

Building Connected Communities

2025 Corporate Responsibility Report

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Trusted Governance

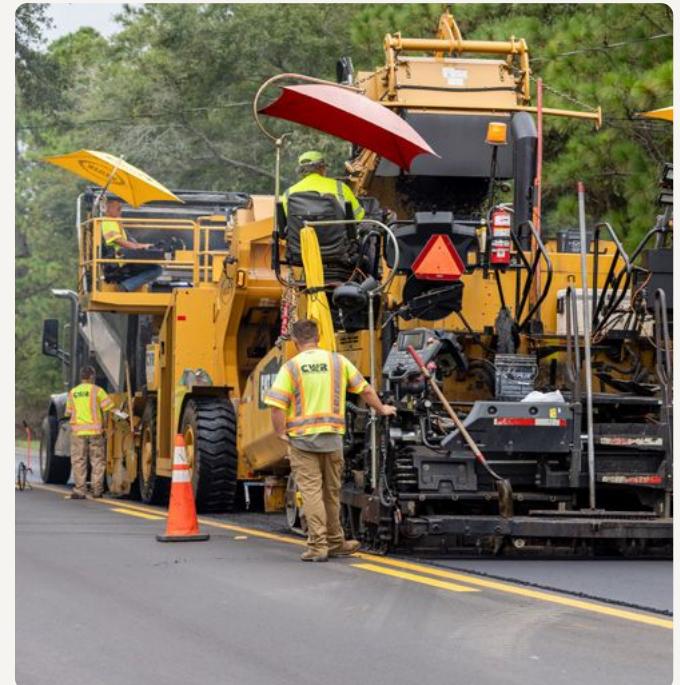
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A Message From Our CEO

Construction Partners, Inc. (CPI) recognizes its responsibility to support the well-being of employees and communities while maintaining a long-term focus on strong operational performance. This commitment shapes efforts to conserve resources, improve energy efficiency, expand the use of recycled materials, and minimize waste. These priorities guide daily operations and shape how the company plans and delivers infrastructure for the future.

Over the past years, CPI advanced its efforts in social responsibility and environmental performance while delivering strong operational and financial results. The company joined the Road Forward, an initiative of the National Asphalt Pavement Association that encourages progress in climate-focused practices across the asphalt industry.

CPI also continued to use the NAPA Emerald Eco-Label tool and life cycle assessment data to publish Environmental Product Declarations (EPDs), providing transparent information about asphalt mixtures. Several operating companies were the first in their states to release these disclosures publicly. In addition, the company remains an active EPA ENERGY STAR® partner and continues to focus on improving energy performance across its asphalt plants and construction operations.

The company's focus on effective operations includes safety, operational excellence, and technology adoption. Operational meetings held throughout the year reinforced these priorities by reviewing plant operations, bidding strategies, technology applications, and other key business practices. These sessions enhanced internal efficiencies, strengthened collaboration among operating companies, and contributed to better business performance. They also created meaningful opportunities for employees to share practical insights that support consistent, high-quality work.

Looking ahead, CPI will continue to advance its work across the Sunbelt states. Supported by more than 6,800 team members, we are pleased to present the 2025 Corporate Responsibility Report, which reflects progress in environmental stewardship, safety, operational performance, and community engagement. The company remains committed to delivering dependable infrastructure throughout the regions we serve.

Jule Smith
President & Chief Executive Officer



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Who We Are

Construction Partners, Inc. (CPI; Nasdaq: ROAD) is an asphalt-centered infrastructure company that builds, repairs, and maintains the transportation networks that support daily life, including highways, local roads, interstate corridors, airport runways, bridges, and commercial sites. Across the fast-growing Sunbelt region, locally led teams deliver reliable projects that improve connectivity, strengthen safety, and support regional development.

Since the company's founding in 2001, CPI has continued to expand its capabilities, drawing on the expertise of industry professionals and the support of long-term partners. This approach has helped establish a skilled workforce and a network of strategically located hot-mix asphalt plants that enable CPI to meet the infrastructure needs of the communities it serves. The company's consistent focus on safe, high-quality construction has contributed to its position as one of the nation's leading civil infrastructure providers.

CPI recognizes the essential role that transportation plays in economic growth and community development. The company remains committed to delivering dependable projects that create value for customers and shareholders while prioritizing safety, innovation, and responsible operational practices. Through this work, CPI continues to support the infrastructure that connects people, places, and local economies.



Our Footprint

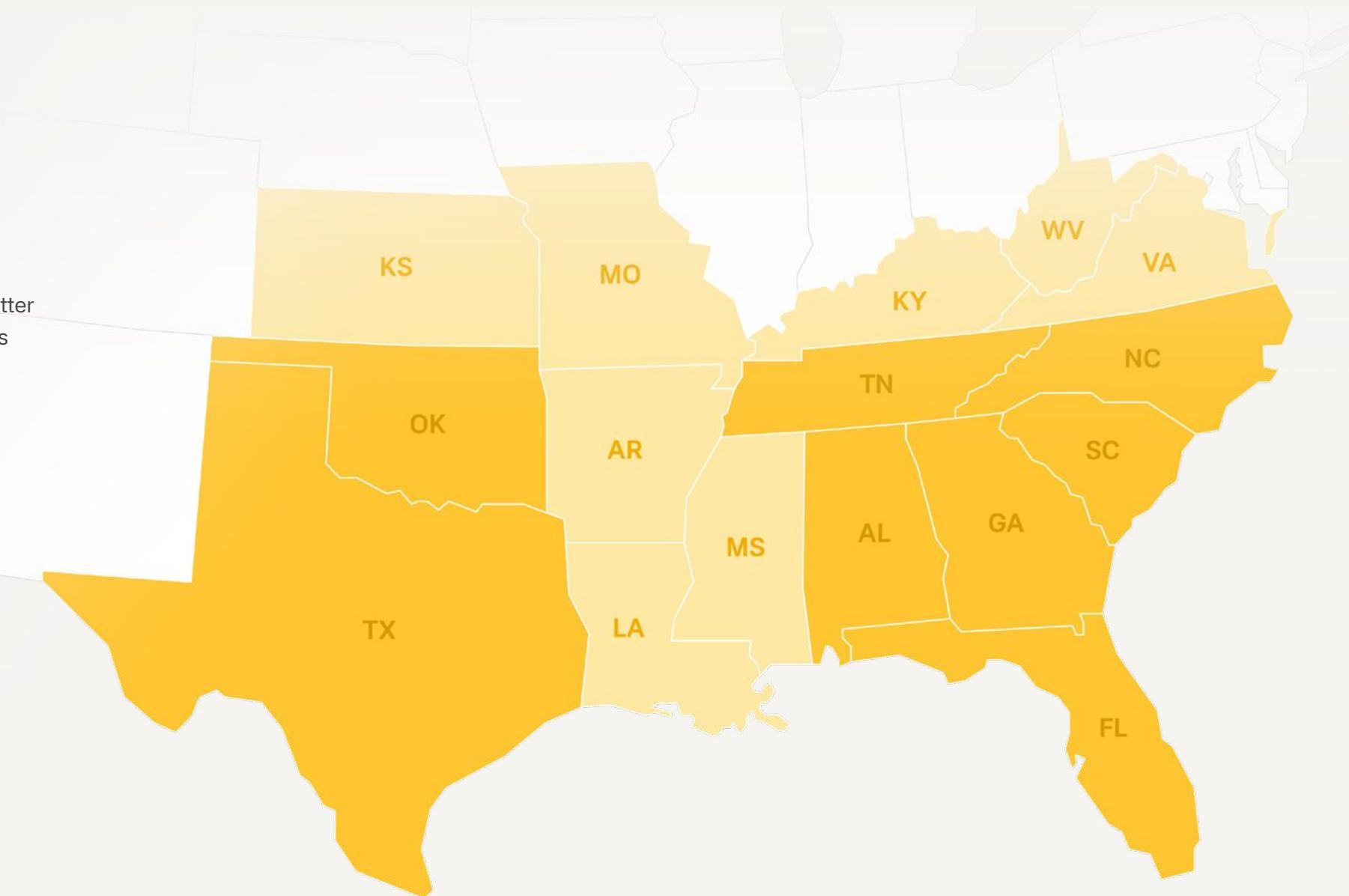
We are a family of companies dedicated to building better lives and the infrastructure that keeps our communities connected.

