



M&A Market Activity

Aggregates Industry Update

4Q 2024 / Q1 2025

Table of Contents

- 3. Griffin Overview
- 4. Executive Summary
- 5. Key Trends in the Aggregate Industry
- 7. Aggregate Industry M&A Highlights
- 8. Select M&A Transaction Analysis
- 10. Select U.S. Public Company Analysis
- 12. Select International Public Company Analysis
- 13. Aggregate Material Volume and Prices
- 14. Griffin Case Studies
- 16. Transaction Experience

Have questions about this report or would like to speak to our team about your company's valuation? Contact our aggregates and construction materials experts.



John A. Lee

Head, Commercial, Industrial and Services (CIS)

610.205.6106

john.lee@griffinfinancialgroup.com



Andrew D. Rudner

Vice President

610.205.6102

andrew.rudner@griffinfinancialgroup.com

Griffin Financial Group is an investment bank that provides merger and acquisition advisory, capital raising, ESOP, management buyout, structured finance and strategic consulting services to the business services, commercial/industrial, financial institutions, health care, insurance, private equity, retail and technology sectors, in addition to assisting businesses facing special situations. Griffin is part of a multidisciplinary family of companies with more than 280 professionals.

Investment Banking Services Include:

M&A Advisory Services

- Sale and merger transactions (sell side)
- Acquisitions (buy side)
- Recapitalizations
- Management buyouts
- Divestitures
- Going private transactions

Capital Raise Services

- Senior debt
- Subordinated debt
- Equity capital
- Bridge Loans
- Units of limited partnership interests on behalf of financial sponsors
- Secondary investment and co-investments advisory

Consulting Services

- Strategic alternatives studies
- Review of strategic and business plans
- Outsourced corporate development
- Capital planning alternatives
- Capital study and analysis
- Review of capital plans

Deal size parameters: M&A

- Smallest: \$15 million
- Typical: \$25-100 million
- Largest: \$800 million

Deal size parameters: Capital Markets

- Smallest: \$5 million
- Typical: \$10-50 million
- Largest: \$2.3 billion

Platform Affiliated Businesses

Stevens & Lee

SES ESOP Strategies

GSL Public Search and Strategies Group

Pinnacle Risk Services

Stevens & Lee Government Public Affairs Consulting

Reliance Search and Settlement

Key Trends in the Aggregates Industry

Executive Summary

In this quarterly report, Griffin Financial Group provides analysis and commentary on capital markets and valuation trends, mergers & acquisitions (M&A), and market research within the aggregates and construction materials industry. Key takeaways for 4Q 2024 are:

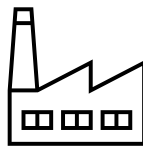
- ◆ While the industry is primarily domestic, tariffs may have some indirect effects on producers with international supply chains and increase their input costs
- ◆ Weak sales volumes that were driven by decreased demand within light commercial segments, higher financing and construction costs, and weather-induced disruptions have been largely offset by upward pricing momentum
- ◆ Unlike broader capital markets, M&A activity and valuation multiples in the aggregates industry held strong throughout 2024 and beginning of 2025, despite higher interest rates
- ◆ Strategics continue to focus on strategic prioritization of assets by divesting non-core operations in favor of pure-play aggregates
- ◆ Private equity continues to drive acquisitions of downstream operators that provide asset-light road paving, repair and maintenance, and other asphalt and concrete services

2024 End Market Outlook



Infrastructure

- ◆ Strong funding from historic legislation such as the IIJA, IRA, and CHIPS Act, record state Department of Transportation (“DOT”) budgets, and state and local ballot initiatives
- ◆ Funding allocations have directly resulted in greater annual public construction spending on roads, bridges, highways and streets



Non-Residential

- ◆ Healthy reshoring activity continues to support domestic manufacturing, heavy-side energy construction and data centers needed to support long-term secular trends in cloud and data hosting services
- ◆ Partially offset by lower demand for warehouses as inventories built during the pandemic continue to be reduced

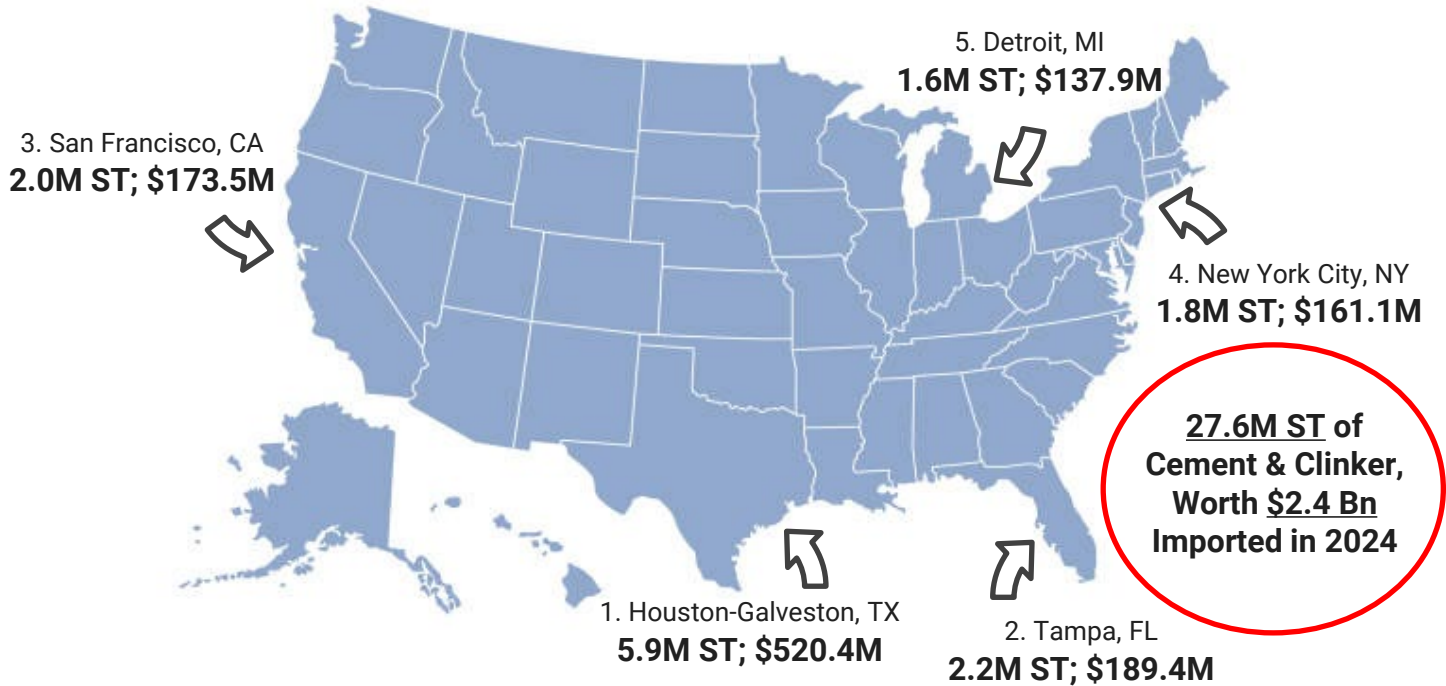


Residential

- ◆ Favorable demographic trends, employment growth, and limited inventories of homes continue to support demand for residential construction spending
- ◆ However, any recovery in the residential market will be limited by the current interest rate environment

Key Trends in the Aggregates Industry

Tariffs Have Created Significant Uncertainty for Producers with Global Supply Chains

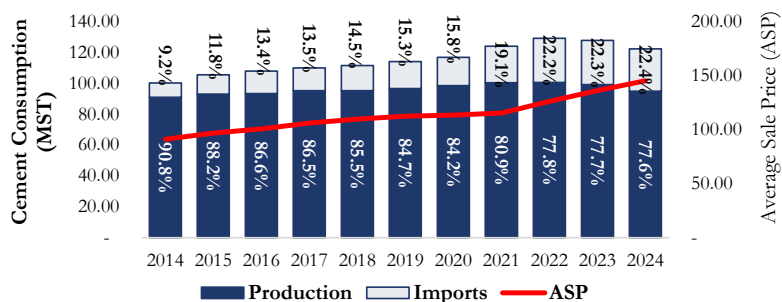


- While the industry is primarily domestic due to transportation cost constraints, tariffs announced by the Trump administration may have some indirect effects on supply chains and input costs
- Key supply chain inputs such as steel used to make machinery and parts, as well as the equipment or other raw materials may be imported from countries subject to tariffs
- Notably, as demand for cement increases and domestic capacity decreases, producers have been relying more on imports to meet demand, with \$2.4Bn of cement & clinker imported in 2024
- Imports now account for 22.4% of the total 122.2M short tons of cement & clinker consumed in the U.S. (produced domestically or imported) in 2024, a significant increase from 9.2% in 2014
- Cement imports from Canada and Mexico are subject to the newly announced 25% tariffs, which could significantly increase infrastructure project costs and cause delays, as these countries are the second- and fourth-largest cement exporters to the U.S., respectively

