MAY 18, 2023

Fiscal Year and Fourth Quarter 2023 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 could 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, 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 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, 2022 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 2023 Financial Highlights

Consistently strong performance despite economic uncertainty

- **Delivered record results for the full year**
  - Revenue up 15% to record $2.1 billion
  - Net Earnings up 23% to $461.5 million
  - Diluted EPS up 36% to record $12.46
  - Gross profit margin expanded 190 bps to 29.8%
- **Executed on market opportunities**
  - Pricing actions offset higher energy costs
  - Activity in our core geographies outpaced the national average

Fiscal Year 2023 Strategic Highlights

Continued progress on all strategic initiatives

- **Invested in strategic growth opportunities**
  - Expanded footprint with an acquisition of aggregates-led business in northern Colorado
  - Improved Cement operating footprint and enhanced low-cost producer position with bolt-on acquisitions
    - Cement distribution terminal in Nashville
    - Quarry in Kentucky – supplies cement plant and is an active aggregates operation
  - Acquired cement import terminal in northern California in May 2023 complementary with our northern Nevada cement manufacturing facility
- **Continued return of cash to shareholders**
  - Returned $426 million through share repurchases and dividends
  - Repurchased 3.1 million shares, or 8%, of outstanding shares

Steady Progress on ESG Initiatives

Fiscal Year 2023 ESG Highlights

- Comprehensive in-depth Environmental and Social Disclosure report released in February
- Portland Limestone Cement made up >25% of Cement sales for the full year, >30% by fiscal year end
- Best safety performance in company history (calendar year 2022)

Favorable Business Conditions

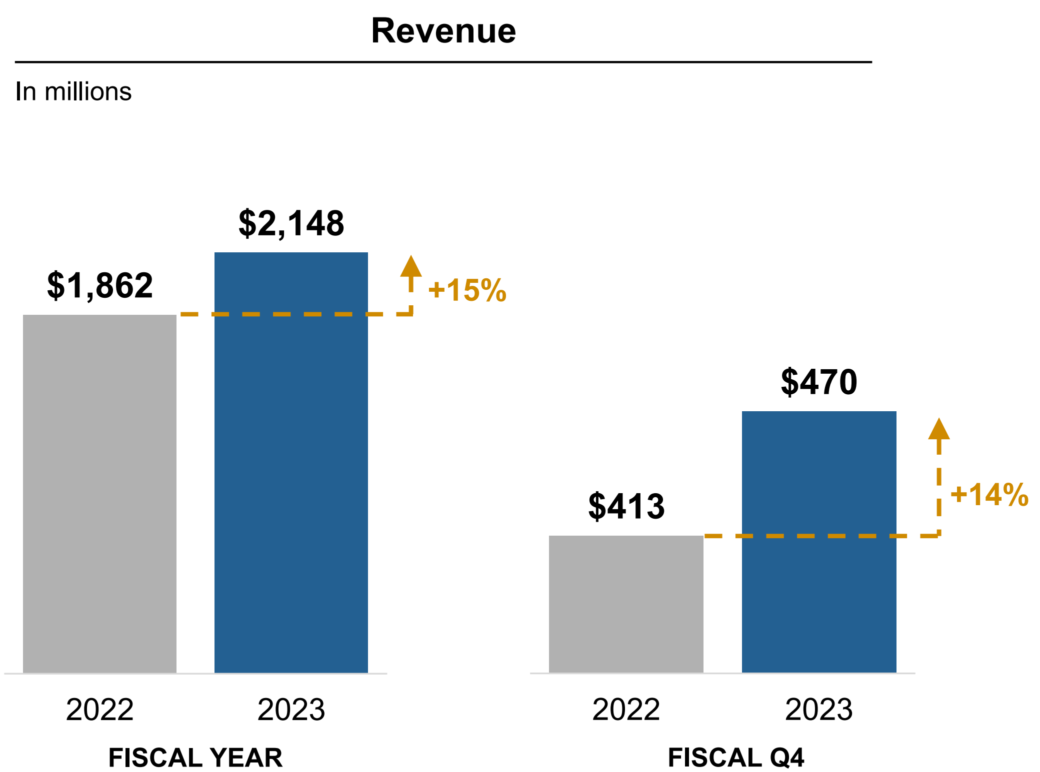
Underlying economic fundamentals support both sectors