6,800 Employees

100+ Asphalt Plants

17 Aggregate Facilities

3 Liquid Asphalt Terminals



Our Family of Companies



Georgia



THE SCRUGGS COMPANY

[Visit Website →](#)

Georgia



ROBINSON
PAVING CO.
A DIVISION OF THE SCRUGGS COMPANY

[Visit Website →](#)

Alabama



WIREGRASS
CONSTRUCTION
C O M P A N Y, I N C.

WIREGRASS CONSTRUCTION COMPANY

[Visit Website →](#)

Alabama



MOBILE ASPHALT COMPANY

[Visit Website →](#)

Florida



CWR CONTRACTING

[Visit Website →](#)

Oklahoma



Overland
Corporation

OVERLAND CORPORATION

[Visit Website →](#)

South Carolina



KING
ASPHALT

[Visit Website →](#)

Tennessee



PAVEMENT
RESTORATIONS, INC.

[Visit Website →](#)

Texas



LONE STAR
PAVING

[Visit Website →](#)

Texas



DURWOOD GREENE
CONSTRUCTION, CO.

[Visit Website →](#)



Markets & Products

CPI provides transportation infrastructure services to public and private customers across the sunbelt. Construction teams support state transportation departments, federal agencies, county and municipal public works departments, school districts, military installations, and private owners of commercial and residential properties. Materials teams supply both CPI projects and third-party customers, including contractors, developers, manufacturers, and retailers. Facility locations can be found on the company's [website](#).



Asphalt Paving



Asphalt Producer



Highways & Roads



Airport Runways



Sitework



Bridges & Culverts



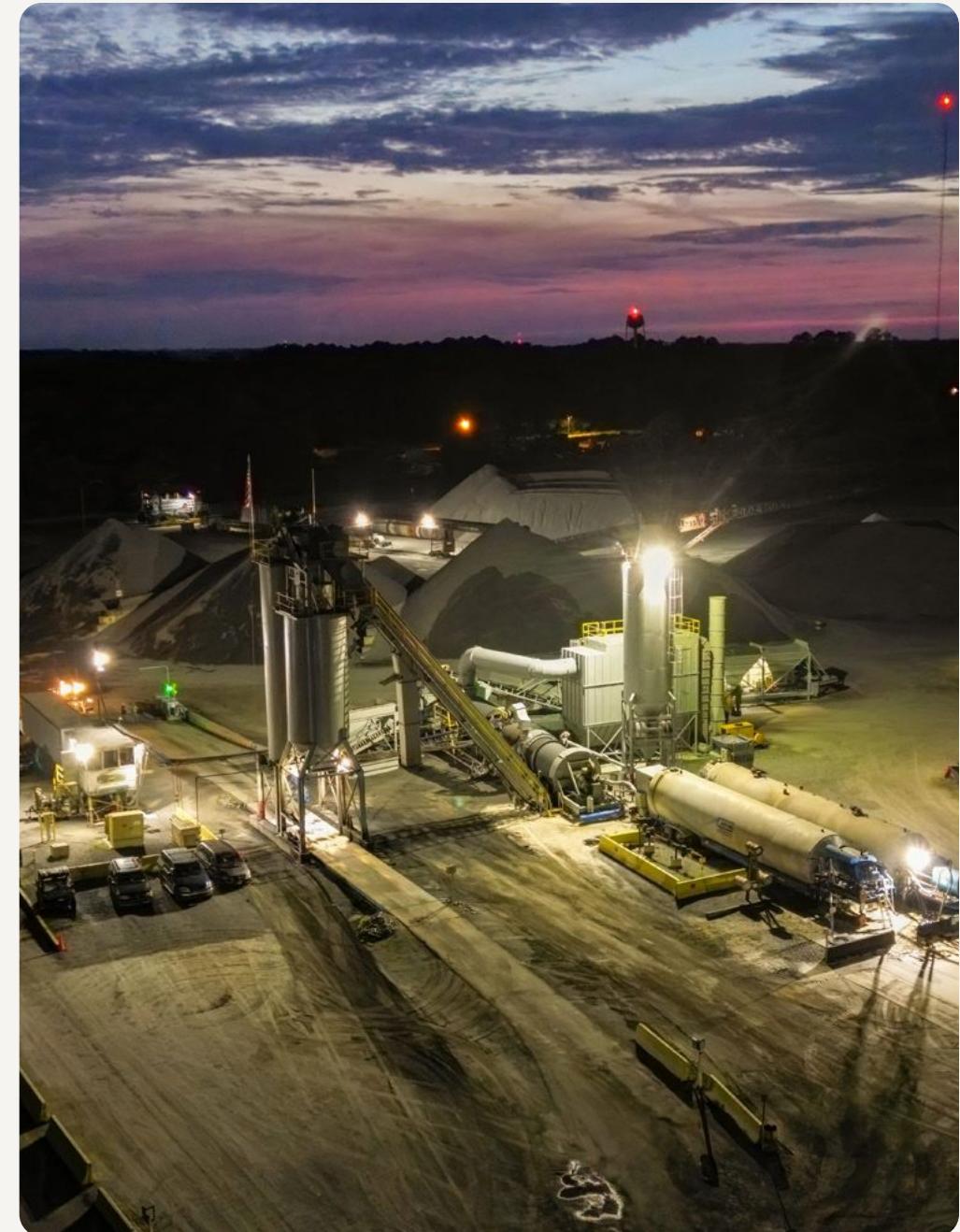
Federal



Materials



Emergency & Disaster



Core Values



Family

We are a family of companies but, more importantly, a company of families.



Opportunity

We provide opportunities to build better lives.



Respect

We respect each of our employees, customers, and communities.



Excellence

We strive to do ordinary things extraordinarily well.

Partnerships

National Asphalt Pavement Association



CPI maintains high quality standards across its construction and materials operations. Whether delivering road projects or producing asphalt mixtures, the focus remains on consistent, reliable performance. The company is a member of the National Asphalt Pavement Association (NAPA), a partnership that supports continuous improvement and engagement with industry best practices. Several operating companies participate actively in NAPA initiatives and have received recognitions for their commitment to quality.

Diamond Achievement Commendations recognizes continuous improvement and operational efficiency in a manufacturing plant.

Diamond Quality Commendations recognizes quality practices related to recycled asphalt, aggregate, material storage, drying and mixing, and plant equipment efficiency.

Diamond Paving Commendations recognizes extraordinary paving crews and best practices.

Quality in Construction Awards recognizes quality performance for construction projects.

The Road Forward

A Vision for Net Zero Carbon Emissions for the Asphalt Pavement Industry



CPI supports The Road Forward, an initiative led by the National Asphalt Pavement Association that encourages working toward solving tomorrow's problems today. Through this involvement, CPI works alongside other organizations to advance efforts that strengthen environmental performance within the asphalt sector.

ENERGY STAR®



CPI partners with the EPA's ENERGY STAR® program to strengthen its focus on energy efficiency across operations. The company is working to improve energy performance at asphalt plants and in construction activities by applying established energy management practices. Several operating companies have been recognized through the ENERGY STAR® Challenge for Industry for achieving measurable improvements in energy use.



Recognitions



ENR Top 400

CPI has earned recognition in multiple categories in this year's Engineering News-Record (ENR) Magazine Sourcebook.

