



**ASSET EXCHANGE**  
SUPPLEMENTAL INFORMATION

February 23, 2026

## Statement Regarding Safe Harbor for Forward-Looking Statements

Investors are cautioned that all statements herein that relate to the future involve risks and uncertainties and are based on assumptions that the Company believes in good faith are reasonable but which may be materially different from actual results. These statements, which are forward-looking statements under the Private Securities Litigation Reform Act of 1995, provide the investor with the Company's expectations or forecasts of future events. You can identify these statements by the fact that they do not relate only to historical or current facts. They may use words such as "guidance", "anticipate", "may", "expect", "should", "believe", "will", and other words of similar meaning in connection with future events or future operating or financial performance. Any or all of the Company's forward-looking statements here and in other publications may turn out to be wrong.

## Non-GAAP Financial Measures

This material contains financial measures that are not prepared in accordance with United States generally accepted accounting principles (GAAP). The Appendix contains reconciliations of these non-GAAP financial measures to the closest GAAP measures. Management believes these non-GAAP measures are commonly used by investors to evaluate the Company's performance and, when read in conjunction with the Company's consolidated financial statements, present a useful tool to evaluate the Company's ongoing business performance from period to period and anticipated performance. Additionally, these are some of the factors the Company uses in internal evaluations of the overall performance of its businesses. Management acknowledges that many factors impact reported results, and the adjustments in these non-GAAP measures do not account for all such factors. Furthermore, these non-GAAP measures may not be comparable to similarly titled measures used by other companies.

## Results and Trends

Results and trends described in this Supplemental Information may not necessarily be indicative of the Company's future performance.



# ASSET EXCHANGE IMPROVES PRODUCT MIX, MARGIN PROFILE AND EARNINGS DURABILITY

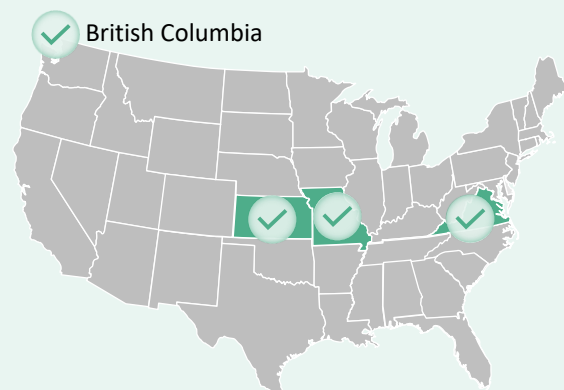
## TAX-EFFICIENT ENHANCEMENT OF OUR CORE AGGREGATES PORTFOLIO

**\$3.0B of Divestiture Assets Used As Consideration...**

- ◇ N. Texas Cement
- ◇ N. Texas Ready Mix Concrete



**...for ~20M Tons**  
Of High-Margin Annual Aggregates Production in Targeted Geographies



**+ \$450 Million Cash**

DIVESTITURE VALUE  
(net of cash taxes)

**\$2.8B**

ACQUISITION VALUE

**\$2.6B**

## STRATEGIC RATIONALE

- ◇ Expands **geographic diversification** and complements existing differentiated Central Division footprint
- ◇ Reduces **cyclical product exposure** while simultaneously **enhancing contribution from secular aggregates product line**
- ◇ **Meaningful synergies** expected through unit EBITDA normalization
- ◇ **Structured land and mineral exchange under Section 1031** of the Internal Revenue Code **enhances tax efficiency**
- ◇ **Maintains balance sheet strength** for future growth

## AGGREGATES CONTRIBUTION TO REPORTABLE SEGMENT GROSS ROFIT

Start of SOAR 2025

**~75%**

For the year ended  
December 31, 2020

End of SOAR 2025

**~90%**

Giving effect as if Transactions<sup>1</sup>  
all closed on January 1, 2025

VS.

1. Premier Magnesia, LLC (Premier) acquisition, the asset exchange with Quikrete Holdings, Inc. (QUIKRETE) and the acquisition of Minnesota aggregates and FOB asphalt assets from CRH, are collectively referred to as the "Transactions".