Top Cement & Clinker Imports by Country of Origin

















Country	Short Tons (M)	Value (\$M)
Turkey	7.9	595.9
Canada	5.4	577.0
Vietnam	4.6	336.7
Mexico	1.5	190.4
Greece	2.0	139.8
Top 5	21.4	1,839.8
Other	6.2	590.2
Total Imports	27.6	2,430.0

Cement & Clinker Consumption



Key Trends in the Aggregates Industry

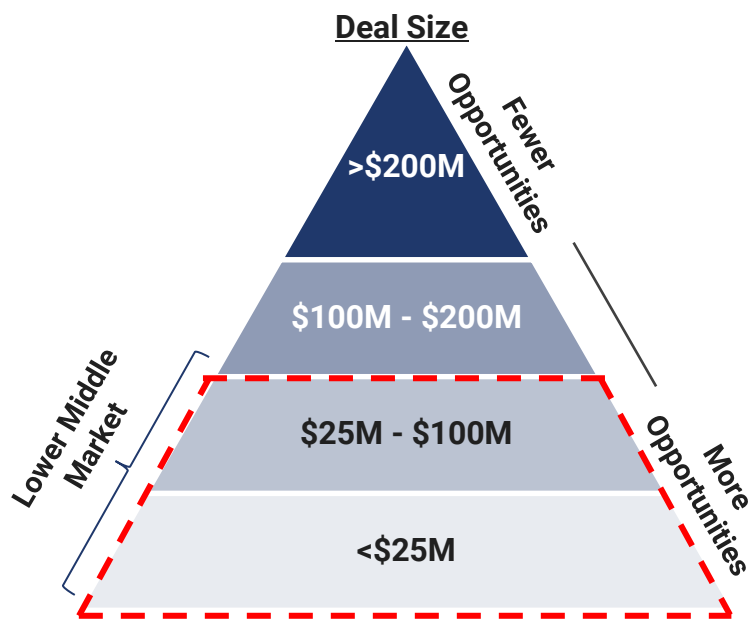
Despite Headwinds, 2024 Proved to be a Strong Year for M&A Activity in Aggregates

	 Martin Marietta	 Vulcan Materials Company	 Eagle Materials	 SUMMIT Materials	 KNIFE RIVER	 ARCOSA
Acquisitions	 ALBERT FREI & SONS  BLUE WATER INDUSTRIES FL & CA Quarry Assets  MUDCO	 WHITAKER  WAKE STONE CORPORATION  SUPERIOR READY MIX	KY Quarry Assets  BSL Bullskin Stone & Lime LLC	 ARGOS	Weidenbach Concrete Graves Quarry Frank B. Marks Parker Sand Rock Products Albina Asphalt	 AMERON POLE PRODUCTS  STAVOLA TUNTON FALLS, N.J.
	\$4.0Bn	\$2.3Bn	\$177.4M	\$3.1Bn	\$129.3M	\$1.4Bn
Divestitures	South TX Cement & RMC			Acquisition by Quickrete Holdings		
	\$2.1Bn	\$0	\$0	\$11.5Bn	\$0	\$0
	\$6.1Bn	\$2.3Bn	\$177.4M	\$14.6Bn	\$129.3M	\$1.4Bn

- 2024 continued to be a banner year for M&A activity in the aggregates space with **\$24.7Bn** of transaction value announced by U.S. strategics alone
- The year was capped off by the blockbuster announcement that Summit Materials was to be acquired by Quickrete Holdings for **\$11.5Bn**, or **14.1x** EBITDA
- The median EV/EBITDA transaction multiple for the 13 deals where terms were disclosed in 2024 was **10.0x**, which is in line with the median of all transactions going back to 2012 of **9.8x**
- Knife River paying an average purchase price of \$21.6M for six acquisitions in 2024 suggests that large strategics are continuing to source acquisition opportunities in the lower middle market
- Griffin expects M&A activity to continue to be strong into 2025 as strategics maintain robust pipelines of M&A targets, especially for lower middle market business owners

"There is still a lot of work to be done in this industry relative to M&A... we firmly identified over 200m tons of business on a per annum basis that are in geographies in which we would have an interest in"

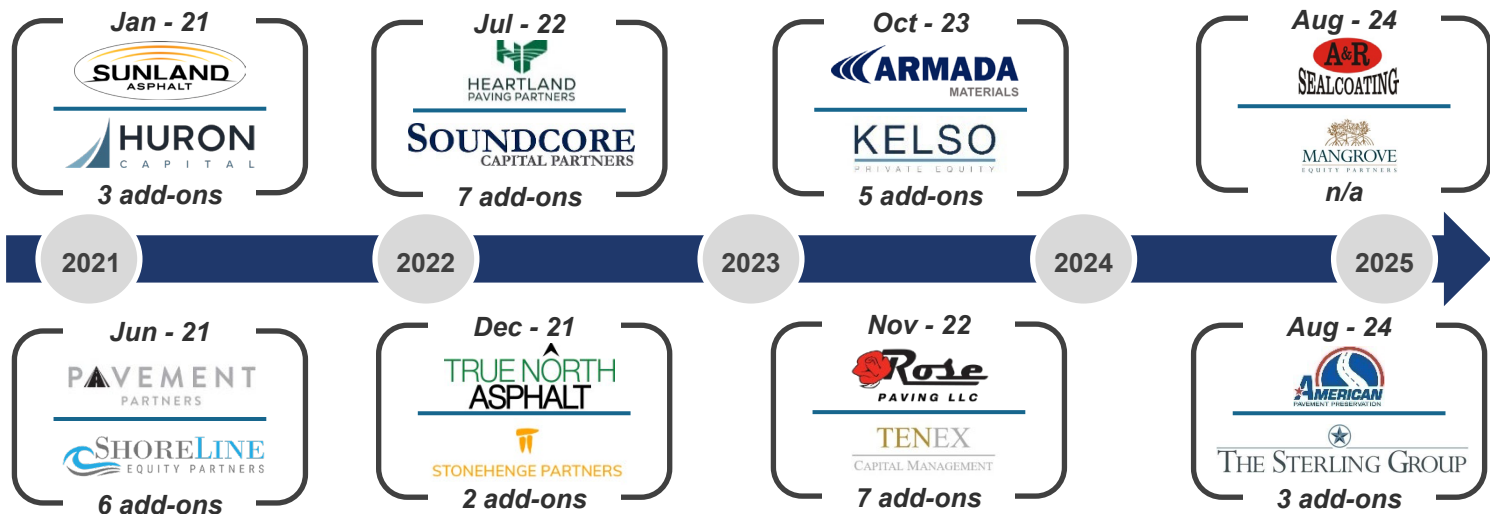
- Ward Nye, Martin Marietta Chair and CEO



6

Key Trends in the Aggregates Industry

- Historically, strategic buyers have driven most of the M&A activity in the aggregates space as the capital-intensive nature of the industry coupled with the project-based customer contracts have scared off more risk-averse financial buyers who tend to prefer acquisition opportunities of asset-light services companies
 - However, more PE firms have made acquisitions in the asphalt and concrete services industries to establish platforms that can capitalize on the favorable tailwinds in the aggregates industry



What Opportunities Does This Create for Business Owners?

Full Exit – By selling entirely, owners can capitalize on their hard work and investments by receiving maximum cash today, allowing them to reinvest in new ventures or enjoy a comfortable retirement

- These buyers tend to be more well-capitalized, professional buyers and have the financial resources and industry expertise to streamline operations and enhance market reach
- Requires seller to be able to step away from day-to-day operations without key man risk or business disruption

Become a platform – Investor interest has grown in the fencing and perimeter security market, providing owners the opportunity to pivot their businesses into platforms for growth.

