people from July 1, 2014 to July 1, 2015. The Texas Triangle accounted for 84% of this population growth and posted the top two largest gains of any metro in the nation
- Texas added 160K new jobs in 2015 and posted an unemployment rate of 4.6%
- Texas led the nation in corporate relocations and campus expansion in 2015 with more than 700 projects
- Texas had 3.4 months of housing inventory at the end of 2015, levels not seen by the state in 25 years









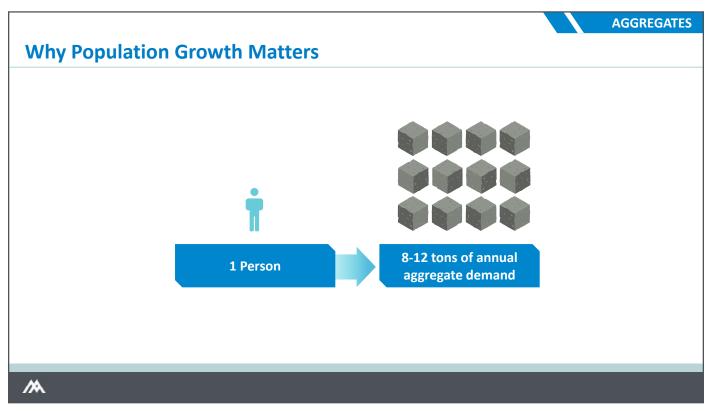


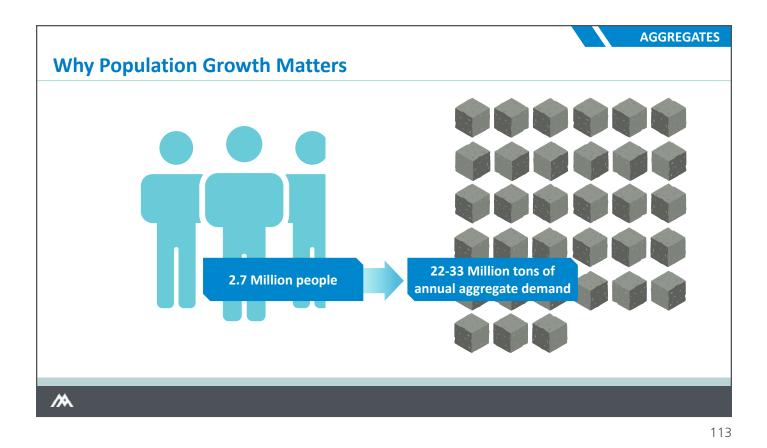


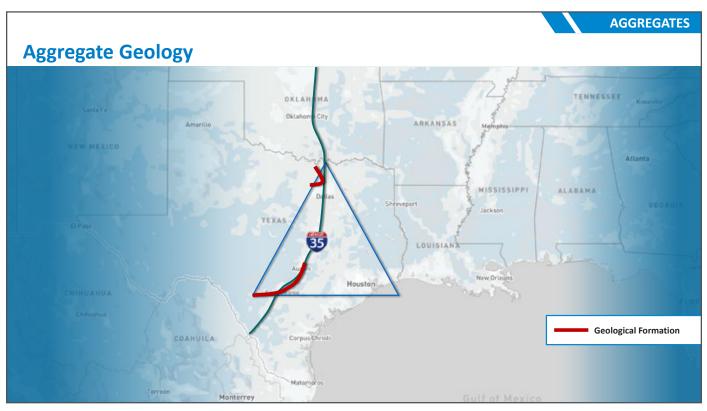
# **Texas Triangle Population Growth**

Dallas/Fort Worth	6,954	7,921	966
Houston/Beaumont	6,896	7,846	950
San Antonio/Austin	4,272	4,942	670
Central Triangle	928	1,058	130
Totals	19,050	21,767	2,717
			Populatio

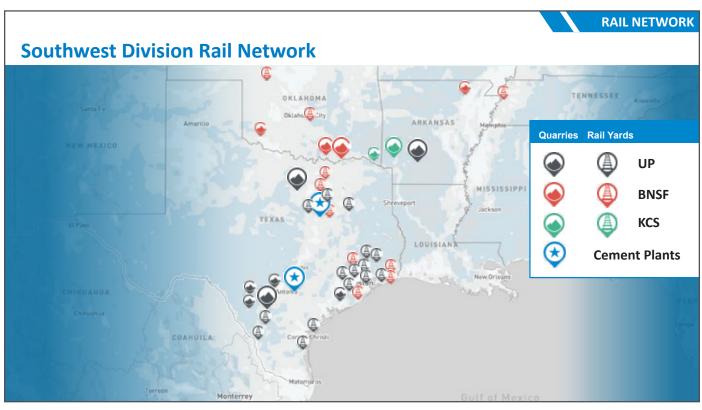
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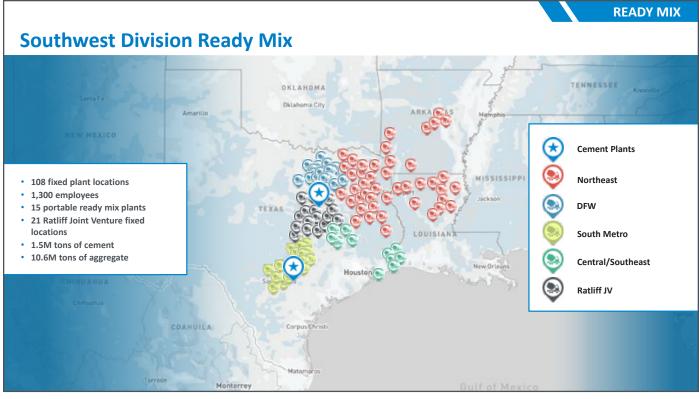


