January 25, 2024

Third Quarter Fiscal 2024
Earnings Release and Conference Call

Forward-Looking Statements

Forward-Looking Statements. *This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the context of the statement and generally arise when the Company is discussing its beliefs, estimates or expectations as to future events. These statements are not historical facts or guarantees of future performance but instead represent only the Company's belief at the time the statements were made regarding future events which are subject to certain risks, uncertainties and other factors, many of which are outside the Company's control. Actual results and outcomes may differ materially from what is expressed or forecast in such forward-looking statements. The principal risks and uncertainties that may affect the Company's actual performance include the following: the cyclical and seasonal nature of the Company's businesses; fluctuations in public infrastructure expenditures; adverse weather conditions; the fact that our products are commodities and that prices for our products are subject to material fluctuation due to market conditions and other factors beyond our control; the availability and fluctuations in the cost of raw materials; changes in the costs of energy, including, without limitation, natural gas, coal and oil, and the nature of our obligations to counterparties under energy supply contracts, such as those related to market conditions (for example, spot market prices), governmental orders and other matters; changes in the cost and availability of transportation; unexpected operational difficulties, including unexpected maintenance costs, equipment downtime and interruption of production; material nonpayment or non-performance by any of our key customers; inability to timely execute announced capacity expansions; difficulties and delays in the development of new business lines; governmental regulation and changes in governmental and public policy (including, without limitation, climate change and other environmental regulation); possible outcomes of pending or future litigation or arbitration proceedings; changes in economic conditions or the nature or level of activity in any one or more of the markets or industries in which the Company or its customers are engaged; severe weather conditions (such as winter storms, tornados and hurricanes) and their effects on our facilities, operations and contractual arrangements with third parties; competition; cyber-attacks or data security breaches; increases in capacity in the gypsum wallboard and cement industries; changes in the demand for residential housing construction or commercial construction or construction projects undertaken by state or local governments; the availability of acquisitions or other growth opportunities that meet our financial return standards and fit our strategic focus; risks related to pursuit of acquisitions, joint ventures and other transactions or the execution or implementation of such transactions, including the integration of operations acquired by the Company; general economic conditions, including inflation and recessionary conditions; and changes in interest rates and the resulting effects on the Company and demand for our products. For example, increases in interest rates, decreases in demand for construction materials or increases in the cost of energy (including, without limitation, natural gas, coal and oil) or the cost of our raw materials can be expected to adversely affect the revenue and operating earnings of our operations. In addition, changes in national or regional economic conditions and levels of infrastructure and construction spending could also adversely affect the Company's result of operations. Finally, any forward-looking statements made by the Company are subject to the risks and impacts associated with natural disasters, the outbreak, escalation or resurgence of health emergencies, pandemics or other unforeseen events, including, without limitation, the COVID-19 pandemic and responses thereto designed to contain its spread and mitigate its public health effects, as well as their impact on our operations and on economic conditions, capital and financial markets. These and other factors are described in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2023 and subsequent quarterly and annual reports upon filing. These reports are filed with the Securities and Exchange Commission. All forward-looking statements made herein are made as of the date hereof, and the risk that actual results will differ materially from expectations expressed herein will increase with the passage of time. The Company undertakes no duty to update any forward-looking statement to reflect future events or changes in the Company's expectations.*

Fiscal Year 2024 Third Quarter Highlights

Exceptional quarter with superior execution

- **Delivered another quarter of record results**
  - Revenue up 9% to record $559 million
  - Gross profit margin increased 130 bps to 32.3%
  - Adjusted EPS up 16% to $3.72
- **Made significant progress on strategic initiatives**
  - Maintained industry-leading safety record
  - Surpassed 75% sales of blended products and PLC across our system
  - Announced Terra CO_2 agreement enabling potential future production of low-carbon supplementary cementitious material
- **Continued strong operational cash-flow generation, up 4%**
- **Returned $106 million to shareholders**
  - Repurchased 558,500 shares for $98 million
  - Paid quarterly dividend

Eagle Remains Well-Positioned to Benefit from Positive Market Dynamics in Both Sectors

Market conditions for construction materials remain favorable

Cement

- **Robust federal, state, and local spending on infrastructure**
  - Healthy state and local tax receipts support public highway and infrastructure investment
  - Increased federal funding from Infrastructure and Jobs Act continues
- **CHIPS and Inflation Reduction Acts increasing manufacturing and heavy industrial projects**
- **Demand outpacing supply, with limited capacity being added**
- **As a heartland producer, Eagle is largely insulated from imports**