- By partnering with these external investors, owners can secure immediate capital while also positioning their companies to scale considerably, leading to significant growth in valuations
- For those looking to maximize their overall return, becoming a platform and retaining a stake in a broader, more successful enterprise offers a compelling pathway forward

Join an existing platform – By selling a portion of their business for cash today while rolling over equity into a larger, established entity, they can enjoy immediate financial liquidity alongside the upside potential of a growing platform

- This arrangement allows owners to maintain involvement in the industry and reap the benefits of collective resources and expertise

Select M&A Transaction Analysis

Announced Date	Target	Target Business Description	Buyer / Investor	Buyer Type	Purchase Price (\$mm)	Purchase Price / LTM Revenue	Purchase Price / LTM EBITDA
3/24/25	Drake's Creek Stone	A stone quarry in Franklin, Kentucky. The stone quarry provides a range of crushed stone products and materials for construction and industrial applications	Armada Materials	PE Platform (Kelso & Company)	n/a	n/a	n/a
3/17/25	Freedom Concrete	Provider of commercial concrete construction services intended to serve the Mid-Atlantic region. The company's services include commercial, industrial, institutional, environmental, and multi-residential concrete construction.	McAnany Construction	Strategic Buyer	n/a	n/a	n/a
3/14/25	Allied Construction	Provider of asphalt paving and construction services intended to serve residential and commercial markets across Southeast Michigan	Federal Civil Group	Strategic Buyer	n/a	n/a	n/a
3/5/25	Lionmark Construction Companies	Provider of construction and material services intended for infrastructure projects throughout the Midwest	Breedon Group (LON: BREE)	Strategic Buyer	\$238.0	1.0x	7.7x
2/19/25	Williams Sand & Clay	Distributor of aggregate materials intended for central North Carolina. The company offers washed concrete sand, ball field clay, fill dirt, topsoil, white river rock, and gravel	Chaney Enterprises, LP	Strategic Buyer	n/a	n/a	n/a
2/18/25	H.O. Weaver and Sons	The company offers services such as highway construction, site development, asphalt paving and manufacturing, infrastructure rehabilitation and fine grading	CRH (NYS: CRH)	Strategic Buyer	n/a	n/a	n/a
2/3/25	Mobile Asphalt Company	Manufacturer of hot mix asphalt and road-building materials intended for builders, transportation ministries and municipalities	Construction Partners (NAS: ROAD)	Strategic Buyer	n/a	n/a	n/a
1/29/25	Bass Commercial Concrete	The company offers a variety of construction services, including foundations, formwork, tilt-up construction systems, concrete paving, and site work	Nabholz	Strategic Buyer	n/a	n/a	n/a
1/28/25	Paving Associates	The company's services include asphalt paving, pavement maintenance, parking lot maintenance as well as concrete and site construction	Rose Paving Company	PE Platform (Audax Group)	n/a	n/a	n/a
1/28/25	Resco Products	The company offers bricks, clay-alumina castables, gun mixes, magnesia-based specialties, and precast shapes, enabling access to a diverse range of industrial products	RHI Magnesita (WBO: RHIM)	Strategic Buyer	\$410.0	n/a	n/a
1/27/25	Unitex Asphalt Services	The company offers a wide range of services including asphalt paving, milling, seal coating, concrete, excavation, waterproofing, masonry, and others	Rose Paving Company	PE Platform (Audax Group)	n/a	n/a	n/a
1/13/25	Garden State Pavement Solutions	Provider of pavement management services intended to enhance property value and extend pavement lifespan	Heartland Paving Partners	PE Platform (Soundcore Capital Partners)	n/a	n/a	n/a
1/1/25	Coate Concrete Products	Manufacturer of precast concrete products based in West Milton, Ohio. The company has a line of products aeration systems, cistern and septic tanks, catch basins, grease interceptors, dry wells, and manholes.	C F Poepelman	Strategic Buyer	n/a	n/a	n/a
12/31/24	PB Materials	The company specializes in offering its clients a range of products including ready-mix concretes, sand and gravel, crushed limestones, and other related products.	BPGC Management	Financial Buyer	n/a	n/a	n/a
1/3/25	Gulf Coast Ready Mix	Supplier of ready-mix concrete and concrete blocks for commercial and residential projects in Citrus County, Florida	Del Zotto Group	Strategic Buyer	n/a	n/a	n/a
1/3/25	Overland (Construction and Engineering)	Operator of asphalt manufacturing and paving company serving throughout southern and western Oklahoma and northern Texas through public, commercial, and residential projects	Construction Partners (NAS: ROAD)	Strategic Buyer	n/a	n/a	n/a
12/27/24	State Ready Mix	Aggregate and ready-mixed concrete businesses based in Oxnard, California.	CalPortland Company	Strategic Buyer	n/a	n/a	n/a
12/20/24	Strata	Aggregates-based, vertically integrated company with over 75 aggregates locations, extensive aggregate reserves and rail assets to bring those reserves to market	Knife River (NYS: KNF)	Strategic Buyer	\$454.0	n/a	9.0x
12/20/24	Superior Ready Mix Concrete	Aggregates producer with six quarries containing 50 years of quality aggregates, two asphalt plants, and 13 ready mix operations	Vulcan Materials Company (NYS: VMC)	Strategic Buyer	n/a	n/a	n/a
12/16/24	Capital Ready Mix Concrete	Manufacturer of ready-mix concrete intended to provide quality service and products to its customers	S. T. Wooten	Strategic Buyer	n/a	n/a	n/a
12/13/24	Cheboygan Cement Products	The company offers a range of materials, including transit mix concrete, pre-cast items, burial vaults, blocks, packaged cement, bricks, pavers, retaining walls, anchor bolts, foundation vents, fireplace materials and grates and drains	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
12/13/24	MUDco Ready-Mix	The company offers custom-mix designs, fibers, colored concrete, aggregates, cement, consulting, and engineering and concrete pumping services	Martin Manetta Materials, Inc. (NYSE:MLM)	Strategic Buyer	n/a	n/a	n/a
12/5/24	Benton Precast	Manufacturer of precast concrete structures based out of Conway	Alerete	Strategic Buyer	n/a	n/a	n/a
12/4/24	Bullskin Stone & Lime	Operator of stone quarry intended to supply aggregates for construction and landscaping requirements	Eagle Materials (NYS: EXP)	Strategic Buyer	\$152.5	n/a	n/a
12/3/24	Southern Ohio Sands	Production of silica sand based in Beaver, Ohio. The company produces 750,000 tons of sand and gravel per year.	Konya Mining Company	Strategic Buyer	n/a	n/a	n/a

Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select M&A Transaction Analysis

Announced Date	Target	Target Business Description	Buyer / Investor	Buyer Type	Purchase Price (\$mm)	Purchase Price / LTM Revenue	Purchase Price / LTM EBITDA
12/1/24	Concrete Protection & Restoration	Provider of concrete structural restoration services intended for commercial, industrial and public markets	KLH Capital	Financial Buyer	n/a	n/a	n/a
12/1/24	Metro Pavers	Operator of an asphalt and concrete paving company intended to serve residential and commercial clients, general contractors, homeowner associations, property managers, municipalities and developers	Sunland Asphalt & Construction	PE Platform (Huron Capital)	n/a	n/a	n/a
11/28/24	Giant Cement Holding	The company processes and sells grey, white, special and high-performance cement and aggregates to clients providing materials for the construction of highways, bridges and buildings	Heidelberg Materials (ETR: HEI)	Strategic Buyer	\$600.0	n/a	10.0x
11/27/24	Atlantic Southern Paving & Sealcoating	The company specializes in offering site development, pavement and private road maintenance, parking lot striping, crack sealing and other related services, enabling property managers to manage parking lot paving needs	Rose Paving Company	PE Platform (Tenex Capital)	n/a	n/a	n/a
11/25/24	Ken's Redi Mix	The company specializes in poured concrete, bin blocks, concrete curbing, ready-mix concrete, sand, gravel, and custom concrete products	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
11/25/24	Summit Materials (NYS: SUM)	Producer of aggregates, cement, ready-mix concrete, asphalt paving mix and concrete products and owns and operates quarries, sand and gravel pits, cement plants, and distribution terminals	Quikrete Holdings, Inc.	Strategic Buyer	\$11,370.0	3.0x	13.9x
11/20/24	J & R Sand Company	The company offers a variety of aggregates and asphalt paving services such as washed sand and gravel, crushed rock, road gravel, building site preparations, oilfield road and location padding	Legacy Infrastructure Group	Strategic Buyer	n/a	n/a	n/a
11/19/24	Rockport Ready Mix	Manufacturer and supplier of ready-mix concrete for construction projects in the Cleveland area	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
11/18/24	Faimount Redi-Mix	The company offers ready-mix concrete plants, sand, quarries, cement terminals and other ancillary services	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
11/12/24	Vance Brothers	Operator of a construction firm intended to deal with asphalt manufacturing and contracting	American Pavement Preservation	PE Platform (Capital Alignment Partners)	n/a	n/a	n/a
11/8/24	Cook Concrete Products	Manufacturer of precast concrete products intended for civil engineering projects	Oldcastle Infrastructure (Jason Jackson)	Strategic Buyer	n/a	n/a	n/a
11/6/24	Ada Sand & Gravel	Producer and supplier of construction aggregates intended for contractors, utilities, municipal, state governments, and homeowners, including road mix, fractured rock mix, round, gravel rocks, white sand, rock chips, and fill dirt	Premier Aggregates	Strategic Buyer	n/a	n/a	n/a
11/6/24	D.M. Conner Sand & Gravel	Manufacturer and retailer of hard rock concrete sand based out of Stuarts Draft, Virginia.	Titan America	Strategic Buyer	n/a	n/a	n/a
11/4/24	Lone Star Paving	The company offers asphalt and concrete paving, seal coating, striping, and signage, as well as repairs for parking lots, driveways, and landing strips	Construction Partners (NAS: ROAD)	Strategic Buyer	\$908.0	1.9x	8.1x
11/3/24	Frank B. Marks & Son	The company offers a range of essential construction materials, including sand, gravel and various durable goods, to meet the needs of construction projects of different scales	Knife River (NYS: KNF)	Strategic Buyer	n/a	n/a	n/a
11/2/24	Albina Asphalt	Manufacturer and distributor of asphalt-related products intended to offer various road improvement solutions for both public and private needs	Knife River (NYS: KNF)	Strategic Buyer	n/a	n/a	n/a
11/2/24	Rock Products Manufacturing	Supplier of construction and concrete products based in Prineville, Oregon. The company offers various concrete products and other construction raw materials.	Knife River (NYS: KNF)	Strategic Buyer	n/a	n/a	n/a
10/25/24	Kickin Asphalt Paving and Excavating	Operator of a construction company intended to build and maintain roads. The company's services include commercial or highway paving, asphalt milling for pavements, and excavation services.	Superior Paving	Strategic Buyer	n/a	n/a	n/a
9/25/24	Wake Stone	The company offers construction aggregates and agricultural products as well as quality control services	Rinker Materials	Strategic Buyer	n/a	n/a	n/a
9/24/24	Duluth Ready Mix	The acquisition includes six ready-mix plants and three quarries in Northern MN and Wisconsin	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
9/19/24	New Dimensions in Pavement Markings	Provider of pavement marking and asphalt maintenance services, based out of Fletcher, North Carolina	Private Investor	Strategic Buyer	n/a	n/a	n/a
9/13/24	Geofortis	The company's plant uses geopolymers technology and offers pozzolan minerals which are made from natural pozzolan mines	Ash Grove Cement	Strategic Buyer (CRH (NYS: CRH))	n/a	n/a	n/a
9/10/24	John G. Walton Construction Company	The company offers expertise in heavy construction, highway engineering, asphalt paving, and site development	Wiregrass Construction Company	Strategic Buyer (Construction Partners (NAS: ROAD))	n/a	n/a	n/a

Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select M&A Transaction Analysis

Announced Date	Target	Target Business Description	Buyer / Investor	Buyer Type	Purchase Price (\$mm)	Purchase Price / LTM Revenue	Purchase Price / LTM EBITDA
9/9/24	Gehrke	The company offers various services like paving, drainage management, underground utilities, commercial and residential demolition, construction aggregate, lime supply, commercial and residential grading and excavation	Wendling Quarries	Strategic Buyer	n/a	n/a	n/a
8/30/24	A&R Sealcoating	The company offers services such as sealcoating, surface patching, striping, sign installation, concrete repairs, concrete curbing as well as asphalt and concrete catch basin repair	Mangrove Equity Partners	Financial Buyer	n/a	n/a	n/a
8/28/24	Concrete Science	The company offers a variety of concrete and concrete coating solutions to its customers across a variety of applications from patios, pool decks, garage floors, facility flooring, and national aquatic parks, among others	Lake Street Capital Management	Financial Buyer	n/a	n/a	n/a
8/28/24	MD Concrete	The company offers stamped and colored concrete, exposed aggregate and standard concrete for driveways, patios, walks and steps, athletic courts, firepits, pool decks and floors	Concrete Science	PE Platform (Lake Street Capital Management)	n/a	n/a	n/a
8/13/24	Arizona Metro Mix	Provider of ready-mix concrete products for residential customers	Sunroc Corporation	Strategic Buyer	n/a	n/a	n/a
8/13/24	Master Block	Manufacturer of concrete blocks and products	Oldcastle APG	Strategic Buyer	n/a	n/a	n/a
8/13/24	Wright-Mix Material Solutions	Provider of Concrete Blending services intended to serve commercial and industrial customers	JENNMAR	PE Platform (ACE & Company, FalconPoint Capital Partners)	n/a	n/a	n/a
8/9/24	Dickerson & Bowen	Manufacturer of asphalt mixtures, sand and gravel products as well as paving and surface treatment services	Granite Construction (NYS: GVA)	Strategic Buyer	n/a	n/a	n/a
8/1/24	American Pavement Preservation	Provider of asphalt pavement preservation, grading, road construction, slurry seal, excavation, seal coating, and other related services, enabling clients to get desired maintenance and paving works	The Sterling Group	Financial Buyer	n/a	n/a	n/a
8/1/24	Robinson Paving Company	Provider of commercial paving and asphalt repair services, seal coating, grading, driveway paving, asphalt sales, and asphalt millings	Construction Partners (NAS: ROAD)	Strategic Buyer	n/a	n/a	n/a
8/1/24	Stavola Contracting	Manufacturer and provider of various aggregate, asphalt, and recycled materials, serving clients in private and public sectors ranging from individual homeowners to state and federal highway authorities	Arcosa (NYS: ACA)	Strategic Buyer	\$1,200.0	4.2x	12.0x
7/30/24	Georgia Paving	Provider of asphalt repairs, crack sealing, seal coating, chip sealing, and milling, completing projects ranging from parking lot maintenance to major highways and bridges	Sunland Asphalt & Construction	PE Platform (Huron Capital)	n/a	n/a	n/a
7/29/24	Carver Sand & Gravel	Producer of construction materials, including sand, gravel, crushed stone, asphalt, and other aggregate materials	Heidelberg Materials (ETR: HEI)	Strategic Buyer	n/a	n/a	n/a
7/22/24	Ary Corporation	Supplier and provider of redi-mix, crusher fines, sand, screenings, rock dust, base course, asphalt rock, concrete rock, railroad ballast, MSE wall backfill, highway construction service and trucking services	CRH (NYS: CRH)	Strategic Buyer	n/a	n/a	n/a
7/16/24	Gate Precast	The company specializes in manufacturing architectural precast concrete components including wall panels, cladding and other custom-designed elements	Wells	Strategic Buyer	n/a	n/a	n/a
7/16/24	Highway Materials	The company offers a wide range of products including hot mix asphalt, crushed stone and sand providing clients with high-quality materials for their projects	Heidelberg Materials (ETR: HEI)	Strategic Buyer	\$126.7	n/a	7.6x
7/12/24	Western N.Y. Concrete	Provider of ready-mix concrete delivery services catering to farmers, construction companies, and homebuilders	Votorantim Cimentos North America, Inc.	Strategic Buyer	n/a	n/a	n/a
7/10/24	King William Sand & Gravel	The company offers sand and gravel, crushed stone, asphalt and ready-mix concrete solutions	Holcim US	Strategic Buyer	n/a	n/a	n/a
7/10/24	Professional Paving and Concrete	Provider of asphalt and concrete contractor services intended to serve residential, commercial and industrial clients	Heartland Paving Partners	PE Platform (Soundcore Capital Partners)	n/a	n/a	n/a
7/1/24	Aaron Concrete Contractors	The company offers concrete aggregate, crushed limestone, recycled asphalt, highway road construction services and concrete recycling services	Heidelberg Materials (ETR: HEI)	Strategic Buyer	n/a	n/a	n/a
7/1/24	Victory Rock	The company supplies aggregate materials and products, including road bases, granular borrows, concrete rocks and sands, asphalt rock, riprap, boulders and bulk rock, and drain rock which are used to build federal, state, and county roads & highway projects	Heidelberg Materials, North America	Strategic Buyer	n/a	n/a	n/a
6/19/24	Carter Concrete Products	Provider of precast concrete products catering to the construction industry, including round and square precast, precast box culverts, underground detention systems and end treatments.	Alcrete Industries, LLC	Strategic Buyer	n/a	n/a	n/a
6/7/24	Wright Materials	Provider of sand and gravel materials in South Texas	Armadillo Materials	Strategic Buyer	n/a	n/a	n/a

Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select M&A Transaction Analysis