Cement	▪ **Strong demand outlook** — Federally funded multi-year infrastructure projects beginning — State DoT budgets running well above prior decade averages, with high allocations to fund infrastructure; skewing favorably toward Eagle footprint ▪ **Limited supply** — Few substitutes — High barriers to US capacity addition
Gypsum Wallboard	▪ **Long-term outlook for residential construction remains favorable** — Despite higher interest rates, favorable construction trends should drive increased demand — Eagle-served markets outpacing national average — Repair and remodel demand should remain strong with aging US housing stock ▪ **Industry capacity constraints** — Raw material supply limitations

Record Annual and Q4 Revenue

15% ANNUAL INCREASE REFLECTS:

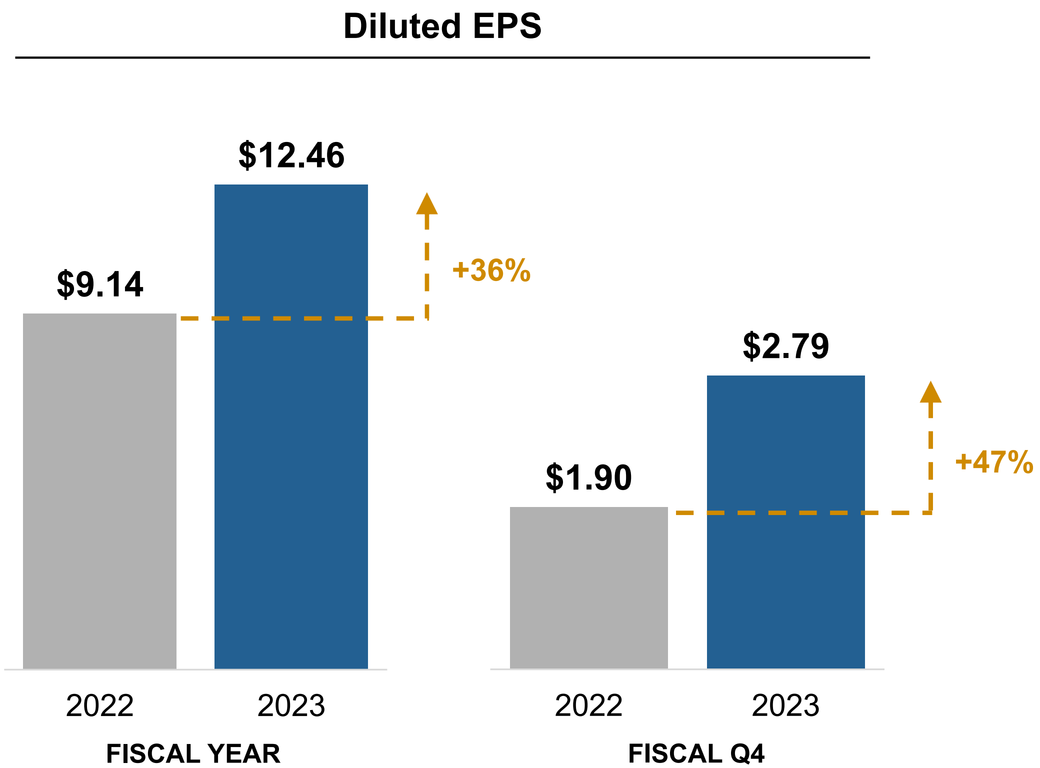
- Higher Cement prices
- Record Wallboard sales volume and prices



Annual EPS Up 36%

36% ANNUAL INCREASE REFLECTS:

