UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, DC 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): September 17, 2019

VULCAN MATERIALS COMPANY
(Exact name of registrant as specified in its charter)

New Jersey
(State or other jurisdiction
of incorporation) 001-33841
(Commission File Number) 20-8579133
(IRS Employer Identification No.)

1200 Urban Center Drive
Birmingham, Alabama 35242
(Address of principal executive offices) (zip code)

(205) 298-3000
Registrant’s telephone number, including area code

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

<table>
<thead>
<tr>
<th>Title of each class</th>
<th>Trading Symbol(s)</th>
<th>Name of each exchange on which registered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Stock, $1 par value</td>
<td>VMC</td>
<td>New York Stock Exchange</td>
</tr>
</tbody>
</table>

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐
Item 7.01. Regulation FD Disclosure.

On September 17, 2019, Vulcan Materials Company (the “Company”) used a slide presentation at its Aggregates Day event in Tampa, Florida. A copy of the presentation is furnished as Exhibit 99.1 to this Form 8-K. Exhibit 99.1 shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities under that Section and shall not be deemed to be incorporated by reference into any filing of the Company under the Securities Act of 1933, as amended, or the Exchange Act.

Item 9.01. Financial Statements and Exhibits

(d) Exhibits.

<table>
<thead>
<tr>
<th>Exhibit No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>99.1</td>
<td><strong>Vulcan Materials Company Aggregates Day Presentation, September 17, 2019</strong></td>
</tr>
<tr>
<td>104</td>
<td>Cover Page Interactive Data File (embedded within the Inline XBRL document)</td>
</tr>
</tbody>
</table>
Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

VULCAN MATERIALS COMPANY

Date: September 17, 2019

By: /s/ Suzanne H. Wood
Name: Suzanne H. Wood
Title: Senior Vice President, Chief Financial Officer and Secretary
Vulcan
Materials Company

2019 AGGREGATES DAY
Disclaimer

Safe Harbor
This presentation contains forward-looking statements. Statements that are not historical fact, including statements about Vulcan’s beliefs and expectations, are forward-looking statements. (Generally, these statements relate to future financial performance, results of operations, business plans or strategies, project/s or anticipated revenues, expenses, earnings (including EBITDA and other measures), dividend policy, shipment volumes, pricing, levels of capital expenditures, intended cost reductions and cost savings, anticipated profit improvements and/or planned divestitures and asset sales. These forward-looking statements are sometimes identified by the use of terms and phrases such as “believe,” “should,” “would,” “expect,” “project,” “estimate,” “anticipate,” “intend,” “plan,” “will,” “may,” “in,” “may” or similar expressions elsewhere in this presentation. These statements are subject to numerous risks, uncertainties, and assumptions, including but not limited to general business conditions, competitive factors, pricing, energy costs, and other risks and uncertainties discussed in the reports Vulcan periodically files with the SEC.)

Forward-looking statements are not guarantees of future performance and actual results, development, and business decisions may vary significantly from those expressed in or implied by the forward-looking statements. The following risks related to Vulcan’s business, among others, could cause actual results to differ materially from those described in the forward-looking statements: general economic and business conditions; Vulcan’s dependence on the construction industry, which is subject to economic cycles; the timing and amount of federal, state, and local funding for infrastructure; changes in the level of spending for private residential and nonresidential construction; changes in Vulcan’s effective tax rates; the increasing reliance on information technology infrastructure for Vulcan’s ticketing, procurement, financial statements, and other processes; and adverse weather conditions, including hurricanes, ice storms, and other natural phenomena, including the impact of climate change; changes in laws, regulations, and policies, including those relating to climate change, greenhouse gas emissions, the definition of “minerals,” the tax policy or international trade; the outcome of pending legal proceedings; pricing of Vulcan’s products; weather and other natural phenomena, including the impact of climate change; energy costs; costs of hydrocarbon-based raw materials; healthcare costs; the amount of long-term debt and interest expense incurred; by Vulcan; changes in interest rates; volatility in pension plan asset values and liabilities, which may require cash contributions to the pension plans; the impact of environmental cleanup costs and other liabilities relating to existing and/or divested businesses; Vulcan’s ability to secure and permit aggregates reserves in strategically located areas; Vulcan’s ability to manage and successfully integrate acquisitions; the effects of changes in tax laws, guidance and interpretations; significant downturn in the construction industry may result in the impairment of goodwill or long-lived assets; changes in technologies, which could displace the way Vulcan does business and how Vulcan’s products are distributed; and other assumptions, risks, and uncertainties detailed from time to time in the reports filed by Vulcan with the SEC. All forward-looking statements in this presentation are qualified in their entirety by this cautionary statement. Vulcan disclaims and does not undertake any obligation to update or review any forward-looking statement in this presentation except as required by law.