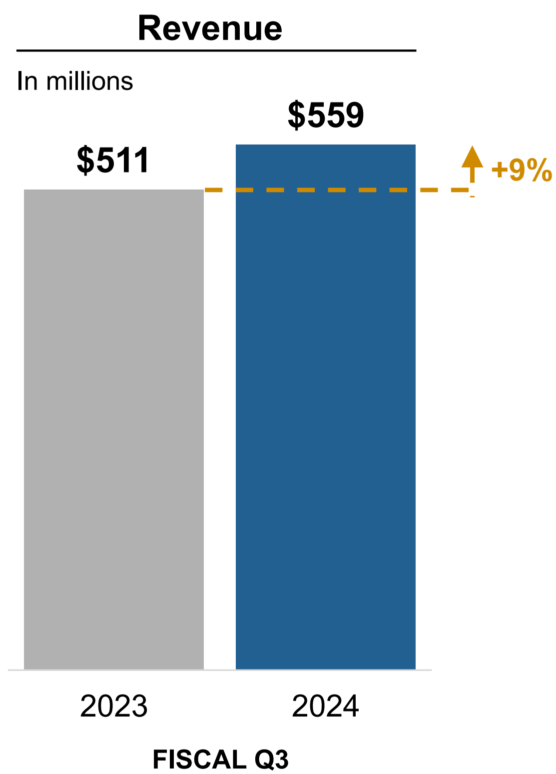
Gypsum Wallboard

- **Steady residential construction**
  - Strong single-family housing starts, especially in the South
  - Well-chronicled housing supply shortages support need for new housing
  - Repair and remodel demand should remain strong with aging US housing stock
- **Industry supply shortages**
  - Continuing decline in availability of synthetic gypsum
  - High cost of accessing gypsum for most producers, but not Eagle

Record Revenue Up 9%

INCREASE DRIVEN BY:

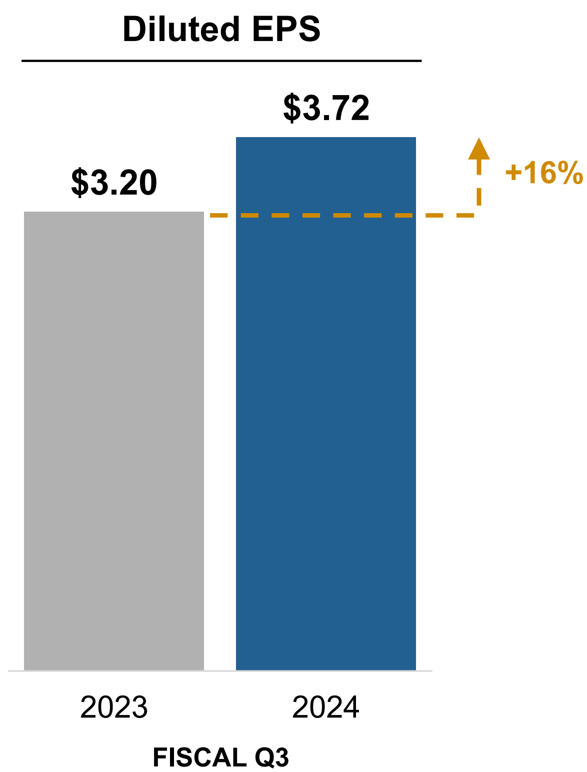
- Higher Cement sales volume and prices
- Recently acquired cement import terminal



Record EPS Up 16%

INCREASE REFLECTS:

- Cement margin expansion
- Reduced share count due to share buybacks

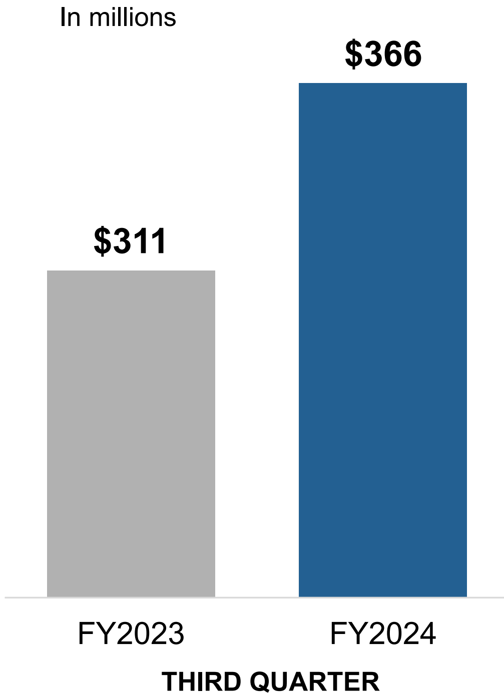


Heavy Materials Third Quarter Results
Driven by Continued Strong Pricing Momentum

