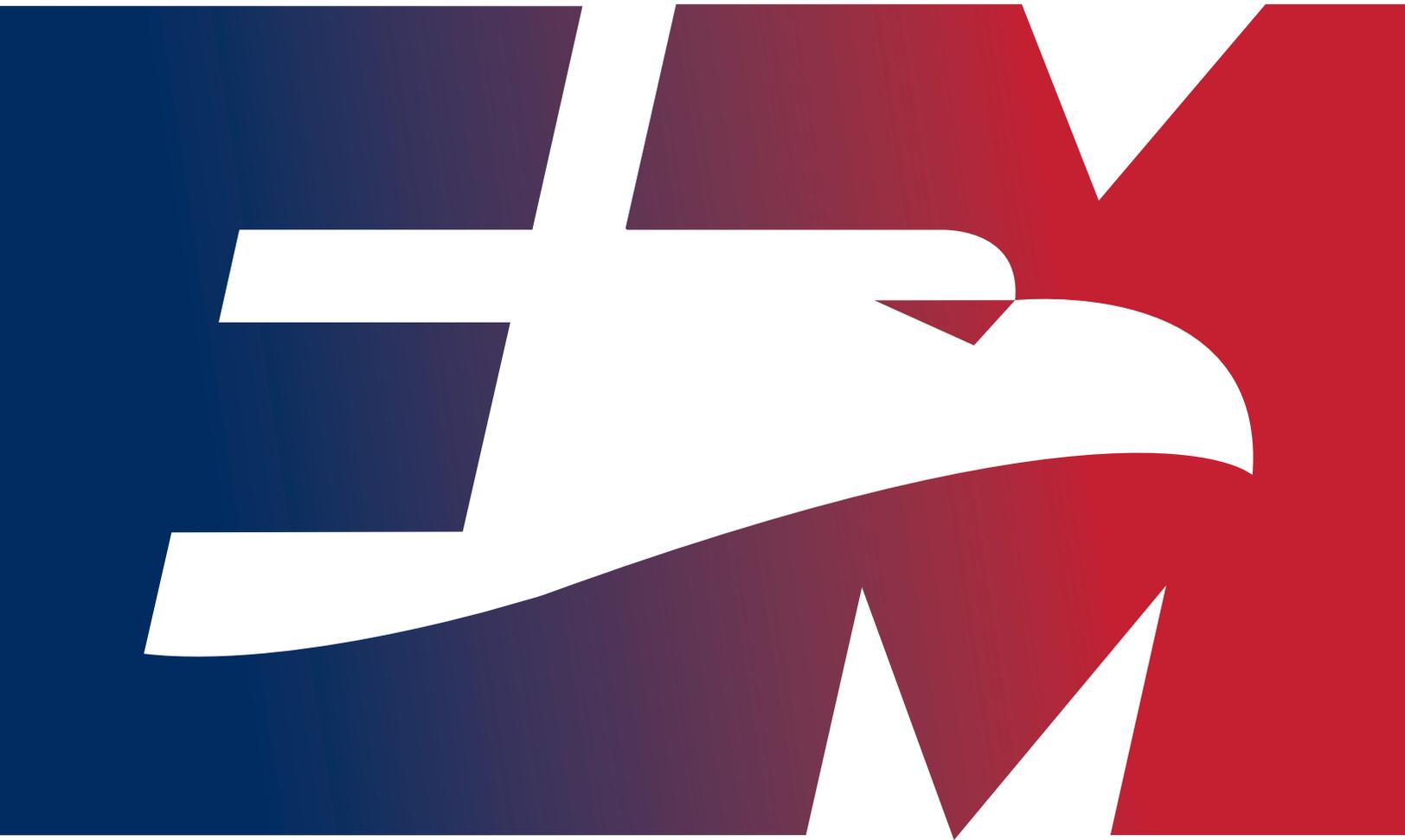




Sustainability Report

2024



About This Report

This report provides information regarding many of the sustainability initiatives undertaken by Eagle Materials Inc. (the “Company” or “Eagle”). In preparing this report, we referenced several reporting disclosure frameworks, including SASB Standards (Construction Materials standard) and the Task Force on Climate-related Financial Disclosures (TCFD). Unless otherwise stated, data included in this report reflects calendar year-end 2024 (December 31, 2024) and is believed to be correct at the time of reporting. Later changes in inputs or classification could impact published data.

Our Sustainability Report should be read in conjunction with the information contained in the Company’s Annual Report on Form 10-K for the year ended March 31, 2025, and our Proxy Statement for the Annual Meeting of Stockholders, which will be held on August 4, 2025.

Unless otherwise stated herein, statements in this report are made as of June 2025, and neither the delivery of this report or its availability on the Company’s website shall create an implication that the information contained herein is accurate, correct or complete as of any time subsequent to such date.

Certain general economic, industry and market information contained in this report has been obtained from published sources, including sources that are publicly available. Although such sources are generally believed to be reliable, the Company has not verified, or assumes any responsibility for, the accuracy or completeness of such information.

Matters described in this report, including matters described as “important” or “material,” or using similar words, are matters that are deemed important in the context of our sustainability measurement and reporting activities, and may not necessarily be deemed material for purposes of securities laws or for purposes of our financial statements and financial reporting.

Forward-Looking Statements

This report contains forward-looking statements, which may be identified by their context 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, and 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 risks, uncertainties and other factors to which the forward-looking statements in this report are subject include those described in the Company’s Annual Report on Form 10-K for the fiscal year ended March 31, 2025, and subsequent quarterly and annual reports upon filing. These reports are filed with the Securities and Exchange Commission. The Company undertakes no duty to update any forward-looking statement to reflect future events or changes in the Company’s expectations.

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Letter from Our CEO



At Eagle Materials, we produce construction products in the United States for the United States. These products are not luxuries but are necessities for the building and rebuilding of infrastructure in the United States.

This 2024 Sustainability Report demonstrates the progress we have made and focus areas for Eagle when it comes to sustainability. There are many aspects to sustainability, it is not all about emissions but encompasses many areas. Some highlighted sustainability achievements we were able to make in this past year include:

- Maintaining our industry leading safety record and achieving another company record year with regards to our lowest total recordable incident rate (TRIR)
- Reducing our total Scope 1 and Scope 2 emissions by 5% which resulted in us achieving our 2030 emissions goal of 0.71 CO₂e intensity at our cement plants
- Reducing our water usage at our Republic Paper mill by over 30%
- Increasing our disclosures to provide more transparency and highlight our progress

While we are proud of the record low TRIR we set this year, we will always strive for zero incidents. To continue the momentum in growing our safety culture, we have developed a new program, Eagle Safe, which will assist us in focusing our efforts on areas we believe are critical tasks at Eagle Materials and in our businesses broadly.

We continue to reduce greenhouse gas emissions in all our business segments. In fact, we set a goal to reduce CO₂e intensity at our cement plants by 20% from our 2011 baseline. We are proud to announce in this 2024 Sustainability Report that we met that goal five years early. A deliberate strategy to increase our blended cements along with investments to expand alternative fuel usage has led us to this milestone. Over the next year we will consider a new midterm goal, but rest assured we will not slow down investing in projects that financially benefit Eagle's cost structure and reduce emissions. Several of the projects that we have in process today are:

- Modernizing and expanding Mountain Cement in Laramie, Wyoming which will ultimately decrease CO₂e intensity at the facility by 20%
- Modernizing our American Gypsum wallboard plant in Duke, Oklahoma where we are targeting reductions in natural gas and electricity consumption by 15% and 30%, respectively
- Investing in additional alternative fuel capacities at our cement plants to replace our traditional fuel used to power our kilns
- Investing, as we always have, to keep our facilities in like-new condition to ensure our efficiencies are maximized and maintained
- Working with multiple advanced cementitious materials companies which could facilitate eventual deployment of multiple eco-friendly, low-carbon cementitious commercial-scale plants

Reducing our water consumption is a significant element of our sustainability efforts. The most impactful project underway to meet our goals is ongoing at our recycled paperboard company, Republic Paperboard. The project is due to be completed in the summer of 2025 and will reduce our water consumption at the papermill by 50%.

To increase our transparency and to further highlight our progress around our sustainability efforts we have elected to increase our disclosures in this report. As previously mentioned, sustainability takes on many forms and touches a lot of areas. Our new disclosures focus on our waste metrics, land disturbances, reclamation, and our company-wide emissions to name a few.

Our American-made products are more critical than ever to build the infrastructure needed to support our quality of life here in the United States. The construction materials we produce are used to build hospitals, schools, roads, bridges, manufacturing plants, and the homes we enjoy with our families.

Thank you,



Michael R. Haack, PE

President and CEO

June 2025

Who We Are

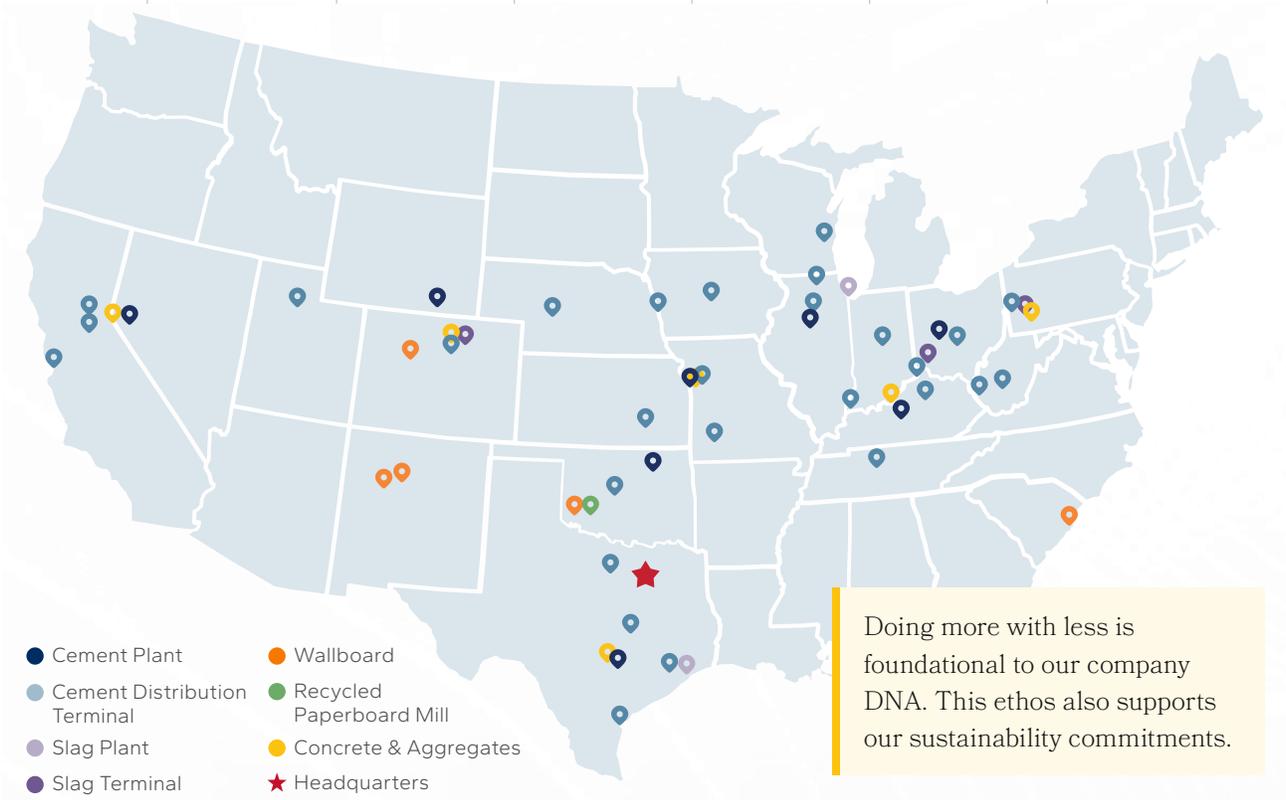
Eagle Materials Inc. is a leading U.S. manufacturer of heavy construction products and light building materials. Eagle's primary products, Portland Cement and Gypsum Wallboard, are essential for building, expanding and repairing roads, highways, and residential, commercial and industrial structures across America. Headquartered in Dallas, Texas, Eagle manufactures and sells its products through a network of more than 70 facilities spanning 21 states. Visit eaglematerials.com for more information.