Non-GAAP Financial Terms
This presentation contains certain non-GAAP financial terms which are defined in the Appendix. Reconciliations of non-GAAP terms to the closest GAAP terms are also provided in the Appendix.
Our Company

Aggregates-focused building materials business

16.3 | Billion tons (~80 years)
     | Aggregates reserves
>350 | Aggregates operations
     | Serving attractive U.S. markets across 20 states
$4.4 | Billion
     | Revenues in 2018
$1.1 | Billion
     | Adjusted EBITDA* in 2018
201 | Million
    | Tons of aggregates shipped in 2018
62 | Years
   | As a public company focused on aggregates

* Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
The Vulcan Way

Our culture is at the core of our success
Vulcan’s Value Proposition

What we offer investors

- Industry Leader with Unique Aggregates Focus
- Well Positioned to Benefit from Demand Growth and Operational Excellence
- Strong Balance Sheet Supports Future Growth
Making the Best Better To Deliver Even Stronger Results
A market leader focused on enhancing profitability and driving sustainable, long-term shareholder value
Uniquely Positioned With Aggregates Focus

2018 Product Mix

<table>
<thead>
<tr>
<th>Revenue (% of total)</th>
<th>Gross Profit (% of total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregates</td>
<td>Other Segments</td>
</tr>
<tr>
<td>74%</td>
<td>90%</td>
</tr>
<tr>
<td>26%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Uniquely Positioned With Aggregates Focus

Vulcan stands alone as the largest and most aggregates-focused public company.
Attractive Fundamentals Lead To Compounding Results

Price growth in Aggregates through all parts of a cycle

Demand (L axis)  
Price (R axis)

Source: BLS and Company estimates. Demand in billions of tons. Price is indexed (1982 = 100)
Why Aggregates?
The heavy materials supply chain

- **AGGREGATES**
  - Comprises ~95% by weight
  - Upstream
  - Source: Company estimates.

- **CEMENT**
  - Comprises ~95% by weight

- **ASPHALT MIX**
  - Downstream

- **READY-MIX CONCRETE**
Why Aggregates?
The heavy materials supply chain

Stronger fundamentals, lower risk through the cycle

- Flexible production capacity
- Wide logistical moats
- Barriers to entry
- Limited substitute products
- Estimated U.S. market size 2.4 billion tons, or $24 billion

- Production economics of aggregates does not create downstream pressure on price
- Can mirror aggregates structure
- Large public demand exposure
- Estimated U.S. market size 400 million tons, or $21 billion

Upstream

AGGREGATES

ASPHALT MIX
-95% Aggregates by weight

CEMENT

READY-MIX CONCRETE
-80% Aggregates by weight

Downstream
Why Aggregates?

The heavy materials supply chain

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Production economics of aggregates does not create downstream pressure on price
- Can mirror aggregates structure
- Large public demand exposure
- Estimated U.S. market size 400 million tons, or $21 billion

Weaker fundamentals, higher risk through the cycle

- Inflexible production capacity, high start-up/shut-down costs
- Weight-to-price ratio limits logistical moat
- Energy cost is significant
- Estimated U.S. market size 96 million tons, or $12 billion

Flexible production capacity, but often economics driven by cement
- Specialized delivery equipment
- Low barriers to entry
- Estimated U.S. market size 350 million cubic yards, or $41 billion

Source: Company estimates.

Vulcan Materials Company

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Broad End Market Demand For Aggregates

Highways are most aggregates intensive

<table>
<thead>
<tr>
<th>Private</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>Highways</td>
</tr>
<tr>
<td>Nonresidential Buildings</td>
<td>Buildings and Non highway infrastructure</td>
</tr>
</tbody>
</table>

Aggregates Intensity

Less ▲ More
### Strong State Transportation Funding

Vulcan is well-positioned to capitalize on an average 60% increase in revenue for highways over the next 5 years. This could result in the highest growth rate in highway demand across Vulcan’s footprint in the last 30 years.

<table>
<thead>
<tr>
<th>State</th>
<th>Revenue Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>140%</td>
</tr>
<tr>
<td>TX</td>
<td>130%</td>
</tr>
<tr>
<td>VA</td>
<td>16%</td>
</tr>
<tr>
<td>TN</td>
<td>40%</td>
</tr>
<tr>
<td>GA</td>
<td>79%</td>
</tr>
<tr>
<td>FL</td>
<td>35%</td>
</tr>
<tr>
<td>NC</td>
<td>33%</td>
</tr>
<tr>
<td>SC</td>
<td>75%</td>
</tr>
<tr>
<td>AL</td>
<td>50%</td>
</tr>
<tr>
<td>IL</td>
<td>127%</td>
</tr>
<tr>
<td>MD</td>
<td>38%</td>
</tr>
</tbody>
</table>

Note: Percent increase is calculated as the change in funding from the base year (year signed into law) to the year of full implementation of new revenue collections. Project spending may not align with revenue collections.

