Q1 2025 Earnings Presentation

April 22, 2025

Disclosure Regarding Forward-Looking Statements

These slides (and the accompanying oral discussion) contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on assumptions made by management, considering its experience in the industries where Valmont operates, perceptions of historical trends, current conditions, expected future developments, and other relevant factors. It is important to note that these statements are not guarantees of future performance or results. They involve risks, uncertainties (some of which are beyond Valmont's control), and assumptions. While management believes these forward-looking statements are based on reasonable assumptions, numerous factors could cause actual results to differ materially from those anticipated. These factors include, among other things, risks described in Valmont's reports to the Securities and Exchange Commission ("SEC"), the Company's actual cash flows and net income, future economic and market circumstances, industry conditions, company performance and financial results, operational efficiencies, availability and price of raw materials, availability and market acceptance of new products, product pricing, domestic and international competitive environments, geopolitical risks, and actions and policy changes by domestic and foreign governments. The Company cautions that any forward-looking statements in this release are made as of its publication date and does not undertake to update these statements, except as required by law.

CEO Opening Comments

Avner Applbaum, President & CEO

Q1 2025 Key Highlights

Demand in Most End Markets Remains Resilient

- Aligned with megatrends such as the energy transition and infrastructure wave
- Managing through disruptions to capture long-term growth
- A growing backlog of ~$1.5 billion

Disciplined Execution in a Dynamic Environment

- Net sales down slightly, with both operating margins and diluted earnings per share remaining stable

Commercial and Operational Excellence Driving Value Creation

- Efficient, streamlined organization with continuous improvement mindset
- Differentiating by delivering premier quality and customer service

Mitigating Near-Term Tariff Risks

- 24 manufacturing and 18 coatings facilities across the US to meet domestic demand
- “Local for Local” supply chain strategy and success from proactive efforts across the business

NET SALES
$969.3 MILLION
-0.9%

OPERATING MARGIN
13.2%
-30 BPS

OPERATING CASH FLOWS
$65.1 MILLION
+179.1%

2025 Critical Objectives to Build on Past Success

Catch the Infrastructure Wave	• Investing in new capabilities and capacity across our footprint to meet growing demand • Capitalizing on the largest opportunities in our Utility business • Q1 Utility capacity investments include Texas, Oklahoma, Florida, and Kansas
Position Agriculture for Growth	• Demonstrating resiliency and market leadership during macro-driven headwinds • Implementing the tools that will drive us forward in the next growth cycle • New e-commerce platform driving aftermarket parts & AgSense 365 driving tech adoption
Disciplined Resource Allocation	• Finding better ways to work smarter and more efficiently • Aligning capital allocation priorities with our strategic growth plans
World-Class Safety	• Our people are at the center of everything we do • Employee safety is a fundamental commitment
Talent Development	• Equipping our employees with the skills and opportunities to grow • Fostering a high-performance culture that drives innovation and long-term success

Seizing opportunities to create long-term, sustainable stakeholder value

Infrastructure Market Drivers

Growing segment backlog, supported by positive long-term growth drivers

Near-Term Demand

- **Utility:** Healthy volume growth on rising energy consumption and need to replace aging infrastructure; value-based pricing and commercial excellence driving performance; expanding capacity for continued growth
- **Lighting and Transportation:** Strong U.S. transportation supported by government funding; North America lighting markets have been soft but starting to see stabilizing order trends; mixed international markets
- **Coatings:** Aligned with industrial production and regional GDP trends, also supports internal demand
- **Telecommunications:** Wireless carriers have resumed normalized capital expenditures to expand and modernize networks; our components business is driving growth
- **Solar:** Market softness and strategic deselection of lower-return projects; near-term U.S. policy uncertainty; favorable European regulations driving agrivoltaics

Global Megatrends

Multi-Year Energy Transition

The transition to more diverse energy generation, including renewables, will require innovative, engineered structures to connect in new ways.

Aging Infrastructure & Resilience

Stronger, more reliable infrastructure is needed to rebuild aging structures to withstand greater climate stress and extend their useful life.

Technology & Data Consumption

The growth of advanced technologies like AI is driving the demand for data, which will require infrastructure to support both connectivity and the increased grid capacity needed to provide reliable energy.