Our Competitive Strengths

- Strategically located plant network
- Low-cost producer position
- Production flexibility
- Substantial owned raw material reserves and resources
- Proven management

Operations

8 Cement Plants*	2 Slag Cement Facilities	~30 Cement Distribution Terminals	5 Wallboard Facilities	1 Recycled Paperboard Mill	~35 Concrete & Aggregates Locations	~2,500 Employees
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*One cement plant and one slag plant are operated through a 50-50 joint venture in central Texas.

FY 2025 Financial Highlights

\$2.3B

Achieved record revenue

\$463MM

Net earnings

\$332MM

Returned cash to shareholders

100%

Dedication to the U.S. Market

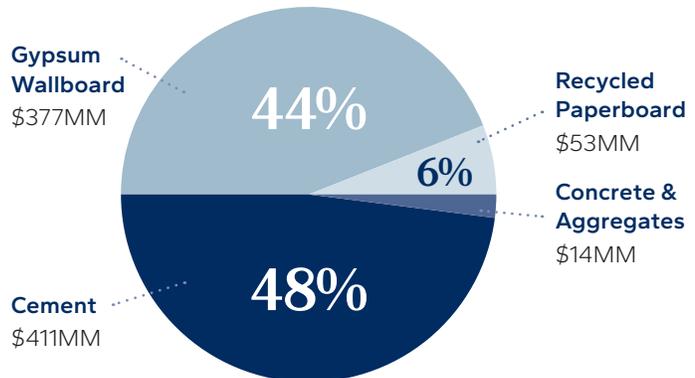
29.8%

Gross Margin

2

Business Acquisitions

Operating Earnings + DD&A by Segment



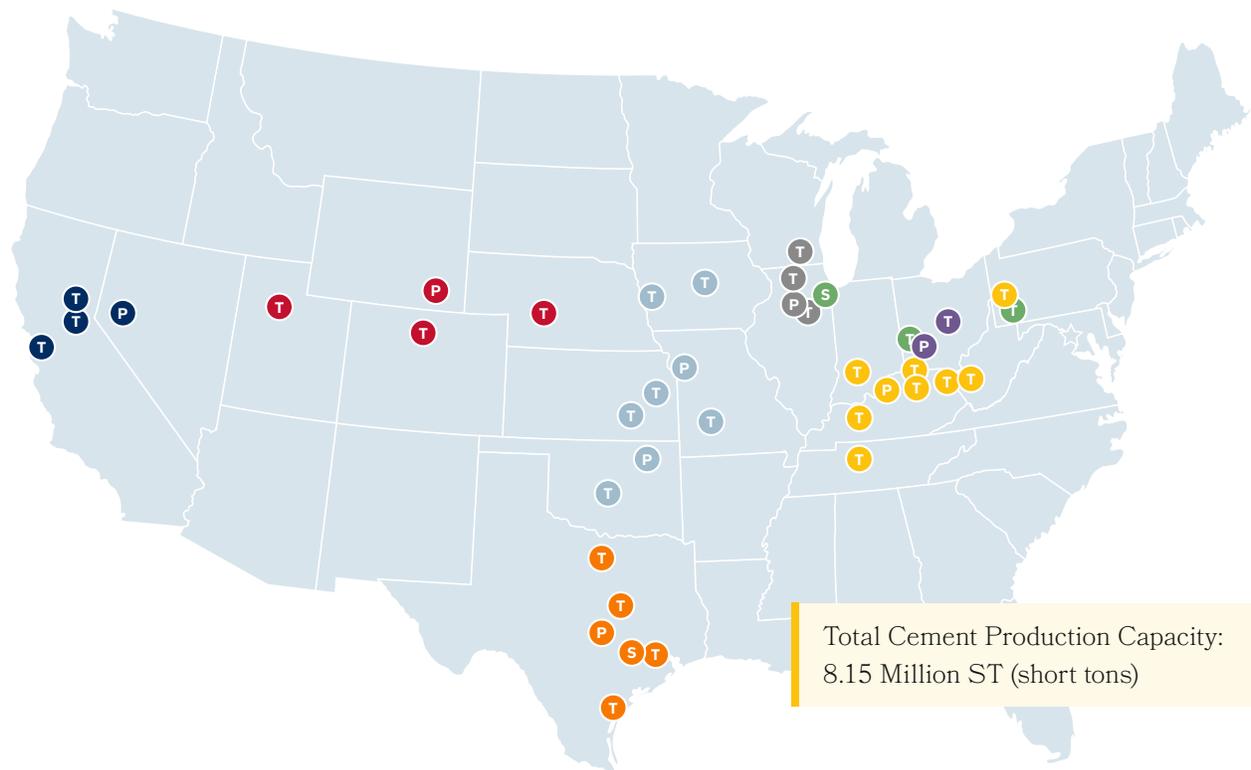
*As of March 31, 2025

Our Business Units

Cement

Cement is the basic binding agent for concrete, a primary construction material. The principal sources of demand for cement are public infrastructure, private non-residential construction, and residential construction, with public infrastructure accounting for nearly 50% of cement demand. Because of cement’s low-value-to-weight ratio, transportation costs limit the geographic area in which each producer can market its products profitably. Therefore, the U.S. cement industry comprises numerous regional markets rather than a single national market.

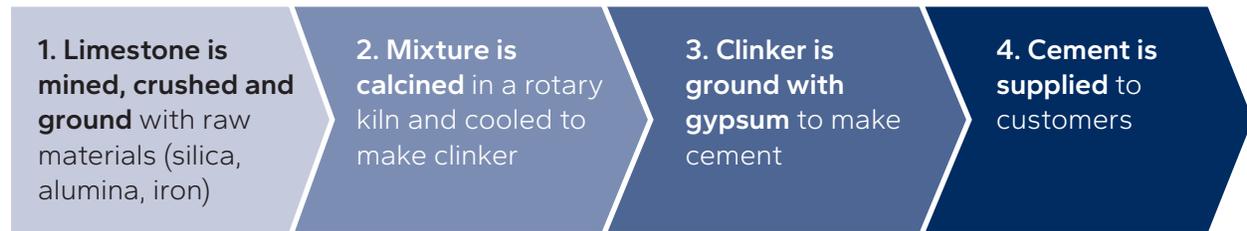
Focused on the Heartland



<p>NEVADA CEMENT COMPANY</p>	<p>MOUNTAIN CEMENT COMPANY</p>	<p>Central Plains Cement Company Tulsa, OK & Sugar Creek, MO</p>	<p>ILLINOIS CEMENT COMPANY</p>	<p>SKYWAY CEMENT COMPANY</p>
<p>TEXAS-LEHIGH CEMENT COMPANY</p>	<p>CEMENT KOSMOS COMPANY</p>	<p>FAIRBORN CEMENT COMPANY</p>	<ul style="list-style-type: none"> P Cement Plant S Slag Plant T Cement Terminal 	

*Texas-Lehigh Cement Company is a joint venture owned 50% by Eagle and 50% by Heidelberg Materials.

Cement Manufacturing Process



1. Limestone Mining and Raw Milling

Cement manufacturing requires consistent and high-quality sources of the four primary raw materials: calcium, aluminum, silica, and iron. Most of our cement plants obtain the required calcium from limestone extracted from our own quarries located adjacent or close to the plants.

Extracted limestone is crushed and stored prior to the next step in the process, raw milling. Other natural and by-product raw materials are delivered to our plants via over-the-road trucks. Crushed limestone and other raw materials are weigh-fed and ground in a raw mill. The resulting fine powder is called kiln feed. Extensive use of x-ray chemical analysis is used to ensure kiln feed consistency and quality. The kiln feed is stored in a homogenization silo where the material is blended to further ensure uniformity prior to feeding to the pyroprocess.

2. Pyroprocess

Kiln feed is fed to the pyroprocess where it is heated to over 2,800°F in a kiln, ultimately forming grayish-black nodules called clinker. When hot clinker is discharged from the kiln, it is fed to the clinker cooler where fresh air is used for cooling. The resulting warm air is reused to combust kiln fuel. The clinker can be stored or ground immediately into the final product.

3. Finish Milling

Clinker and a small percentage of gypsum and raw limestone are fed to a finish mill. The finish mill grinds into the fine gray powder known as cement.

4. Customer Supply

The cement is pumped to storage silos for shipping and distribution. From here, the cement is loaded into bulk trucks, rail cars, or barges to service our markets either directly or through our numerous cement terminals. Equipment is also located at most of our plants where cement can be directly bagged and sold.