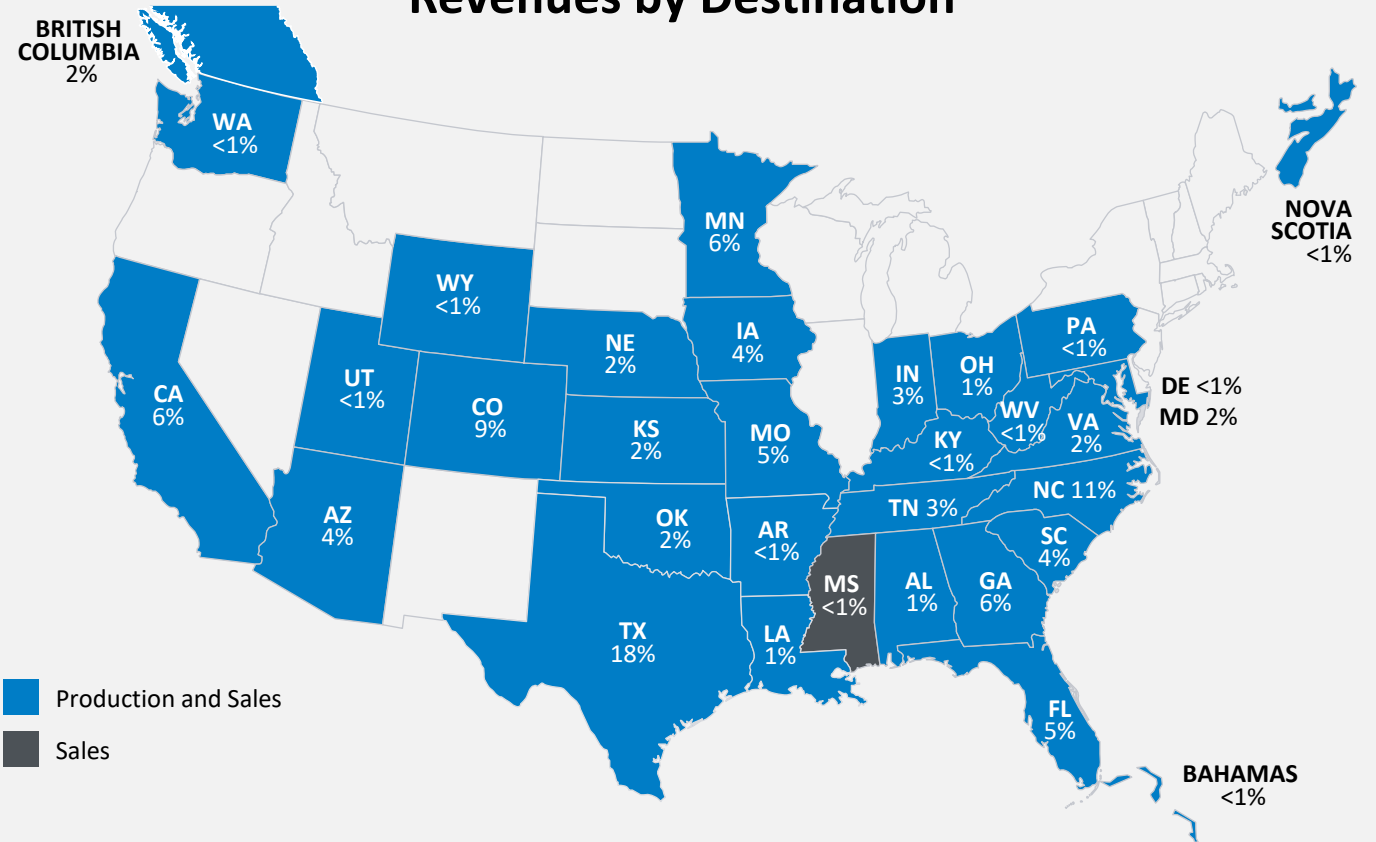
# 2026 GUIDANCE UPDATED TO REFLECT NET PORTFOLIO ACTIONS

2026 UPDATED GUIDANCE <sup>1</sup>	2026 CONSENSUS	2026 UPDATED AGGREGATES GUIDANCE <sup>1</sup>	2026 ORGANIC AGGREGATES GUIDANCE
<p><b>\$7.16B</b></p> <p>Revenues</p>	<p><b>\$6.89B</b></p> <p>Revenues<sup>3</sup></p>	<p><b>222M</b></p> <p>Shipment Tons +12.0%<sup>4</sup></p>	<p><b>202M</b></p> <p>Organic Shipment Tons +2.0%<sup>4</sup></p>
<p><b>\$2.43B</b></p> <p>Adjusted EBITDA From Continuing Operations<sup>2</sup></p>	<p><b>\$2.43B</b></p> <p>Adjusted EBITDA<sup>3</sup></p>	<p><b>\$23.89</b></p> <p>Average Selling Price (ASP) +2.5%<sup>4</sup></p> <p><i>(Inclusive of 250-basis-point acquisition headwinds)</i></p>	<p><b>\$24.47</b></p> <p>Organic ASP +5.0%<sup>4</sup></p>

