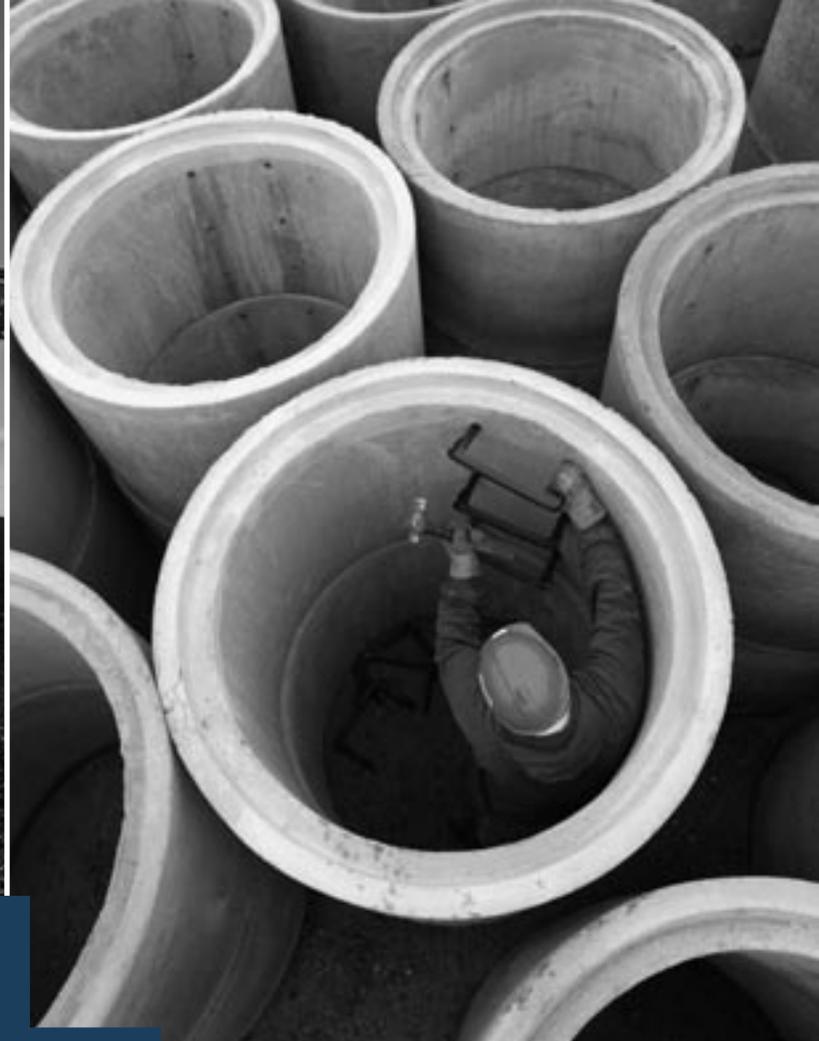
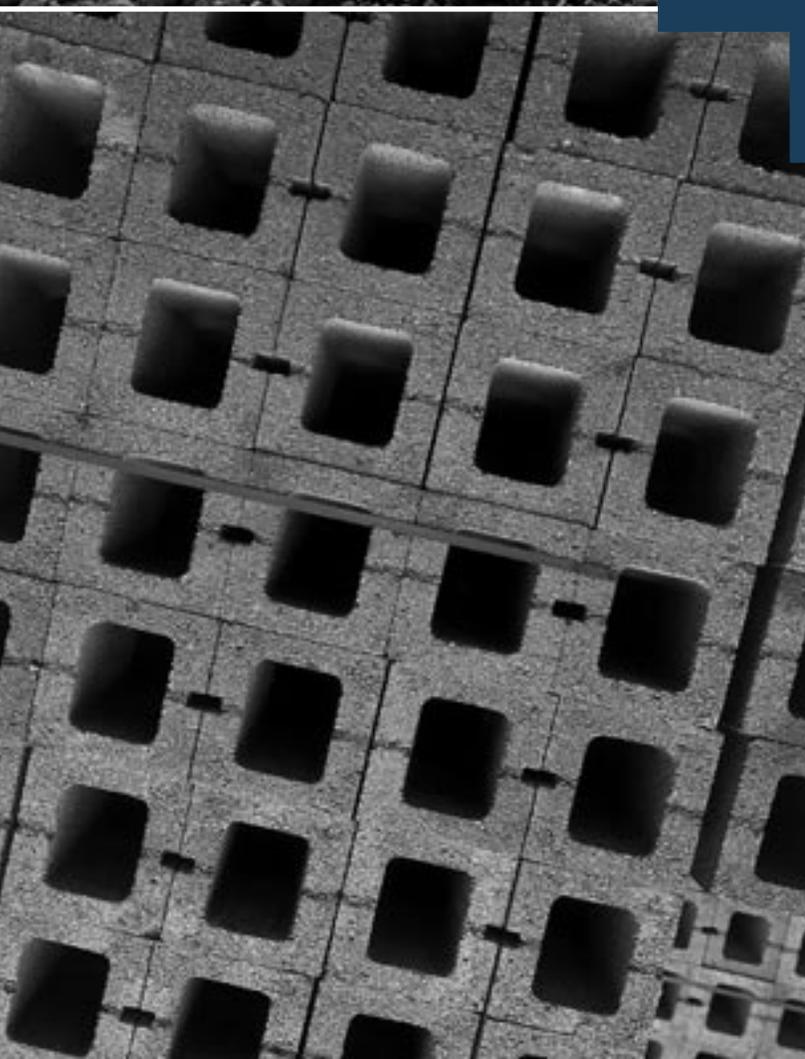