85% of VMC Revenues are produced in these states.
More than $11 billion in transportation investment planned over the next 10 years
Well Positioned to Benefit in California

Strong pipeline of projects supported by state and local funding increases

More than $52 billion in transportation investment planned over the next 10 years
Strategic Asphalt is a Natural Extension of Aggregates

What makes our asphalt business strategic?

✓ Earns attractive through-the-cycle returns on capital
✓ Participation where market structure mirrors aggregates
✓ Serves same customer base
✓ Benefits from strong public demand
✓ Leverages logistics capabilities – 80% delivered

17% of 2018 total revenues

Operate in selective markets in Alabama, Arizona, California, New Mexico, Tennessee and Texas
Selective Concrete Positions Complement Aggregates

When is a concrete business strategic?

- Earns attractive through-the-cycle returns on capital
- Participation where market structure mirrors aggregates
- Very selective markets with barriers to entry

9% of 2018 total revenues

Operate principally in San Antonio, Napa Valley and Washington D.C. metro area
Vulcan’s Unique And Irreplaceable Asset Base…

More than 60 years of steady, strategic growth creates a franchise of enduring value.

19 of 25 Fastest growing markets served by Vulcan operations.

80% Revenues tied to markets where Vulcan has a #1 or #2 position.

50% Population living within 50 miles of a Vulcan operation.

16.3 Billions of tons of aggregate reserves in markets where Vulcan has a #1 or #2 position.
Also Includes Valuable Logistics Network

- **Shipping by Truck**
  - 20-25 tons per truck
  - $0.16-0.35 per ton mile

- **Shipping by Rail**
  - 4-5 truckloads per rail car
  - $0.04-0.12 per ton mile

- **Shipping by Barge**
  - ~40 truckloads per barge
  - $0.02-0.03 per ton mile

- **Shipping by Ocean Vessel**
  - ~2,500 truckloads per ship
  - Less than $0.01 per ton mile

Per ton mile cost excludes loading and unloading.

Vulcan
Aerospace Company
Market Positions Are Built Over Decades

Balanced approach to growth investments through both greenfields and acquisitions

1970

- Green: Aggregates
- Blue: Asphalt
- Red: Ready-mix Concrete
Market Positions Are Built Over Decades

Balanced approach to growth investments through both greenfields and acquisitions
Market Positions Are Built Over Decades

Balanced approach to growth investments through both greenfields and acquisitions

1990

- Aggregates
- Asphalt
- Ready-mix Concrete
Market Positions Are Built Over Decades

Balanced approach to growth investments through both greenfields and acquisitions

2000

- Aggregates
- Asphalt
- Ready-mix Concrete
Market Positions Are Built Over Decades
Balanced approach to growth investments through both greenfields and acquisitions
Market Positions Are Built Over Decades

Balanced approach to growth investments through both greenfields and acquisitions
Positioned For Growth

The proximity of our operations and reserves creates opportunities for continued growth.

Projected Absolute Growth 2020-2030

(millions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Vulcan States</th>
<th>Non-Vulcan States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>15</td>
<td>5.7</td>
</tr>
<tr>
<td>Household</td>
<td>8.1</td>
<td>3.7</td>
</tr>
<tr>
<td>Employment</td>
<td>5.8</td>
<td>3.3</td>
</tr>
</tbody>
</table>
Our People Are Our Greatest Resource

We take care of them and our communities
Safety – Industry Leader

Commitment to our people

MSHA Reportable Injury Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Industry</th>
<th>Vulcan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>2.4</td>
<td>1.4</td>
</tr>
<tr>
<td>2010</td>
<td>2.2</td>
<td>1.3</td>
</tr>
<tr>
<td>2011</td>
<td>2.2</td>
<td>1.3</td>
</tr>
<tr>
<td>2012</td>
<td>2.1</td>
<td>1.4</td>
</tr>
<tr>
<td>2013</td>
<td>2.1</td>
<td>1.0</td>
</tr>
<tr>
<td>2014</td>
<td>2.1</td>
<td>1.4</td>
</tr>
<tr>
<td>2015</td>
<td>2.0</td>
<td>1.3</td>
</tr>
<tr>
<td>2016</td>
<td>1.0</td>
<td>1.3</td>
</tr>
<tr>
<td>2017</td>
<td>1.7</td>
<td>0.9</td>
</tr>
<tr>
<td>2018</td>
<td>1.7</td>
<td>0.9</td>
</tr>
</tbody>
</table>

MSHA = Mine Safety and Health Administration; Injuries per 200,000 hours
Protecting Employee Health

First in industry to launch comprehensive occupational health program – continually innovating to achieve more

Consistently Near 100% Participation

Employee Participation in Voluntary Occupational Health Screening

10-Year Average: 98.7% Within Standard
MSHA Respirable Dust/Silica Exposure Sampling

10-Year Average 97.3% Within Standard
MSHA Noise Exposure Sampling
Environmental Stewardship