#12 The Top 20 Contractors by Sector

#15 The Top 50 Domestic Heavy Contractors

#67 The Top 100 Contractors by New Contracts

#68 Top 400 Contractors

These recognitions result from our commitment to providing exceptional products and services to our customers. Being recognized alongside such an esteemed group of companies is a true testament to our team's hard work and dedication. Our growth as a business is indicative of the trust that our customers have put in us, and we are honored to serve as their transportation partner.



Sustainability Assessment

CPI regularly evaluates operational risks by monitoring industry trends, regulatory changes, and emerging best practices. As part of preparing this report, the company conducted an internal sustainability risk assessment to understand potential impacts on the environment, employees, and surrounding communities. The assessment included data collection, stakeholder input, and a structured review of relevant risks.

Data Collection

Detailed operational data was collected across several areas, including energy use, raw material sourcing, production processes, waste management, emissions, and safety. This information served as the basis for identifying potential risks and opportunities for improvement.

Stakeholder Feedback

Feedback from internal and external stakeholders, including employees, community representatives, customers, regulatory agencies, and industry experts, was incorporated into the assessment. These perspectives provided useful insight into performance and highlighted areas that are important to stakeholders.

Risk Analysis

Using the collected data and stakeholder input, identified risks were evaluated to prioritize and understand the potential impacts on operations. The analysis considered several dimensions, including environmental impacts, employee safety, regulatory compliance, reputational considerations, and overall business resilience.



Assessment Results

The risk assessment offered useful insight into performance across several key areas. By prioritizing these focus areas, the company aims to support the well-being of the environment, employees, and the communities it serves. The assessment provides a framework for future sustainability efforts and helps guide continued progress toward more responsible and resilient operations.

The assessment resulted in the identification of the following primary focus areas for the sustainability program:

Emissions

The asphalt manufacturing process results in the release of greenhouse gases and other emissions. The assessment identified opportunities to improve energy efficiency, evaluate cleaner production technologies, and strengthen emission-control measures across operations.

Employee Retention & Workforce Development

The assessment underscored the importance of employee retention and workforce development in supporting long-term organizational goals. A skilled and engaged workforce is essential for continued improvement and a strong company culture. To support retention and development, the company invests in training, career advancement opportunities, and initiatives that promote employee well-being.

Safety

Safety remains a critical focus within the construction and materials industry. The assessment identified potential risks related to manufacturing processes and construction activities, including exposure to hazardous materials, accidents, and workplace injuries. It also highlighted the importance of training, strong safety protocols, and continued efforts to reinforce a safety-focused culture.

Compliance

The assessment also highlighted the importance of complying with applicable laws, regulations, and industry standards. Non-compliance can create legal and reputational risks and affect relationships with stakeholders. In recognition of this, the company remains committed to meeting environmental requirements, following established safety guidelines, and upholding ethical business practices.



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Prioritizing People

Safety is a central priority across all aspects of CPI's work.

Protecting employees and the traveling public guides how projects are planned, managed, and executed. The company recognizes the inherent risks associated with construction and materials operations and works proactively to mitigate those risks through training, technology, and established best practices.

The company collaborates closely with safety personnel at its operating companies to maintain a strong safety culture. Annual safety meetings provide an opportunity to review performance, identify areas for improvement, and share effective practices across the organization. Safety professionals remain actively involved in job site operations to monitor conditions, assess performance, and support continuous improvement.

By working together, teams are able to evaluate the effectiveness of current measures and identify steps to further strengthen workplace safety. Safe operations remain foundational to CPI's business, and the company is committed to maintaining high standards across all areas of its work.



Safety & Health Program

Construction Partners' Safety and Health Policy outlines the strategies used to support strong safety performance across the organization. The policy guides how safety expectations are established, communicated, and implemented throughout operations.

Compliance

The company follows applicable federal, state, and local safety regulations and standards. Safety practices are designed to meet these requirements and encourage performance beyond basic compliance.

Hazard Identification and Risk Assessment

Hazard identification and risk assessments are conducted for each project. Early planning and ongoing evaluation help anticipate potential risks and support effective mitigation measures.

Training and Education

Regular safety training is provided to employees and other relevant personnel. These efforts ensure individuals have the knowledge and skills needed to perform work safely and efficiently.

Incident Reporting and Investigation

Emergency Preparedness at the operating companies is built on proactive planning, training, and coordinated response protocols designed to protect our people, the public, and our operations. We regularly assess risks and align with regulatory and industry best practices to ensure rapid, effective response to incidents across all operating regions.

Emergency Preparedness

Incidents, accidents, and significant near misses are reported promptly and reviewed to identify root causes. Lessons learned are shared across operating companies to help prevent recurrence.

Subcontractor Management

Subcontractors are selected based on their commitment to safety and are evaluated on their safety records, policies, and practices.

Continuous Improvement

The safety program and management system are regularly reviewed to identify opportunities for improvement. Feedback from employees, clients, and other stakeholders is incorporated into these efforts.



Accountability

Every employee is responsible and held accountable for his or her actions regarding safety.



Commitment

Every employee is responsible for his or her safety and the safety of others.



Communication

Open and effective communications (toolbox talks, safety meetings, and signage).



Safety Performance

CPI remains focused on maintaining strong safety standards and reinforcing best practices across all operations. Even as the company has expanded its workforce and operational footprint, company-wide Total Recordable Incident Rate (TRIR) results have continued to improve. These gains reflect ongoing efforts to strengthen safety performance and support safer and more efficient operations. Recent initiatives include:

Installation of dashboard cameras and data analytics technology to help evaluate and improve driver performance.

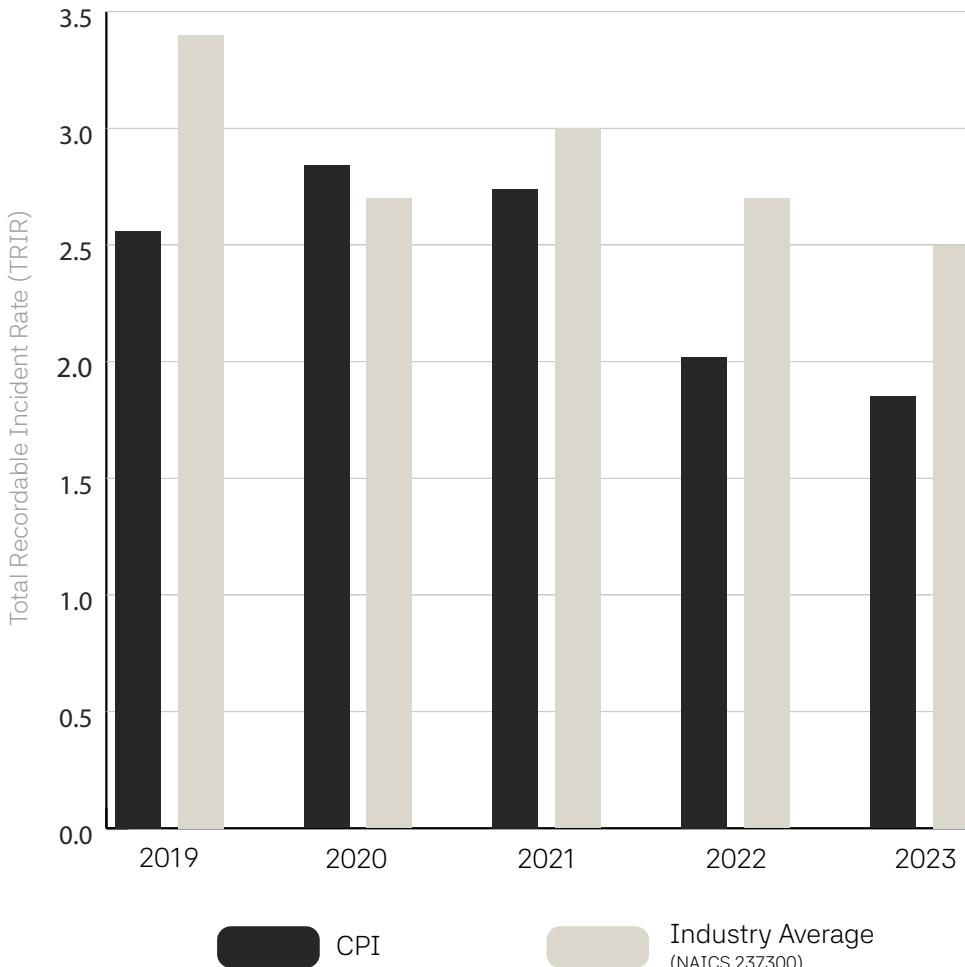
Twenty-four-hour access to registered nurses trained in workplace injuries and emergency medicine, providing guidance, assessments, and support for employees injured on the job.