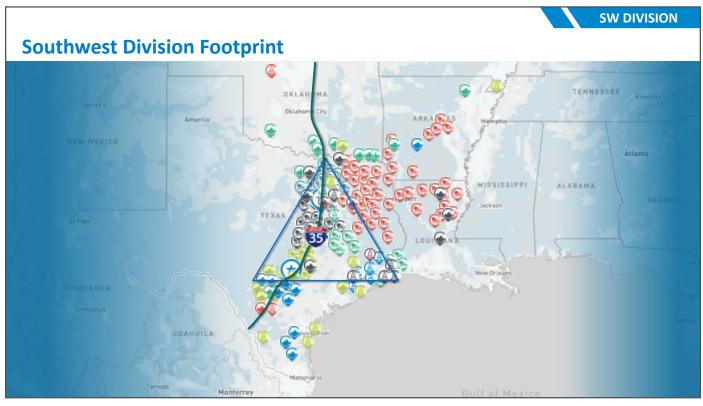


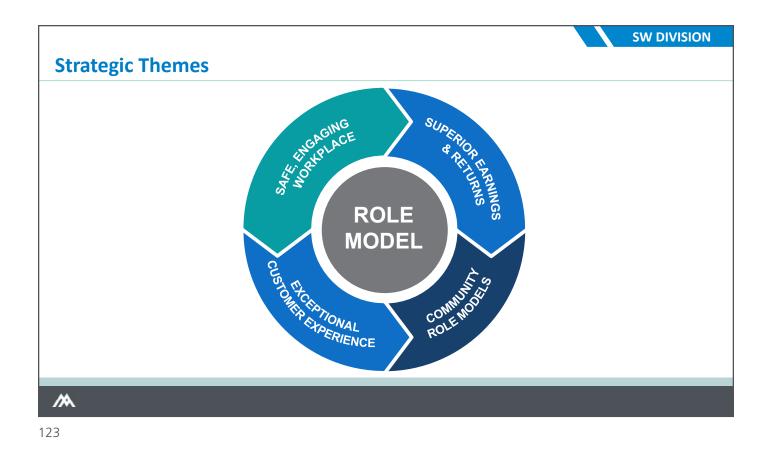


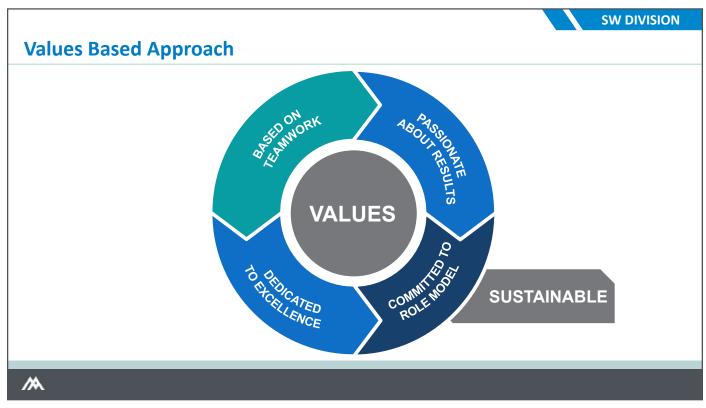


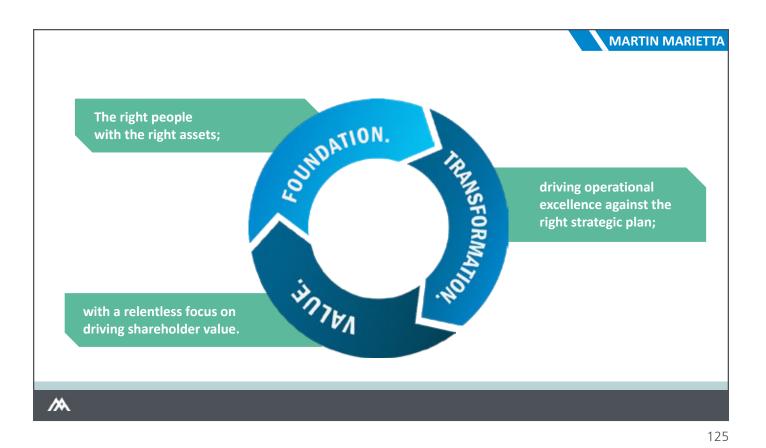








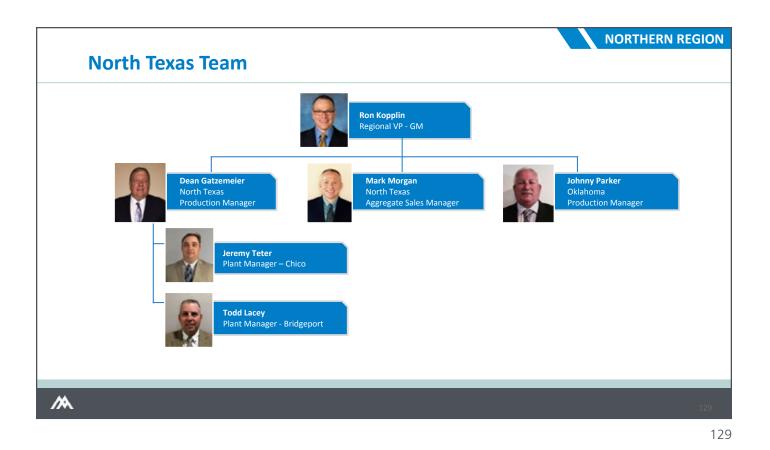


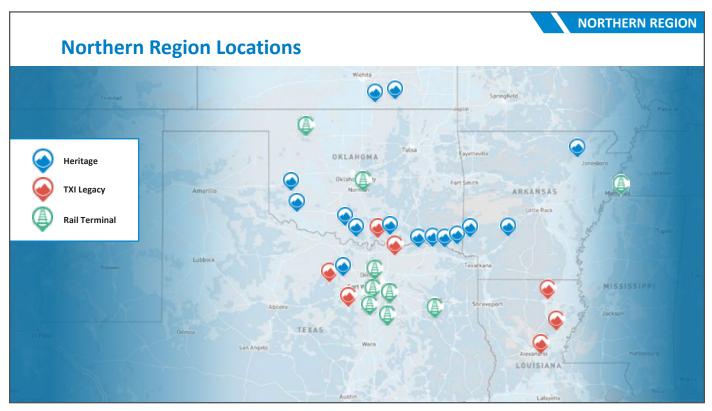


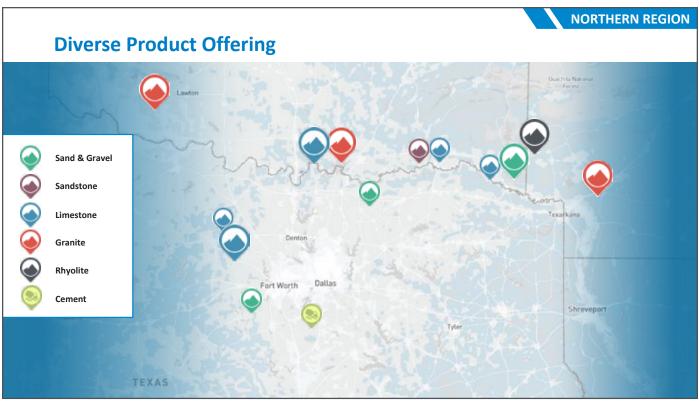


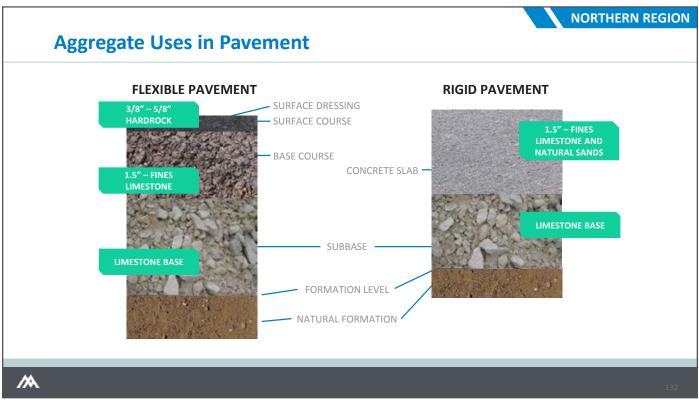




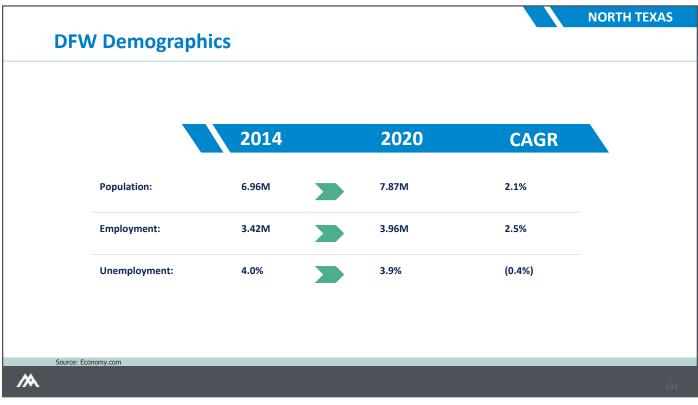




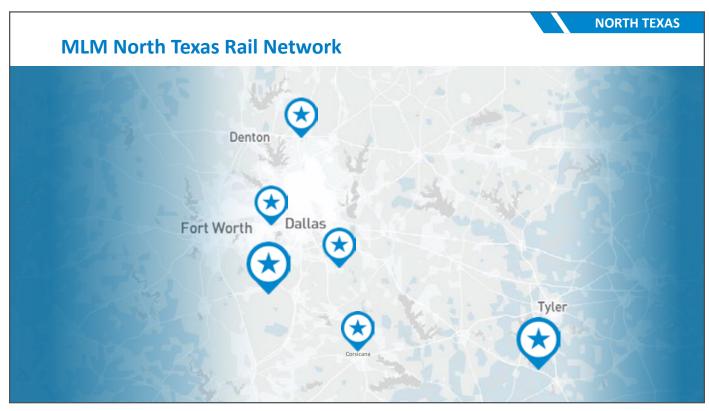


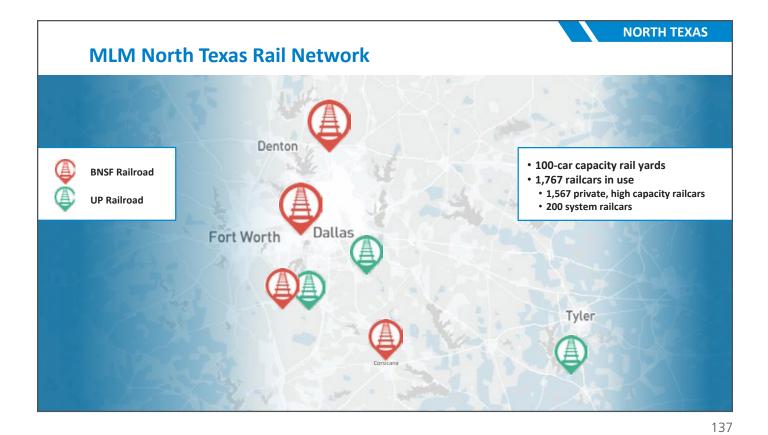


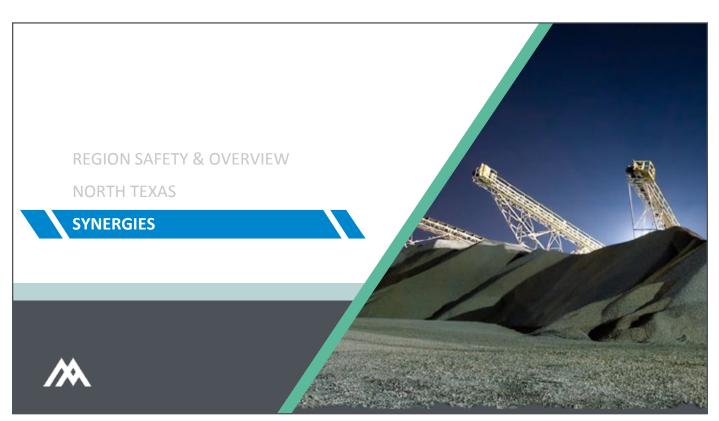


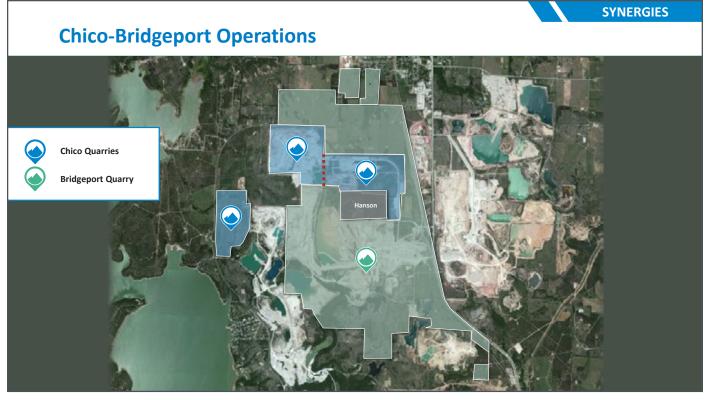








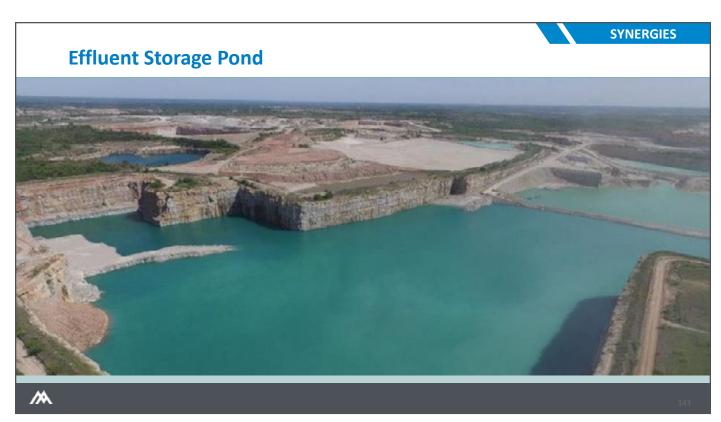




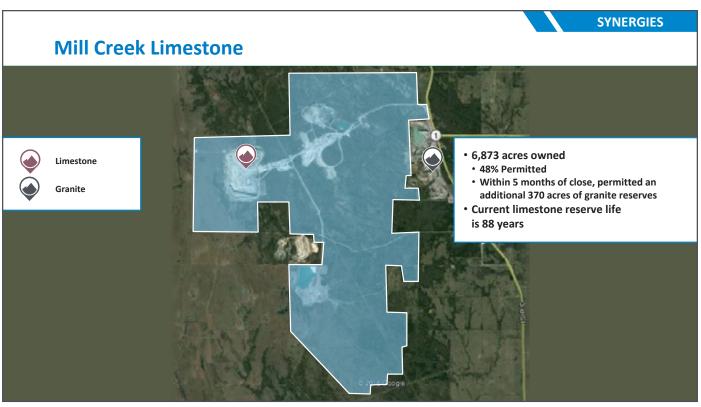


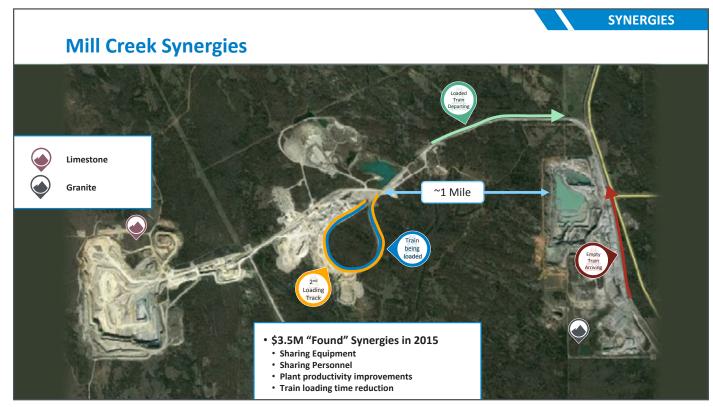


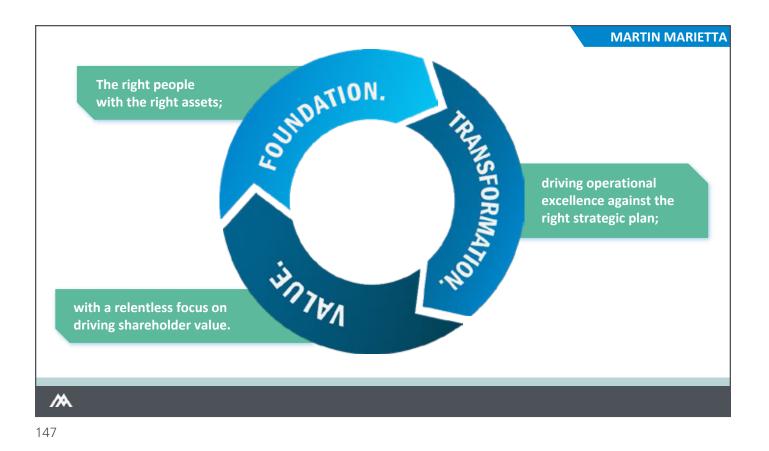














# **Biographies**

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## **C. Howard Nye**

#### Chairman, President and Chief Executive Officer Martin Marietta

C. Howard (Ward) Nye is Chairman, President and Chief Executive Officer of Martin Marietta. Prior to joining the company in 2006, Ward spent 13 years with British-based Hanson PLC, one of the world's largest suppliers of heavy building materials. Ward's area of focus was with Hanson's North American aggregates, hot mix asphalt, ready mixed concrete, cement and construction group, headquartered in Dallas, Texas. During his time with Hanson, Ward held a series of positions increasing in responsibility and culminating with his role as Executive Vice President.

In addition to his educational, professional and executive roles, Ward has been a gubernatorial appointee to the North Carolina Mining Commission. He is past Chairman as well as Executive Committee and Nominating Committee member of the National Stone, Sand & Gravel Association (NSSGA). He currently serves as Vice Chairman of the American Road Transportation Builders Association (ARTBA), whose primary goal is to grow and protect transportation infrastructure investment to meet the demands for safe and efficient travel. Ward also serves as a director of the United States Chamber of Commerce, the world's largest business organization representing the interests of more