



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

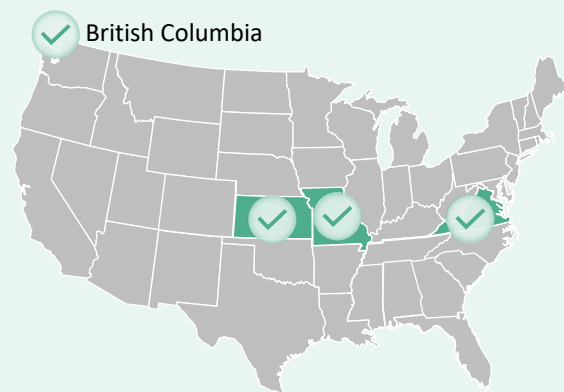
TAX-EFFICIENT ENHANCEMENT OF OUR CORE AGGREGATES PORTFOLIO

\$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 PROFIT

Start of SOAR 2025

~75%

For the year ended
December 31, 2020

End of SOAR 2025

~90%

Giving effect as if Transactions¹
all closed on January 1, 2025

VS.

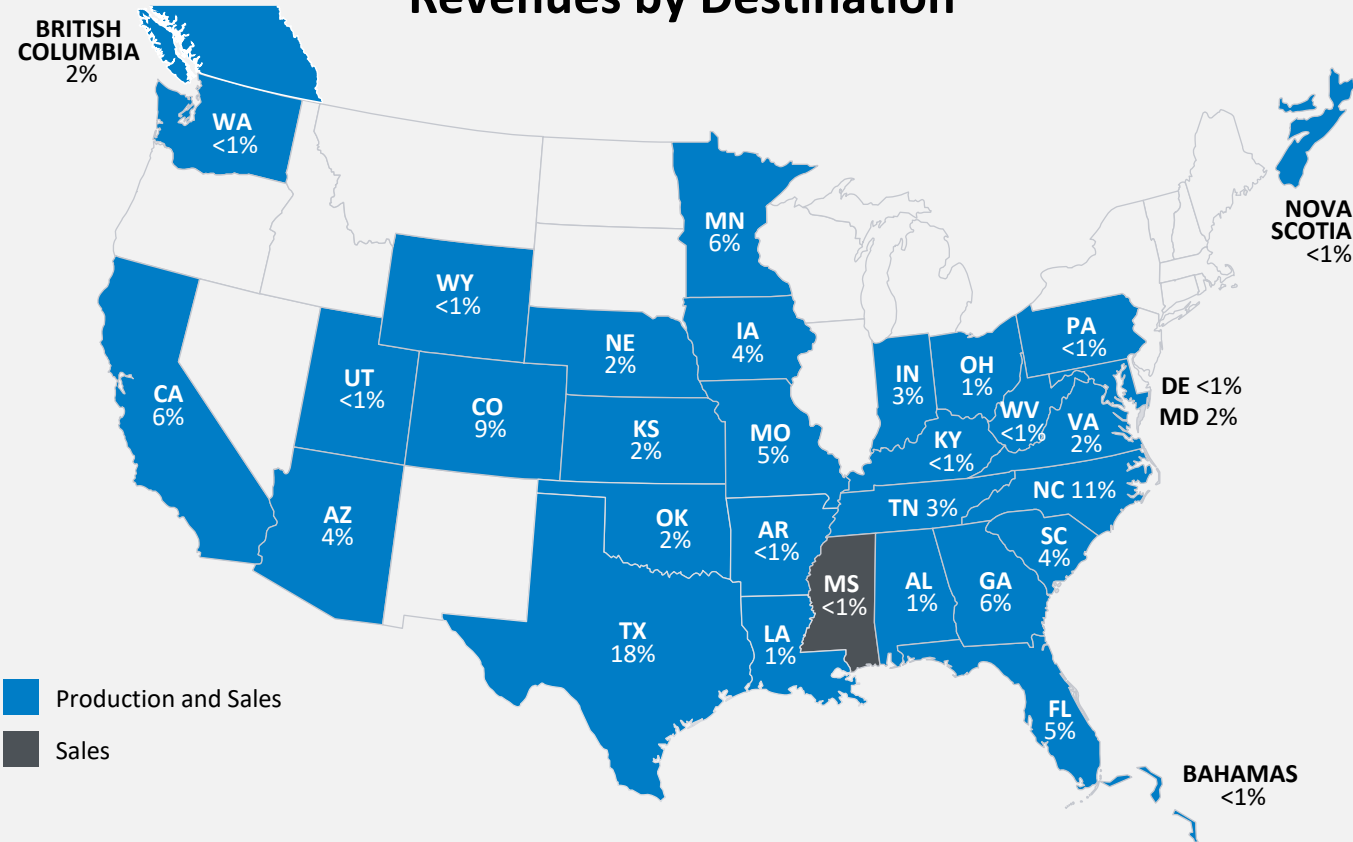
1. Premier Magnesia, LLC (Premier) acquisition, the asset exchange with Quikrete Holdings, Inc. (QUIKRETE) and the acquisition of Minnesota aggregates and FOB asphalt assets from CRH, are collectively referred to as the "Transactions".