We take care of the communities in which our people and our stakeholders live and work

- Committed to responsible, sustainable operations
  - Significant reduction in Greenhouse Gas Emissions
  - Retire-and-replace mobile equipment program to meet higher engine emission standards
  - Innovative technologies that improve energy efficiencies of blue-water fleet
  - Utilize closed-loop water systems in production process to minimize water usage
  - Comprehensive land and water management programs
  - >40 certified Wildlife Habitats
Making the Best Better To Deliver Even Stronger Results

A market leader focused on enhancing profitability and driving sustainable, long-term shareholder value

Right Product
Right Markets
Right People
Right Focus
Solid Shipment Growth In Aggregates
Unique positions in many of the fastest growing U.S. markets

- Broad based growth in shipments across our footprint
- Growth since 2013 generally driven by private
- Increased public funding led by highways beginning to contribute to shipment growth

2Q'13
140

2Q'19
209

7% CAGR

Millions of tons. Figures shown on a trailing 12-month basis (TTM). TTM 2Q'13 represents the cyclical low in aggregates volumes.
Compounding Price Improvements In Aggregates

Relatively inelastic pricing with growth through the cycle

- Overall pricing climate remains positive
- Momentum continues across all geographies
- Increasing visibility to public demand underpins pricing outlook

Figures shown on a trailing 12 month basis (TTM). TTM 2Q'13 represents the cyclical low in aggregates volumes.
Expansion In Aggregates Gross Profit Per Ton

Strong local leadership focused on execution

- Disciplined cost control and operational efficiencies resulted in total unit cost of sales growing at only 1% annually
- Flow-through conversion in line with longer-term target
- Profitability improvements across our footprint

Figures shown on a trailing 12 month basis (TTM).

TTM 2Q'13 represents the cyclical low in aggregates volumes.
Steady Improvement In Non-aggregates Cash Gross Profit*

Selective downstream investments that complement our aggregates franchise

- Divested Southern California and Georgia concrete businesses to rationalize portfolio
- Recent asphalt acquisitions add attractive earnings and strengthen core aggregates business
- Downstream profit improvement impacted by liquid asphalt headwinds

![Bar chart showing increase from $61 to $153 with 16% CAGR from 2Q'13 to 2Q'19.](chart.png)

*Cash gross profit is a non-GAAP measure. See Appendix for reconciliation.
Strong Conversion Of Revenue To Earnings

Earnings growth driven by strong aggregates results

Adjusted EBITDA*

- Top line annual growth rate of 9% converted to 20% annual growth rate in EBITDA
- Revenue and earnings growth across aggregates and non-aggregates product lines
- Improved SAG leverage 240 basis points

Amounts in millions. Figures shown are trailing 12 month basis (TTM). TTM Q2/19 represents the optimal two in aggregates volumes.
* Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
Investment Grade Balance Sheet Supports Future Growth

Leverage reduced to within target range

Debt / Adjusted EBITDA*

- Improved financial strength and flexibility
- Debt amount and structure appropriate to the asset base and through the cycle
- Target leverage range of 2.0 to 2.5x
- Capacity to fund growth and return capital

*Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
Leveraging Our Capital Base To Drive Shareholder Value

Improvement in Return on Invested Capital
2Q 2013 versus 2Q 2019

- ROIC
  - 770 BPS

- Invested Capital
  - 4% CAGR

- Adjusted EBITDA
  - 20% CAGR

TTM 3Q ’13 represents the cyclical-term aggregate returns.
*Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
Making the Best Better – Our Strategic Initiatives
Each effort supports both near-term performance and longer-term competitiveness

- OPERATIONAL EXCELLENCE
- STRATEGIC SOURCING
- COMMERCIAL EXCELLENCE
- LOGISTICS INNOVATIONS

CONTROLLING WHAT WE CAN CONTROL
The Right Focus: People, Process and Execution

Knowledge, Experience & Passion × Harness Information = Making the Best Better
Making the Best Better – Our Strategic Initiatives

Each effort supports both near-term performance and longer-term competitiveness

David Clement
Senior Vice President

OPERATIONAL EXCELLENCE
Focus on Operating Disciplines

STRATEGIC SOURCING

COMMERCIAL EXCELLENCE

LOGISTICS INNOVATIONS

CONTROLLING WHAT WE CAN CONTROL
The Vulcan Way Of Operating – Sustaining Improvement
Focused on safety, serving our customers and production

Enabling Our Great People

PROTECTING OUR PEOPLE AND COMMUNITIES
WINNING WITH CUSTOMERS
UTILIZING OUR ASSETS
Operating Disciplines – Context For Discussion
To remain the best and reach our potential requires self reflection and asking the hard questions

- How can we improve productivity safely?
- How can we adjust our training to meet the workforce of the future?
- How can we turn data into useful dashboards of information?
- How can our operations managers better develop their teams?
- How can we better serve our customers?
Five Tenets Of Effective Production Performance
Focused on executing the fundamentals well and sustaining continuous improvement