than three million businesses. In 2015 Ward became an independent director of CREE, Inc. (NASDAQ: CREE), a multinational manufacturer of semiconductor light-emitting diode materials and devices where he serves on both the Audit and the Nominating and Corporate Governance Committees. Ward has further served on numerous other state, community and charitable organizations including the Duke University Alumni Association Board, Wake Forest University School of Law Alumni Board, UNC Rex Healthcare, Inc.'s Board of Trustees, and Wells Fargo's Central Regional Advisory Board. Ward was previously recognized by Aggregates Manager magazine as its AggMan of the Year.

Ward completed his undergraduate studies with honors at Duke University in 1984, and he received his law degree from Wake Forest University in 1987. Ward's legal career focused on serving as counsel for construction and building materials companies. As an attorney, Ward was recognized by his peers with Martindale-Hubbell's "AV" rating, indicating highest ethical standards and preeminent legal ability.

Ward and his wife, Laura, reside in Raleigh, North Carolina. They have been married more than 25 years and have three children.



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## Michael J. Quillen

#### Lead Independent Director, Martin Marietta

Member of the Ethics, Environment, Safety and Health Committee, the Finance Committee and the Management Development and Compensation Committee

Michael (Mike) Quillen joined the Martin Marietta board in 2008 and was elected Lead Independent Director in 2014.

Mr. Quillen was founder, CEO and Chairman of Alpha Natural Resources, Inc., a leading Appalachian coal supplier, from its inception in 2002 until he retired as non-executive Chairman in May 2012. He held senior executive positions in the coal industry throughout his career at Pittston/ Pittston Coal Sales Corp., AMVEST Corporation, NERCO Coal Corporation, Addington, Inc. and Mid-Vol Leasing, Inc.