- Strong fundamentals in both Cement and Wallboard
- Reduced share count

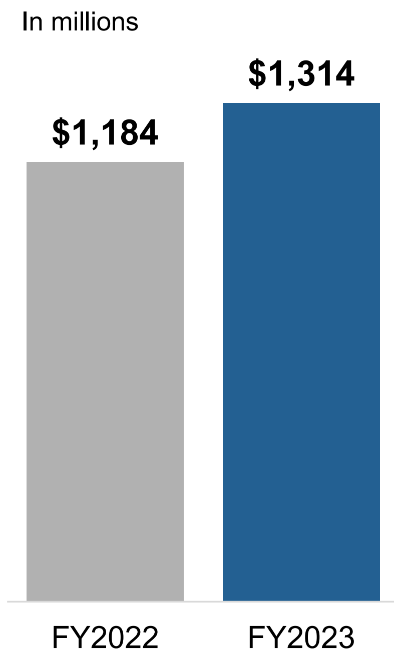


Heavy Materials Annual Results
Driven Primarily by Price Increases

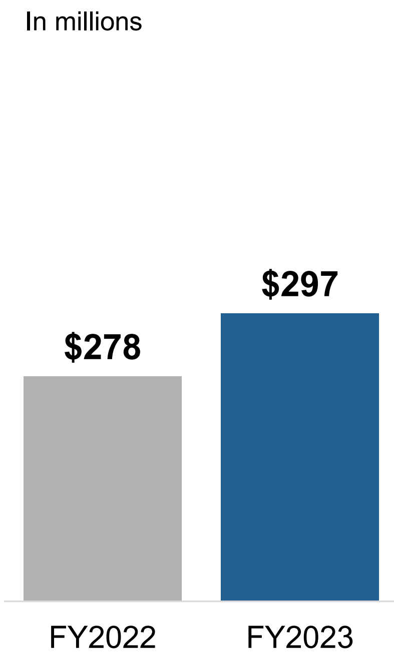
FISCAL 2023 CEMENT

- Net sales prices +13%
- Sales volume -5%

Revenue*



Operating Earnings

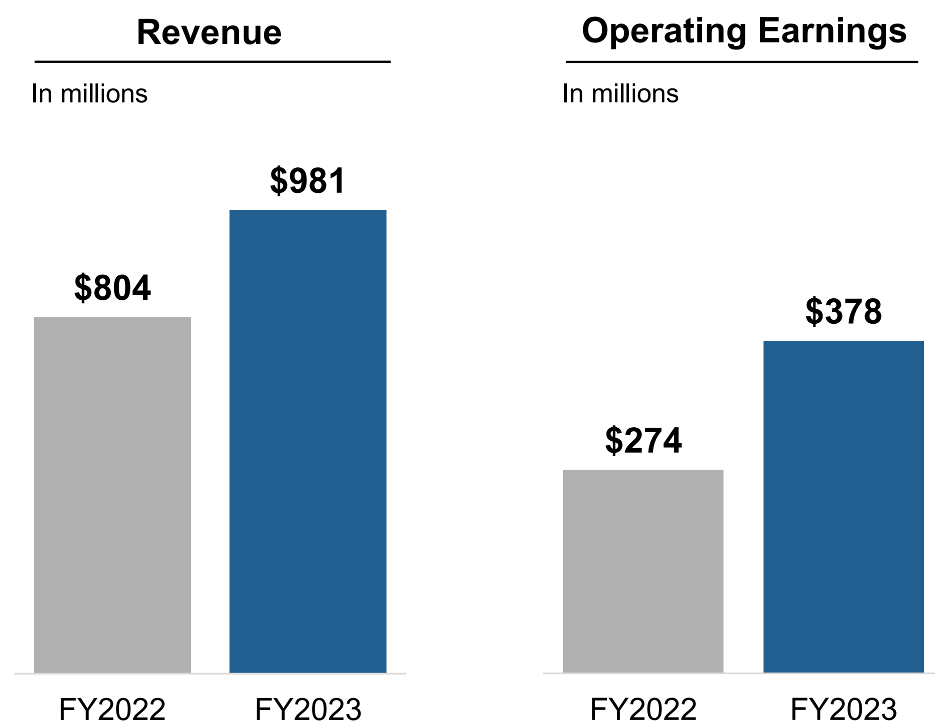


* Includes Cement, Concrete and Aggregates and Cement Intersegment revenue, and our proportionate share of our Joint Venture