More than 40 trained safety professionals with a range of certifications who assist employees in evaluating complex or high-risk work environments.

Dedicated full-time claims management staff who support employees and third parties following incidents.

Ongoing safety training that prepares new hires, experienced employees, and field supervisors to perform work safely each day.

Regular sharing and review of safety performance metrics with operational leaders to support continuous improvement.



The Total Recordable Incident Rate chart reflects data through 2023, as the U.S. Bureau of Labor Statistics has not yet released 2024 data.



Safety Initiatives

Cameras

Cameras installed across fleet operations have become an important tool for strengthening the safety of employees and the traveling public. The system supports risk identification, helps improve driver behavior, and contributes to the reduction of accidents and injuries.

A key benefit of in-cab and outward-facing cameras is their ability to identify distracted driving behaviors. The footage provides fleet managers and safety personnel with useful insight into actions such as phone use or other distractions that may increase risk. This information enables timely coaching and corrective action, helping protect employees and others on the roadway.



Truck Rodeo

Each year, the safety and fleet teams collaborate to host a Truck Rodeo designed to support the safety of employees, subcontractors, and the traveling public. The event functions as both a training opportunity and a way to encourage employee engagement in safe project and equipment practices.

The rodeo is held in a controlled environment with structured obstacle courses and work stations that simulate real construction conditions. This setup allows participants to gain hands-on experience in areas such as trucking, paving, and heavy equipment operation. The exercises help employees strengthen their skills and reinforce safe operating techniques while reducing the risk of incidents or equipment damage.

Through these training activities, the Truck Rodeo supports a strong safety culture and encourages employees to apply safe practices consistently throughout their daily work.

[Watch Video](#)

Watch For Us

Since 2018, the company has supported the National Asphalt Pavement Association's "Watch for Us" campaign, a nationwide effort to increase public awareness about the dangers of distracted driving in roadway work zones. As a long-standing partner in this initiative, the company remains committed to protecting the safety of its crews and the traveling public.

Each April, employees participate in National Work Zone Awareness Week, joining organizations across the country to promote safe driving behaviors and recognize the lives lost in roadway work zones. These efforts help raise awareness and reinforce the importance of safer conditions on the roads where our teams work every day.



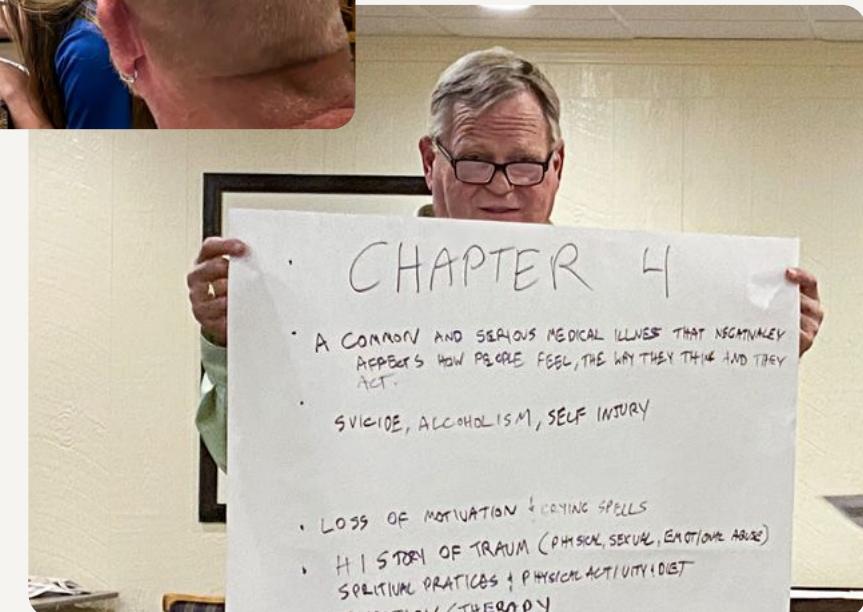
Safety Initiatives

Mental Health Awareness Training

Supporting mental health is an important part of maintaining a safe and healthy workforce. The company continues to explore ways to assist employees in both their professional and personal lives.

As one recent example, CWR Contracting, an operating company, provided mental health awareness training to supervisors and foremen. Because these employees work closely with crews each day, they are well positioned to recognize signs of a mental health concern and help connect individuals with appropriate resources.

Since the training was introduced, a number of employees have been supported through referrals to available services. Encouraging open discussion about mental health remains an important step in fostering a supportive work environment. Employees are central to the company's success, and efforts to promote their well-being continue to be a priority.



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Our Family

We are a family of companies but, more importantly, a company of families.

CPI's strength is rooted in the people who make up the organization. The dedication and skill of employees drive the company's success, and supporting their growth and well-being remains a priority. With a workforce of more than 6,800 individuals, the company continues to emphasize long-term career development and opportunities for advancement. Through investments in tenure, training, and professional development, CPI helps employees build lasting careers while contributing to the continued progress of the construction industry.

Leadership Median Tenure - 16 Years

Operating Company Median Tenure - 5 Years



"I appreciate the opportunity our company gives everyone. It's rare for a company to focus on its culture and provide opportunities for all employees. It is truly like a family when working with us."

Vern Street, Foreman

CWR Contracting - Employee of 11 years



"I knew nothing when I started. I began as a Flagger and worked my way up with the help of good people. I love my job at King Asphalt; they treat you like family."

Amber Hernandez, Equipment Operator

King Asphalt - Employee of 6 years



"The company has great benefits and is always helpful regarding family. The company leadership team is on point. The company recognizes talent and promotes within. Opinions and ideas are always accepted. This is a great company to work for."