Mr. Quillen served as Chairman (Rector) of the Board of Visitors of Virginia Polytechnic Institute and State University (Virginia Tech) from July 2012 until June 2014 and was reappointed to an additional four-year term on the Board by Governors in July 2014. He was Chairman of the Audit and Finance Committee from July 2010 to June 2012. Mike also served on the Virginia Port Authority from 2003 to 2012 and as Chairman from July 2011 to December 2012.

Mr. Quillen attended Virginia Tech from 1966 to 1971, earning both Bachelor's and Master's degrees in Civil Engineering.



## W. Chance Allen

#### Regional Vice President and General Manager Southwest Division Martin Marietta

Chance Allen is Regional Vice President/General Manager of the Central Texas Aggregates District of the Southwest Division of Martin Marietta, with operations in the central area of Texas. He has worked for Martin Marietta for 16 years. In addition to his current role, Chance has held positions of increasing responsibility both in the Southwest Division as well as in his previous position at Lemon Springs Quarry in the Carolina Division.

Chance began his career with DuPont de Nemours, working in both research and development and operations management.

Chance has been a member of the Mining Engineering Development Board of Missouri University of Science & Technology in Rolla, Mo., for three years.

A native of Springfield, Mo., Chance graduated Magna Cum Laude from the Missouri University of Science and Technology with a Bachelor of Science in Mining Engineering. Chance received his Masters of Business Administration from Strayer University.

Married for 20 years, Chance and his wife, Erin, have four young children.



## **Roselyn R. Bar**

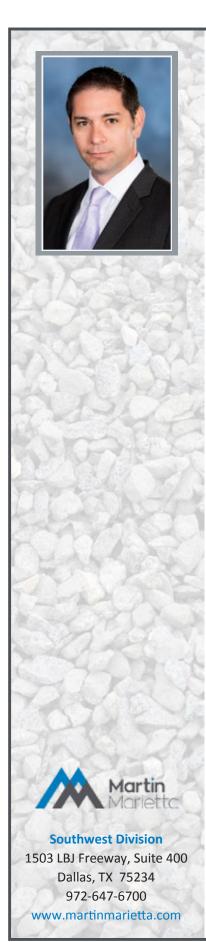
#### **Executive Vice President, General Counsel and Corporate Secretary Martin Marietta**

Roselyn Bar is Executive Vice President, General Counsel and Secretary of Martin Marietta. Roselyn joined Martin Marietta in 1994 in conjunction with the company's initial public offering, serving as assistant general counsel and assistant corporate secretary. Before joining Martin Marietta, she was corporate counsel at SunAmerica Inc., a large financial services company, and a corporate lawyer at Skadden, Arps, Slate, Meagher and Flom in New York and Los Angeles.