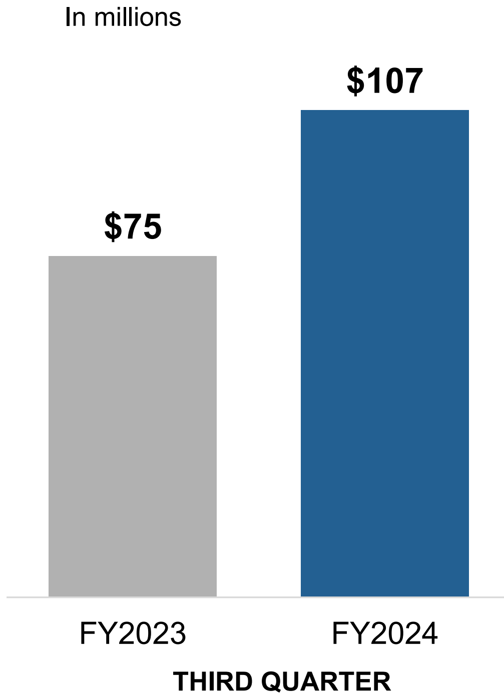
THIRD QUARTER CEMENT

- Net sales prices +13%
- Sales volume +7%

Revenue[1]



Operating Earnings



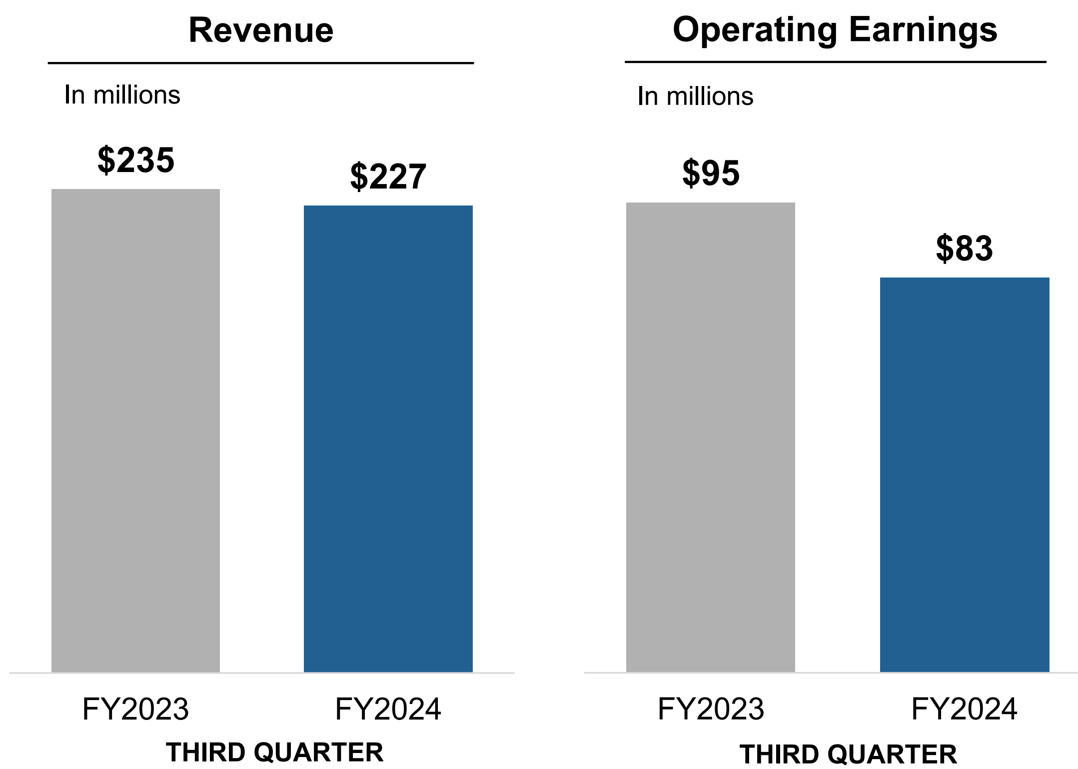
[1] Includes Cement, Concrete and Aggregates and Cement Intersegment revenue, and our proportionate share of the Joint Venture.

Light Materials Third Quarter Results
Reflect Lower Wallboard Sales Volume and Prices

THIRD QUARTER

WALLBOARD

- Net sales prices -4%
- Sales volume -1%



Continued Strong Cash Flow Generation

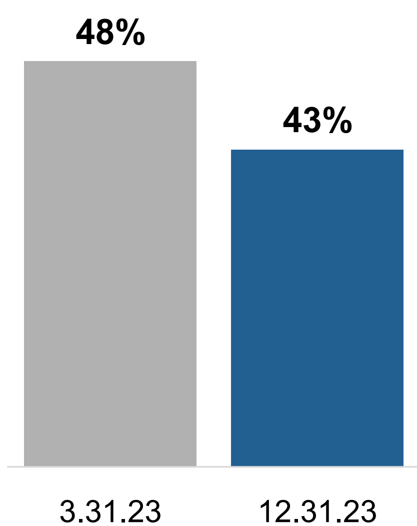
$501 million of cash flow from operations