Announced Date	Target	Target Business Description	Buyer / Investor	Buyer Type	Purchase Price (\$mm)	Purchase Price / LTM Revenue	Purchase Price / LTM EBITDA
6/5/24	Rock Ridge Materials	Manufacturer and supplier of large aggregates, including rip rap, armor stone, limestone and granite as well as variety of coarse, fine aggregates and road base	Miles Ahead Brands	Strategic Buyer	n/a	n/a	n/a
6/3/24	Hudson Paving	Provider of asphalt repair and management services intended to serve the commercial sector, municipalities, state transportation departments and residential properties	Construction Partners (NAS: ROAD)	Strategic Buyer	n/a	n/a	n/a
5/22/24	Newport Construction	The company offers major roadway construction, bridge construction, asphalt paving, asphalt milling, and major highway construction and surfacing	Vinci (PAR: DG)	Strategic Buyer	n/a	n/a	n/a
5/20/24	Klekamp & Company	The company offers a comprehensive range of commercial and residential paving contracting services to residential, commercial, and industrial clients	Heartland Paving Partners	PE Platform (Soundcore Capital Partners)	n/a	n/a	n/a
5/10/24	Howard Sand and Gravel	Maryland-based producer of sand and gravel that serves the eastern shore	Chaney Enterprises, LP	Strategic Buyer	n/a	n/a	n/a
5/9/24	Hammerstone	Quarry operator with over 750 million tonnes of directly accessible limestone reserves and leases for limestone and other minerals covering approximately 1,000,000 additional acres	Bumco Rock Products	Strategic Buyer	n/a	n/a	n/a
5/1/24	Capital Precast	Manufacturer of precast concrete products for the storm, sanitary sewer, electrical and communication structures and water utility sectors	The Civilmart Group	PE Platform (CPE Capital)	n/a	n/a	n/a
5/1/24	Sunbelt Asphalt Surfaces	Manufacturer of asphalt and provider of commercial paving, pavement milling, soil stabilization, materials recycling, sports construction, and other related services	Construction Partners (NAS: ROAD)	Strategic Buyer	n/a	n/a	n/a
4/29/24	Whitaker Contracting	Aggregates producer with four quarries, three asphalt plants and Whitaker's contracting and pavement preservation business	Vulcan Materials Company (NYSE:VMC)	Strategic Buyer	n/a	n/a	n/a
4/26/24	Monumental Concrete	Manufacturer and supplier of ready-mixed concrete for construction projects	Chaney Enterprises	Strategic Buyer	n/a	n/a	n/a
4/15/24	MST Concrete Products	Manufacturer of concrete products, including engineered vaults, culverts and concrete products	Knights Redi-Mix	Strategic Buyer	n/a	n/a	n/a
4/12/24	Brown & Watson Company	The company offers concrete sand, masonry sand, consistent concrete sand, top dressing sand, ultrafine top dressing sand, greensmix sand, butler super fine sand, arena sand, fill dirt and jc white sand	Rogers Group	Strategic Buyer	n/a	n/a	n/a
4/12/24	H&H Construction	Manufacturer of constructional aggregates and asphalts, and paving services	Bonnechere Excavating	Strategic Buyer	n/a	n/a	n/a
4/9/24	S & K Asphalt & Concrete	Provider of a full range of asphalt paving services intended for all residential, commercial and industrial applications	Heartland Paving Partners	PE Platform (Soundcore Capital Partners)	n/a	n/a	n/a
4/9/24	Chandler Concrete Co.	A family-owned and operated producer of ready-mixed concrete, block masonry and hardscapes serving North Carolina, Virginia, West Virginia and eastern Tennessee with 44 RMC plants, three block plants, one supply store, and 500 employees	Chaney Enterprises, LP	Strategic Buyer	n/a	n/a	n/a
4/9/24	Ameron Pole Products	The company provides a diverse line of prestressed spun-cast concrete poles	Arcosa (NYS: ACA)	Strategic Buyer	\$180.0	1.9x	9.0x
4/8/24	XIT Sand and Gravel	Single quarry location in Channing, TX	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
4/5/24	Bodean	The deal adds two quarries, two ready-mixed concrete plants, one asphalt plant and one recycle plant	CRH Americas Materials, Inc.	Strategic Buyer	n/a	n/a	n/a
4/5/24	Northgate Ready Mix	Supplier of enhanced quality concrete intended to serve commercial, residential, and public works sectors	CRH Americas Materials, Inc.	Strategic Buyer	n/a	n/a	n/a
3/29/24	B&S Contracting	The company offers paving and asphalt mixing services for roads, streets, parking lots, tennis courts, airports, running tracks, golf cart paths and commercial or private lots	Rockydale Quarries	Strategic Buyer	n/a	n/a	n/a
3/20/24	American Concrete Industries	Manufacturer and distributor of precast concrete products for residential and commercial use	Alcrete Industries, LLC	Strategic Buyer	n/a	n/a	n/a
3/15/24	Boxley Materials (Asphalt Division)	Provider of asphalt materials based in Blue Ridge, Virginia	Superior Paving	Strategic Buyer	n/a	n/a	n/a
3/14/24	Andrada Holdings	Operator of a quarry based in Tucson, AZ	Vulcan Materials Company (NYSE:VMC)	Strategic Buyer	n/a	n/a	n/a
3/12/24	Carwald (Redi-Mix's Concrete and Aggregate Operations)	Provider of ready-mix concrete services based in Slave Lake, Alberta	LaPrairie Group	Strategic Buyer	n/a	n/a	n/a
3/11/24	Murray Mix Concrete	Two ready mix concrete plants located in northwest Georgia	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a

Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select M&A Transaction Analysis

Announced Date	Target	Target Business Description	Buyer / Investor	Buyer Type	Purchase Price (\$mm)	Purchase Price / LTM Revenue	Purchase Price / LTM EBITDA
3/11/24	Precast Supply Company	Manufacturer of manufacturing precast concrete storm drainage and sanitary sewer structures catering to projects that require durable and specialized precast components	Concrete Pipe & Precast	Strategic Buyer	n/a	n/a	n/a
3/6/24	BMC Enterprises	The company offers concrete materials, dry goods, aggregates and logistical services, thereby helping commercial contractors, civil contractors and residential contractors	Breedon Group (LON: BREE)	Strategic Buyer	\$300.0	1.7x	8.5x
3/1/24	Show ME Ready Mix	Manufacturer of ready-mix concrete intended for commercial, highway and residential market segments	The Farmer Companies	Financial Buyer	n/a	n/a	n/a
3/1/24	ACT Recycling	The company offers crushing and recycling services for gravel, concrete, and asphalt	Pavement Partners Holding	PE Platform (Shoreline Equity Partners)	n/a	n/a	n/a
2/27/24	Bradley Contracting	Owner of a limestone quarry near Cord, Arkansas	Rogers Group Inc.	Strategic Buyer	n/a	n/a	n/a
2/23/24	L&W Quarries	Produces roadstone, clean stone, asphalt, stone, lime, riprap, and other products	The Rasmussen Group	Strategic Buyer	n/a	n/a	n/a
2/11/24	Assets of Blue Water Industries	20 active aggregates operations in Alabama, South Carolina, South Florida, Tennessee, and Virginia, which produce 17m tons of material and ~\$180m EBITDA, annually	Martin Marietta Materials, Inc. (NYSE:MLM)	Strategic Buyer	\$2,050.0	n/a	14.1x
2/9/24	Martin Marietta Materials (South TX Cement Business)	The division consists of the Hunter cement plant in New Braunfels, related cement distribution terminals, and 20 RMC plants serving Austin and San Antonio	CRH Americas Materials, Inc.	Strategic Buyer	\$2,100.0	n/a	12.4x
2/7/24	Assets of Custom Stone	Comprises asphalt and aggregate production, milling, and paving operations	Amada Materials	PE Platform (Kelso Private Equity)	n/a	n/a	n/a
2/7/24	Wright Paving Contractors	Operator of a paving contractor intended to serve the government, commercial, and residential clients	Amada Materials	PE Platform (Kelso Private Equity)	n/a	n/a	n/a
2/2/24	Aggregates Division of Coalson Excavation	Single sand and gravel pit located in Hamilton, TX	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
2/2/24	The Gorman Group	Provider of road construction-related services, including paving, chip seal, and patch services	Peckham Industries	Strategic Buyer	n/a	n/a	n/a
1/30/24	Concrete Material Supply	The company provides ready mix concrete with three locations between Toledo and Cleveland	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
2/1/24	Wright Ready Mix	Manufacturer and supplier of ready-mixed concrete and pre-cast products	Private Investor	Strategic Buyer	n/a	n/a	n/a
1/30/24	Brix Paving Northwest	The company provides services asphalt, milling, concrete, stripping, signs, wheel stops, seal coat and crack fill, speed bumps, concrete joint seal, bollards, truncated domes, drainage devices and excavation	Private Investor	Strategic Buyer	n/a	n/a	n/a
1/29/24	Nissen Concrete	Ready mix concrete supplier with two plants	Smyrna Ready Mix, LLC	Strategic Buyer	n/a	n/a	n/a
1/22/24	Superior Ready Mix (Castroville Operations)	Operator of a concrete business based in Castroville, Texas	Jarco Aggregates	Strategic Buyer	n/a	n/a	n/a
1/21/24	Argos USA	Manufacturer of cement and ready-mix products, with 4 integrated cement plants, 2 grinding stations, 140 ready-mix concrete plants, and a complementary distribution network of 8 maritime ports and 10 inland terminals	Summit Materials, Inc. (NYSE:SUM)	Strategic Buyer	\$3,200.0	n/a	10.0x
1/19/24	Precast Wall System	Manufacturer and installer of several types of concrete walls intended for businesses, housing developments, schools and the state's electrical grid	PERMACAST LLC	Strategic Buyer	n/a	n/a	n/a
1/12/24	Albert Frei & Sons	Colorado-based aggregates producer with 60+ years of reserves	Martin Marietta Materials, Inc. (NYSE:MLM)	Strategic Buyer	\$488.0	n/a	14.1x
1/9/24	Select Quarry and Mining Assets	Permitted sand and gravel reserves located in Freer, Texas	Jarco Aggregates	Strategic Buyer	n/a	n/a	n/a
1/9/24	International Concrete Products	Provider of architectural precast concrete products, including precast panels, simulated granite, granite, simulated limestone, and brick for the sports, healthcare, education, corporate, and residential markets	Mid-States Concrete Industries	Strategic Buyer	n/a	n/a	n/a

Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select M&A Transaction Analysis (Cont.)

Multiple by TEV

Enterprise Value Range (\$M)	Median Purchase Price (\$M)	Median Revenue (\$M)	Median EBITDA (\$M)	EBITDA Margin (%)	Purchase Price /		Number of Transactions
					Revenue (x)	EBITDA (x)	
10 - 25	12.3	8.0	2.0	25.0%	0.9x	5.9x	2
25 - 50	31.3	21.3	3.7	17.4%	1.6x	7.4x	4
50 - 100	75.0	28.0	9.8	35.0%	1.8x	7.7x	7
100 - 250	149.9	73.0	16.7	22.8%	2.1x	10.0x	15
250 - 500	307.5	152.0	33.3	21.9%	2.1x	9.4x	8
500+	2,050.0	1,321.7	145.4	11.0%	2.2x	11.9x	17
Total	\$245.1	\$149.0	\$27.0	18.1%	2.0x	9.8x	53

Multiple by Year

Enterprise Value Range (\$M)	Median Purchase Price (\$M)	Median Revenue (\$M)	Median EBITDA (\$M)	EBITDA Margin (%)	Purchase Price /		Number of Transactions
					Revenue (x)	EBITDA (x)	
2012 - 2017	900.0	1,320.0	62.5	4.7%	2.2x	10.9x	8
2018 - 2020	127.0	111.9	14.1	12.6%	2.0x	9.0x	13
2021 - 2023	165.0	80.0	15.5	19.4%	2.0x	9.3x	18
2024 - 2025	544.0	283.0	55.2	19.5%	1.9x	10.0x	14
Total	\$245.1	\$149.0	\$27.0	18.1%	2.0x	9.8x	53

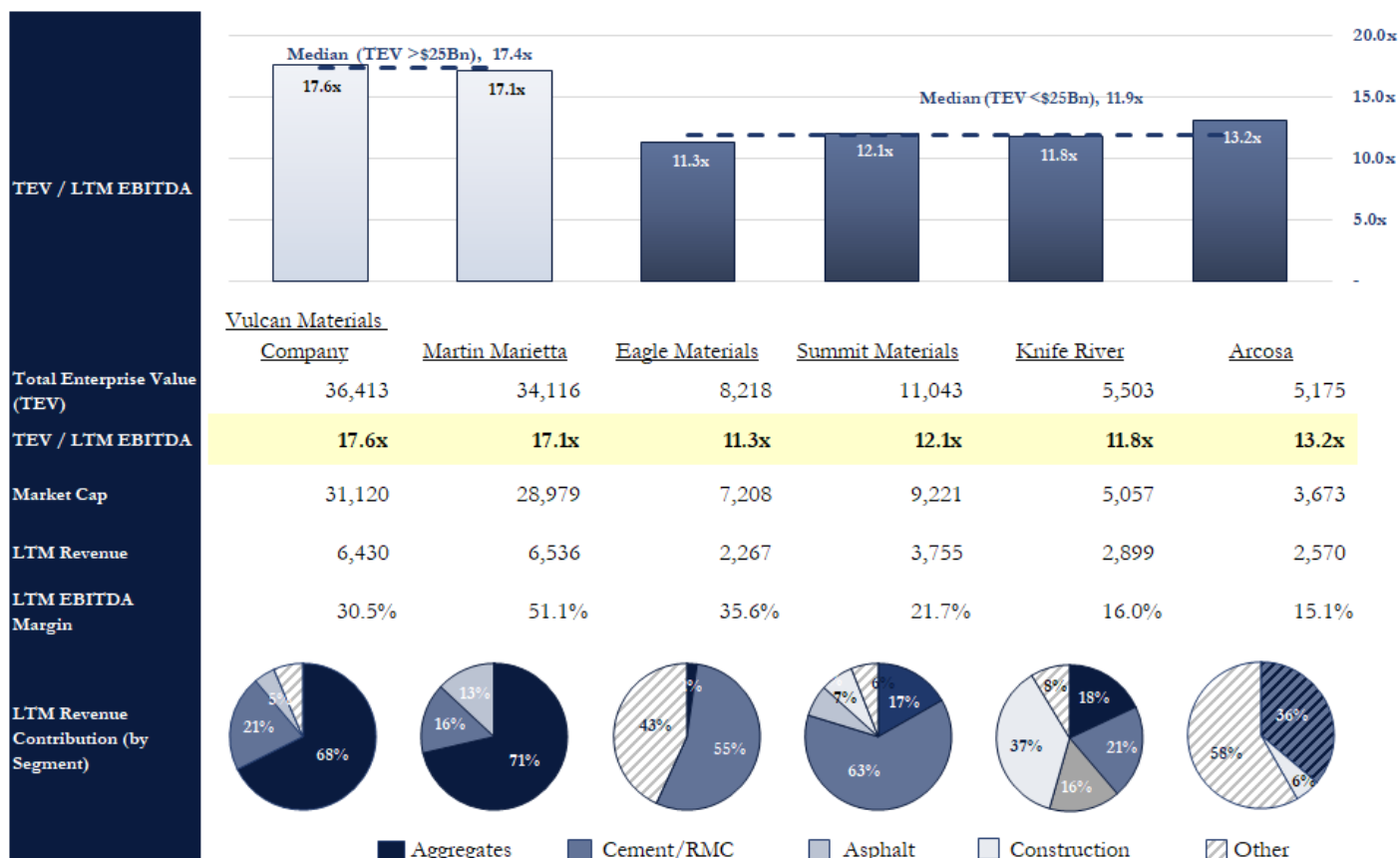
Source: Capital IQ, PitchBook, Griffin Financial Group Research

- ◆ Although transaction multiples increased in the first half of 2024 as compared to previous years, transactions have normalized in the latter half of the year, with the median multiple of deals currently at 10.0x
- ◆ The stability of transaction multiples across more than a decade of M&A activity reflects that the industry is countercyclical as strategic buyers pursue quarry assets and financial buyers pursue downstream services companies
- ◆ Given the size and asset quality of the companies acquired in 2024, a similar middle-market deal would need to be contextualized with the appropriate discounts for differences in size and scope of operations

Select U.S. Public Companies Analysis

Recent Median EBITDA Valuations of U.S. Publicly Traded Companies Equaled 12.6x

- There is a noticeable valuation premium given to companies with enterprise values of \$10 billion or more. In addition, part of the premium for Vulcan Materials and Martin Marietta is driven by the companies' aggregate focused business models, which continue to be weighted towards crushed stone
- Upstream aggregates businesses tend to warrant higher valuation multiples as prohibitively high start up costs and regulations provide the industry with several barriers to entry for market participants, providing greater pricing power
 - Crushed stone businesses tend to have higher margins and better profitability than ready-mix producers or construction contractors, which are more susceptible to price swings for input materials
 - If too much of the business' revenue and EBITDA is generated from downstream construction operations, this will begin to dilute the enterprise value of the company



Note: Aggregates, Cement/RMC, and Asphalt figures based on reported revenue by segment in each company's most recent 10Q; Arcosa does not disaggregate revenue from building products among aggregates, ready-mix, and asphalt