Agriculture Market Drivers

Outlook for sustained long-term growth remains robust, despite short-term demand headwinds

Near-Term Demand

- **North America:** Market conditions remain challenged due to expected declines in corn and soybean prices; trade policy uncertainty adds to cautious farmer sentiment; our Valley dealer network working closely with growers and strategic accounts to support irrigation needs
- **International:**
  - **Brazil:** Grower sentiment is improving, encouraged by early signs of market stabilization; Brazil remains a critical component of our long-term strategy, with significant market potential due to size and multiple growing seasons; dealer network energized to support market recovery
  - **Projects:** Projects are progressing as planned; strong project pipeline, particularly in EMEA[1]; recently secured $45M project on track with expected 2025 completion; Dubai facility has doubled output over the last year

Global Megatrends

Food Security

Technology and advanced equipment will play a critical role as nations worldwide enhance food security.

Sustainability & Productivity

Precision, tech-enabled equipment will help farmers do more with less, getting the most from our available resources.

Population Growth

A growing population will require farmers to grow more food, focusing on improved productivity to get the most from our existing resources.

[1] Europe, Middle East, and Africa

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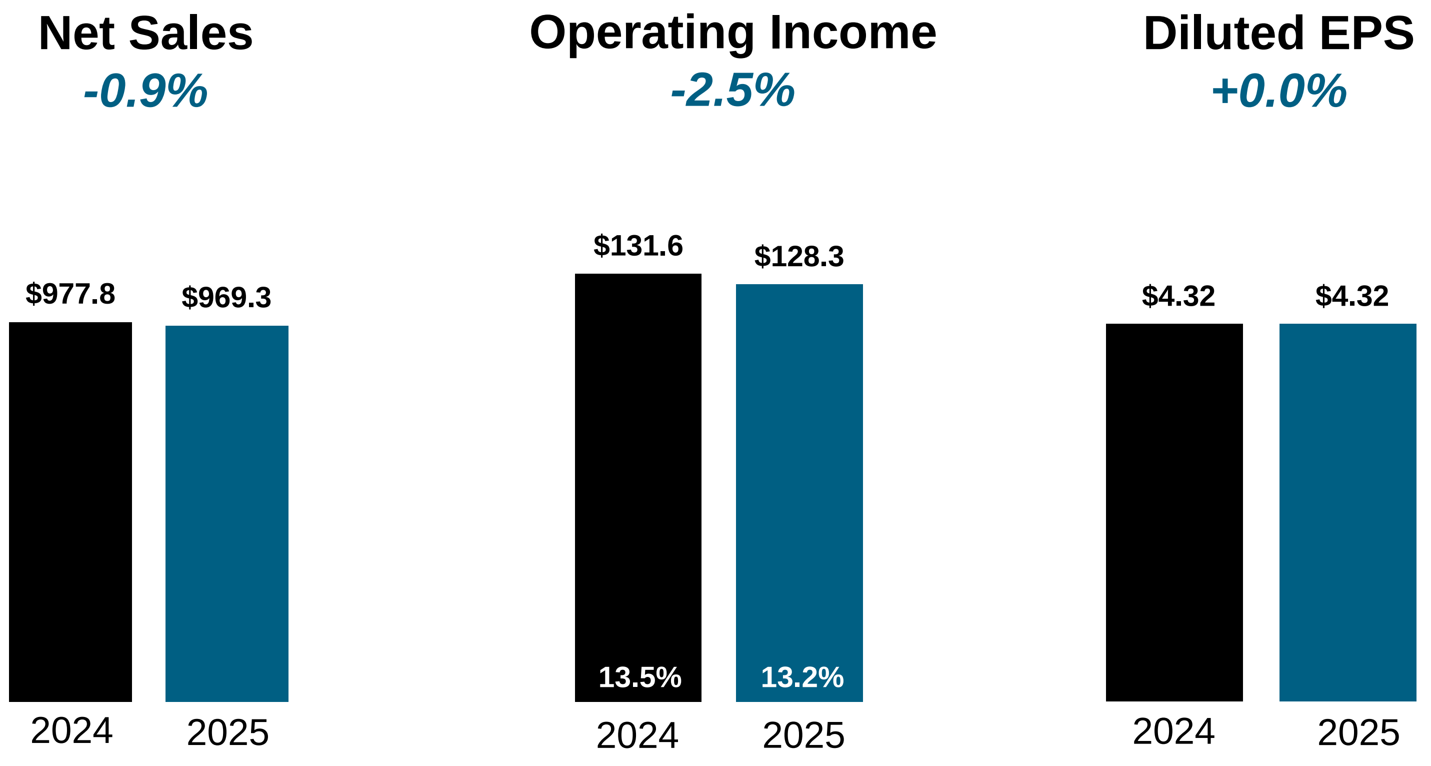
Financial Results and Outlook