	Nine months ended December 31 in millions		
	2022	**2023**	
Operating Cash Flow[1]	$480	**$501**	+4%
Capex, net	(61)	**(88)**	
Free Cash Flow	$419	**413**	
Acquisition Spending	(159)	**(55)**	
Dividends Paid	(28)	**(27)**	
Share Repurchases	(314)	**(249)**	
Change in Debt	125	**(58)**	
Other	(2)	**9**	
Net Change in Cash Balance	$41	**$34**	

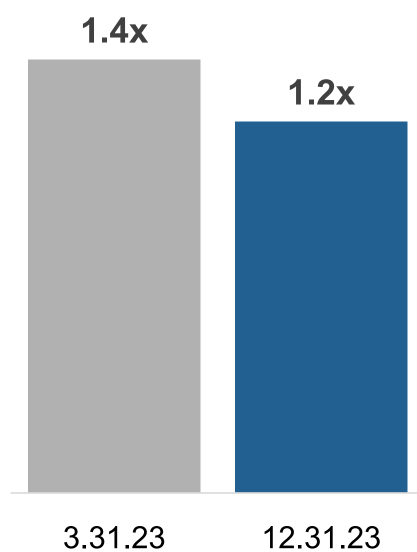
[1] Includes depreciation of $104 million and $111 million for the nine months ended December 31, 2022 and 2023, respectively.

Capital Structure Provides Significant Financial Flexibility

Net Debt-to-Cap



Net Debt to Adjusted EBITDA[1]



[1] Net Debt to Adjusted EBITDA and Adjusted EBITDA are non-GAAP financial measures and are described in the Appendix.

Question & Answer

Thank you for participating in today's conference call web cast.

An archive of this web cast will be available at eaglematerials.com later today.

Appendix

Reconciliation of EBITDA and Adjusted EBITDA

In millions	Fiscal Year ended March 31, 2023	TTM December 31, 2023
Net Earnings, as reported	$462	$501
Income Tax Expense	127	138
Interest Expense	35	43
Depreciation, Depletion and Amortization	139	146
EBITDA	762	828
Purchase Accounting Impact [1]	2	5
Stock-based Compensation	17	19
Adjusted EBITDA	$782	$852

We present Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) and Adjusted EBITDA to provide additional measures of operating performance and allow for more consistent comparison of operating performance from period to period. EBITDA is a non-GAAP financial measure that provides supplemental information regarding the operating performance of our business without regard to financing methods, capital structures or historical cost basis. Adjusted EBITDA is also a non-GAAP financial measure that excludes the impact from non-routine items (Non-routine Items) and stock-based compensation. Management uses EBITDA and Adjusted EBITDA as alternative bases for comparing the operating performance of Eagle from period to period and for purposes of its budgeting and planning processes. Adjusted EBITDA may not be comparable to similarly titled measures of other companies because other companies may not calculate Adjusted EBITDA in the same manner. Neither EBITDA nor Adjusted EBITDA should be considered in isolation or as an alternative to net income, cash flow from operations or any other measure of financial performance in accordance with GAAP. The table beside shows the calculation of EBITDA and Adjusted EBITDA and reconciles them to net earnings in accordance with GAAP for the fiscal year ended March 31, 2023, and the trailing twelve-month period ended December 31, 2023.

[1] Represents the impact of purchase accounting on acquired inventory costs and related business development costs.

Due to rounding, numbers may not add up precisely to the total provided.

Reconciliation of Net Debt to Adjusted EBITDA

	As of March 31, 2023	As of December 31, 2023
	In millions	
Total debt, excluding debt issuance costs	$1,100	$1,042
Cash and cash equivalents	15	49
Net Debt	$1,084	$993
Adjusted EBITDA (TTM)	$782	$852
Net Debt to Adjusted EBITDA	1.4x	1.2x

GAAP does not define "Net Debt" and it should not be considered as an alternative to cash flow or liquidity measures defined by GAAP. We define Net Debt as total debt minus cash and cash equivalents to indicate the amount of total debt that would remain if the Company applied the cash and cash equivalents held by it to the payment of outstanding debt. The Company also uses "Net Debt to Adjusted EBITDA," which it defines as Net Debt divided by Adjusted EBITDA, as a metric of its current leverage position. We present this metric for the convenience of the investment community and rating agencies who use such metrics in their analysis, and for investors who need to understand the metrics we use to assess performance and monitor our cash and liquidity positions.

Due to rounding, numbers may not add up precisely to the total provided.