Roselyn serves as Chair of the Council of Counsel and a member of the Legal Task Force for the National Stone, Sand and Gravel Association. She also serves on the Board of Directors and as a Wish Champion for Make-A-Wish® Eastern North Carolina, as well as working with other community and charitable organizations. In November 2014 Roselyn was recognized by the *Triangle Business Journal* as Outstanding Corporate Counsel, Public Company.

Roselyn completed her undergraduate studies at the University of Rochester in 1980. She received her law degree from Brooklyn Law School in 1983 where she was the Managing Editor of the Law Review. Roselyn is a member of the New York, California, Florida and American Bar Associations.

Roselyn and her husband, Keith Grant, reside in Raleigh, N.C. They have been married for more than 25 years and have two children.



## **Leandro Fellin**

Director of Marketing Southwest and Cement Divisions Martin Marietta

Leandro (Leo) Fellin is Director of Marketing for Martin Marietta and manages strategy and business development efforts for the Southwest and Cement Divisions. Prior to the acquisition of Texas Industries, Inc. (TXI) in July 2014, Leo was Director of Marketing for TXI, responsible for marketing and sales strategies for the cement, aggregates and ready mix business units. He joined TXI in 2006 as Architectural Sales Manager for the North Texas ready mix sales organization and became General Sales Manager in 2010.

Leo is a member of the American Concrete Institute (ACI) and served as a board member for the local ACI chapter in 2011 and 2012.

Leo earned his Bachelor's degree in Landscape Architecture from Texas A&M University in 2000 and his MBA from Southern Methodist University in 2012. He holds professional credentials from the National Ready Mixed Concrete Association as a Sustainability Specialist and Pervious Concrete Technician as well as L.E.E.D. Green Associate accreditation from the U.S. Green Building Council.

Leo and his wife, Deshea, live in Frisco, Texas, and have one daughter.



## William J. Gahan

#### President, Midwest Division Martin Marietta

William (Bill) Gahan is President of the Midwest Division of Martin Marietta. Bill is involved in managing aggregate operations in Iowa, Minnesota, Nebraska, Missouri, Kansas and Washington. He began his industry career with Weaver Construction Co. in Iowa Falls, Iowa, before Weaver was acquired by Martin Marietta in 1986.

Bill has been a member of the Board of Directors and Past President of both the Iowa Limestone Producers Association and the Kansas Aggregate Producers Association.

Bill has been involved with Junior Achievement in Topeka, Kan., and has been active with Associated General Contractor chapters in several states.

Bill graduated from Iowa State University in 1982 with a Bachelor of Science degree in Construction Engineering.

Bill and his wife, Tammy, live in Des Moines, Iowa.

11252 Aurora Avenue Des Moines, Iowa 50322 515-254-0030 www.martinmarietta.com



## **Daniel L. Grant**

#### Senior Vice President, Strategy & Development Martin Marietta

Daniel (Dan) Grant is Senior Vice President of Strategy & Development for Martin Marietta. Before joining the company in 2013, Dan spent 18 years as Senior Vice President of Strategy & Development for Lehigh Hanson (a subsidiary of Heidelberg Cement) and Senior Vice President of Corporate Development for Hanson Building Materials America (a subsidiary of Hanson PLC). He began his career in the construction materials industry as Vice President and Chief Financial Officer at Owl Rock Products Company in Arcadia, Calif.

Dan is active in the Charlotte chapter of the Corporate Development Leadership Network.

Dan completed his undergraduate studies at California State University, Fullerton, where he received a Bachelor of Arts degree in Accounting in 1976. He earned his Master of Business Administration in Corporate Finance at the University of Southern California in 1980.

Dan and his wife, Debbie, reside in Raleigh, N.C. They have been married for 35 years and have two children and four grandchildren.



## Dana F. Guzzo

#### Senior Vice President and Chief Accounting Officer Martin Marietta

Dana Guzzo is Senior Vice President and Chief Accounting Officer for Martin Marietta. Dana joined the company in 2004 as Vice President, Financial Systems, Planning and Analysis and held positions of increasing responsibility before being named in 2011 to her current position. Prior to joining Martin Marietta, she was with W. R. Grace & Co., a specialty chemical company, holding a number of positions within the Finance function. Dana began her career with PricewaterhouseCoopers, serving clients in the audit and assurance practice for twelve years.

Dana is active in the Government Affairs Committee of the National Stone, Sand and Gravel Association (NSSGA), leading the grassroots efforts for Martin Marietta. She was named the NSSGA Grassroots Coordinator of the Year in 2011. Dana participates in many local charity events focused on veterans' issues.

Dana received a Bachelor of Science degree in Business Administration from Old Dominion University in 1987. She is also a Certified Public Accountant.

Dana and her husband, Bob, have been married more than 15 years and live in Raleigh, N.C.

Corporate Headquarters 2710 Wycliff Road Raleigh, NC 27607 919-781-4550 www.martinmarietta.com



www.martinmarietta.com

## John R. Harman

#### President, Mideast Division and Magnesia Specialties Martin Marietta

John Harman is the President of the Mideast Division of Martin Marietta and of Martin Marietta Magnesia Specialties. The Mideast Division serves the regional construction materials market in Indiana, Ohio and West Virginia, and Magnesia Specialties serves a large international chemical customer base.

Since joining the company in 1977, John has held a variety of positions with increasing responsibility. In 1994, he was promoted to Vice President and General Manager of Magnesia Chemicals and became President of the Magnesia Specialties Division in 2005. In 2012, he was appointed to also lead the Mideast Division as its President.

John is a member of the board of the National Lime Association and has been involved in the magnesia industry since joining the company.

John received a Bachelor of Science degree in Education from Ohio University in 1977.

John and his wife, Stephanie, have been married for 33 years. They reside in Columbia, Md., with their two sons.



## **Robert B. Kidnew**

President, Cement Division Martin Marietta

Robert (Bob) Kidnew is President of the Cement Division of Martin Marietta. Prior to joining the company in 2014, Bob was President of Texas Lehigh Cement Company, a joint venture between Eagle Materials (a major wallboard, cement, concrete and aggregate producer in the U.S.) and Lehigh Hanson, a subsidiary of Heidelberg Cement (one of the world's largest suppliers of heavy building materials). Bob previously worked with several of the major cement producers in the U.S. in roles ranging from Process Engineer to Plant Manager.

Bob has served on the boards for several associations, including the Texas Aggregates and Concrete Association (TACA) Executive Committee, the Texas State University CIM Patrons Board and the Portland Cement Association Executive Committee. In 2011 he was awarded the Bob Beard Good Neighbor Award by TACA. He received the Governor's Environmental Excellence Award for Industry in 2010 from the Texas Commission on Environmental Quality. Bob is also active with several local non-profit organizations.

Bob graduated from Queen's University in Kingston, Ontario with a B. SC. Degree in Civil Engineering and completed the Advanced Executive Program at Northwestern University's Kellogg School of Business in 2003.

Bob and his wife, Jo-Dee, live in Dallas. They have been married for over 30 years and have three children and two grandchildren.