Tom Liguori, EVP & CFO

Q1 2025 Financial Summary

Dollars in millions, except per-share amounts



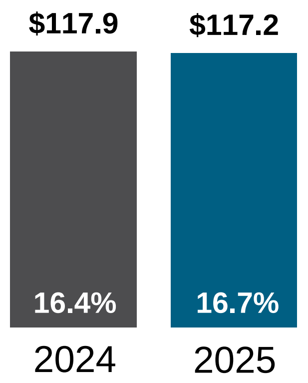
- Net sales decreased; sales growth in Telecom, Utility, and International Agriculture was offset by lower sales in Solar and North America Agriculture
- Gross margin of 30% decreased 130 bps due to greater mix of International Agriculture projects
- Operating income decreased as gross margin decline was largely offset by lower SG&A due to cost reduction activities
- Interest expense decreased due to lower debt
- $2.7 million of Other Expense primarily due to FX impacts
- Diluted EPS in line with prior year; includes ~$3 million (11 cents) from new tariffs

Q1 2025 Results | Infrastructure

Dollars in millions

Sales
-2.4%

Operating Income
-0.6%



Sales	2024	2025	%
Utility	$336.1	$344.3	2.4%
Lighting and Transportation ("L&T")	$211.2	$192.6	-8.8%
Coatings	$87.1	$82.4	-5.4%
Telecommunications	$54.0	$69.9	29.6%
Solar	$35.2	$17.1	-51.5%

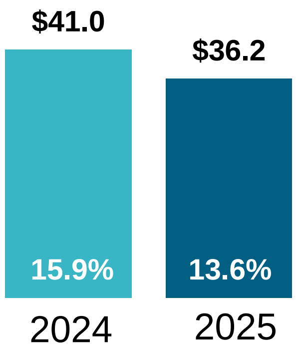
- **Utility:** growth was driven by higher volumes and pricing; excluding concrete, sales grew 8%
- **L&T:** sales declined; softness in international markets
- **Coatings:** sales declined; North America growth offset by softness in international markets
- **Telecom:** sales growth due to favorable carrier spending
- **Solar:** sales decreased on lower volumes and strategic exit of low-margin projects in 2024
- **Operating Income:** decreased slightly; operating margin improved 30 bps largely due to lower SG&A

Q1 2025 Results | Agriculture

Dollars in millions

Sales
+3.3%

Operating Income
-11.6%



Sales	2024	2025	%
North America	$159.9	$137.5	-14.0%
International	$98.8	$129.8	+31.3%

- **North America:** volumes lower due to continued market softness; average irrigation selling prices were lower
- **International:** sales increased significantly led by EMEA strength and higher Brazil volumes
- **Operating income:** decreased; lower gross margin due to higher mix of international projects was partially offset by lower SG&A

Capital Allocation Priorities

Cash Flow & Liquidity

- Cash balance of $184.4 million; combined with undrawn credit revolver of ~$800 million provides ample liquidity to fund strategic investments
- Q1 2025 operating cash flows were $65.1 million
- Maintained strong credit metrics with Net Debt to Adjusted EBITDA[1] ratio of ~1.0x
- Long-term debt of $756.1 million is primarily fixed-rate, with maturities extending to 2044 and 2054

~50% Growing Our Business	**Capital Expenditures**	• **Invested $30.3M in Q1**; anticipated 2025 CapEx to be $140-$160M, including growth capital of ~$100M • Investments to catch the infrastructure wave and support growth • Expect $100M in growth CapEx to generate >$100M in sales and >$20M in operating income per year and >$1.00 diluted EPS
	Acquisitions	• Strategic fit at the right price • Be selective and focus on growth and ROIC
~50% Returning Cash to Shareholders	**Dividends**	• **Returned $12M in dividends in Q1**, announced 13% dividend increase in February 2025 • Targeting annual increases in line with growing earnings
	Share Repurchases	• **No repurchases in Q1,** due to trading program waiting period • $700M remaining of $700M authorization announced February 2025, along with $66M from prior programs