Anthony Adams, Foreman

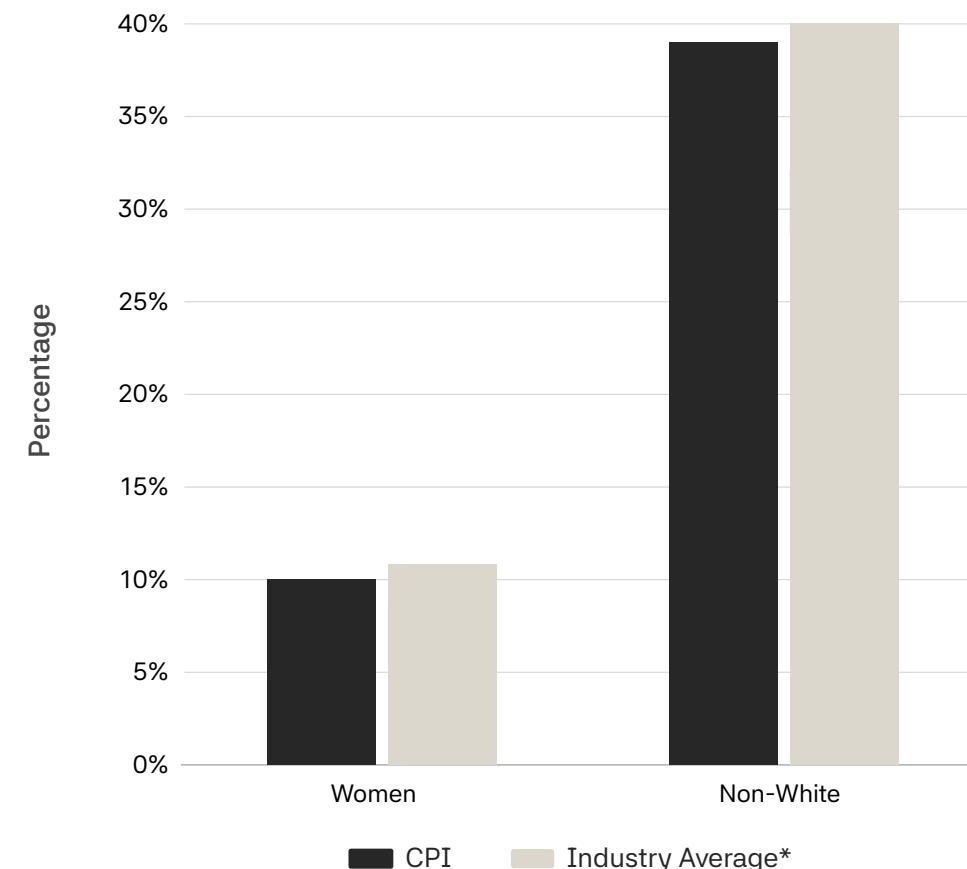
Wiregrass Construction Co. - Employee of 14 years

Creating Opportunity

Construction Partners is committed to strengthening the diversity of its workforce. The company recognizes that a variety of backgrounds and experiences contributes to a more capable and innovative team. Through partnerships with organizations such as Women of Asphalt, Women in Construction, and other diversity-focused recruitment initiatives, efforts continue to expand awareness of career opportunities in the construction industry and improve representation across the organization. Women currently make up 40 percent of professional and support staff, and work is underway to increase female representation in additional roles.

The company values every team member and continues to support a workplace culture that enables employees to contribute and succeed. Diversity efforts extend beyond representation and aim to build a workforce that reflects the communities served. By maintaining an inclusive organization, the company benefits from a wider range of perspectives and strengthens its contribution to the construction industry.

Gender & Racial Diversity



The Gender & Racial Diversity chart reflects 2023 data, as the U.S. Equal Employment Opportunity Commission has not yet released 2024 data.
U.S. Equal Employment Opportunity Commission (EEOC) 2023 Employer Information Report (EEO-1 COMPONENT 1)
www.eeoc.gov/data/eeo-1-employer-information-report-statistics



Enhancing Skills

As infrastructure needs continue to expand, Construction Partners remains focused on strengthening employee skills across the organization. Career development programs and financial support help employees broaden their knowledge, build technical capabilities, and prepare for future roles.

In addition to cultivating internal talent, the company continues to recruit new employees through a range of outreach efforts. Operating companies partner with local nonprofits, workforce development organizations, and educational institutions to raise awareness of the meaningful career paths available within the construction industry.

The Scruggs Company partnered with two local construction firms to support the Heavy Equipment Operator program at Toombs County High School. The initiative enabled students to progress beyond simulated training and gain practical experience in the field. By supporting education and early skill development, Construction Partners is helping prepare the next generation of talent and strengthening the future construction workforce.



Leadership Development

C-Suite

Early and Mid-Career Professionals

Field Supervision

Skills Development

C-Suite

Early and Mid-Career Professionals

Field Supervision

Financial Support

Tuition Reimbursement

Employee Scholarship Programs

Tools

Learning Management System

Performance Management System

Succession Planning

Employee Engagement Surveys

Behavioral Health Systems

Giving Back

Construction Partners' commitment to building better lives extends beyond employees and local infrastructure. The company invests in the communities it serves by contributing time, resources, and support to a range of organizations. Over the years, this involvement has included volunteering, donations, and participation in fundraising efforts. These contributions have had a meaningful impact, and the company remains focused on supporting initiatives that strengthen its communities. The following are several organizations supported recently by Construction Partners and its operating companies:

Alzheimer's Resource Center	Girls, Inc.
American Cancer Society	Hand & Hearts for Horses
American Foundation for Suicide Prevention	Pace Center for Girls
Boys & Girls Club of America	Raleigh Rescue Mission
Breast Cancer Research Foundation	The Y
Florida Sheriffs Youth Ranches	Toys for Kids
Georgia Sheriffs Youth Homes	United Way

Construction Hike for Hope

CWR Contracting partners with the American Foundation for Suicide Prevention to raise awareness of mental health challenges within the construction industry. Each year, CWR helps organize the **Construction Hike for Hope**, an event that honors individuals affected by mental health struggles and suicide. With strong support from industry participants, the event recently raised more than \$200,000 to help fund research and programs that provide resources to the workforce that drives the construction sector.

Delivering Hope Golf Benefit

Wake County, North Carolina continues to experience significant challenges related to homelessness. In response, the Fred Smith Company hosted the annual Delivering Hope Golf Benefit, an event that raises funds for the **Raleigh Rescue Mission**. Through the generosity of participants and supporters, last year's event raised \$183,500. These funds help sustain programs that provide shelter, meals, and essential services to individuals experiencing homelessness throughout Wake County.



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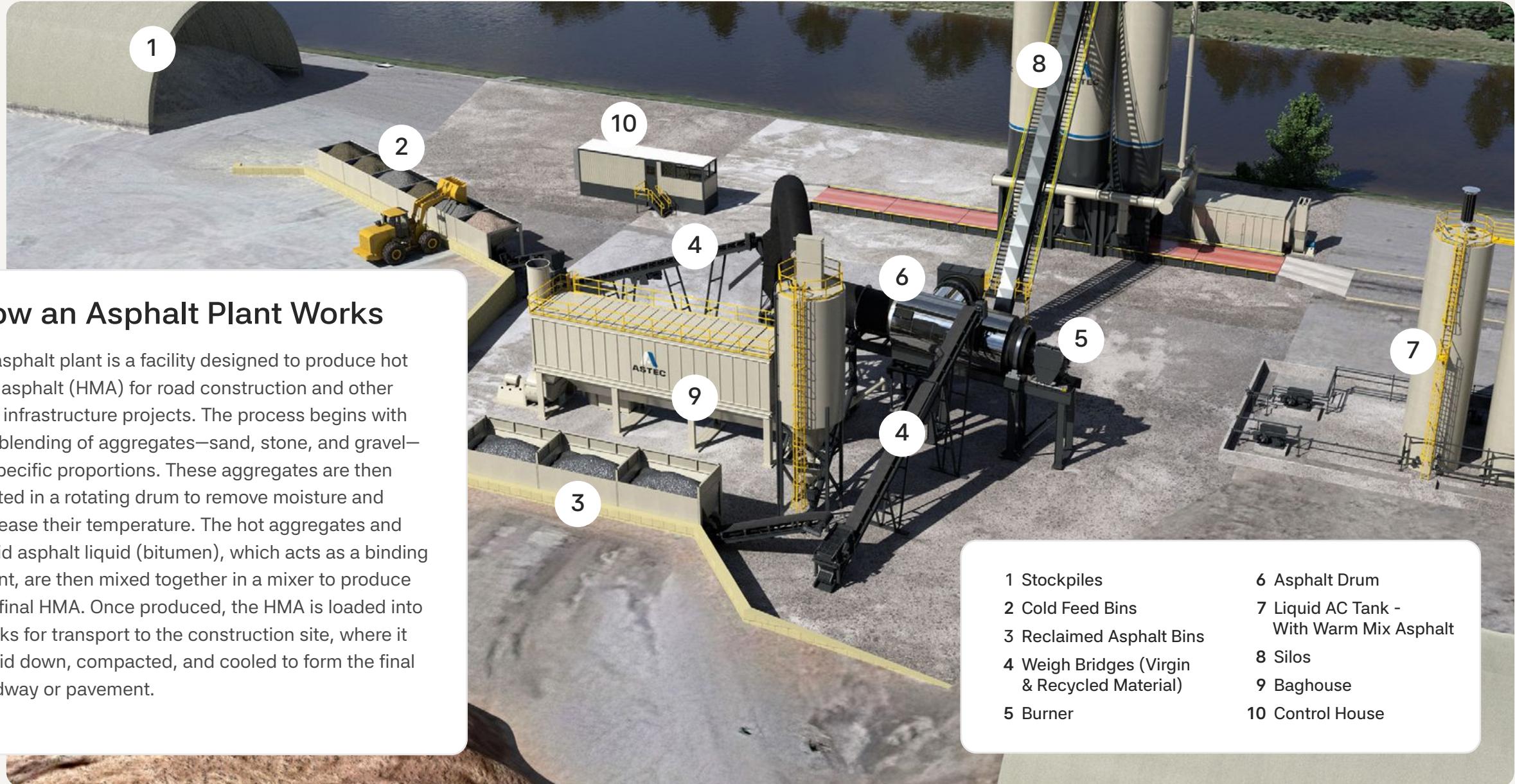