**OPTIMIZING GROWTH**

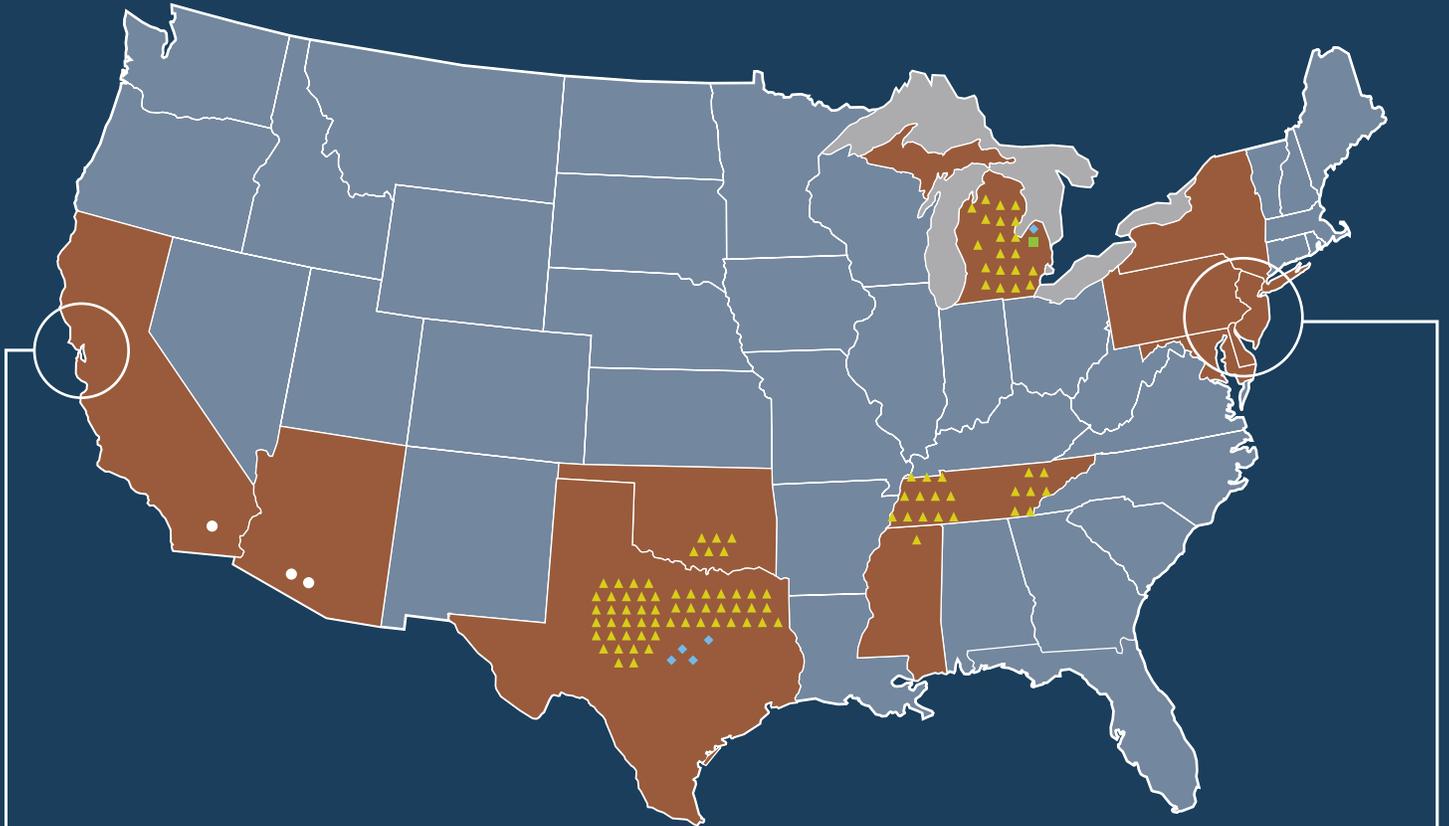


**2006 ANNUAL REPORT**

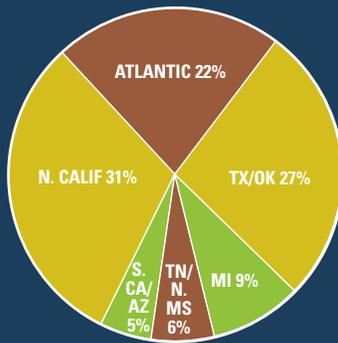




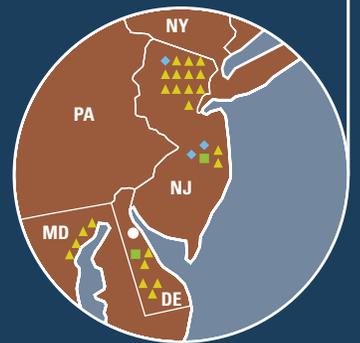
# + GEOGRAPHIC FOOTPRINT +



Northern California Region



2006 Revenue Contribution Percentage



Atlantic Region

- ▲ Ready-Mixed Plant
- Precast Plant
- Block Plant
- ◆ Aggregates Quarry

# US CONCRETE

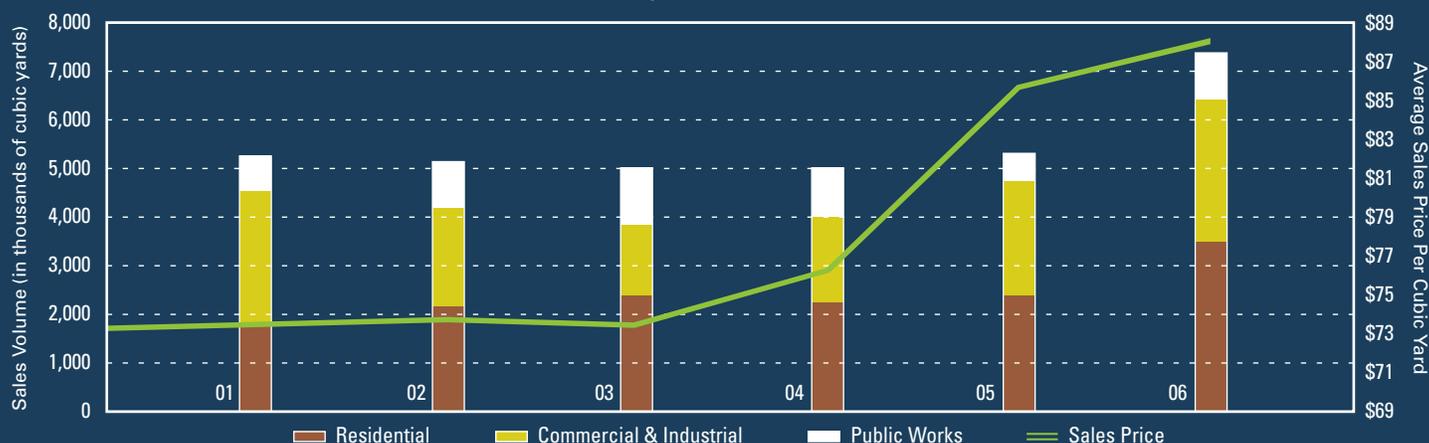


U.S. Concrete services the construction industry in several major markets in the United States through its two business segments: ready-mixed concrete and concrete-related products, and western precast concrete. The Company has 140 fixed and nine portable ready-mixed concrete plants, nine precast concrete plants, three concrete block plants and eight aggregates facilities. During 2006, these facilities produced approximately 8.7 million cubic yards of ready-mixed concrete, 4.0 million eight-inch equivalent block units and 4.6 million tons of aggregates. For more information on U.S. Concrete please visit <http://www.us-concrete.com>.

## + F I N A N C I A L H I G H L I G H T S +

(amounts in thousands)	2006	2005	2004	2003
Revenues	\$789,522	\$575,655	\$500,589	\$473,124
Total Assets	\$716,646	\$494,043	\$449,159	\$400,974