Disciplined and balanced capital allocation driving shareholder value

[1] Please see Adjusted EBITDA and Leverage Ratio at end of document

Reaffirming 2025 Full-Year Financial Outlook

2025 Outlook	
Net Sales	$4.0B to $4.2B
Infrastructure Net Sales	$3.02B to $3.16B
Agriculture Net Sales	$0.98B to $1.04B
Diluted EPS	$17.20 to $18.80
Capital Expenditures	$140M to $160M
Effective Tax Rate	~26.0%

Expect Full Year Diluted EPS to Land Above Midpoint

Tariff Mitigation Actions

- Expect mitigation actions to enable cost-neutral with respect to tariffs on a dollar basis in fiscal 2025
- Tariff mitigation actions include:
  - Pricing
  - Mexico; increased use of US steel, shift galvanizing work to our US facilities, improving productivity
  - Supply chain optimization and cost-sharing initiatives
- The outlook includes the following tariffs in place as of April 18th:
  - 25% Section 232 (steel and aluminum)
  - Section 301 (China – rates vary by good/product)
  - 20% China General
  - 125% China Reciprocal
  - 10% Other Countries Reciprocal, as well as paused reciprocal tariffs
  - 25% Canada Retaliatory (certain imported U.S. goods)
  - 125% China Retaliatory (imported U.S. goods)
  - 25% Mexico and Canada General
- Taking actions to further optimize cost structure and improve factory and back-office productivity

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Confident in the Team and Our Long-Term Strategy

- **Demand in Most End Markets Remains Resilient**
- **Disciplined Execution in a Dynamic Environment**
- **Advancing Growth Initiatives & Investing in Capacity**
- **Managing Tariffs**
- **Driving Cost Efficiencies**
- **Strong Cash Flows with Disciplined Capital Allocation; near-term focus on capacity expansion and share repurchases**
- **Well-Positioned for Long-Term Value Creation**

Q&A

Appendix

Committed to Long-Term Financial Targets

Net Sales Growth[1]	Operating Margin	Return on Invested Capital	Net Earnings FCF Conversion
MSD+	Approaching Mid-Teens	High-Teens	100%

Net Sales Growth[1] — MSD+

- Driven by markets with a positive growth outlook, aligned with megatrends
- Innovation and market expansion to outpace overall market growth

Operating Margin — Approaching Mid-Teens

- Driven by strategic pricing aligned delivered value
- Streamlined organization supporting the strategy
- Operational efficiencies with a focus on addressing the outliers

Return on Invested Capital — High-Teens

- Focused on a disciplined, efficient capital allocation strategy
- Internal investments and acquisitions are evaluated based on both financial and strategic criteria