Environmental Commitment

CPI is committed to reducing environmental impacts and promoting responsible operational practices. In support of this commitment, the company has established an Environmental Sustainability Policy that focuses on conserving natural resources, improving energy efficiency, increasing the use of recycled materials, and reducing waste.

This effort includes developing a consistent process for tracking, managing, and reporting key environmental metrics. These practices are intended to support reductions in energy and material use, lower operating costs, and improve overall resource management. Implementation of the policy includes the development of an environmental program at each operating company, with particular attention given to asphalt plants, which form the core of CPI's operational footprint.





How an Asphalt Plant Works

1 Stockpiles

Proper stockpile management reduces aggregate moisture content, improving drying efficiencies and reducing energy used.

2 Cold Feed Bins

Aggregate is metered for quality control consistency, reducing waste.

3 Reclaimed Asphalt Pavement Bins

Increasing the amount of Recycled Asphalt Pavement (RAP) reduces virgin aggregate, liquid asphalt binder, and landfill needs. In 2024, our average RAP percentage used in production was 26%.

4 Weigh Bridges (Virgin & Recycled)

Verifies bin meters and tracks total production such that the proper amount of liquid asphalt binder is added, ensuring asphalt mix quality. This lowers costs, reduces waste, and potential environmental impacts. Binder contributes as much as 42% of the cradle to gate carbon footprint of asphalt mixtures.*

5 Burner

Accounts for 80% energy use at the asphalt plant.** A majority of CPI's plants use natural gas, which has a lower carbon footprint compared to other fuels.

6 Asphalt Drum

Dries, heats, and mixes aggregate with liquid asphalt binder. Many of CPI's plants use counter flow drums rather than parallel to allow more heat to be transferred from the burner to the finished asphalt product, increasing heating efficiency and reducing energy used.

7 Liquid AC Tank – With Warm Mix Asphalt

Reduces temperature requirements of the final asphalt mixture and energy use.

8 Silos

Stores mixture to avoid unnecessary plant shutdowns and startups, reducing waste and energy use.

9 Baghouse

Filters exhaust gas and recycles dust back into the asphalt mixtures to promote lower emissions and meet specifications on each ton of mix.

10 Control House

Houses the operating system of the plant. Use of Variable Frequency Drive for the feed bins, exhaust fans, and burner motors improves energy efficiency.

* Amlan Mukherjee, PhD, PE. June 2021, Update to the Life Cycle Assessment for Asphalt Mixtures in Support of the Emerald Eco Label Environmental Product Declaration Program. Available online at: https://www.asphaltpavement.org/uploads/documents/Programs/Emerald_Eco-Label_EPD_Program/PCR_Public_Comment_Period/LCA_Asphalt_Mixtures_07_29_2021.pdf

** TJ Young. August 2023, QIP-132: Production Strategies for Saving Money and Reducing Emissions. Available online at: https://www.asphaltpavement.org/uploads/documents/Climate/QIP-132_NAPA_Production_Strategies_for_Saving_Money_and_Reducing_Emissions_08-2023.pdf

*** The 2024 RAP usage percentage reflects data from our operations prior to recent acquisitions and may not represent current companywide averages.



Enhancing Transparency

CPI's bottom-up approach to energy accounting begins at the plant level, linking operational practices directly to the environmental information shared with customers. This method improves the relevance and usefulness of the data and supports clearer product reporting. The initial focus has been on asphalt plants and the energy and material inputs needed to produce asphalt mixtures used across roads, highways, and other infrastructure projects.

How We Optimize Plant Efficiencies

To support more consistent operational evaluation, CPI developed a data visualization tool designed for asphalt plant managers. The tool consolidates information on energy use, fuel type, and recycled material utilization, helping managers monitor performance and identify opportunities for improvement. Five of CPI's eight operating companies now use the tool as part of their regular workflows.

CPI has also worked to standardize its data collection system to support both internal planning and Environmental Product Declarations (EPDs). The platform aligns with key industry frameworks, including the EPA's ENERGY STAR® Guidelines for Energy Management*, the National Asphalt Pavement Association's** Product Category Rules for Asphalt Mixtures, and the GHG Protocol***. These standards provide clearer visibility into the factors that influence environmental performance and support consistent reporting across operations.

How We Communicate Our Impact to Our Customers

To support transparency and provide customers with clear product information, we have adopted Environmental Product Declarations (EPDs). These reports offer a standardized and consistent way to communicate the environmental attributes associated with our products. EPDs are widely used in state, local, and private green procurement programs helping project owners meet reporting requirements.

We are pleased to share that several of our operating companies are now prepared to publish EPDs, reflecting our commitment to greater transparency in our operations. We are also proud to be the first asphalt producers to publish EPDs in Alabama, Georgia, and North Carolina. Taking this step helps establish a clear benchmark in our industry and supports broader adoption of consistent reporting practices.



* EPA. Guidelines for Energy Management. Available online at: https://www.energystar.gov/sites/default/files/buildings/tools/Guidelines%20for%20Energy%20Management%206_2013.pdf