## Ronald M. Kopplin

#### Regional Vice President and General Manager Southwest Division Martin Marietta

Ronald (Ron) Kopplin is Regional Vice President and General Manager of the Northern Region of Martin Marietta's Southwest Division. In this capacity, Ron oversees aggregate operations and rail terminals across North Texas, Oklahoma, East Texas, Arkansas, Louisiana and southern Kansas. Since joining Martin Marietta in 1999 as a sales professional, Ron has held positions of increasing responsibility in San Antonio, Houston and markets within the Northern Region. Prior to joining Martin Marietta, Ron worked in various engineering and environmental management roles for Waste Management, Inc. and the Gaylord Container Corporation.

In addition to his educational and professional experience, Ron has served as a member of the Board of Directors for the Oklahoma Aggregates Association since 2011 and was Chairman in 2015. Ron has also served on several committees with the Texas Aggregates and Concrete Association.

Ron received his Bachelor of Science degree in Civil Engineering from the University of Illinois in 1989 and received his Master of Business Administration from the University of Texas-San Antonio in 1999.

Ron and his wife, Rebecca, reside in Frisco, Texas. They have been married more than 22 years and have two children.



www.martinmarietta.com

## Anne H. Lloyd

#### **Executive Vice President and Chief Financial Officer** Martin Marietta

Anne Lloyd is Executive Vice President and Chief Financial Officer of Martin Marietta. She joined the company in 1998 as Vice President and Controller and was promoted to Chief Accounting Officer in 1999. She has served as Chief Financial Officer since June 2005.

Before joining Martin Marietta, Anne was with Ernst & Young LLP for 14 years in positions of increasing responsibility, ultimately as a Senior Manager and client service executive for the natural resources, mining, insurance and healthcare industries.

Anne currently serves as Treasurer of the National Stone, Sand and Gravel Association (NSSGA). She also served on NSSGA's MAP-21 Reauthorization Committee and on the Blue Ribbon Panel of Transportation Experts for the National Surface Transportation Policy and Revenue Study Commission. Anne is the immediate Past Chair of the North Carolina Chamber of Commerce and a member of their Infrastructure and Economic Development Policy Committee. She is also a Board Member of the Terra Nitrogen Company, L.P., serves as the chair of its Audit Committee and is a member of the Corporate Governance and Nominating Committee.

Anne is active at White Plains United Methodist Church and also serves on the Council on Finance and Administration of the North Carolina Conference of the United Methodist Church.

Anne is a 1983 graduate of the University of North Carolina at Chapel Hill. She holds a Bachelor of Science degree in Business Administration and is a Certified Public Accountant.

Anne and her husband, Steve, live in Raleigh, N.C. They have been married for 28 years and have two adult sons.



## **Donald A. McCunniff**

#### Senior Vice President, Human Resources Martin Marietta

Donald (Don) McCunniff is Senior Vice President of Human Resources for Martin Marietta. Before joining the company in 2011, Don was the Senior Vice President of Human Resources at CenturyLink as well as Armstrong World Industries. He also held a series of senior human resources positions at Honeywell International. He began his professional career as an Army officer where he served in a variety of line and staff positions.

Don is a member of the Board of Directors of Transitions LifeCare in Raleigh, N.C. He is active in various veterans organizations, both locally and nationally.

Don is a Distinguished Military Graduate of the University of North Georgia where he graduated in 1979 with a Bachelor of Science degree in Political Science. He earned a Master of Public Administration degree in 1989 from the University of San Francisco. He is also a Six Sigma Black Belt.

Don and his wife, Claire, reside in Raleigh, N.C. They have been married for over 30 years and have two adult children.



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## John P. Mohr

#### Vice President and Chief Information Officer Martin Marietta

John Mohr is Vice President and Chief Information Officer for Martin Marietta. He is responsible for all aspects of information technology and service, including software, infrastructure, security and planning. John joined Martin Marietta in 2015 and has considerable prior industry experience. From 1993 to 2001, he progressed through various positions of increasing responsibility to become Director of IT Development for Hanson Building Materials.

John earned a Bachelor of Science degree in Management from the Massachusetts Institute of Technology in Cambridge, Mass. He is a member of the Triangle Technology Executive Council, the Society for Information Management and is active in the North Carolina Technology Association.

John is a resident of Cary, N.C., and has twins — one son and one daughter.



## Jay M. Moreau

#### Vice President, Operations Services Martin Marietta

Jay Moreau is Vice President, Operations Services for Martin Marietta. He is responsible for corporate-wide support efforts in procurement, technical services, quality, maintenance services, logistics, explosives, natural resources, environmental compliance and engineering. Jay also leads the organization's efforts on best practices and process optimization. He joined Martin Marietta in 1988 as a Market Analyst and progressed through various positions of increasing responsibility to become Division President for the South Central Division in 2006. In 2011, Jay was appointed to his current position.

Jay served on the Board of Directors of Georgians for Better Transportation. He has also held numerous leadership positions, including President, for the Georgia Construction Aggregate Association and is active in the Georgia Chamber of Commerce.

Jay earned a Bachelor of Science degree in Marketing/Pre-Law from Juniata College in Huntingdon, Pa. He participated in varsity football and track and was active in campus organizations, serving on the Campus Ministry Board, as Treasurer for Student Government and as Treasurer for the Class of 1988. Jay is a certified Six Sigma Green Belt and holds certificates of achievement from the University of Virginia and the Georgia Institute of Technology. He is a graduate of Leadership North Carolina.

Jay and his wife, Bettyjean, are residents of Raleigh, N.C. He has three sons and one daughter.



## **Joseph H. Reilly**

President, Southeast Division Martin Marietta

Joseph (Joe) Reilly is President of the Southeast Division of Martin Marietta, with operations in the southeastern states of Georgia, Florida, Alabama, Tennessee and Mississippi as well as the offshore businesses located in the Bahamas and Nova Scotia, Canada. Before taking on the role of President of the Southeast Division, Joe led the Lime and Stone unit of Magnesia Specialties. Prior to joining Martin Marietta in 2000, Joe worked for Hanson, PLC – Southeast Region (U.S.), Mississippi Lime Company and Vulcan Materials Company in various roles of increasing responsibility.

Joe currently serves on the Board of Directors of the Georgia Construction Aggregate Association and formerly served on the Board of Directors and was President of the National Lime Association. In addition, Joe has been active in several other industry, civic and charitable organizations.

Joe received his Bachelor of Science degree in Mining Engineering from the Missouri University of Science and Technology in 1982.

Joe and his wife, Molly, have been married more than 26 years and have four children. They reside in the Atlanta, Ga., metro area.

Southeast Division 3325 Paddocks Pkwy., # 350 Suwanee, Georgia 30024 678-965-8555 www.martinmarietta.com



## Larry J. Roberts

#### President, Southwest Division Martin Marietta

Larry Roberts is President of the Southwest Division of Martin Marietta, with operations in Texas, Arkansas, Oklahoma and Louisiana. He has worked for the same organization (spanning four different owners) for 35 years. In addition to his roles with Martin Marietta, Larry held positions of increasing responsibility with Redland Stone Products Company.

Larry began his career with Arthur Young and Company, now part of Ernst & Young LLP, in San Antonio, Texas. In his five years with the firm, he provided auditing and tax services to a wide array of businesses. Larry was a CPA and Audit Manager at the time he left Arthur Young.