- People – Safety, Health, Performance Management and Coaching
- Production Planning and Customer Service
- Plant Availability
- Plant Throughput
- Inspection and Preventative Maintenance
Defining Success – Where Are We?
Capturing and sustaining improvements in operations

- Enterprise-wide operational support team
- Standardized key disciplines and operating parameters
- Best practices in performance management and coaching
- Utilizing opportunity searches
- Regular rhythms for coordination between our sales and operating teams
- Exploring digital technologies for production, maintenance and training
Defining Success – What Will It Look Like?
Continuous and sustainable improvements across the operational footprint

- Continuous improvement in our industry-leading safety performance
- Continuous improvement in our operating disciplines
- Better asset utilization through improved availability and throughput
- Support for our Commercial Excellence initiatives to improve customer experiences
- Digital tools supporting our production, maintenance and training activities
Making the Best Better – Our Strategic Initiatives

Each effort supports both near-term performance and longer-term competitiveness

Operational Excellence

Strategic Sourcing
Serve and Save

Commercial Excellence

Logistics Innovations

Controlling What We Can Control

Jason Teter
President – Southeast Division

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Strategic Sourcing – What Is It For Vulcan?

Leveraging common practices to better serve and save across a distributed business model

SERVE

Vulcan's front line operating teams

SAVE

With a total cost of ownership approach
Strategic Sourcing – Innovation Starts With Self-assessment

Vulcan embraced innovation in sourcing by taking a hard look at its practices.

- Are our teams properly trained to drive saving and serving?
- How can we free up our frontline operations teams to run their operations and also ensure they have what they need when they need it?
- How do we better serve and save across our vast footprint?
- Can we shift the focus to Total Cost of Ownership?
- How can we better partner with our suppliers across more sourcing categories?
Where Are We?
Over the last 2 years, have made investments in our people, systems and processes

SERVE
- Technology/System implementation w/mobile enablement
- Process improvement
- Training and role clarity

SAVE
- Redefining our sourcing process
- Training our teams in category management
- Operations, procurement and supplier partnerships
Results So Far?
We have made real progress with significant opportunity for the future

✓ Reduction in order time by over 50%

✓ Mobile enablement of our field teams resulting in less time in front of a computer

✓ Real time freed up to focus on what is important

✓ Real savings on the initial categories
Defining Success – What Does It Look Like?

Strategic Sourcing – Locking in and sustaining the process of what great looks like

SERVE

Right part or tool at the right time

Category-by-category optimization

More time with our suppliers

More time in our plants

SAVE

Optimized Total Cost of Ownership
Making the Best Better – Our Strategic Initiatives

Each effort supports both near-term performance and longer-term competitiveness

Brock Lodge
President – Western Division

OPERATIONAL EXCELLENCE

STRATEGIC SOURCING

COMMERCIAL EXCELLENCE
Spend Time Where it Counts

LOGISTICS INNOVATIONS

CONTROLLING WHAT WE CAN CONTROL
Commercial Excellence – Context For Discussion

Long history of above-average price performance

- Industry: +4.3% per year
- VMC: +5.1% per year
Commercial Excellence – Context For Discussion

To remain the best and reach our potential requires self-reflection and asking the hard questions.

- How can we spend less time on non-selling activities?
- How can we better leverage our strong customer relationships?
- How can we be more responsive to customer needs?
- How can our Sales Managers better develop their sales teams?
- How can we shift more towards a solutions mindset?
Defining Success – Where Are We?

- More effective at planning to win
- Forward-looking information to be more agile
- Spending more time where it counts
- More focus on coaching
- Measurements of success: real-time metrics
Defining Success – What Does It Look Like?

The Vulcan Way of Selling – Spending time where it counts creates value

- More time with our customers
- Real time, forward-looking metrics
- Defined roles, responsibilities, and rhythms
- Enhanced, disciplined coaching

Value
Making the Best Better – Our Strategic Initiatives

Each effort supports both near-term performance and longer-term competitiveness.

Bert O’Neal
Vice President, Logistics & Commercial Excellence

OPERATIONAL EXCELLENCE

STRATEGIC SOURCING

COMMERCIAL EXCELLENCE

LOGISTICS INNOVATIONS

The Last Mile Matters

CONTROLLING WHAT WE CAN CONTROL
# Aggregates Modes Of Transportation

Approximately 60% of aggregates shipments are moved via these four modes of transportation.