Source: Capital IQ, PitchBook, Griffin Financial Group Research

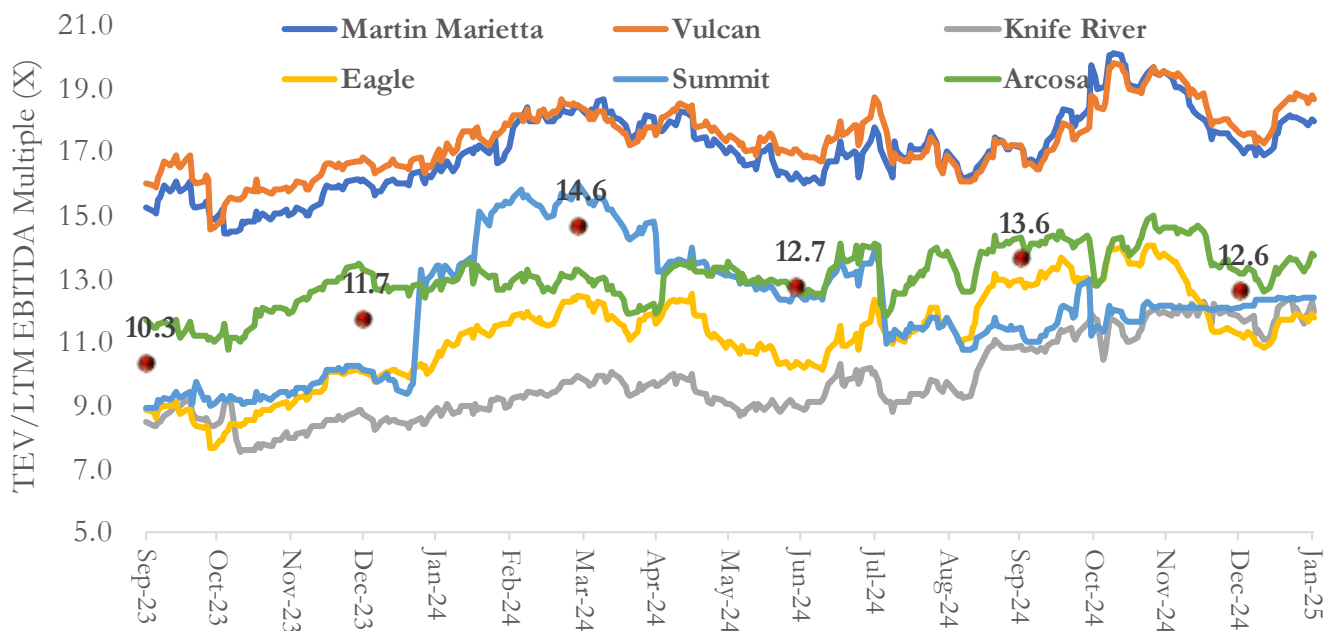
Public Company Information as of Q4 2024

Select U.S. Public Companies Analysis (Cont.)

Valuations of Publicly Traded Companies Have Declined from Q1 2024 Peaks, Which Were Partially Inflated on the Heels of Summit's \$3.2B Acquisition of Argos USA

- Valuation multiples increased 32.3% from trough levels in September of 2023, to peak in September 2024, following the broader recovery of public equity markets as operational costs decreased in the first half of 2024 and materialized in higher reported earnings
- Multiples have since normalized in Q4 2024 as persistent inclement weather, tighter-than-expected monetary policy, and related private construction slowdown have had an adverse impact on material sales
 - It is expected that as companies shed non-core downstream assets and reinvesting the proceeds in crushed stone operations to optimize EBITDA margins, multiples should expand with EBITDA margins
 - Additionally, favorable macroeconomic tailwinds should provide support for continued momentum to increase ASPs on aggregates, leading to continued revenue growth if production volume remains at current levels
- The acquisition of Summit Materials was completed in Q1 2025. As such, the company is no longer trading under the stock ticker NYSE: SUM and will be removed from Griffin's select U.S. public company index in the Q1 2025 report

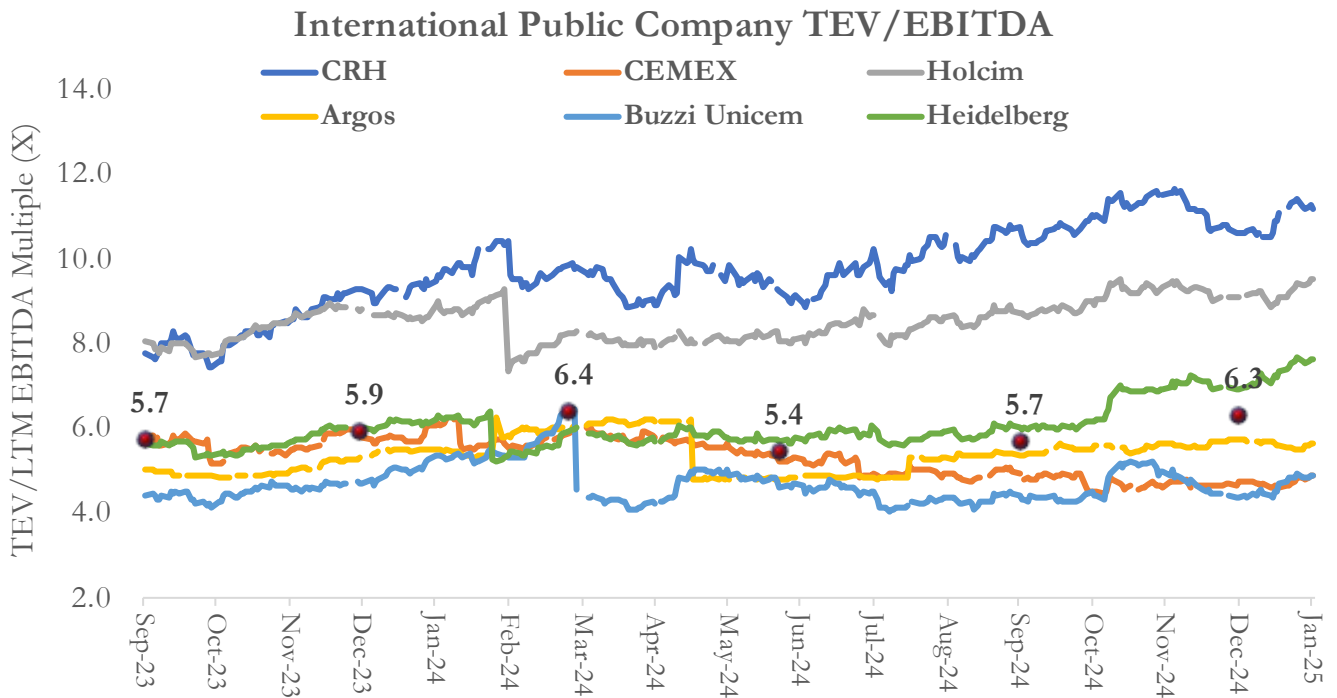
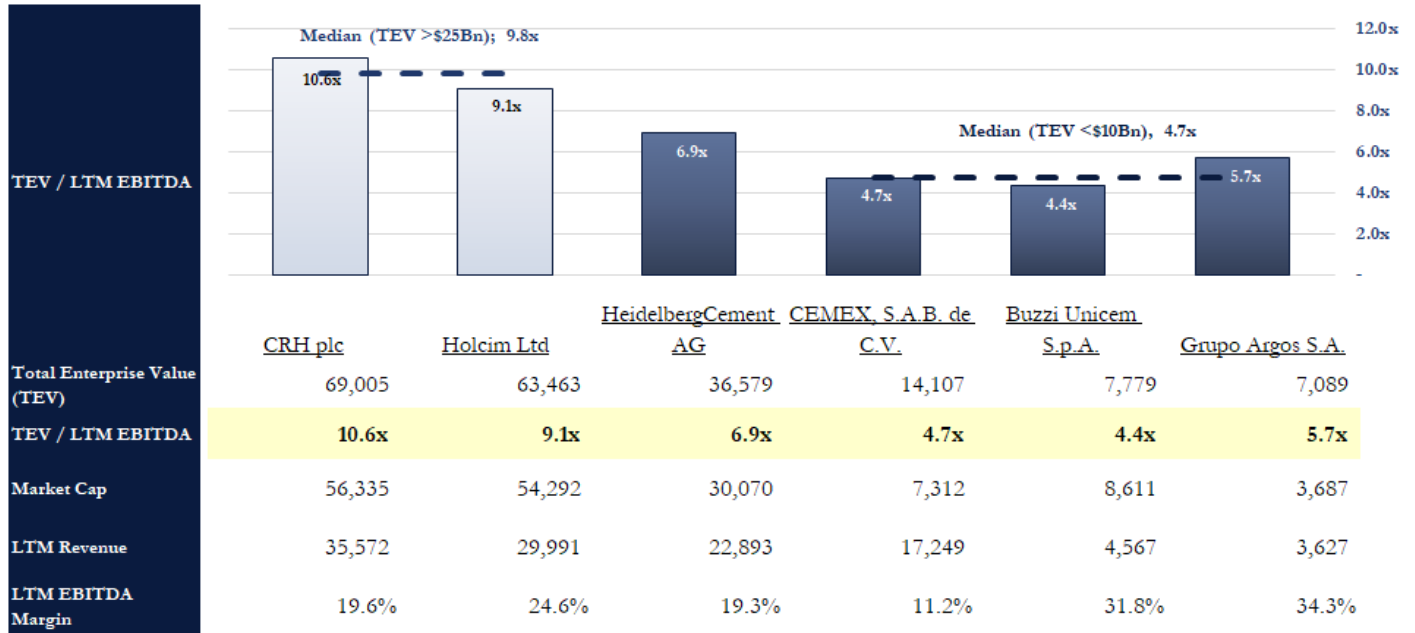
U.S. Public Company TEV/EBITDA