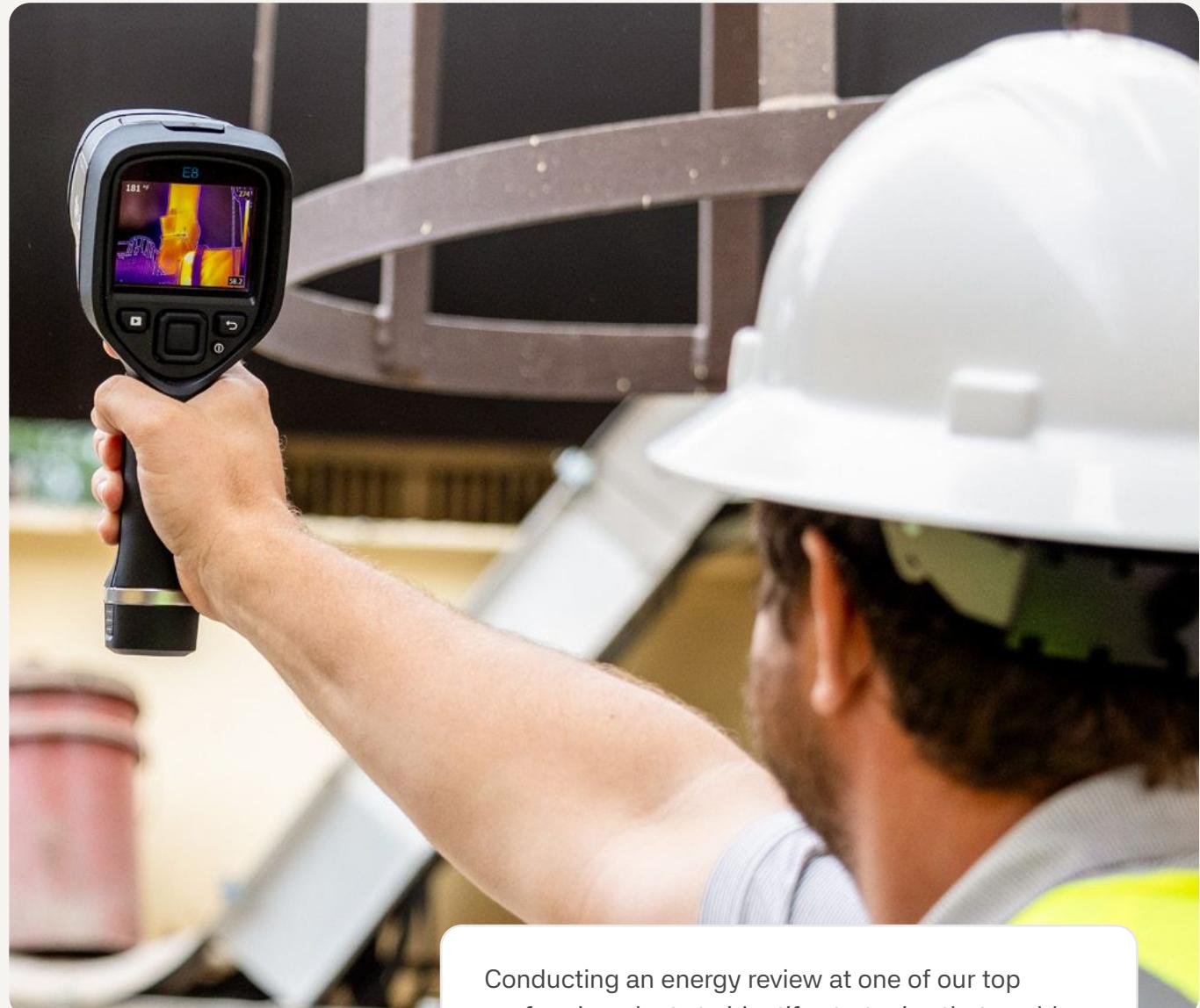
** National Asphalt Pavement Association. April 2022-2027, Product Category Rules (PCR) For Asphalt Mixtures. Available online at: https://www.asphaltpavement.org/uploads/documents/EPD_Program/NAPA_PCR_AsphaltMixtures_v2.pdf

*** Greenhouse Gas Protocol. Available online at: <https://ghgprotocol.org>

Improving Energy Efficiencies

A large share of the cradle-to-gate environmental impact associated with asphalt mixtures is tied to the energy used at asphalt plants. Improving energy efficiency at these facilities is therefore an important part of CPI's environmental management approach.

CPI began its partnership with EPA ENERGY STAR® in 2021 and has since adopted the program's energy management framework. Energy performance baselines for all asphalt plants were established in 2022. Organizing energy data at the plant level allows CPI to streamline EPD development and evaluate performance both internally and against industry benchmarks. With the scale of CPI's operations, the company is able to assess multiple data points, set informed targets, and identify opportunities for improvement by conducting detailed energy reviews at select facilities.



Conducting an energy review at one of our top performing plants to identify strategies that could be transferred to other facilities.

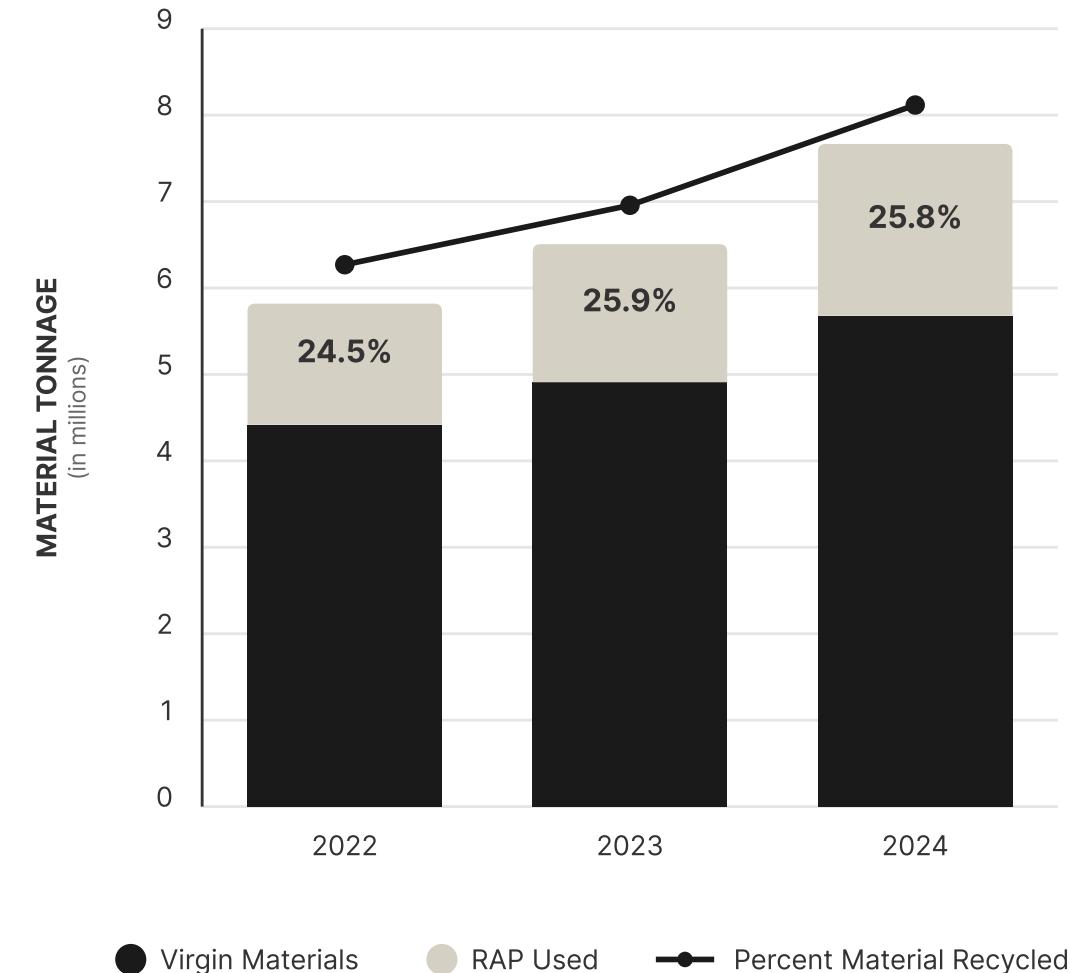
Recycled Materials

CPI recognizes the value of incorporating recycled materials to reduce environmental impacts and improve resource efficiency. The company is working to expand the use of these materials in its asphalt mixtures and to increase the benefits they provide within production practices.

The Innovation Team is evaluating several approaches to support this effort. One focus area is balanced mix design, which allows for greater use of recycled materials while maintaining required performance standards. The team is also assessing the potential of new additives that could improve mixture properties and enhance the effectiveness of recycled components.

These initiatives help reduce reliance on virgin materials and make better use of resources already available. By strengthening the role of recycled materials in its operations, CPI is advancing practical improvements in material efficiency across the organization.

From 2021 through 2024, Construction Partners and its operating companies diverted 2,103,436 tons* of material from landfills by incorporating recycled content into asphalt production. This effort reflects ongoing work to use resources more efficiently across the organization.