<table>
<thead>
<tr>
<th>Modes of Transportation</th>
<th>% of 2018 Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trucking (managed)</td>
<td>36%</td>
</tr>
<tr>
<td>Rail</td>
<td>12%</td>
</tr>
<tr>
<td>Blue water</td>
<td>6%</td>
</tr>
<tr>
<td>Brown water</td>
<td>5%</td>
</tr>
</tbody>
</table>

- ✔️ Vulcan customers spend >$1 billion on truck freight for Vulcan product.
- ✔️ Big opportunity to innovate.
Last Mile Logistics Can Be A Bottleneck For Shipments

2016 Aggregates Day Slide

Core demand drivers

Pre-construction project pipeline:
- $ Value of backlog
- Pace of additions
- End-use mix, geographic mix, and size/complexity of projects

Stronger growth; clear signal

Conversion of pipeline to starts:
- Macro-confidence/uncertainty
- Complexity of project design, permitting, etc.
- Developer discipline (e.g. homebuilders deliberate in adding new supply)
- Views regarding available construction capacity

Starts fluctuation normal

Construction sector capacity and bottlenecks:
- Project specific factors
- Construction labor
- Equipment/capital investments
- Logistics (a controllable constraint in most markets)
- Weather/ground conditions (short-term)

Some markets supply-constrained short term

Rate of shipment recovery

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Defining Success – Where Are We?

To release the bottleneck, Vulcan has implemented logistics capabilities

- **Logistics Service Centers**: Implemented in every major market
- **People**: Professional logistics team-members manage delivery on behalf of the customer
- **Process**: Teams execute a standard order fulfillment process, from order to schedule to delivery
- **Systems**: Digital tools that automate processes and help users make better, faster decisions
Vulcan Has Two Customers For Every Order

**CONTRACTORS**
- Customer expectations on deliveries are increasing (i.e. the Amazon effect)
- On-time performance is getting more difficult; >90% of infrastructure projects are late or over-budget

**DRIVERS**
- Driver shortages are projected to reach ~200,000 in 3-4 years
- The "war for drivers" is on … in a cross-industry battle

**HEIGHTENED EXPECTATIONS**
**CONSTRAINED SUPPLY**
Building Our Capabilities…Starting With a Strong Foundation

Bring the best of Vulcan to every customer

External focus on performance

Internal focus on capabilities

Competitive Advantage

Commercial Solutions

Market Intel / Data & Analytics

Logistics Technology Tools

Advanced Tools

Sales Training

Sales Service

Logistics Service Centers

Foundational Processes

Sales Management Practices

Expanded Time with Customers

Logistics Safety
<table>
<thead>
<tr>
<th>CUSTOMER CHALLENGE</th>
<th>VULCAN SOLUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulty locating trucking capacity and operating efficiently</td>
<td>Bundled logistics solution</td>
</tr>
<tr>
<td>Difficulty administering the job, managing the paper trail and getting paid</td>
<td>Digital shipment records</td>
</tr>
<tr>
<td>Difficulty having visibility into shipment schedules</td>
<td>On-site, mobile visibility</td>
</tr>
</tbody>
</table>

BRINGING THE BEST OF VULCAN TO OUR CUSTOMERS
“Scheduling, speed and accuracy of delivery, invoice reconciliation and process controls have all been greatly streamlined by our partnership with Vulcan Materials. I believe much of this improvement is due to the technology and transparency that Vulcan provides to their clients.”

CONTRACTOR PROJECT MANAGER
Making the Best Better – Our Strategic Initiatives

Each effort supports both near-term performance and longer-term competitiveness

**OPERATIONAL EXCELLENCE**
Focus on Operating Disciplines

**STRATEGIC SOURCING**
Serve and Save

**COMMERCIAL EXCELLENCE**
Spend Time Where it Counts

**LOGISTICS INNOVATIONS**
The Last Mile Matters

CONTROLLING WHAT WE CAN CONTROL
The Right Focus: People, Process and Execution

Knowledge, Experience & Passion × Harness Information = Making the Best Better
Suzanne Wood, Senior Vice President and CFO

OUR FOCUS NOW AND MOVING FORWARD
Context For Discussion Of Long-term Financial Goals

- Refer to Safe Harbor Disclaimer

- The figures in the section reflect Vulcan's current long-range goals

- Actual future results will depend on many factors, including the ultimate pace of recovery in demand for construction aggregates

- The Company believes a full recovery in aggregates demand may take several years

- The Company is not laying out a specific timetable for recovery to normal demand
Five Core Disciplines We Concentrate On Every Day

- **Sales and Marketing Excellence**: Grow shipments and revenues faster than the markets as a whole.
- **Operational Excellence**: Achieve 50% flow through of incremental revenue.
- **SAG Productivity**: Drive SAG expenses to 0% of sales.
- **Capital Productivity**: Increase capital turnover while enhancing the efficiency of our operations.
- **Portfolio Management**: Improve both long-term growth and returns on capital already in place.

**Leverage Four Company-Wide Areas of Focus**

- Commercial Excellence
- Operating Disciplines
- Strategic Sourcing
- Logistics Innovations
Where Do We Stand On Outlook From 2015?