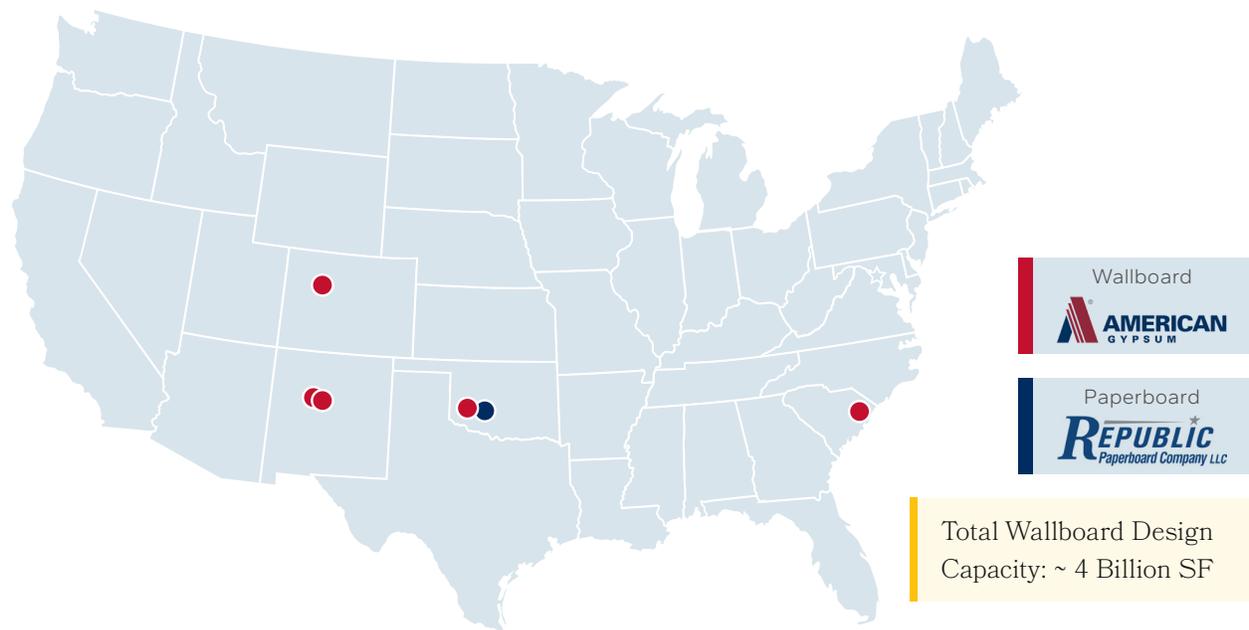
New dome roof at the Port of Stockton terminal.

Our Business Units

Wallboard & Recycled Paperboard

Our Light Materials sector comprises of the Gypsum Wallboard segment, which produces gypsum wallboard used in residential and private non-residential construction and repair and remodel activities, as well as the Recycled Paperboard segment, which produces paper primarily used in the manufacture of gypsum wallboard.

Strategically Located in the Sunbelt



Wallboard Manufacturing

Gypsum wallboard is used to finish the interior walls and ceilings in residential, commercial and industrial structures. It is produced by mixing calcined gypsum with water and additives to form a slurry which is sandwiched between two continuous layers of recycled paper on a long board machine. As the board moves down the line, the calcium sulfate recrystallizes and reverts back to its natural state. In the process, the paper becomes mechanically and chemically bonded to the core. The board is then cut to length and conveyed through large dryers to remove moisture. The manufacturing of wallboard is governed by ASTM International Standards in the U.S.



American Gypsum plant in Albuquerque, New Mexico.

Increasing Energy Efficiency

To reduce our local environmental footprint, we strive to increase energy efficiency at our plants. At our newest wallboard plant in Georgetown, South Carolina, we utilize:

- High efficiency burners
- Heat exchangers on the dryer exhaust to preheat combustion air to burners
- An exhaust gas capture process that circulates gas from hotter zones back into the dryer's lower temperature zones
- Exhaust stream from cooling down our gypsum stucco, which is reused to provide preheated combustion air for the drying process

Recycled Paperboard Manufacturing

Our paperboard business is operated through our subsidiary Republic Paperboard Company. Republic's state-of-the-art paperboard manufacturing facility in Oklahoma uses 100% recycled paper content, mostly corrugated containers, to manufacture our gypsum wallboard face and back paper. This allows for a beneficial reuse of what would be a waste stream.

Each year we use more than 300,000 tons of recycled fiber — waste diverted from landfills.



Republic's seasoned leadership and staff have decades of paper making experience and a commitment to the long-term development and improvement of the gypsum liner business.

Our Business Units

Concrete & Aggregates

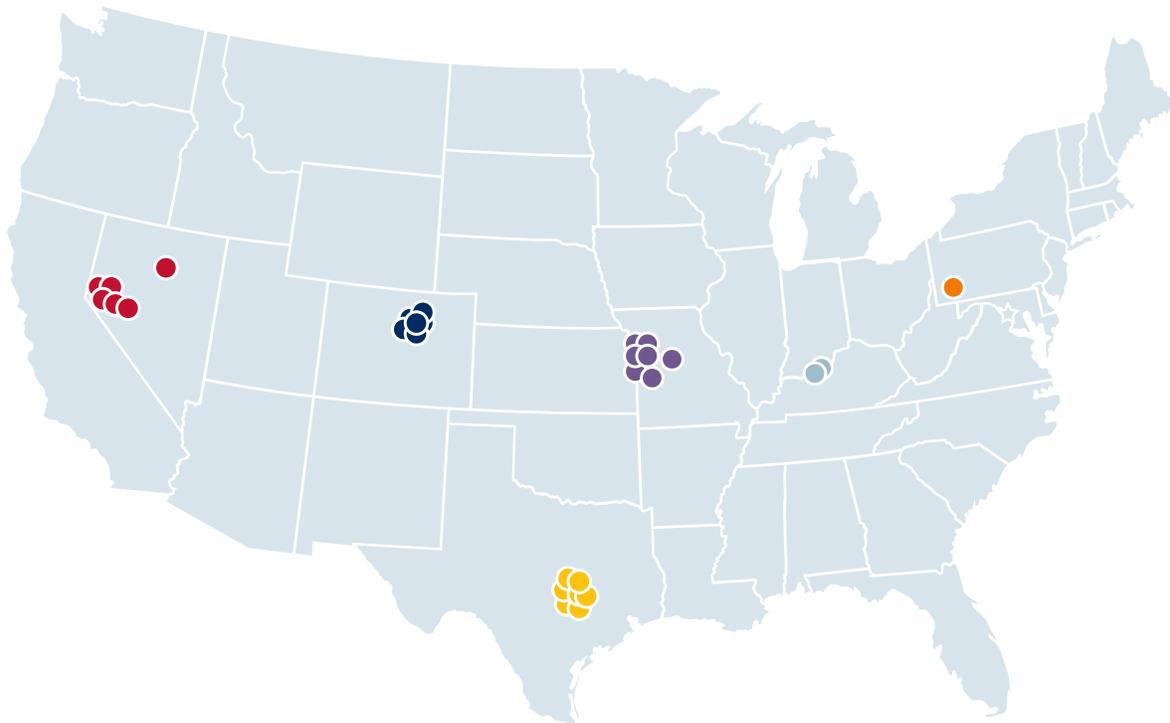
Readymix concrete is a versatile, low-cost building material used in almost all construction. The production of readymix concrete involves mixing cement, sand, gravel or crushed stone, and water to form concrete, which is then sold and distributed to numerous construction contractors. Concrete is produced in batch plants and transported to customers' job sites in mixer trucks.

The aggregates business consists of mining, extracting, producing and selling crushed stone, sand and gravel. Construction aggregates of suitable characteristics are employed in virtually all types of construction, including the production of readymix concrete, flexible base and asphaltic mixes used in highway construction and maintenance.



3D Concrete, Inc. serves the northern Nevada area with two aggregate quarries, four concrete batch plants and portable batch plant capabilities.

Located Strategically Near Our Cement Plants



How We Operate

Committed to Health, Safety & Environment Excellence

Eagle Materials is dedicated to upholding the highest standards of health, safety and environmental (HSE) performance.

Everyday We Commit to:



Health and Safety

Ensuring the health and safety of our valued employees, contractors and the public.



Environment

Meeting or exceeding all environmental laws and regulations while protecting the environment and all natural resources.



Continuous Improvement

Measuring and evaluating our performance to continually improve our operating practices for safety and to minimize our environmental footprint.

Our HSE Strategy Focuses on:

- **Safety and Environmental Programs:** We implement employee safety procedures, environmental processes, emergency response programs, incident tracking and reviews to maintain the highest level of safety and environmental performance.
- **Training:** We educate and train our employees on safety and environmental procedures and job expectations.
- **Evaluations:** We perform HSE compliance and process assessments at all our facilities and implement corrective actions. Evaluations of incidents, near misses and hazard observations are performed including trend analyses and, in some cases, formal investigations. Learnings are documented, corrective actions implemented and findings communicated company-wide.

We hold an annual HSE conference during which we review our safety performance, assess the effectiveness of our programs, and determine improvement actions. Attendees include operations leaders, HSE managers, and our management team. Specific areas of review include training programs, best practices, and leading indicators, such as near miss reporting and root cause analysis of all lost-time injuries. Our Board of Directors (Board) and management team also receive updates on business unit HSE performance throughout the year.



The 2024 HSE Conference was held in Dallas, Texas with 92 employees from across multiple disciplines in the company to reinforce the company's priorities and communicate best practices.