Partnering with Stakeholders

CPI remains committed to collaboration as it works to address emerging industry challenges. By engaging with federal and state agencies, industry associations, and technical working groups, the company contributes to efforts aimed at improving the design and procurement of asphalt mixtures with stronger environmental performance.

CPI representatives participate in a range of initiatives, including:

ALDOT, LDOT, VADOT & MSDOT Joint Climate Challenge

American Center of Life Cycle Assessment PCR Guidance Working Group

Consortium for Asphalt Pavement Research and Implementation (CAPRI)

NextPAVE Challenge Steering Committee

Sustainability committees through the National Asphalt Pavement Association, Asphalt Institute, and the National Stone Sand & Gravel Association

Transportation Research Board

Through these partnerships, CPI helps inform research, support broader awareness, encourage adoption of improved practices, and contribute to industry education. The company remains focused on advancing progress across the construction and paving sectors.



Driving Quality

CPI remains committed to delivering high-quality work across its projects and materials. Every project is viewed as an opportunity to provide reliable results and contribute positively to the communities served. Attention to quality guides each stage of the process, from initial planning through final execution.

The company continues to evaluate its practices, adopt improvements, and establish strong performance standards across its operations. This commitment supports long-term relationships with customers based on trust, consistency, and clear communication. The following projects highlight CPI's ongoing focus on quality in the construction industry.

CWR Contracting

Florida Department of Transportation (FDOT) to complete the CR580 Sam Allen Road widening project in Plant City, Florida

The project was designed to create an alternate trucking bypass route and support the traffic increases anticipated from the planned South Florida Baptist Hospital and the North Park Isle development, which includes 2,500 housing units.

When the original contractor was unable to complete the work, FDOT sought a qualified partner to assume responsibility for the project. Construction Partners was selected based on a strong track record of dependable performance and high-quality construction. The team developed an efficient plan and executed it effectively, allowing the project to move forward and reach timely completion.

The Scruggs Company

Georgia Department of Transportation (GDOT): Overall Most Improved Smoothness—Asphaltic Concrete

The Scruggs Company's SR 257 project demonstrated a strong commitment to quality in road construction. The work covered more than 16 miles of milling, resurfacing, and shoulder rehabilitation. In total, 24.8 lane miles were resurfaced and subjected to extensive testing. The final Laser Road Profiler value of 496 mm/km on the 9.5 mm Type II Superpave represented a 72 percent improvement in ride quality compared to the preconstruction measurement of 1,660 mm/km.

This outcome reflects the focus and discipline of the project team. Careful planning, precise execution, and consistent adherence to established standards were central to achieving the project's performance results.



Trusted Governance

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A Message From Our Executive Chairman

We are pleased to present this year's Corporate Responsibility Report, which highlights our dedication to upholding principles of good governance, fostering sustainable practices, and safeguarding the best interests of our valued shareholders. At the heart of our corporate philosophy is a deep-rooted commitment to transparent and accountable decision-making processes that fortify the foundation of our organization.

The Board of Directors of Construction Partners holds in high regard the pivotal role that effective governance plays in ensuring long-term success. Our practices are designed to create an environment that promotes ethical behavior, responsible leadership, and the protection of shareholders' interests. Through regular reviews and updates to our governance framework, we continuously strive to align our strategies with evolving industry standards and best practices.

Furthermore, our dedication to sustainability is demonstrated by the integration of environmentally and socially responsible practices into our business operations. We recognize that by considering the impact of our actions on the environment and society, we not only enhance our standing as an industry leader but also contribute to the well-being of the communities in which we operate. As stewards of your investments, we remain committed to pursuing excellence in governance and sustainability for the enduring benefit of all of our shareholders.

Thank you for your continued trust and partnership.

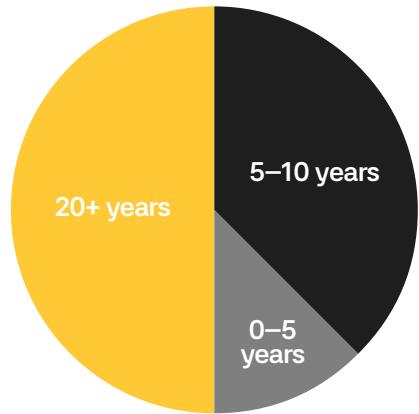
NED N. FLEMING, III
Executive Chairman of the Board



Built for Stability

CPI's Board places a strong emphasis on maintaining effective governance practices across the organization. The Board provides strategic oversight for the company's sustainability initiatives, policies, and objectives. It also reviews the annual sustainability report and key governance disclosures included in the proxy statement.

Board Member Tenure



Board Structure

Independent Audit Committees

Audit

Compensation Subcommittee

Responsibility

Shareholder engagement program

Majority standard voting for most meeting proposals

Board Practices

Consistent executive sessions

Board directs risk management activities

Annual Board and Committee self-performance evaluations

Compensation

Robust stock ownership by management and directors

"Pay for performance" compensation structure

Policy against hedging and pledging of our shares

Incentive compensation clawback policy



Board of Directors

The Board is organized into three classes, with one class elected each year to serve a three-year term. This structure supports stability, promotes long-term strategic planning, and helps ensure continuity in the Board's oversight and decision-making.



Ned N. Fleming, III
Executive Chairman
of the Board



Craig Jennings
Director



Mark R. Matteson
Director



Michael H. McKay
Director



Charles E. Owens
Vice Chairman of the Board



Stefan L. Shaffer
Director



Noreen E. Skelly
Director



Fred J. (Jule) Smith
President and Chief
Executive Officer

- █ Class I
- █ Class II
- █ Class III
- █ Audit Committee
- █ Compensation Committee
- █ Nominating and Corporate Governance Committee

C Chair
M Member



Incentive Compensation Plans

CPI's incentive compensation plans align compensation with the creation of long-term stakeholder value and foster a culture of accountability throughout the organization.

Component	Purpose	Design
FIXED	<p>Base Salary</p> <p>Attract, retain and motivate key executives by providing market-competitive fixed compensation</p>	<p>Reviewed at least annually to consider changes in responsibility, experience, individual performance, and market competitiveness.</p>
AT-RISK	<p>Annual Incentive Compensation (AIP)</p> <p>Short-term, at-risk pay designed to motivate achievement of annual performance goals across the entire organization and within business units in support of our strategic priorities</p>	<p>Market-competitive targets and goals established for executives:</p> <p>Specific financial metrics to promote controlled, profitable growth.</p> <p>Accountability for execution of strategic initiatives.</p> <p>There are no payouts when performance falls below financial thresholds and there is a failure to execute strategic initiatives.</p>
	<p>Long-Term Incentive Compensation (LTI)</p> <p>Long-term, at-risk pay designed to balance short-term, at-risk pay, enhance alignment between executives and shareholders, support our strategic priorities and long-term shareholder value creation</p>	<p>Our executives receive their LTI compensation in two parts:</p> <p>Performance Share Awards linked to achievement of Revenue Compound Annual Growth Rate, Adjusted EBITDA Margin and Total Shareholder Return relative to the performance of the Russell 2000 index. Payouts in CPI common stock are made at the end of a three-year performance period and can range from 0–172.5% of target. No payouts if performance is below threshold.</p> <p>Time-based Restricted Stock Awards vest ratably over time according to a specified vesting schedule.</p>



Ethics & Compliance

Key Policies & Statements

Objective

Code of Business Conduct and Ethics

Ensure employees are trained periodically on expected behavior related to policies, laws, and regulations

Safety Manual

Maintain standards and practices that protect the health and safety of stakeholders

Environmental Sustainability

Educate, and incentivize workforce to develop environmental awareness and reduce environment footprint

Diversity & Anti-Harassment

Provide an inclusive and diverse workplace free from retaliation, discrimination, or harassment

Cybersecurity

Ensure confidentiality, integrity, and availability of the Company's computer networks, applications, devices and data





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