Long-term Debt, Including Current Maturities	\$303,292	\$201,571	\$200,777	\$155,039
Stockholders' Equity	\$269,577	\$184,921	\$168,849	\$176,711

U.S. Concrete, Inc. Ready-Mixed Concrete Volume & Sales Price





# LETTER TO OUR SHAREHOLDERS

## Dear Fellow Shareholders:

As we close the chapter on 2006 and move further into 2007, “a period of transformation” is the best way to describe this time for U.S. Concrete. Throughout 2006, we focused on the execution of each element of our strategic plan to maximize shareholder value, and tremendous strides were made to position the Company for the future. In many aspects of our plan, we have moved several steps closer to achieving our mission of becoming the “leading producer of ready-mixed concrete and concrete products in the United States.” In 2006, through hard work by an outstanding team across the country, U.S. Concrete significantly increased its size, geographic scope and capital base.

### EXTERNAL GROWTH

Primarily as a result of our acquisition program, our revenues increased almost 40% in 2006 and our EBITDA increased significantly. With our focus on expansion in the Sunbelt region of the United States, we significantly broadened our geographic base and today we estimate about one-third of our revenue is from our Texas operations. Additionally, we successfully executed our stated desire to increase our vertical integration into aggregates in the markets we serve, which resulted in our aggregates reserves increasing from 33 million tons at the beginning of 2005 to just under 88 million tons of proven reserves today.

### INTERNAL GROWTH

Beginning with our initial public offering in 1999, U.S. Concrete balanced its growth between external and internal expansion, and 2006 was no exception. While the preponderance of our growth last year was driven by acquisitions, we strengthened our local market positions with particular attention to internal growth opportunities, including our on-site mobile ready-mixed concrete operations and our value-added product sales initiatives. As the long-anticipated slowdown in residential construction activity accelerated during 2006, we redirected our marketing and sales efforts to the expanding commercial and public works sectors. While these efforts were successful, the increase in volume and revenue was not sufficient to offset the decline in residential construction in our markets. As we enter the 2007 construction season, we are optimistic about the trends we are observing in the commercial and public works sectors, and at the same time cautious about our expectation for residential construction demand.