2024

Sustainability Highlights



0.71

Met our 2030 midterm goal for our cement CO₂e Intensity 5 years early



30%

YOY reduction in TRIR



5%

Reduction in combined Scope 1 and 2 emissions YOY

Protecting Our Employees' Health and Well-Being

- Recorded lowest TRIR in company history at 1.41
- 100% of business segments recorded lower TRIR averages than the applicable industry average
- 25% increase in hazard observations and near miss reports
- Hazard observations and near miss reports are useful leading indicators to prevent incidents

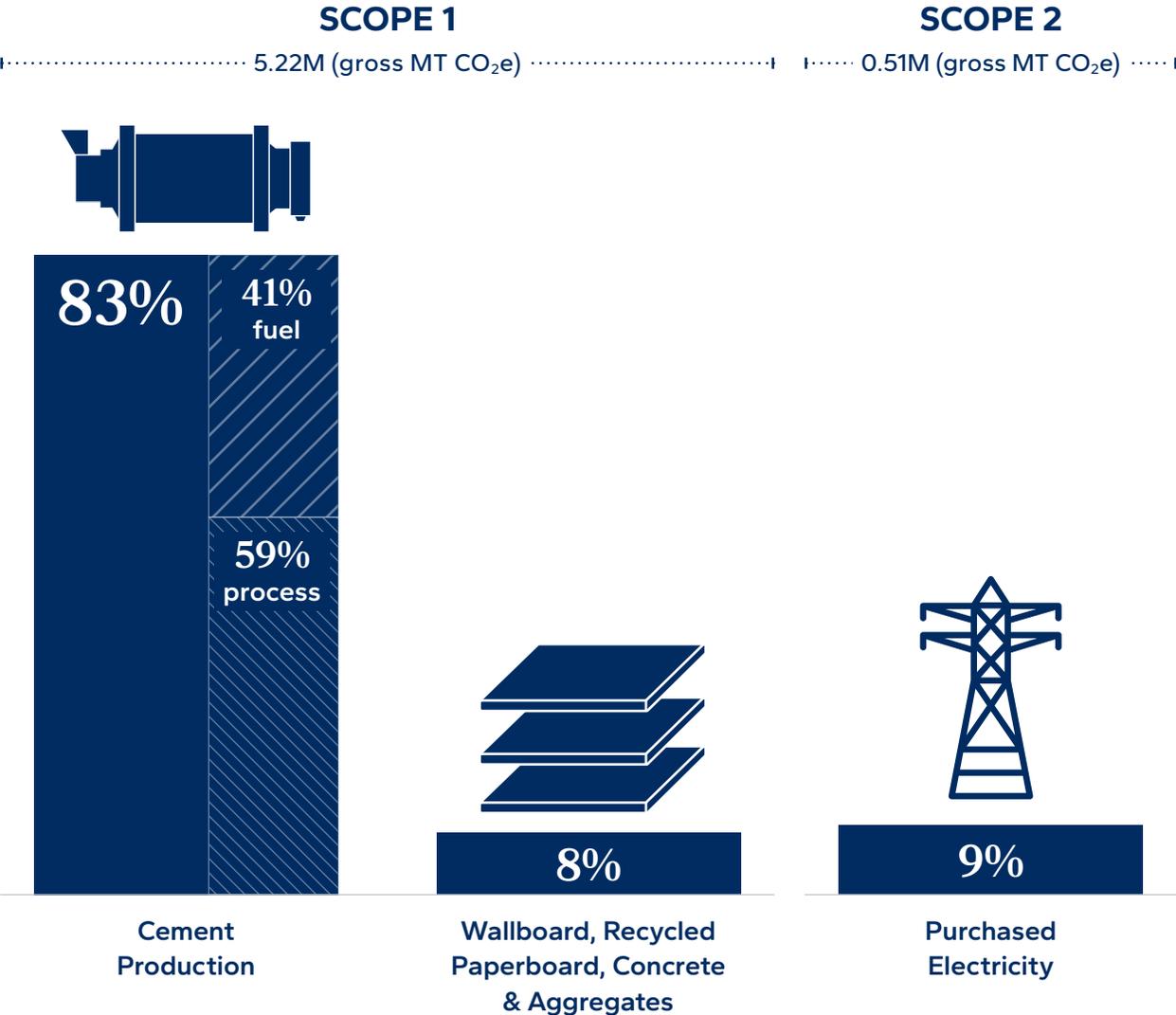
Reducing our Environmental Footprint

- Goal to reduce CO₂e intensity at our cement plants 20% by 2030 from our 2011 baseline
- 90% of manufactured cement sales volume was blended cement products in fiscal year 2025
- Aspirational goal of net zero emissions by 2050

Scope 1 & Scope 2 Emissions

For monitoring and measurement purposes, Eagle utilizes continuous emissions monitors at our eight cement plants. However, for the purposes of this report and to better align with the TCFD framework, we utilize a calculation method to report our Scope 1 and Scope 2 GHG emissions. This calculation allows us to consider clinker substitution regarding a variety of materials, including slag, pozzolan and fly ash. Clinker substitution is a part of our overall strategy to reduce our GHG emissions, as is the use of lower carbon alternative fuels. The calculation also considers the percentage of alternative fuels we utilize at our facilities. Our calculations are based on GHG Protocol methods and emissions factors approved by well-accepted government sources such as the U.S. Environmental Protection Agency (USEPA) and best practices.

2024 Scope 1 and Scope 2 GHG Emissions



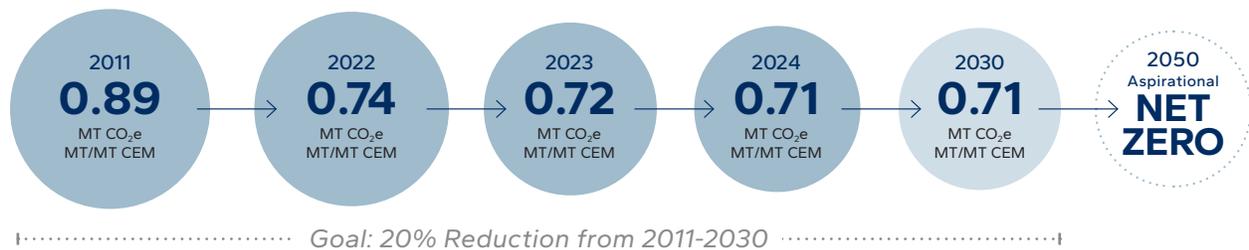
*Percent contributions are based on combined gross Scope 1 and 2 emissions (MT CO₂e)

Climate Strategy

Eagle recognizes the need to reduce our GHG emissions. As such, we have an aspirational goal to achieve net zero (Scope 1) GHG emissions by 2050 and have started making strategic shifts in our business to reduce the CO₂e intensity at our facilities. As depicted in the previous figure, cement production is responsible for 83% of our total combined Scope 1 and 2 emissions. This is why our climate strategy is primarily focused on reducing CO₂e intensity from our cement business. Recognizing that we reached our 2030 cement CO₂e intensity goal early through the increased production of blended cements and use of alternative fuels, we will consider a new mid-term goal.

Progress Toward Net Zero Aspiration

**Intensity is based on Scope 1 emissions for our cement business unit only (units are net CO₂e MT/MT of cement equivalent)*



Development and commercialization of key technologies are essential to meeting our aspirational goal of net zero by 2050

To transparently report on our emissions reduction efforts, we must start by accurately defining and calculating our emissions. It is important to note the multiple methods that exist to calculate intensities in the cement industry.

Multiple Factors Affect Calculation

Most U.S. cement today is produced by multinational firms that measure and report CO₂e intensity at the cementitious level for their worldwide operations. Therefore, the geographic location and mix of operations and prevailing local market standards can be key drivers of CO₂e intensity results.

Peer Comparison is Difficult

We believe the best measure of our progress is to trend improvements against our past performance versus using peer com-

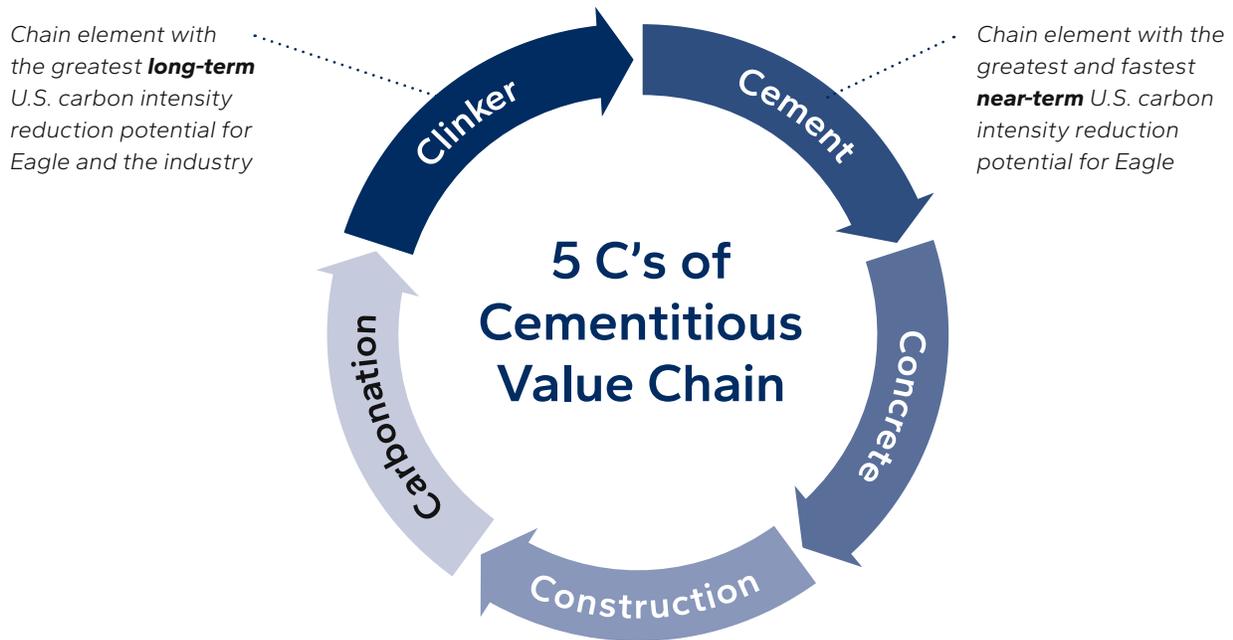
parisons. This is because Eagle is a U.S.-only producer, bound by U.S. laws and product performance standards such as the ASTM C-150 Standard. Meeting U.S. standards generally requires a higher clinker content for cement in comparison to other countries. This reflects fundamental differences internationally in product end-use applications, prevailing construction standards, and expectations about the longevity of structures.

Supporting Performance-Based Specifications

Eagle supports the development of performance-based specifications over solely U.S. mandated prescription-based specifications. Performance-based specifications would allow for significant opportunities to spur innovation in concrete mixtures and enable the use of lower carbon materials depending on the use of the product.

Reducing GHG Emissions

Recognizing that we can make the most emissions reduction impact through our cement business, we have developed a roadmap focused on the five elements of our cementitious value chain. While our agenda embraces each element of the chain, we recognize that the strategic boundaries of our business model focus primarily on the upstream manufacturing elements today.



Roadmap to GHG Emissions Reduction

	Clinker	Cement	Concrete	Construction	Carbonation
<i>Eagle Agenda (Present)</i>	Continuous Operational Improvement	Blended Cement Conversion	Admixtures & Mineralizers	Performance-Based Specifications	Recycled Concrete
	Lower carbon fuels utilization	Development, introduction, marketing	Development, introduction, marketing	Advocacy, education, engagement	Testing cement & concrete
<i>Long-Term Priorities</i>	Studying the development and commercialization of key technologies such as carbon capture, transport, use and storage, & clean hydrogen				
<i>2050 Aspirational Goal</i>	Working toward aspirational net zero goal (Scope 1)				

Working Toward Full Implementation of Blended Cement Products

Over the last three years, we have made significant progress in reducing our carbon intensity with the introduction of blended cement products, which have similar performance characteristics but lower carbon intensity than traditional Portland cement. Portland limestone cement adoption also makes clinker “go further” and reduces reliance on foreign imports that have a much higher carbon intensity.