Net Earnings FCF Conversion — 100%

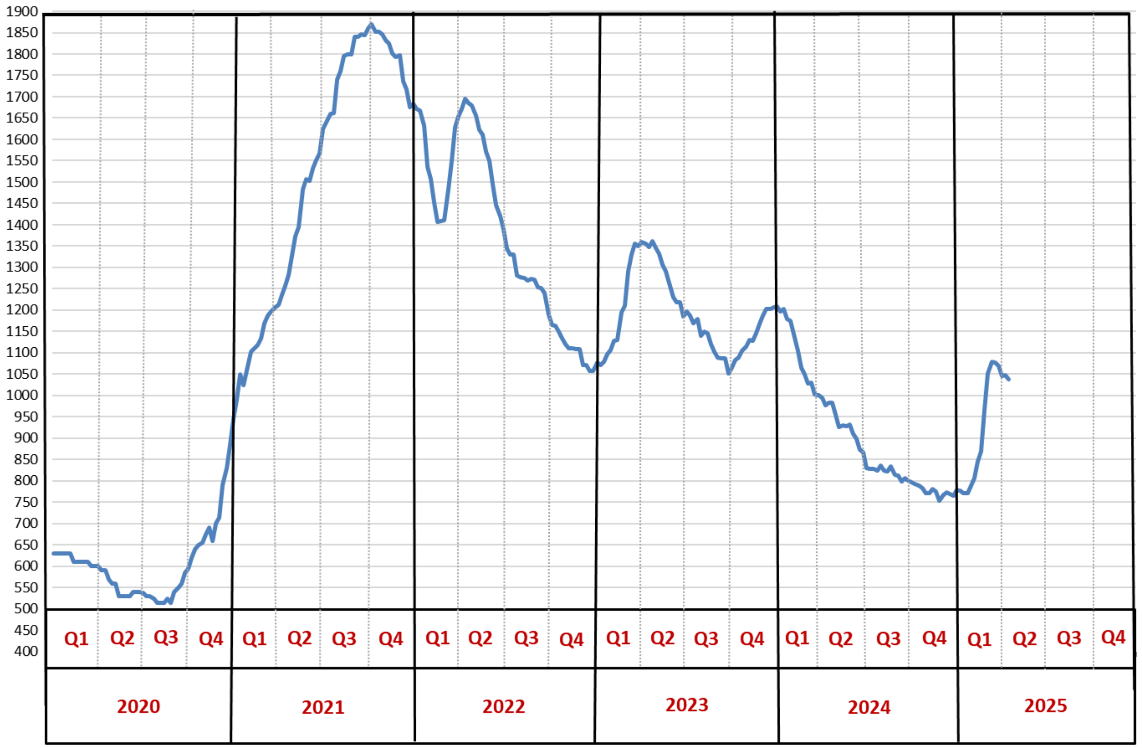
- Focused on managing net working capital to maximize cash flow
- Emphasis on supply chain and inventory optimization

Delivering reliable growth while expanding operating margins and ROIC to create lasting shareholder value

[1] VMI sales growth through the Agriculture cycle; organic sales growth only

Steel Material Index Trends

AMM Steel Material Index
National Mills Carbon Grade
Cut to Length and Coiled / Hot Rolled Plate Average
2020 through 2025 YTD



- Steel index deflation impacted revenues in 2024
- Utility is most affected by steel cost changes due to the contractual pricing mechanisms and a strong backlog