1. 2026 Updated Guidance reflects continuing operations and includes estimated contributions from the Transactions as of their respective closing dates.
2. Non-GAAP financial measure. A reconciliation for 2026 Adjusted EBITDA from continuing operations guidance is not available without unreasonable effort due to the inherent difficulty in forecasting and quantifying the individual impacts of various purchase accounting adjustments and acquisition, divestiture and integration-related expenses, as well as comparable GAAP measures and related adjustments that would be necessary for such a reconciliation.
3. Reflects FactSet mean consensus estimates as of February 22, 2026.
4. Volume changes are in comparison to 2025 shipments of 198.5 million tons and ASP changes are in comparison to 2025 ASP of \$23.30 per ton.

# EXPANSIVE, DIVERSE COAST-TO-COAST FOOTPRINT WITH PREMIER POSITIONS IN HIGH-GROWTH MARKETS

Annualized Estimate of 2025 Building Materials Revenues by Destination<sup>1</sup>



**450+**

Aggregates quarries, mines, and yards<sup>2</sup>

**~85 Years of Reserves**

based on 2025 production levels<sup>2</sup>

# ASSET EXCHANGE CONCLUDES SOAR 2025

## Organic Growth Highlights

### Price / Cost Spread

TARGET:

**200 BPS**

Price / Cost Spread

ACHIEVED:

**208 BPS**

Price / Cost Spread



### Growth Capex

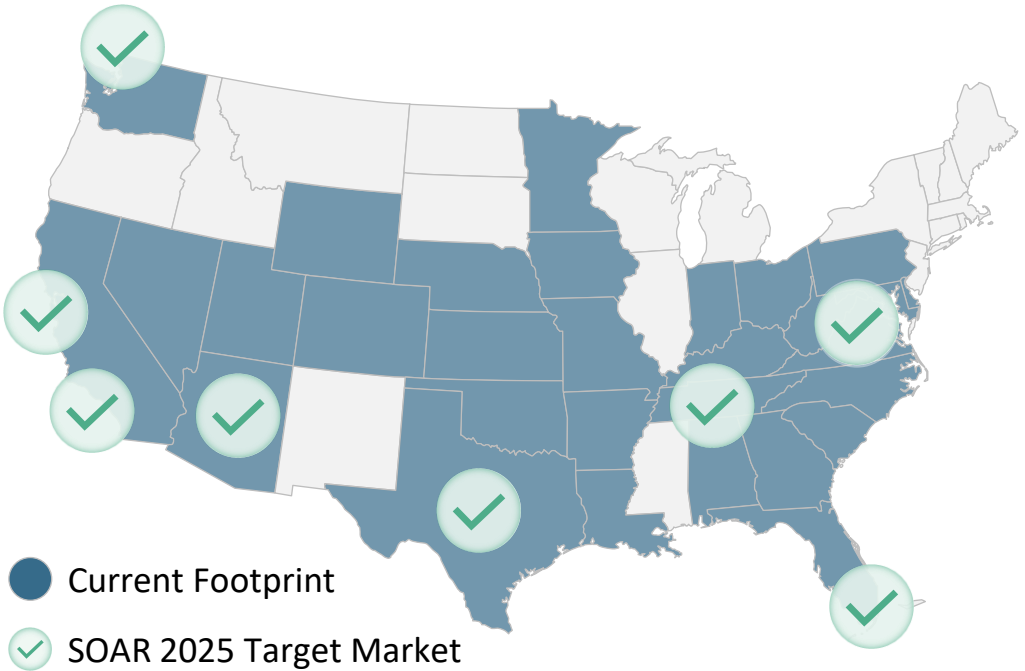
Bridgeport Plant  
Capacity and  
Automation

**3 Million**

Annual Tons



## Inorganic New Market Expansion



SOAR 2025 TOTAL SHAREHOLDER RETURNS | **GOAL 100%** >>> **ACHIEVED 126%** ✓