Eagle is shifting our manufactured products to blended cement products for construction grade applications in the U.S. Achieving this shift and related actions would be a part of helping us realize a 20% reduction in our CO₂e intensity from our 2011 baseline by 2030. In fiscal year 2025, approximately 90% of our manufactured cement sales volume was blended cement products. We will continue to transition our construction grade cement from traditional Portland cement and be at the forefront of marketing and educating our constituents on the benefits of manufactured construction grade blended products.

Using Supplementary Cementitious Materials

Admixtures are utilized in concrete mixes as cement extenders (lower-cost reactive materials) or to improve performance in certain lower aggregate quality availability situations. Eagle has pioneered the sale and use of natural pozzolan (pumice byproduct of volcanic eruptions) in the western U.S. where the Company has reserves. In the eastern U.S., we utilize blast furnace slag purchased from third party smelters. This slag is a byproduct and would otherwise be treated as waste.



CarbonCure™ Traps Carbon in Concrete

In our Concrete & Aggregates business unit, we are utilizing CarbonCure™ — carbon removal technologies that introduce recycled CO₂ into fresh concrete to reduce its carbon footprint. A specific amount of captured carbon dioxide is injected into concrete where it is chemically converted into a mineral and permanently embedded. This process optimizes the mix designs of readymix plants while reducing the carbon footprint of their concrete.

Alternative Fuels Reduce Fossil Fuel Usage

Eagle utilizes lower carbon alternative fuels at several of our facilities. We pursue new investments to increase our overall alternative fuel utilization and the number of options available to us for replacing traditional fuels. At our facilities, current permitted alternative fuels include tire-derived fuel, landfill gas, refuse-derived fuel, and fuel quality waste. Through the use of these alternative fuels, we conserve natural resources, reduce our GHG intensity and divert waste from landfills.



Illinois Cement Company installed a shredded tire derived fuel (TDF) processing system to replace some of the traditional fuel consumption for the kiln system. Kilns at our different locations use a mix of coal, natural gas and alternate fuels. Alternative fuels can replace more than 60% of the original fossil fuels used in the pyroprocess, providing environmental and economic benefits to the surrounding communities.

Partnering to Produce Low-Carbon SCM

Eagle recently partnered with Terra CO₂, the developer of a scalable low-carbon supplementary cementitious material (SCM). The companies entered into exclusive agreements for the potential deployment of multiple eco-friendly, low-carbon cementitious commercial-scale plants that would service three different geographic areas, including the Greater Denver market. The agreements grant Eagle the exclusive right to build and operate plants that, when developed and fully scaled, would have the potential to produce approximately 240,000 tons per year of SCM. During FY25, we continued to support Terra CO₂'s efforts by agreeing to be a lead investor in its most recent round of fundraising.

Carbonation

Although this report does not take into account the carbonation process, numerous studies have shown that concrete naturally absorbs carbon dioxide over its lifetime. Carbonation is a process that takes CO₂ and an alkaline reactant to form calcium carbonates. In the case of concrete, it occurs naturally. Recent studies estimate that at least 30% of process CO₂ emissions created in cement production can be offset by this permanent absorption and sequestration of CO₂.



Major Modernization Investment Which Will Improve Efficiency and Lower CO₂e Intensity

In 2024, Eagle Materials announced plans to modernize and expand Mountain Cement in Laramie, Wyoming. The modernized plant and an additional cement distribution facility in northern Colorado will incorporate state-of-the-art technology maximizing operating efficiencies which will further strengthen Eagle's low-cost producer position. The expansion will increase the plant's annual manufacturing capacity by 50% to approximately 1.2 million tons of cement, enhancing our ability to serve the growing northern Colorado market. The project is also expected to reduce manufacturing costs by approximately 25%. Expected cost reductions from the modern kiln line will be generated by replacing the use of solid fuels with lower cost alternative fuels and natural gas, simplified maintenance programs, and improved operating efficiencies. Additionally, the CO₂e intensity from the Laramie, Wyoming facility is expected to decline by nearly 20% once the project is complete.

The project investment is estimated to be \$430 million. Construction began in the summer of 2024 and is on time and on budget. Startup is scheduled for the second half of calendar year 2026.



K3 under construction

Future Technology Development

Other ways to reduce CO₂ emissions from cement production rely on developing technologies. The two most promising are carbon capture and clean hydrogen, although they are not without their challenges. Eagle is continuing to explore both options as potential longer-term solutions in our pathway to net zero emissions.

U.S. Pathway to Low-Carbon Cement Requires Investment and Longer Timeline

The U.S. Department of Energy (DOE) released a report, *Pathways to Commercial Liftoff: Low-Carbon Cement*, in September 2023 outlining the challenges with implementing these solutions. The report states a “four-track pathway to liftoff” of low-carbon cement. This pathway includes adopting:

- Currently deployable measures
- Carbon capture, utilization and storage (CCUS)
- Alternative production methods
- Alternative binder chemistries

According to the report, it will take until 2050 to implement these technology tracks, and for emerging technologies (such as alternative binder chemistries and applied research and development opportunities), the details are less clear. Abatement potential is strongest with CCUS and alternative production methods (potentially 60 to 70%).

Source: U.S. Department of Energy, “[Pathways to Commercial Liftoff: Low-Carbon Cement](#),” pg. 23. Published September 2023

Carbon Capture

Innovation and new technologies for carbon capture, transport, use and/or storage could materially address primary kiln emissions. These would also have the advantage of being “tailpipe” measures and possibly be scalable across all plants worldwide.

Many are researching carbon capture solutions and Eagle is an active participant. For example, the U.S. DOE awarded funding to Chart Industries’ Sustainable Energy Solutions to design, build, commission and operate an engineering-scale Cryogenic Carbon Capture™ (CCC) process. Chart Industries chose Eagle subsidiary Central Plains Cement Company’s plant in Sugar Creek, Missouri, to test and operate its process. This project was awarded by the DOE to advance point-source carbon capture and storage technologies.

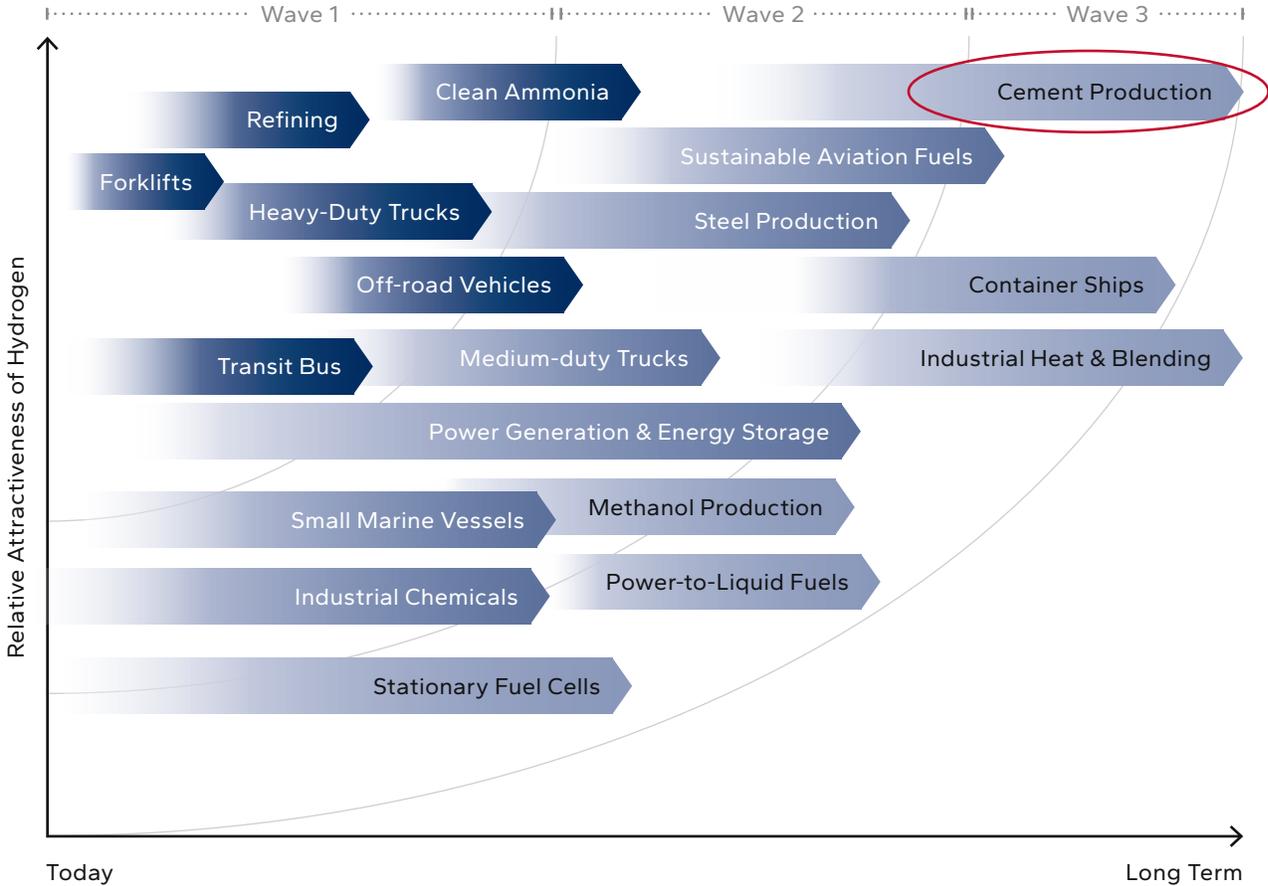
CCC is an innovative technology with the potential to reduce carbon emissions from fossil fuel power plants and industrial facilities by 90 to 99% at half the cost and energy of alternative carbon capture technologies. The goal of the project is to demonstrate that it captures more than 95% of the CO₂ from the flue gas slip stream and produces a 95% pure CO₂ stream. Progress recently made includes site preparation for the skid that will hold the test equipment and all electrical work is completed. An air permit determination was submitted for construction to begin.

Clean Hydrogen

Hydrogen can be produced from diverse domestic resources with nearly zero GHG emissions. Once produced, hydrogen generates electrical power, emitting only water vapor and warm air. Based on these properties, clean hydrogen is being researched as a viable solution to help the U.S. reach its climate change-related goals.

The federal government expects there to be three phases of clean hydrogen development based on the relative attractiveness of each application. The DOE produced a National Clean Hydrogen Strategy and Roadmap within which it estimated the prospects of utilizing hydrogen for cement production are long term.