Utility Industry Capital Expenditures

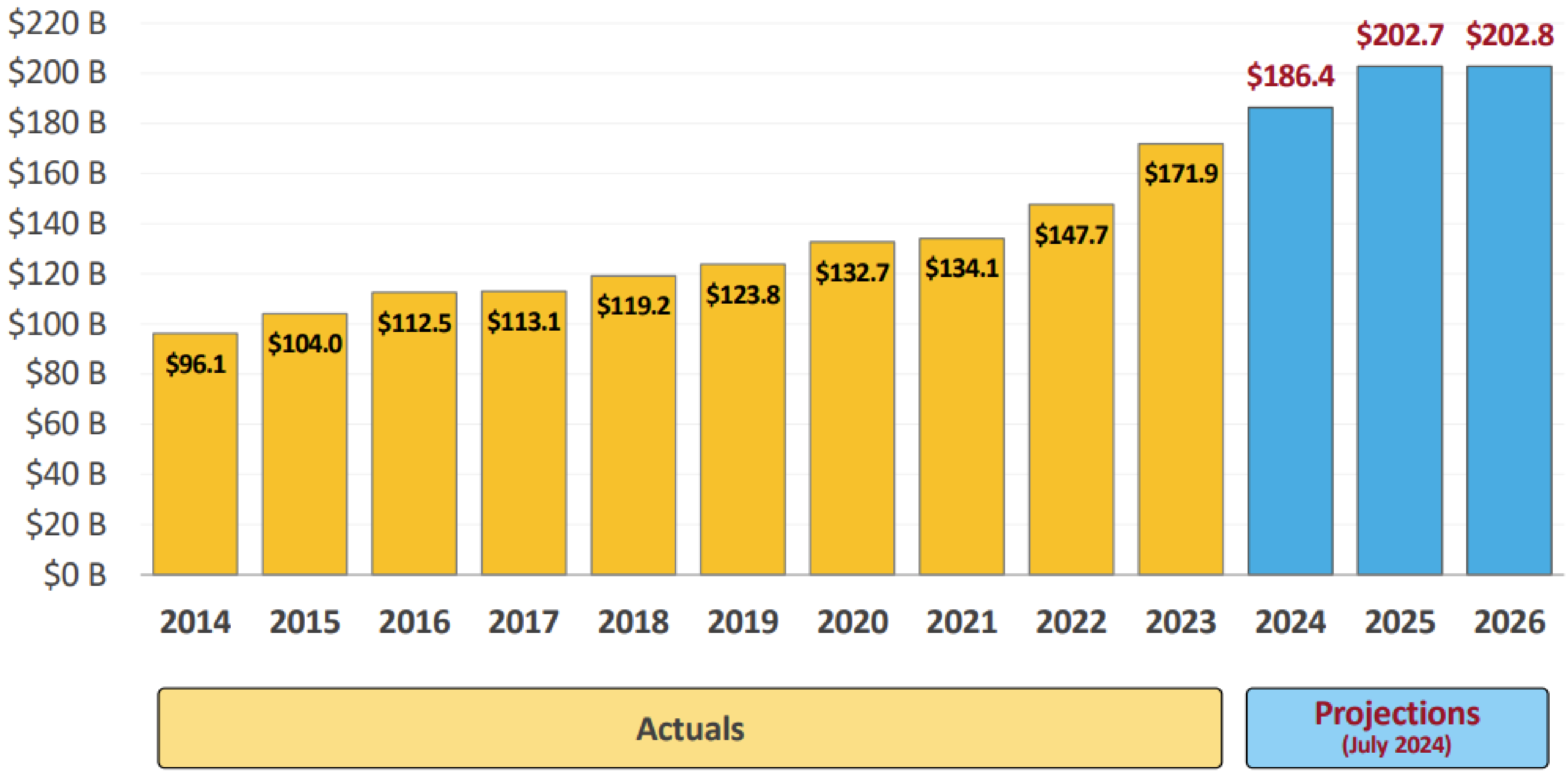


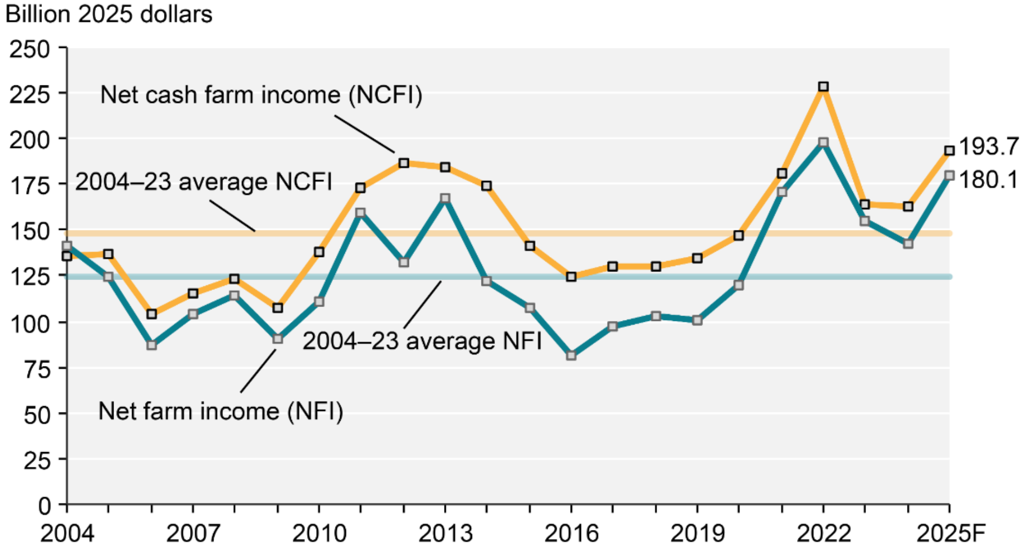
Chart represents total company spending of U.S. Investor-Owned Electric Utilities, consolidated at the parent or appropriate holding company.

At the industry level, CapEx tends to be overestimated for the current, or first, year's projection and underestimated for the two following years. We expect a continued level of elevated spending after accounting for the historical trend of over- and underestimation.