### CAPITAL GROWTH

Access to capital continues to be a key component of our growth strategy, and 2006 represents an excellent example of our approach to raising capital, managing our capital structure and maintaining sufficient liquidity. With a number of strategic alternatives identified, we sought additional capital and in February of 2006 opportunistically completed a follow-on offering of our common stock, raising \$90 million in cash, net of fees and expenses. Shortly thereafter, we finalized several external growth initiatives, completing three acquisitions in the second quarter of the year. At the same time, we began work on the acquisition of a large ready-mixed concrete and aggregates business with operations in the Dallas/Ft. Worth Metroplex, in north Texas and in certain markets in west Texas. Having raised the equity capital earlier in the year, we had the financial flexibility to pursue this outstanding opportunity and ultimately complete our largest acquisition to date at the beginning of the third quarter. In order to

# LETTER TO OUR SHAREHOLDERS

maintain our financial flexibility, we completed an \$85 million follow-on bond offering simultaneously with the completion of the acquisition in the third quarter. As a result of these initiatives, we were able to broaden our geographic footprint and significantly increase the overall size of the Company, while maintaining an adequate liquidity reserve.

## MANAGEMENT TRANSITION

In 2003, we began planning for the retirement of our founding President and Chief Executive Officer, Eugene P. Martineau, with the appointment of Michael W. Harlan as our Chief Operating Officer and Executive Vice President. Michael has been an executive officer of our Company from its inception as a public company. Effective with our Annual Shareholders' Meeting on May 24, 2007, Gene will retire from the Company and its Board of Directors and assume a role as a consultant to the Company. Simultaneously with Gene's retirement, the Board of Directors plans to elect Michael as President and Chief Executive Officer. Gene's contribution to the founding and development of the Company has been significant, and we are fortunate to have had his leadership. The Company will benefit from the talented team of people who will provide leadership going forward. We believe Michael and his team are uniquely qualified to lead U.S. Concrete into the future, and the Company is well positioned to benefit from the foundation that has been laid over these last eight years. Additionally, to strengthen our Company, we have added John M. Piecuch to our Board. John brings a wealth of experience and talent in the construction industry and we look forward to his future contributions.

We faced numerous challenges during 2006, not the least of which was the precipitous decline in residential construction. Our successes during the year were attributable to an outstanding team of dedicated men and women who rose to the occasion, handled the challenges they faced and are now poised to reap the benefits of their efforts as we continue to pursue our vision of "Enriching All Through Concrete."



**Vincent D. Foster**  
Chairman of the Board



From left to right:

**Eugene P. Martineau, Vincent D. Foster, Michael W. Harlan**

## + DIRECTORS AND OFFICERS +

### **VINCENT D. FOSTER**

Senior Managing Director,  
Main Street  
Mezzanine Capital Partners, LLC,  
Chairman of the Board

### **EUGENE P. MARTINEAU**

Chief Executive Officer and President,  
Director

### **MICHAEL W. HARLAN**

Chief Operating Officer and  
Executive Vice President,  
Director

### **JOHN M. PIECUCH**

Director

### **T. WILLIAM PORTER III**

Chairman, Porter & Hedges, L.L.P.,  
Director

### **MARY P. RICCIARDELLO**

Director

### **MURRAY S. SIMPSON**

Director

### **ROBERT S. WALKER**

Director

### **ROBERT D. HARDY**

Senior Vice President and  
Chief Financial Officer

### **TERRY GREEN**

Senior Vice President – Operations

### **WILLIAM T. ALBANESE**

Regional Vice President  
U.S. Concrete  
Northern California Region

### **THOMAS J. ALBANESE**

Executive Vice President  
of Sales  
U.S. Concrete  
Bay Area Region

### **SCOTT R. EVANS**

Regional Vice President  
U.S. Concrete  
South Central Region

### **CURT M. LINDEMAN**

Vice President,  
General Counsel and  
Corporate Secretary

### **SEAN M. GORE**

Vice President – Finance

### **WALLACE H. JOHNSON**

Vice President – Marketing and Sales

### **GARY J. KONNIE**

Vice President – Human Resources

### **RAYMOND C. TURPIN, JR.**

Vice President – Technical Affairs

### **CESAR MONROY**

Treasurer

### **CORPORATE HEADQUARTERS**

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[www.us-concrete.com](http://www.us-concrete.com)

### **COMMON STOCK TRANSFER**

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