Phases of Clean Hydrogen Development



Clean hydrogen will be developed in waves, based on the relative attractiveness in each end-use application. Arrows depict the time frame when hydrogen is expected to be competitive with incumbent technologies at scale throughout the U.S.

Source: U.S. Department of Energy, "U.S. National Clean Hydrogen Strategy and Roadmap," pg. 73 (adapted from Figure 41); quote from pg. 75. (Published June 2023.)

"The phases of clean hydrogen deployment are highly dependent on the development of technology, research, and supportive policy structures."

Air Quality

At our cement plants, we control, monitor and report on a plant-by-plant basis the emissions covered under the USEPA's Portland Cement NESHAP (National Emission Standards for Hazardous Air Pollutants) and other state and federal regulations specific to the cement industry. Similarly, we follow local, state and federal air regulations for our wallboard, recycled paperboard and concrete & aggregates business units.

Many of our facilities report an annual air emissions inventory to regulatory agencies. Of those reporting facilities, the following table is an **aggregate of those emissions in 2024**.

PARAMETER	CO <i>carbon monoxide</i>	NO _x	SO _x	VOCs <i>volatile organic compounds</i>	Particulate Matter PM10
2024 TONS/YEAR	7,725	10,875	2,581	491	1,807

Natural Resources

Part of our business strategy is to own and operate reserves of limestone near our operations. Limestone is obtained mainly through mining and extraction operations conducted at mines and quarries that we own or lease, and that are located in close proximity to our plants.

As we proceed through our mining operation lifecycle, we follow applicable local and state regulations. Should a mine, quarry or facility close, we remediate the surface and often transform the land into beneficial uses. For example, at one of our legacy solid waste management units (through Kosmos Cement Company), the land was reclaimed (recapping a landfill) and a successful pollinator garden with diverse flowering plants was established. The area attracts a variety of butterflies, including monarch butterflies, and bees. Employees perform annual maintenance to keep out invasive plant species.



Acreage purchased in Kentucky to be utilized as bat habitat preservation.

Biodiversity and Species Preservation

In 2024, we purchased over 600 acres of land in Kentucky that was surveyed and verified the presence of multiple species of endangered and threatened bats. This land will be preserved and the important habitat will go undisturbed. Projects like this help offset the necessary tree clearing needed for our quarrying operations in Kentucky.

Water Management

Eagle understands the vital importance of water availability and quality for both the well-being of the communities and ecosystems where we operate and for the success of our own business endeavors. Our operations require water for several purposes including production, maintenance activities and reclamation. In addition to being prudent with water usage, we are also aware of the potential impacts our industrial discharges could have on the ecosystem surrounding our facilities.

Demonstrating our commitment to responsible practices, we strive for efficient water management and continuously explore opportunities for water reuse. Through ongoing investments in innovative processes and technologies, we are solidifying our commitment to improve our water efficiency.

Water Stewardship

Paper is produced with one pound of fiber and 99 pounds of water. The finished product is 91% recycled fiber and 9% water. We work to reduce our freshwater usage by reusing water in our production process and implementing water conservation projects. Our water conservation efforts have reduced our water consumption by 36% from 2022 to 2024. Republic is making a \$22 million investment to improve its on-site water treatment facility. The project enables the facility to replace fresh water needed in the papermaking process with recycled process water. Other benefits to the project include odor reduction, lower energy consumption, and less chemicals utilized. Ultimately, our goal is to decrease our daily freshwater consumption by 50% from our baseline. We are also looking to the future, preparing for potentially more stringent effluent discharge standards by building extra capacity into the treatment system.



New water treatment facility under construction at Republic Paperboard in Lawton, OK.

Waste Management

Part of our commitment to environmental stewardship includes enhancing our waste management practices by focusing on recycling, reusing, and reclaiming waste generated throughout our operations. Some of our waste is reintegrated into our processes. An example is our Wallboard business unit. Most of our wallboard plants put rejected board waste back into the process, minimizing waste that goes into landfills. Other waste products, such as the generation of ultra-fines from our cement operations and at our aggregate facilities can be used as part of our cement mix or can be sold to third party customers to make other products. As mentioned in the Recycled Paperboard Section of this report, Republic Paperboard uses 100% recycled materials to make its products.

Some of our quarrying operations have settling ponds for the purpose of settling out ultra-fine materials. These ponds are dredged periodically to recover those fines and, as mentioned above, are reintegrated back into our process, or are sold to third parties. We do not generate tailings wastes, so we do not have any ponds to treat them nor do we reinject any tailing wastes underground.

As a result of having oil and oil products on-site, many of our locations are required to have a site-specific Spill Prevention, Control and Countermeasure Plan to protect nearby waterways. Our employees are trained on all aspects of these plans including what measures to take if a spill occurs and when a spill requires notification to a regulatory agency. Several protocols are in place to prevent spills from occurring, such as regular inspections of equipment, proper storage of materials, and operation and maintenance tasks. In 2024, we had one reportable spill (300 gallons of diesel which did not reach a waterway and was fully contained and remediated).



A loader feeds waste wallboard back into the process at the American Gypsum plant in Albuquerque, New Mexico, reducing waste sent to landfills.

Safety



Employees at American Gypsum plant in Eagle, CO

Workforce Safety

The safety of our employees, contractors and communities is paramount at Eagle. Our goal is always an injury-free workplace. This commitment is evident in our comprehensive safety and wellness programs, policies and procedures with clear accountabilities for all team members. To further drive this accountability, safety metrics are a key performance indicator under our short- and long-term incentive programs.



Safety trainings occur monthly at our facilities. We adhere to and are regulated by the Miners' Safety and Health Administration (MSHA) and the Occupational Safety and Health Administration (OSHA).

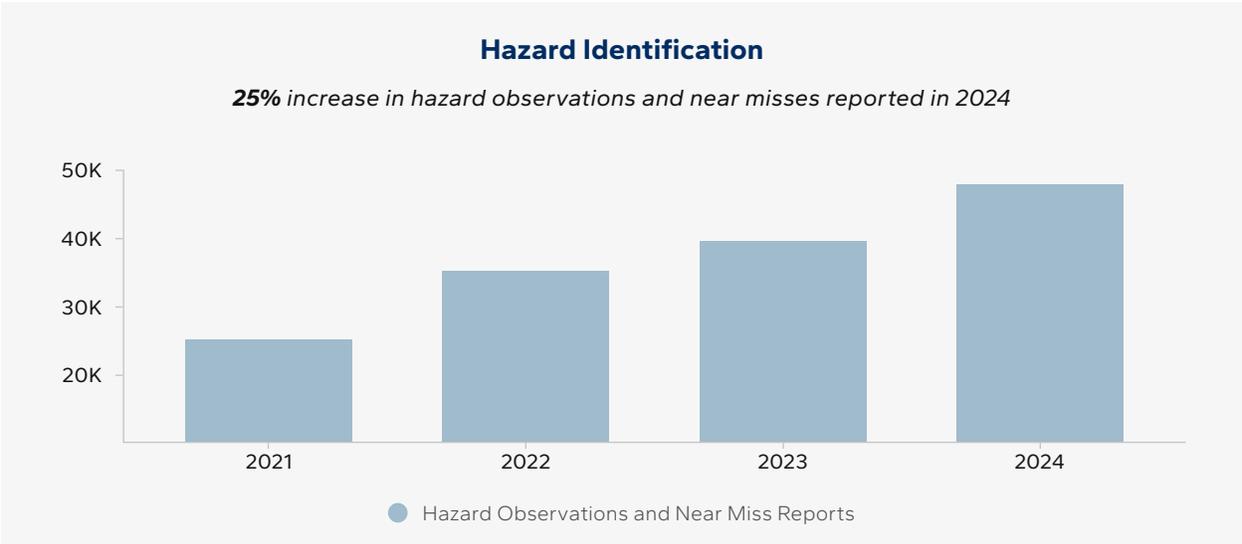
Key Company Safety Indicators

We track and perform trending analyses on lagging and leading indicators to help shape our training programs and update our processes as needed. Our lagging indicators include TRIR and LTIR and our leading indicators are our hazard observation program, near miss reporting and Stop Work Authority.

Hazard Observations and Near Miss Reporting

Hazard observations raise awareness about potential physical and behavioral risks in the workplace. Eagle’s Hazard Observation Program was developed to improve safety performance by recognizing hazards and taking appropriate steps to mitigate or eliminate them before they result in an incident.

Near miss reporting focuses on occurrences where no property was damaged and no personal injury sustained, but where, given a slight shift in time or positions, damage and/or injury could have occurred. We track the trends from these leading indicators to create or modify policies and procedures and guide our training efforts.



Empowered with Stop Work Authority

All employees and contractors are reminded regularly of their Stop Work Authority – the authority and obligation to stop a job if they believe an unsafe condition exists or has the potential to occur.



Eagle Safe Program

While the company had a record year with the lowest TRIR ever recorded, we want to build on our improvement and continue to provide tools to enhance our safety culture. To that end, we launched a new program called Eagle Safe – a safety program developed with input from internal stakeholders, including operations and HSE employees. The focus areas chosen are based on risk areas that can lead to accidents and near misses both in our industry as a whole and specifically in our unique business units. Eagle Safe is a way for us to communicate consistently and clearly throughout our business on priority areas as we continue our progress toward zero incidents. We will utilize the program to develop our safety alerts, trainings, and safety meetings.



Public Safety

Emergency Preparedness

To prepare for and swiftly respond to potential emergencies at all our facilities, we have developed standardized site-specific Emergency Action Plans. These plans help guide our actions during an operational disruption, medical emergency, or natural disaster. We share these plans with our local emergency responders to ensure they are knowledgeable about potential hazards on our sites and to discuss the most efficient and safe means of ingress and egress.

Our preparedness procedures require immediate notifications to the proper on-site and corporate personnel, and to governmental organizations.

Product Safety and Quality

We are dedicated to maintaining the highest safety standards for our products. Safe handling and use of our products is of utmost importance to us. Our finished goods are evaluated and compliant with the Globally Harmonized System of Classification and Labelling of Chemicals. We have developed Safety Data Sheets for each of our products, providing detailed information about safe use and handling. We publish these data sheets on our subsidiaries' websites and they are available at our facilities.



A Quality Control Technician weighing 325 sieve material with balance at the Kansas City Performance Center lab in Sugar Creek, MO.

Our products are manufactured in accordance with ASTM Standards and Procedures and, as applicable, the Technical Association of the Paper and Pulp Industry (TAPPI) Standards. Each of our manufacturing facilities (cement, concrete and aggregates, wallboard, and recycled paperboard) has an internal lab that conducts quality and performance tests throughout the manufacturing process. We also utilize third party lab verifications.