Solid execution despite slower than expected public growth; poised to benefit from stronger highway spending and additional operational upside

<table>
<thead>
<tr>
<th>Volume</th>
<th>Unit Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>THEN1</td>
<td></td>
</tr>
<tr>
<td>• Shipments at normal demand ~ 250 million tons</td>
<td>• Unit profitability at normal demand ~ $8.25</td>
</tr>
<tr>
<td>Progress to Date</td>
<td></td>
</tr>
<tr>
<td>• Slower return to normal demand due to delay in public demand joining the private recovery; current volumes remain below normal demand</td>
<td>• Cash gross profit of $6.56 per ton, ahead of original expectation at current volume levels</td>
</tr>
<tr>
<td>NOW</td>
<td></td>
</tr>
<tr>
<td>• Bigger impact of public highway demand than original expectation</td>
<td>• Opportunity for additional improvement with execution on our current areas of focus</td>
</tr>
</tbody>
</table>

Largely outside of our control

Largely within our control

*No specific timetable for recovery to normal demand. The company believes a full recovery in aggregates demand may take several years. Actual future results will depend on many factors, including the ultimate pace of recovery in demand for aggregates. Unit profitability is measured using Cash Gross Profit per Ton in Aggregates and is a non-GAAP measure. See Appendix for reconciliation. *"As outlined at 2015 Investor Day."
Returning to Normalized Demand

Dramatic increases in highway funding in Vulcan’s key states are converting to shipments

Normal Demand = Long-term average of demand

No specific timeframe for recovery to normal demand. The company believes a full recovery in aggregates demand may take several years. Actual future results will depend on many factors, including the ultimate pace of recovery in demand for aggregates.

Sources: USGS and Company estimates.
Underlying Demand Drivers Remain Firmly In Place

Slower but bigger public demand with advantage to Vulcan given our market positions

<table>
<thead>
<tr>
<th>Private Demand</th>
<th>Public Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Current imbalance of housing stock and housing demand</td>
<td>✓ Sea-change in state and local funding</td>
</tr>
<tr>
<td>✓ Current interest rate environment</td>
<td>✓ Growth in public construction just beginning to contribute to this recovery</td>
</tr>
<tr>
<td>✓ Household income and wage gains</td>
<td>✓ Multi-year federal transportation bill</td>
</tr>
<tr>
<td>✓ Population growth</td>
<td>✓ Record state and local tax receipts</td>
</tr>
<tr>
<td>✓ Total employment</td>
<td>✓ Population growth</td>
</tr>
<tr>
<td>✓ Household formations</td>
<td>✓ Public investment 20% below 45-year average; unsustainable under-investment</td>
</tr>
<tr>
<td></td>
<td>✓ Increasing political awareness and acceptance of need to invest in infrastructure</td>
</tr>
</tbody>
</table>
$2 Billion EBITDA: Higher Unit Margins and Fewer Tons

<table>
<thead>
<tr>
<th></th>
<th>Outlook Then¹</th>
<th>Outlook Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregates Volume</td>
<td>~250 MM tons</td>
<td>~230-240 MM tons</td>
</tr>
<tr>
<td>Aggregates Cash Gross Profit*</td>
<td>$8.25 / ton</td>
<td>$9.00 / ton</td>
</tr>
<tr>
<td>EBITDA*</td>
<td>$2 Billion</td>
<td>$2 Billion</td>
</tr>
</tbody>
</table>

¹As outlined at 2015 Investor Day. *Cash Gross Profit and EBITDA are non-GAAP measures. See Appendix for reconciliation.
Strong Financial Platform

- Investment grade rating will be maintained
- Average maturity of debt is 15 years
- Weighted average interest rate of 4.5%
- Stated leverage target 2.0 to 2.5x

*Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
Capital Allocation Priorities

- Unchanged priorities that drive shareholder value

1. Operating Capital
   (maintain and grow value of franchise)

2. Growth Capital
   (including greenfields and bolt-on acquisitions)

3. Dividend Growth with Earnings
   (with a keen focus on sustainability)

4. Return Excess Cash to Shareholders
   (primarily via share repurchase)
Leveraging Our Capital Base To Drive Shareholder Value

Improving Return On Invested Capital

- Strategic investments to drive EBITDA are yielding results
- Continued improvement will remain an area of focus going forward

+770 bps

<table>
<thead>
<tr>
<th>2Q 2013</th>
<th>2Q 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.5%</td>
<td>13.2%</td>
</tr>
</tbody>
</table>

FTM-82’19 represents the cyclical loan in aggregates volumes. Return on Invested Capital using Adjusted EBITDA. Adjusted EBITDA is a non-GAAP measure. See Appendix for reconciliation.
Summary: Making The Best Better
A market leader focused on enhancing profitability and driving sustainable, long-term shareholder value