2026 GUIDANCE UPDATED TO REFLECT NET PORTFOLIO ACTIONS

2026 UPDATED GUIDANCE ¹	2026 CONSENSUS	2026 UPDATED AGGREGATES GUIDANCE ¹	2026 ORGANIC AGGREGATES GUIDANCE
<p>\$7.16B</p> <p>Revenues</p>	<p>\$6.89B</p> <p>Revenues³</p>	<p>222M</p> <p>Shipment Tons +12.0%⁴</p>	<p>202M</p> <p>Organic Shipment Tons +2.0%⁴</p>
<p>\$2.43B</p> <p>Adjusted EBITDA From Continuing Operations²</p>	<p>\$2.43B</p> <p>Adjusted EBITDA³</p>	<p>\$23.89</p> <p>Average Selling Price (ASP) +2.5%⁴</p> <p><i>(Inclusive of 250-basis-point acquisition headwinds)</i></p>	<p>\$24.47</p> <p>Organic ASP +5.0%⁴</p>

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

Annualized Estimate of 2025 Building Materials Revenues by Destination¹



450+

Aggregates quarries, mines, and yards²

~85 Years of Reserves

based on 2025 production levels²

1. Reflects annualized estimate of 2025 Building Materials Revenues by Destination giving effect as if the Transactions closed on January 1, 2025.
 2. Reflects number of active aggregates quarries, mines and yards as of December 31, 2025, giving effect as if the Transactions closed on January 1, 2025.

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

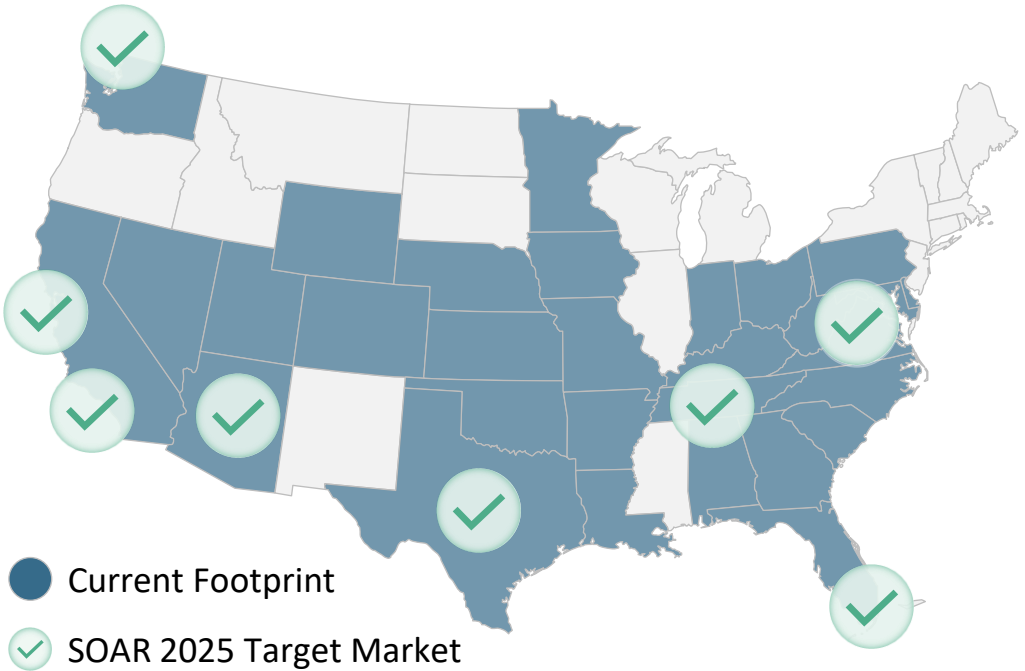
Bridgeport Plant
Capacity and
Automation

3 Million

Annual Tons



Inorganic New Market Expansion



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