Larry is a Past Chairman of the Texas Aggregates and Concrete Association and past President of the Board of Ronald McDonald House Charities of San Antonio.

A San Antonio native, Larry earned a Bachelor of Business Administration degree with honors in Accounting from St. Mary's University in San Antonio in 1975.

Married for 40 years, Larry and his wife, Laura, have two adult children.



## **Alan E. Rowley**

**Vice President, Technical Services Cement Division Martin Marietta** 

Alan Rowley is Vice President, Technical Services in the Cement Division of Martin Marietta. Prior to joining the company in early 2016, Alan was Vice President Operations for Lehigh Hanson [Heidelberg] and responsible for their three West Region Cement Plants. He held the position of Plant Manager, Tehachapi for five years prior to his promotion to Vice President. Alan began his cement career with CEMEX [Southdown] in 1991, holding numerous management positions in technical services, operations, mining engineering and major expansion projects.

Alan has been an active participant in the Boy Scouts of America during the last 20 years, holding positions as Scoutmaster, Troop Committee Chairman, Assistant Scoutmaster and High Adventure Leader. Of the last class of young scouts for which Alan was responsible, 15 of 16 earned Scouting's highest rank, Eagle Scout.

Alan holds a degree in Mining Engineering from the University of Wisconsin-Platteville. He completed Heidelberg's Summit Program for Senior Management by Duke University in 2012.

Alan and his wife, Patti, reside in Red Oak, Texas. They have seven children and have been married for more than 39 years.

Dallas, Texas 75234 (972) 647-6700 www.martinmarietta.com



## John J. Tiberi

#### President, Mid-Atlantic Division Martin Marietta

John Tiberi has been President of the Mid-Atlantic Division of Martin Marietta since 2013, overseeing operations in North Carolina, South Carolina, Virginia and Maryland. John joined Martin Marietta in 2002 as Vice President and General Manager of the Indiana District. He has held positions in the Mid-America Region (Ohio and Indiana) and the Mideast Division (Ohio, Indiana, West Virginia, Maryland and Virginia).

John began his career in 1986 with CalMat in Los Angeles, Calif. He held positions of increasing responsibility at the Medusa Aggregates Company, the Southdown Corporation and Cemex.

John has served on the Board of Directors for the Kentucky Crushed Stone Association, Indiana Constructors Inc., the Indiana Mineral Aggregates Association and the Build Indiana Council where he was also Chairman.

After earning his Bachelor of Business Administration degree at the University of Notre Dame in 1986, John received a Master of Business Administration from The Peter Drucker School of Management at Claremont Graduate University in 1991.

John and his wife, Sara, live in Raleigh, N.C. They have been married for 25 years and have four children.



## Patrick H. Walker

#### President, Rocky Mountain Division Martin Marietta

Patrick (Pat) Walker is President of the Rocky Mountain Division of Martin Marietta. In December 2011, Pat and his business partner sold Suburban Ready Mix to Martin Marietta concurrent with Martin Marietta's acquisition of Lafarge North America's Front Range assets. The resulting entity is the current Rocky Mountain Division.

Pat has been involved in the aggregate mining, asphalt paving and ready mix concrete businesses in Colorado, Wyoming, New Mexico, Nevada and Texas, serving as president of Western Mobile Inc., Lafarge, U.S. West Inc., and Suburban Ready Mix Inc., all headquartered in Denver, as well as Redland Stone Products, Inc. located in San Antonio, Texas.

Pat currently serves on the Board of Directors of the Mountain States Employers Council. He is a two-term past president of the Colorado Ready Mix Concrete Association and has served on numerous national and local industry boards. His community activities include service on the Board of the Denver Area Council of the Boy Scouts of America and Colorado Uplift.

Pat received his Bachelor of Arts degree in Political Science from Moorhead State University in 1972.

Pat and his wife, Penny, have been married for 38 years. They have three daughters and reside in Morrison, Colo.

Rocky Mountain Division 10170 Church Ranch Way, #201 Westminster, CO 80021 (720) 245-6400 www.martinmarietta.com



## **Thomas M. Zais**

#### Regional Vice President and General Manager, Ready Mix Southwest Division Martin Marietta

Thomas (Tom) Zais is Regional Vice President/General Manager, Ready Mix for the Southwest Division of Martin Marietta. Prior to the acquisition of Texas Industries, Inc. (TXI) in July 2014, Tom served as Vice President of the Ready Mix Division of TXI in Dallas. Tom began his career in civil engineering with Jones & Carter, Inc. before entering the precast manufacturing industry with Pavestone Company as a Sales Engineer and General Manager.

Tom has served multiple terms as a Board Member for the National Ready Mix Concrete Association in addition to contributing to state association activities. In 2003 and 2005, Tom was recognized by the Texas A&M Center for New Ventures and Entrepreneurship as a "Top 100" Business Leader for his role in Texas-based business incubation and service to the Entrepreneurial and Small Business Development Centers in Houston. He serves as a guest lecturer for the undergraduate business degree program at Texas State University and has been a keynote facilitator for the Charles Walgreen Foundation Leadership Academy.

Tom completed his undergraduate studies in Civil Engineering at Texas A&M University in 1997 and his Master of Business Administration at the University of Houston in 2001, where he was the recipient of the Charles T. Bauer Leadership Award Scholarship.

Tom, his wife, Kimberly, and their two daughters live in the Dallas/Fort Worth area and have been married for more than 15 years.

# Appendix

## **DEFINITIONS OF NON-GAAP FINANCIAL MEASURES**

Gross margin (excluding freight and delivery revenues) represents a non-GAAP measure. Martin Marietta presents this ratio calculated based on net sales, as it is consistent with the basis by which management reviews the Corporation's results. Further, management believes it is consistent with the basis by which investors analyze the Corporation's results, given that freight and delivery revenues and costs represent pass-throughs and have no profit markup. Gross margin calculated as a percentage of total revenues represents the most directly comparable financial measure calculated in accordance with generally accepted accounting principles (GAAP).

Incremental gross margin (excluding freight and delivery revenues), expressed as a percentage (%), is a non-GAAP measure and is used internally to evaluate financial performance. Management believes this measure is indicative of operating leverage, efficiency and economic conditions. Due to the significant amount of fixed costs, gross margin (excluding freight and delivery revenues) typically increases at a disproportionate rate in periods of increased shipment activity. Incremental gross margin (excluding freight and delivery revenues) is not defined by GAAP and, as such, should not be construed as alternatives to gross profit or net gross margin. Earnings before interest, income taxes, depreciation, depletion and amortization (EBITDA) is a widely accepted financial indicator of a company's ability to service and/or incur indebtedness. EBITDA is not defined by generally accepted accounting principles and, as such, should not be construed as an alternative to net earnings or operating cash flow. Further, adjusted EBITDA excludes the impact of the loss on the sale of the California cement business and related expenses, the gain on the sale of the San Antonio asphalt business, the impact of TXI acquisition-related expenses, net, and the impact of TXI acquired inventory to fair value.

Adjusted net earnings and Adjusted Earnings Per Diluted Share are non-GAAP measures and exclude the impact of TXI acquisition-related expenses, net; the impact of the markup of acquired inventory to fair value; and the gain or loss on business divestitures. Management believes these adjusted measures provide investors more relevant metrics for forecasting future operating results. The non-GAAP measures are reconciled to net earnings and earnings per diluted share in accordance with generally accepted accounting principles.

## RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES: GROSS MARGIN

	Year-ended December 31,			
(dollars in millions)	2015	2014	2013	2012
Gross margin in accordance with GAAP				
Total revenues	\$ 3,539.6	\$ 2,958.0	\$ 2,155.6	\$ 2,031.9
Gross profit	\$ 721.8	\$ 522.4	\$ 364.0	\$ 327.1
Gross margin, as a percentage of total sales	20.4%	17.7%	16.9%	16.1%
Gross margin, as a percentage of net sales				
Total revenues	\$ 3,539.6	\$ 2,958.0	\$ 2,155.6	\$ 2,031.9
Less: freight and delivery revenues	(271.5)	(278.9)	(212.3)	(278.9)
Net sales	\$ 3,268.1	\$ 2,679.1	\$ 1,943.2	\$ 1,833.0
Gross profit	\$ 721.8	\$ 522.4	\$ 364.0	\$ 327.1
Gross margin, as a percentage of net sales	22.1%	19.5%	18.7%	17.8%

	Quarter-ended March 31,				
(dollars in millions)	2016	2015	2014	2013	2012
Gross margin in accordance with GAAP			:		
Total revenues	\$ 788.7	\$ 691.3	\$ 428.6	\$ 383.9	\$ 394.0
Gross profit	\$ 144.6	\$ 74.3	\$ 25.8	\$ 12.8	\$ 23.8
Gross margin, as a percentage of total sales	18.3%	10.7%	6.0%	3.3%	6.0%
	·				
Gross margin, as a percentage of net sales					
Total revenues	\$ 788.7	\$ 691.3	\$ 428.6	\$ 383.9	\$ 394.0
Less: freight and delivery revenues	(54.7)	(59.4)	(48.9)	(39.8)	(43.5)
Net sales	\$ 734.0	\$ 691.3	\$ 379.7	\$ 344.1	\$ 350.5
Gross profit	\$ 144.6	\$ 74.3	\$ 25.8	\$ 12.8	\$ 23.8
Gross margin, as a percentage of net sales	19.7%	11.8%	6.8%	3.6%	6.8%

## RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES:

The following table presents the calculation of incremental gross margin (excluding freight and delivery revenues) for the heritage Aggregates business as presented in the financial results for the year-ended December 31, 2015.

Heritage Aggregates Business	Year-ended December 31,		
(dollars in millions)	2015	2014	variance
Incremental Gross margin, as a percentage of net sales			
Net Sales	\$ 2,090.5	\$ 1,931.4	\$ 159.1
Gross profit	\$ 497.1	\$ 366.6	\$ 130.5
Incremental Gross Margin (excluding freight and delivery revenues)			82%

#### RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES: EBITDA AND ADJUSTED EBITDA

		Year-ended December 31,		
(dollars in millions)	2015	2014	2013	2012
Net earnings attributable to Martin Marietta	\$ 288.8	\$ 155.6	\$ 121.3	\$ 84.5
Add back:				
Income expense	\$ 76.3	\$ 66.1	\$ 53.5	\$ 53.3
Income tax expense for controlling interests	\$ 124.9	\$ 94.8	\$ 43.5	\$ 16.6
Depreciation, depletion & amortization expense	\$ 260.7	\$ 220.5	\$ 171.9	\$ 175.5
EBITDA	\$ 750.7	\$ 537.0	\$390.2	\$ 329.9
Nonrecurring expenses (acquisition-related expenses, net loss on divestitures and other noncash related charge)	15.9	53.8	_	_
Adjusted EBITDA	\$ 766.6	\$ 590.8	\$ 390.2	\$ 329.9

## RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES: ADJUSTED NET EARNINGS

		Year-ended December 31,	
(dollars in millions)	2015	2014	
Net earnings attributable to Martin Marietta in accordance with generally accepted accounting principles	\$ 288.8	\$ 155.6	
Add back:			
Loss on sale of California cement operations	20.4		
TXI acquisition-related expenses, net	—	42.7	
Impact of selling acquired inventory due to markup to fair value	_	11.1	
Income tax expense on acquisition-related expenses, net & inventory markup	_	5.0	
Less:			
Gain on sale of San Antonio asphalt operations	(6.7)		
Adjusted net earnings attributable to Martin Marietta	\$ 302.5	\$ 214.4	
% Increase in 2015 compared with 2014	41.1%		

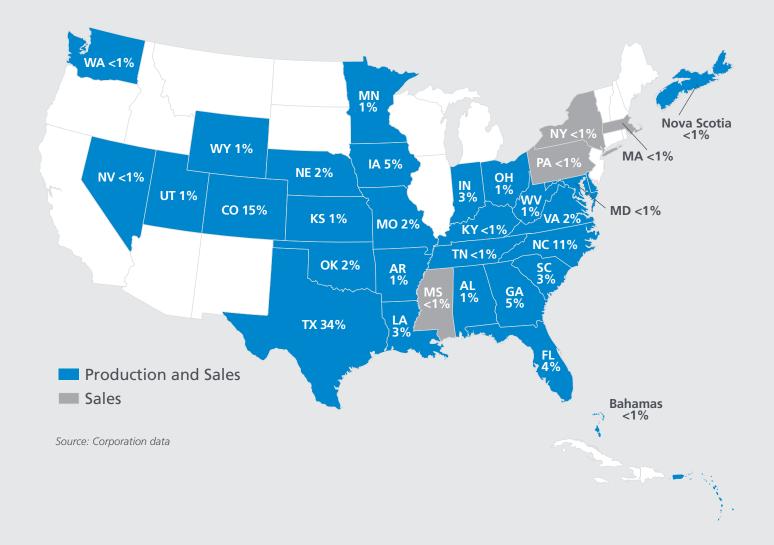
#### RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES: ADJUSTED EARNINGS PER DILUTED SHARE

		Year-ended December 31,	
dollars in millions)	2015	2014	
Earnings per diluted share in accordance with generally accepted accounting principles	\$4.29	\$2.71	
Add back:			
Loss on sale of California cement operations	0.31	_	
TXI acquisition-related expenses, net	_	0.91	
Impact of selling acquired inventory due to markup to fair value	_	0.12	
Less:			
Gain on sale of San Antonio asphalt operations	(0.10)	_	
Adjusted earnings per diluted share	\$4.50	\$3.74	
% Increase in 2015 compared with 2014	20.3%		

### INTRINSIC VALUE OF MARTIN MARIETTA AGGREGATES RESERVES

		AS OF December 31, 2015		
aggregates reserves in thousands)	Owned	Leased		
U.S. aggregates reserves	8,155,793	6,567,753		
Non-U.S. aggregates reserves	861,420	_		
Total aggregates reserves	9,017,213	6,567,753		
Intrinsic value per ton	\$1.00	\$0.40		
Intrinsic value	\$ 9,017,213	\$ 2,627,101		
Total Intrinsic Value of Aggregates Reserves		\$ 11,644,314		

### 2015 NET SALES BY STATE OF DESTINATION: AGGREGATES BUSINESS





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