✓ Our mission is to build and sustain leading and lasting market positions in attractive long-term growth markets
✓ We have a clear and compelling strategy that benefits us in every demand environment
✓ We are uniquely positioned with the best product mix and best geographic footprint
✓ Our high-performance culture and commitment to our people can allow us to reach higher
✓ Our execution focus will help drive quality of earnings and reliable cash flows regardless of the demand environment
Vulcan’s Value Proposition

What we offer investors

**Leading Building Materials Business Uniquely Positioned with an Aggregates Focus**
- Largest U.S. aggregates producer with better geographic diversity
- #1 or #2 aggregates position in markets accounting for 80% of revenues
- Operational expertise and pricing performance provide attractive unit profitability growth potential
- 72% of the U.S. population growth from 2020 to 2030 is projected to occur in Vulcan-served states.¹

**Well Positioned to Benefit from Demand Growth and Operational Excellence**
- 12% CAGR in Aggregates unit profitability over the last 8 years
- Well positioned to further leverage fixed costs to sales as we move forward (current production at ~70% of prior peak in demand)
- Sea-change in state and local transportation funding in Vulcan states accounting for 85% of revenues
- Fundamentals remain favorable in our markets for continued growth in private construction

**Strong Balance Sheet To Support Future Growth and Higher Returns on Capital**
- Capacity to sustain capital reinvestment in our current asset base and fund growth
- Maintain an investment-grade credit position
- Continue to leverage current capital base to grow earnings and maximize cash generation
- Prudently pursue attractive bolt-on acquisitions and greenfields

¹ Moody’s Analytics, August 2019
Appendix

Reconciliation of Non-GAAP Financial Measures

<table>
<thead>
<tr>
<th>EBITDA</th>
<th>TTM</th>
<th>YOY</th>
<th>TTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Loss</td>
<td>$564.0</td>
<td>$515.8</td>
<td></td>
</tr>
<tr>
<td>Income tax expense (benefit)</td>
<td>120.5</td>
<td>105.4</td>
<td></td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>324.2</td>
<td>269.9</td>
<td></td>
</tr>
<tr>
<td>(Earnings) Loss on discontinued operations, net of tax</td>
<td>2.0</td>
<td>2.0</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>$327.0</td>
<td>$155.4</td>
<td></td>
</tr>
<tr>
<td>Depreciation, depletion, accrual and amortization</td>
<td>361.9</td>
<td>315.0</td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>$1,188.8</td>
<td>$470.4</td>
<td></td>
</tr>
<tr>
<td>Gain on sale of businesses</td>
<td>-1.1</td>
<td>-2.1</td>
<td></td>
</tr>
<tr>
<td>Business interruption claims recovery</td>
<td>0.1</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td>Charges associated with divested operations</td>
<td>10.5</td>
<td>10.5</td>
<td></td>
</tr>
<tr>
<td>Business development</td>
<td>0.2</td>
<td>5.2</td>
<td></td>
</tr>
<tr>
<td>Restructuring charges</td>
<td>0.8</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$1,203.8</td>
<td>$463.8</td>
<td></td>
</tr>
</tbody>
</table>

EBITDA is an acronym for Earnings Before Interest, Taxes, Depreciation and Amortization and excludes discontinued operations. GAAP does not define EBITDA and it should not be considered as an alternative to earnings measures defined by GAAP. We adjust EBITDA for certain items to provide a more consistent comparison of earnings performance from period to period. We use this metric to assess the operating performance of our business and for a basis of strategic planning and forecasting as we believe it closely correlates to long-term shareholder value.
Appendix
Reconciliation of Non-GAAP Financial Measures

### Cash Gross Profit
Cash gross profit adds back noncash charges for depreciation, depletion, accretion and amortization (DD&A) to segment gross profit. Aggregates segment cash gross profit per ton is computed by dividing Aggregates segment cash gross profit by tons shipped. We present these metrics as we believe they closely correlate to long-term shareholder value and we and the investment community use these metrics to assess the operating performance of our business.

<table>
<thead>
<tr>
<th></th>
<th>Aggregates Segment</th>
<th>Non-Aggregates</th>
<th>TTM</th>
<th>TTM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q2 2019</td>
<td>Q2 2018</td>
<td>Q2 2018</td>
<td>Q2 2018</td>
</tr>
<tr>
<td>Gross profit</td>
<td>$1,076.1</td>
<td>$1,081.1</td>
<td>$110.5</td>
<td>$20.3</td>
</tr>
<tr>
<td>DD&amp;A</td>
<td>294.2</td>
<td>292.2</td>
<td>47.0</td>
<td>40.3</td>
</tr>
<tr>
<td>Segment cash gross profit</td>
<td>$1,300.3</td>
<td>$1,373.3</td>
<td>$152.6</td>
<td>60.6</td>
</tr>
<tr>
<td>Units shipped - tons</td>
<td>208.8</td>
<td>140.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregates segment cash gross profit per ton</td>
<td>$ 6.66</td>
<td>$ 4.10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>