

October 15, 2026

Dear Shareholders,

Thank you for your continued investment in and support of Martin Marietta. We have appreciated the opportunity to engage with many of you this year on topics of mutual interest, including our safety, financial and operating performance, our portfolio transformation and our progress toward greenhouse gas (GHG) emissions targets. As part of our **2026 Fall Engagement Program**, we are providing this update on matters that have previously been the subject of shareholder dialogue.

Understanding and considering the views of our shareholders is an important part of our governance and decision-making process. Thoughtful engagement provides us with insight into what matters to you, allows us to respond meaningfully to questions about our strategy, and helps communicate the importance of these issues to both our Board of Directors and senior management. As we advance our Strategic Operating Analysis and Review (SOAR) 2030 plan, your perspectives continue to inform our thinking regarding capital allocation, portfolio optimization and sustainability.

Building a Stronger Martin Marietta

In the first half of 2026 we delivered record revenues and Adjusted EBITDA, benefiting from the strength of our high-quality portfolio, recent acquisitions and favorable demand trends across key infrastructure and heavy nonresidential end markets. These results were particularly notable against what has become an increasingly challenging macroeconomic backdrop, underscoring the overall resilience of our business. Importantly, we delivered the strongest first-half safety performance in Company history, as measured by record-low Total Injury Incident and Lost-Time Incident Rates. This accomplishment builds on 2025, in which we achieved a world-class Total Injury Incident Rate for the fifth consecutive year (0.69) and a world-class Lost-Time Incident Rate for the ninth consecutive year (0.17). Safety remains the foundation upon which all other success is built.

Key 2026 developments include:

- **Completion of the QUIKRETE Asset Exchange.** On February 23, 2026, we completed our highly tax-efficient asset exchange with Quikrete Holdings, Inc. (QUIKRETE). We divested our Midlothian, Texas cement plant, related cement terminals and Texas ready-mixed concrete assets and acquired approximately 20 million tons of annual aggregates production in Virginia, Missouri, Kansas and British Columbia, along with \$450 million of cash. This transaction established new aggregates growth platforms in target geographies previously identified through our SOAR process and completed our exit from cement.
- **Acquisition of New Frontier Materials.** On May 15, 2026, we acquired New Frontier Materials (NFM), a complementary aggregates-led bolt-on with operations serving the greater St. Louis metropolitan area with high-quality reserves along the Interstate 70 corridor. Together, the QUIKRETE and NFM transactions added approximately 30 million tons of annualized shipments.
- **Transformational Combination with Lhoist North America.** On August 21, 2026, we completed our combination with Lhoist North America, Inc. (LNA), the largest transaction in Martin Marietta's history. LNA is a leading producer of high-calcium lime, dolomitic lime and industrial mineral products, with a network of 20 quarries and production facilities and 45 distribution terminals, anchored by more than 2 billion tons of high-quality limestone reserves strategically

positioned in key Sun Belt corridors. This transaction establishes Martin Marietta as the nation's leading producer of lime and limestone solutions and expands our participation in steel, environmental, infrastructure and industrial end markets.

SOAR 2030: Our Roadmap for Long-Term Value Creation

Since its launch in 2010, SOAR, which is reviewed and refined on a five-year cycle, has been our disciplined framework for sustainable growth and prudent capital deployment. We have a long history of doing what we say we are going to do, and SOAR 2025 was no exception. Among our SOAR 2025 achievements were more than \$16 billion of portfolio-enhancing transactions that redeployed capital from cement and downstream businesses into aggregates. Our total shareholder return over the SOAR 2025 period (December 31, 2020 through December 31, 2025) was 126%, compared with 96% for the S&P 500, and our cumulative total shareholder return since SOAR's inception in 2010 was 689%, compared with 620% for the S&P 500.

At our September 2025 Capital Markets Day, we unveiled SOAR 2030, which advances this proven playbook and is focused on opportunities to scale the business and to use data and analytics to inform better and faster decision-making. Through the five-year SOAR 2030 period, we plan to deliver low double-digit consolidated Adjusted EBITDA compound annual growth.

We believe this aim is ambitious yet achievable, and important to shareholders because it translates directly into enhanced cash generation and the capacity to both reinvest in the business and return capital to shareholders. We plan to deliver these results through three core levers:

1. **Commercial and Operational Excellence,**
2. **Disciplined, Growth-Focused M&A, and**
3. **Prudent Capital Allocation.**

Sustainability and Responsiveness to Shareholders

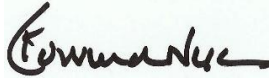
Shareholder feedback has continued to inform our approach to sustainability. A significant milestone came on February 13, 2026, when we obtained Science Based Targets initiative (SBTi) validation of our near-term targets: reducing absolute Scope 1 and 2 GHG emissions by 63.0% by 2035 from a 2023 base year and reducing absolute Scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, and upstream transportation and distribution by 37.5% over the same period. These targets require actual absolute reductions over a recalculated base year.

With our exit from cement complete, the 2024 Hunter, Texas and 2026 Midlothian, Texas divestitures together removed approximately 2 million metric tonnes of Scope 1 emissions, nearly half of our Scope 1 footprint since 2023. Consistent with the GHG Protocol, we are recalculating our 2023 baseline with our outside advisors and expect to report progress toward our SBTi targets in our 2026 Sustainability Report. LNA brings complementary capabilities to this effort, having reduced combustion emissions by 24.2% versus a 2018 baseline through more efficient kilns and increased natural gas usage, with a target of 50% natural gas usage by 2030. We will continue to review our GHG targets considering the LNA acquisition and keep our shareholders informed. Our 2026 Annual Incentive Plan also includes sustainability goals relating to Scope 1 and 2 reductions and engagement with top suppliers on Scope 3 data.

Looking Ahead

Martin Marietta's foundation has never been stronger. Our aggregates-led platform, now complemented by an expanded Specialties business, extensive reserves and exposure to many of North America's most attractive growth markets, provides resilient, through-cycle earnings and strategic flexibility. While much has been accomplished, we remain convinced that significant opportunities for continued value creation remain ahead.

Sincerely yours,

A handwritten signature in black ink, appearing to read "C. Howard Nye", is written over a light blue rectangular background.

C. Howard Nye