Cement testing includes chemistry, fineness, setting time, compressive strengths and other tests specific to individual ASTM requirements. These tests help ensure our products produce high quality

and durable concrete. All of our cement plant laboratories conduct testing and certification of products in strict accordance with ASTM Standards and Procedures. These laboratories are accredited through the AASHTO Accreditation Program. For concrete, aggregates and advanced cementitious materials, we test to verify project specifications on strength, durability, permeability and other desired product characteristics from private, municipal, state and federal jurisdictions. These are all important qualities to produce high-quality and durable concrete structures.

Our wallboard labs test dimensions and tolerances, fire resistance, water resistance, and ASTM strength characteristics. We test our recycled paperboard for porosity, Z-Directional Tensile, and saturation among other parameters, in accordance with TAPPI Standards.

No products were the subject of a product recall.



Culture & Talent

Eagle employees are guided by a set of principles that reflect the unique performance and improvement culture at Eagle. These principles underpin the design of Eagle's robust Talent and Performance Management processes.

Eagle Talent Management Principles

Each team member has the capacity to magnify their contributions at Eagle

- Personal leadership is the expectation
- Leadership responsibility in supporting and building culture
- Knowledge transfer and the development of a pipeline of future leaders

Individual performance culture is ongoing and employees engage in formal performance discussions

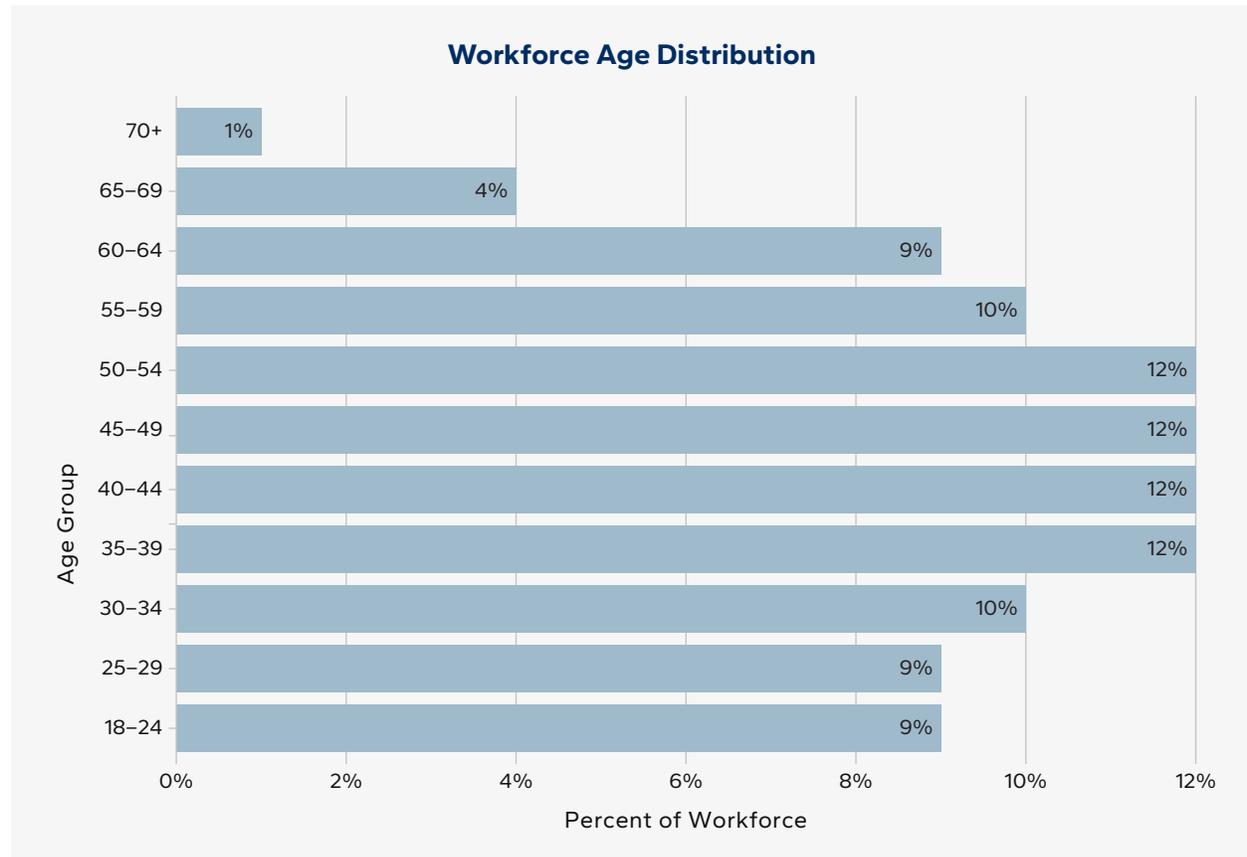
- Emphasis on leveraging personal strengths
- Job performance is primary focus and foundation for career advancement
- Results matter, as does how the results were achieved

Operating unit leaders manage the talent in their organizations

- Includes hiring, placement, development, engagement and dismissal
- Corporate also has a role, particularly related to the highest-potential leaders

Building a Strong Workforce

At Eagle Materials and our subsidiaries, we are proud to employ workers across a range of age, experience and tenure levels — reflecting our commitment to provide highly competitive pay, robust benefits, and opportunities for career progression.



Our team continues to evolve as we work to ensure all qualified people have access to career opportunities at Eagle.

Recruitment, retention and professional development strategies are implemented under the management of our Vice President of Human Resources. Additionally, Eagle has formal anti-discrimination and anti-harassment policies, and periodic training to establish clear guidelines and consequences for unacceptable behaviors.

[See our most recent EEO-1 data in the appendix.](#)

Benefits

Eagle is committed to offering comprehensive benefits to our workforce. A few notable benefits include:



Health and Fitness

We offer medical, vision and dental benefits to employees. Also included is a digital weight loss program that teaches proven weight management skills. Employees may also access exercise therapy, diabetes and blood pressure management, health coaches, a nurse line and telemedicine option. A wellness discount incentive program allows employees to forgo their premium surcharge by completing health screenings.



Employee Assistance Program (EAP)

This program provides confidential counseling, expert guidance and valuable resources to help our employees handle life's challenges. From emotional support for anxiety to financial resources for retirement and insurance planning, our EAP offers a wide range of services.



Family Accommodation

We support employees and their families by providing paid time off for bonding with a newborn or child (following birth or adoption).



Retirement and Income Protection

Eagle employees are provided Life and Disability benefits securing future income. The company offers a 401(k) with a profit-sharing contribution and a Health Savings Account to support retirement and well-being goals.

Community Engagement

Given our large operational footprint, we are neighbors to many stakeholders across the country. Partnering with the communities where we operate is vital to our success. Most of our facilities have operated for decades and thus, have long-standing positive relationships with the communities where we operate. As a key local employer, we provide meaningful economic contributions and jobs in and around our neighborhoods. Beyond this, our employees contribute countless volunteer hours helping to improve the quality of life in the communities where they live and work.



Eagle Materials has a longstanding relationship with the **North Texas Food Bank**. In 2024, employees from our headquarters office spent three days packing produce that equated to 49,800 meals for families in need in the Dallas area.



We support youth in our communities. Our Port of Stockton Terminal donated sweatshirts to all students and teachers at **Washington Elementary** in Stockton, California. Another example is sponsoring and coaching a **Little League team** from Centex Materials in Austin, Texas. In Laramie, Wyoming, our Mountain Cement Company supports **Cathedral Home**, a facility that offers counseling including residential treatment for youth in crisis.

Compliance & Ethics



At Eagle, we believe there is a right way to be successful. Our [Code of Ethics](#) (Code) is centered around the theme of the “Eagle Way.” The Eagle Way is to be professional, imaginative and resourceful and to always conduct our business with a strong sense of ethics and fairness. Operating with the right business principles is as important to us as achieving superior financial results.

The Eagle culture of “doing the right thing” is ingrained in all the work we do, but we also realize the importance of reinforcing our fundamental cultural principles and providing support in identifying and properly dealing with potentially adverse situations. This is particularly important as we grow as a company and as we face an increasingly complex business environment that demands high levels of business conduct awareness.

Our Code applies to every level of our organization, from our Board and executive management to our frontline workforce. The Code sets out an expectation that all employees act with integrity, lawfully, ethically and in Eagle’s best interest. Employees are required to sign the Code and complete annual compliance certification and training. The Code includes the following key concepts:

- Dealing with customers and suppliers
- Proper use of company assets
- Dealings with government
- Antitrust law
- Discrimination and harassment in the workplace

Our Code also contains certain restrictions and required approvals related to political contributions. In 2024, no political contributions were made by Eagle or our subsidiaries.

Eagle utilizes a third-party ethics hotline allowing any stakeholder to report alleged noncompliance anonymously, confidentially and without fear of retaliation. The ethics hotline number is posted on our internal and external websites and throughout our office locations. Every call is reviewed and investigated and, when appropriate, escalated to the full executive team. A record of the calls is provided to the Board’s Audit Committee.

Codes and Policies

In support of our Code, we have policies that provide employees and others with clarification on appropriate actions in certain situations. A few of these policies include:

Code of Vendor Conduct

This code provides an overview of the expectations and standards to which we hold our vendors, suppliers, contractors, consultants and service providers. Eagle is committed to ethical practices and compliance with all applicable laws and regulations wherever we do business.

Environmental Policy

Eagle's Environmental Policy expresses our commitment to environmental issues including biodiversity stewardship, waste management, and measuring our environmental performance.

Human Rights Policy

Human rights are the fundamental rights, freedoms, and standards of treatment to which all people are entitled. Through this policy, we express our active and continuous determination to meet our responsibility to respect and support internationally recognized human rights

standards in accordance with the 10 principles of the UN Global Compact and the Universal Declaration of Human Rights.

Occupational Health and Safety Policy

This policy expresses our commitment to the safety and health of all our employees. We work with our employees to provide and maintain a safe, healthy and productive workplace by addressing and remediating identified risks of accidents, injuries and adverse health impacts.

Supply Chain Transparency Statement

This policy statement reflects our commitment to maintaining a lawful and ethical supply chain. Eagle does not knowingly conduct business with suppliers who violate human rights or anti-human trafficking laws. Important components of our compliance program include supplier assessments, qualification, reviews and audits, as well as employee training and internal reporting and accountability.

Enterprise Risk Management

Enterprise Risk Management (ERM) is incorporated into Eagle's daily business functions. It is an ongoing process to identify, assess, prioritize and mitigate significant enterprise risks that could materially impact the long-term health of the Company or prevent the achievement of our strategic objectives.