Source: Capital IQ, PitchBook, Griffin Financial Group Research

Select International Public Companies Analysis

EBITDA Valuation Multiples for International Companies Lag Their U.S. Peers at 6.3x. Many of These Producers Are Predominantly Ready-Mix Concrete Producers or Provide Construction Services, Which Tend to Yield a Lower EBITDA Multiple



Source: Capital IQ, PitchBook, Griffin Financial Group Research

Griffin Case Studies: Construction Materials

Key Transaction Points



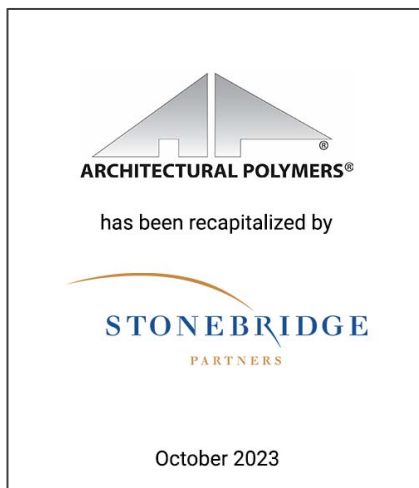
- ◆ The Company is a manufacturer of hot mix and cold patch asphalt, and provides paving, milling, grading, seal coating and crack filling services to commercial, municipal and government sector customers
- ◆ After purchasing AA from the Weeks Family in 1986, Bob Brown quickly increased the size and scale of the business, purchasing five smaller asphalt paving companies and additional plants
- ◆ After five successful years of operations under the ESOP, shareholders sought to realize a liquidity event and prepare the business for the next stage of growth
- ◆ After engaging Griffin as its exclusive investment banker, 100% of the Company's stock was purchased by The Earle Companies

American Asphalt Holdings, Inc.

Transaction Type: Sell-Side Advisory

Industry: Aggregates Producer & Construction Services

Key Transaction Points



- ◆ The Company is a manufacturer of precast, tilt-up, and poured-in-place concrete wall molds and formliners used to create architectural panels for use in infrastructure and commercial projects, including bridge and highway walls, government buildings, and parking structures, among others
- ◆ After 30 years, the founder and owner was seeking a partner that would provide liquidity for a majority of his equity and a partner with greater resources to support the Company's continued growth
- ◆ After engaging Griffin as its exclusive investment banker, the Company was ultimately recapitalized by Stonebridge Partners, a private equity firm based in White Plains, NY

Architectural Polymers Inc.

Transaction Type: Sell-Side Advisory

Industry: Precast Concrete Producer

Griffin Case Studies: Construction Materials

Key Transaction Points



- ◆ The Company is a privately held aggregates producer headquartered in Carlisle, PA, and has been providing crushed stone, asphalt and ready-mix concrete to the central Pennsylvania market since 1961
- ◆ After being owned equally by two families for more than 60 years, one of the family shareholder groups elected to seek liquidity
- ◆ The selling Union shareholder group engaged Griffin Financial Group, LLC as its investment banker to assist in the sale of their 50% equity stake in the Company
- ◆ Griffin managed a competitive sale process involving a select group of strategic buyers, which ultimately resulted in the remaining family shareholder group electing to sell their shares as well, and engaged Griffin for that purpose

Union Quarries, Inc.

Transaction Type: Sell-Side Advisory

Industry: Aggregates Producer

Key Transaction Points



- ◆ The Company is a privately held, regional highway/roadway infrastructure materials company, producing a variety of construction materials, including stone, sand, asphalt, and concrete. These materials are produced at three active quarries
- ◆ It also offers road construction, paving, and other services
- ◆ After successfully operating for almost a century as a family business, the Company's shareholder group elected to seek liquidity
- ◆ Griffin was engaged by Hempt as its exclusive investment banker to solicit interest in acquiring the Company, which ultimately resulted in Hempt being sold to New Enterprise Stone & Lime Co., Inc., a strategic competitor based in New Enterprise, PA

Hempt Bros., Inc.

Transaction Type: Sell-Side Advisory

Industry: Aggregates Producer & Construction Services

Griffin Transaction Experience: 2022 - 2025

 <p>has agreed to merge with</p>  <p>\$41.6 million Advisor to Guaranty Bancorp, Inc. March 2025</p>	     <p>A Private Equity Portfolio Company</p> <p>has sold substantially all of its assets to</p>  <p>February 2025</p>	 <p>formation of a Mutual Holding Company and the sale to an investor of convertible preferred stock by a newly formed intermediate holding company</p> <p>January 2025</p>	<p>The Parent Company of</p>  <p>has received growth equity capital in a private placement</p>  <p>December 2024</p>	 <p>has been recapitalized by</p>  <p>November 2024</p>
<p>Fairmont Group, Inc. A new private equity consortium funded by Zentoro, LLC, MainLine Investment Partners, LLC, and Red Hawk Ventures LLC</p> <p>has acquired</p>  <p>from</p>  <p>Filtrona Group Holdings Limited</p> <p>July 2024</p>	<p>Fairmont Group, Inc.</p> <p>was provided senior credit facilities by</p>  <p>and raised preferred equity from</p>  <p>for the acquisition of Filtrona Tapes, Inc. and ongoing working capital financing</p> <p>July 2024</p>	 <p>has sold its membership interest in Diakon Lutheran Social Ministries to</p>  <p>July 2024</p>	 <p>parent company of Mutual Capital Holdings, Inc.</p> <p>has announced the intention to acquire</p>  <p>parent company of Illinois Casualty Company</p> <p>June 2024</p>	 <p>has been recapitalized by</p>  <p>May 2024</p>
<p>An HOA Management platform</p> <p>has been acquired by</p>  <p>January 2024</p>	 <p>has been recapitalized by</p>  <p>December 2023</p>	 <p>has been sold to</p>  <p>December 2023</p>	 <p>Student Search Business has been acquired by</p>  <p>a portfolio company of</p>  <p>November 2023</p>	 <p>has merged with</p>  <p>to form</p>  <p>November 2023</p>
 <p>has been recapitalized by</p>  <p>October 2023</p>	<p>A Vertical SaaS and Payments Company</p> <p>has received a growth equity investment from</p>  <p>June 2023</p>	 <p>was acquired by</p>  <p>a portfolio company of</p>  <p>March 2023</p>	 <p>has been recapitalized and combined with</p>  <p>a portfolio company of Ampersand Capital</p> <p>February 2023</p>	 <p>has raised growth capital from</p>  <p>January 2023</p>
 <p>has received investment from</p>  <p>Principals of Griffin served as financial advisor</p> <p>December 2022</p>	 <p>private placement of \$42 million of limited partnership interests</p> <p>December 2022</p>	 <p>SPS New England, Inc.</p> <p>The Shareholders of SPS sold 100% of their stock to a newly created ESOP</p> <p>December 2022</p>	 <p>has been acquired by</p>  <p>November 2022</p>	 <p>has been acquired by</p>  <p>a portfolio company of</p>  <p>November 2022</p>
 <p>has merged with</p>  <p>October 2022</p>	 <p>has received investment from</p>  <p>September 2022</p>	 <p>was acquired by</p>  <p>September 2022</p>	 <p>and its parent, Altorra, Inc.</p> <p>have been acquired by</p>  <p>August 2022</p>	 <p>has been acquired by</p>  <p>Principals of Griffin served as financial advisor</p> <p>July 2022</p>