Source: EEI Finance Department, member company reports, and S&P Global Market Intelligence
Updated: July 2024

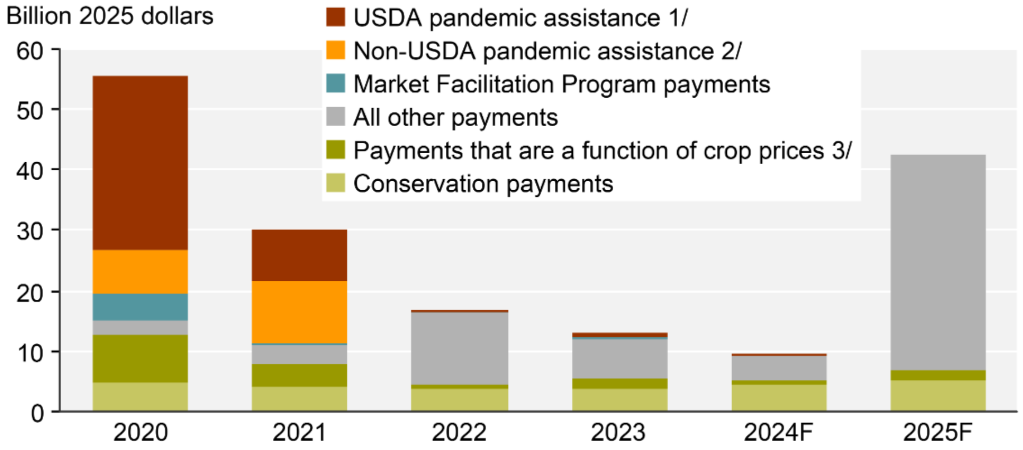
U.S. Net Cash Farm Income by Year

U.S. net farm income and net cash farm income, inflation adjusted, 2004–25F



Note: F = forecast; data for 2024 and 2025 are forecasts. Values are adjusted for inflation using the U.S. Department of Commerce, Bureau of Economic Analysis, Gross Domestic Product Price Index (BEA API series code: A191RG) rebased to 2025 by USDA, Economic Research Service.
Source: USDA, Economic Research Service, Farm Income and Wealth Statistics.
Data as of February 6, 2025.

Direct Government payments to U.S. farm producers, 2020–25F



Note: F = forecast. Values are adjusted for inflation using the U.S. Department of Commerce, Bureau of Economic Analysis, Gross Domestic Product Price Index (BEA API series code: A191RG) rebased to 2025 by USDA, Economic Research Service.
1/ Includes payments from the Coronavirus Food Assistance Program and other USDA pandemic assistance for producers.
2/ Includes forgiven loans from the Paycheck Protection Program.
3/ Includes Price Loss Coverage, Agriculture Risk Coverage, loan deficiency payments (excluding grazeout payments), marketing loan gains, and dairy payments.
Source: USDA, Economic Research Service, Farm Income and Wealth Statistics.
Data as of February 6, 2025.

Source: USDA
Updated: February 6, 2025

Calculation of Adjusted EBITDA and Leverage Ratio

Dollars in thousands

Certain of our debt agreements contain covenants that require us to maintain certain coverage ratios. Our Debt to Adjusted EBITDA may not exceed 3.5X Adjusted EBITDA (or 3.75X Adjusted EBITDA after certain material acquisitions) of the prior four fiscal quarters. See "Leverage Ratio" below.

	Four fiscal quarters ended March 29, 2025
Net cash flows from operating activities	$ 614,476
Interest expense	52,616
Income tax expense	118,789
Deferred income taxes	24,560
Redeemable noncontrolling interests	(1,160)
Net periodic pension cost	(740)
Contribution to defined benefit pension plan	4,377
Changes in assets and liabilities	(157,842)
Other	(12,699)
Proforma divestitures adjustment	(1,548)
Adjusted EBITDA	$ 640,829
Net earnings attributable to Valmont Industries, Inc.	$ 347,698
Interest expense	52,616
Income tax expense	118,789
Depreciation and amortization	93,377
Stock-based compensation	29,897
Proforma divestitures adjustment	(1,548)
Adjusted EBITDA	$ 640,829
Interest-bearing debt, excluding origination fees and discounts of $25,435	$ 756,138
Less: Cash and cash equivalents in excess of $50,000	134,399
Net indebtedness	$ 621,739
Leverage ratio	0.97