ERM Process

1. Identify

Rating criteria is developed for identified risks (impact, likelihood).

2. Assess

Internal stakeholders are consulted and this information, combined with external factors and information, is used to validate and prioritize risks.

3. Mitigate

Mitigation plans are developed by risk owners.

4. Monitor & Report

Identified risks along with mitigation plans are monitored; changes in risk assessment and implementation of mitigation plans are reported regularly to the Board.

Sustainability Governance

Our Board and Executive team work together to continuously improve governance best practices at Eagle Materials. For more detailed information on these efforts, please see the Company's Annual Report, Form 10K and Proxy for the fiscal year ended March 31, 2025.

The Board's Corporate Governance, Nominating and Sustainability Committee is charged with overseeing initiatives, opportunities and reporting on material sustainability matters. Within that oversight responsibility, the Committee provides updates and makes recommendations to the Board on current and emerging trends and matters that may affect our industry, operations, performance, and external relations of the company.

Our Vice President of Health, Safety & Environment reports directly to the Chief Executive Officer. Eagle has an internal

Sustainability Steering Committee (SSC) made up of a cross section of executive leadership. The SSC supports Eagle's ongoing commitment to safety and environmental initiatives related to sustainability and climate change impacts. The SSC reports to the Corporate Governance, Nominating and Sustainability Committee. Part of the SSC's role is to establish or maintain functional Focus Teams to research and consider new policies and practices related to sustainability. One of these teams that is very active is the GHG Reduction Team.

The GHG Reduction Team's focus is to research and consider emissions reduction projects, evaluate new and emerging technologies and software that would increase the accuracy of measured and estimated emissions, and increase reduction equipment efficiency.

90% of our Board has sustainability experience.

Compensation

As described in our annual proxy statement, the Company's executive compensation program reflects a pay-for-performance philosophy. The metrics that the Company uses for both our long-term and short-term incentive awards are selected to incentivize our Named Executive Officers to increase the value of our enterprise for our shareholders.

We believe that a significant portion of an executive's compensation should be "at risk" – that is, contingent on the achievement of performance goals and other important company objectives, such as in the areas of sustainability or safety, and the individual's

performance. In 2024, half of our CEO's annual bonus related to factors advancing the Company's sustainability priorities, including:

- Oversee publication of the Company's updated sustainability report;
- Research and implement technology for cement extenders;
- Continue efforts to reduce water consumption; and
- Increase use of alternative fuels.

For more governance-related information, please review our Annual Report, Form 10-K and our Proxy found on our [website](#).

SASB Content Index

International Sustainability Standards Board (ISSB) SASB Standards

Construction Materials Standard

Based on Calendar Year 2024

Topic	Metric	Category	Unit of Measure	Code	Disclosure Location
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO ₂ e, Percentage (%)	EM-CM-110a.1	5.22M
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	EM-CM-110a.2	Climate Strategy section
Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM ₁₀), (4) dioxins/ furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	1) NO _x - 8,362 tons 2) SO _x - 1,831 tons 3) PM - 853 tons 4) D/F - 0.93 grams 5) VOCs - 286 tons 6) PAHs - 0.00646 tons 7) Heavy Metals - 0.497 tons Reporting cement kiln emissions only. See Air Quality section for companywide air emissions
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	1) 4,841,351 GJ 2) 95.12% grid electricity 3) 0% alternative electricity 4) 4.88% renewable electricity Alternative fuel use is discussed in the Climate Strategy section.
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	(1) 7,730 34% in high or extremely high water stress regions
Waste Management	Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	941,552 0.01% hazardous waste

International Sustainability Standards Board (ISSB) SASB Standards
Construction Materials Standard
Based on Calendar Year 2024

Topic	Metric	Category	Unit of Measure	Code	Disclosure Location
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	n/a	EM-CM-160a.1	How We Operate page, Environment section and Compliance and Ethics section
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM-160a.2	7,874; 40% Reclamation examples are discussed in the Natural Resources Section.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	1.41 employee TRIR and 0.44 employee LTIR; also see our Workforce Safety section. Zero employee or contractor fatalities on our sites
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	0
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	See Waste Management section and Reducing GHG Emissions section which outlines our move to 100% blended cement products and our use of supplementary cementitious materials
	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Quantitative	Presentation currency, Percentage (%)	EM-CM-410a.2	Not currently measured but see the Waste Management section and Reducing GHG Emissions section which outlines our move to 100% blended cement products and our use of supplementary cementitious materials
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Quantitative	Presentation currency	EM-CM-520a.1	0

TCFD Response

Task Force on Climate-related Financial Disclosures (TCFD)

Based on Calendar Year 2024

	Recommended Disclosures	Response
Governance Disclose the organization's governance around climate-related risks and opportunities.	a. Describe the board's oversight of climate-related risks and opportunities.	<p>Eagle's Board of Directors is the ultimate decision-making body of the Company with oversight of strategic planning, material transactions and financing, and compliance processes, among other responsibilities.</p> <p>Our Board is committed to effective oversight of sustainability matters, including our climate-related risks, and ensuring progress across our sustainability initiatives. In particular, pursuant to its charter, our Corporate Governance, Nominating and Sustainability Committee has formal responsibility for leading the Board's oversight of these matters in coordination with management and other Board committees as appropriate. The Committee's sustainability oversight responsibilities include providing updates and making recommendations to the Board regarding current and emerging sustainability trends affecting the Company's business, reviewing the Company's environmental initiatives related to sustainability and climate change impacts and overseeing and reviewing the Company's public disclosures on sustainability matters and related metrics. The Committee reviews sustainability matters regularly.</p> <p>At the executive level, Eagle formed an internal Sustainability Steering Committee which is responsible for setting the Company's priorities on climate change and emissions reductions. The team is multi-disciplinary, made up of the CEO, CFO, General Counsel, VP of Investor Relations, Strategy and Corporate Development, VP of Engineering, and VP of Health, Safety & Environment (HSE). The Committee meets quarterly and reports to the Board's Corporate Governance, Nominating and Sustainability Committee. The VP, HSE reports directly to the CEO.</p> <p>Working together, our Board, management team and specialized committees ensure we are implementing and properly disclosing a responsible climate and sustainability strategy that serves the best interests of the Company and its stakeholders.</p>
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>Eagle assesses its physical, energy transition and climate-related risks as part of our Enterprise Risk Management (ERM) process, which is integral to our strategic planning process. As noted in our 2024 annual report, our operations may be impacted by the following industry risk factors related to climate:</p> <ul style="list-style-type: none"> • Unfavorable weather conditions (especially during peak construction periods) could cause unexpected operational difficulties. • Our and our customers' operations are subject to extensive governmental regulation, including environmental laws, which can be costly and burdensome. • Climate change legislation or regulations may adversely affect our business, including potential physical and financial impacts. • Increasing regulatory, stakeholder and societal sustainability matters and our response to these matters could negatively affect our business. <p>We recognize the need to reduce our GHG emissions in support of global climate goals. As such, we have started making strategic shifts in our business to reduce the CO_{2e} intensity at our cement facilities. From transparently reporting our emissions data to developing a roadmap (and reporting on our progress) to reduce GHG emissions, we are working toward an aspirational goal of net zero by 2050. Our annual strategic planning and budget process are guided, in part, by our aspirational emissions reduction goal and investments.</p> <p>Our strategic planning process also considers climate-related opportunities for our business. Most notably, we are pursuing blended cement conversion (working toward 100% in our portfolio) and researching developing technologies such as carbon capture and clean hydrogen. Read more in our Climate Strategy section.</p>
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	

Task Force on Climate-related Financial Disclosures (TCFD)

Based on Calendar Year 2024

	Recommended Disclosures	Response
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a. Describe the organization's processes for identifying and assessing climate-related risks	<p>Our ERM process identifies, assesses, prioritizes, and mitigates the Company's most significant enterprise risks. Significant enterprise risks are ones that could materially impact the long-term health of the Company or prevent us from reaching our strategic objectives. Findings from our ERM process and risk mitigation plans are reviewed at least annually by the Board.</p> <p>We evaluate climate-related risks through our Sustainability Steering Committee. In addition to assessing risks, this Committee helps to develop climate risk mitigation plans (most often related to emissions reduction, including our GHG Emissions Reduction Roadmap) and act on climate-related opportunities (shifting to blended cement products, for example).</p> <p>Specific to climate risk mitigation, in 2023 we created a GHG Reduction Team, made up of a cross-section of engineers and operations personnel charged with assessing possible emissions reduction projects and new technologies. This team reports progress to the Sustainability Steering Committee at least quarterly.</p>
	b. Describe the organization's processes for managing climate-related risks.	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>2024 Scope 1 GHG emissions: 5.22M MT CO₂e (gross)</p> <p>2024 Scope 1 GHG emissions intensity (cement business unit only): 0.71 MT CO₂e/MT cement equivalent (net)</p> <p>2024 Scope 2 GHG emissions: 0.51M MT CO₂e</p> <p>Our target is to reduce our cement Scope 1 GHG emissions intensity by 20% by 2030 from our 2011 baseline. We have an aspirational goal to achieve net zero (Scope 1) emissions by 2050. We are currently impacting those areas of our business where we can reduce emissions, but additional technology developments (such as viable carbon capture systems and/or clean hydrogen) are required to reach net zero.</p>
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	

EEO-1 Data Table

2023 Reporting Year EEO-1 Data

Data reported from Dec. 16, 2023 through Dec. 31, 2023 (the most recent EEO-1 form)

Job Categories	Hispanic or Latino		Not Hispanic or Latino												Row Total	
			White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Executive/ Senior Level Officials and Managers	3	0	37	4	0	0	0	0	0	0	0	0	0	0	0	44
First/Mid-Level Officials and Managers	50	8	285	34	9	4	8	0	0	0	8	0	6	0	412	
Professionals	6	4	66	23	4	4	5	2	1	0	0	1	0	0	116	
Technicians	0	0	4	0	0	0	0	0	0	0	0	0	0	0	4	
Sales Workers	2	0	43	6	0	0	0	0	0	0	0	0	2	0	53	
Administrative Support Workers	6	19	28	64	3	9	0	0	0	0	0	1	1	0	131	
Craft Workers	71	1	264	3	6	0	1	0	1	0	3	0	3	0	353	
Operatives	289	13	655	12	130	6	7	0	9	0	20	1	31	3	1175	
Laborers and Helpers	26	1	85	5	9	0	0	0	2	1	2	0	4	0	135	
Service Workers	1	1	5	3	2	1	1	0	0	0	0	0	1	0	15	
Total	454	47	1472	154	163	24	16	2	13	1	33	3	48	2	2438	



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