Light Materials Annual Results
Driven by Higher Sales Volume and Prices

FISCAL 2023 WALLBOARD

- Sales volume +4%
- Net sales prices +22%



Strong Cash Flow Generation

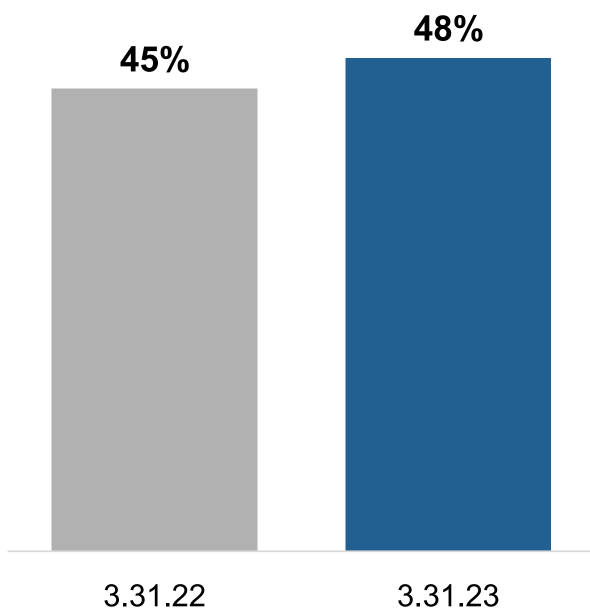
$542 million of cash flow from operations, up 5%

	Fiscal Year ended March 31 in millions	
	2022	**2023**
Operating Cash Flow[1]	$517	**$542**
Capex, net	(74)	**(110)**
Free Cash Flow	$443	**$432**
Acquisitions	–	**(158)**
Dividends Paid	(31)	**(38)**
Share Repurchases	(590)	**(388)**
Change in Debt	(71)	**150**
Other	–	**(2)**
Net Change in Cash Balance	$(249)	**$(4)**

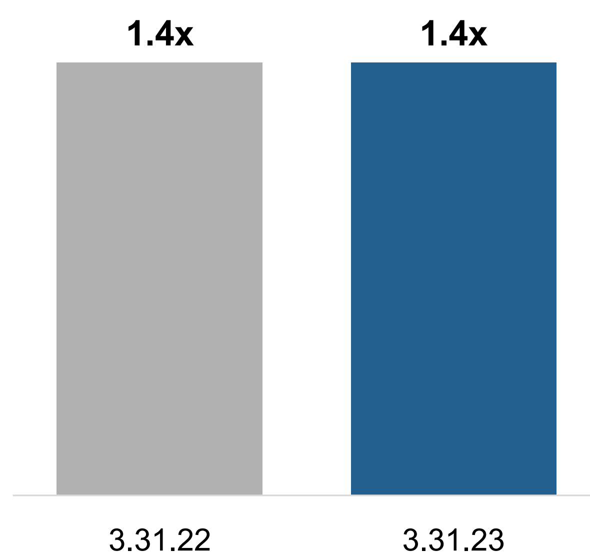
[1] Includes depreciation of $129 million and $139 million for fiscal years 2022 and 2023, respectively.

Leverage Profile Provides Significant Financial Flexibility

Net Debt-to-Cap



Net Debt to Adjusted EBITDA



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, 2022	Fiscal Year ended March 31, 2023
Net Earnings, as reported	$374	$461
Income Tax Expense	101	127
Interest Expense	31	35
Depreciation, Depletion and Amortization	129	139
EBITDA	635	762
Loss on Early Retirement of Senior Notes[1]	8	-
Purchase Accounting Impact [2]	-	2
Stock-based Compensation	14	17
Adjusted EBITDA	$657	$782

[1] Represents the loss on the early redemption of our 4.50% senior notes due 2026

[2] Represents the cost impact of the fair value markup of acquired inventory.

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

We present Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) and Adjusted EBITDA to provide 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 years ended March 31, 2023 and 2022.

Reconciliation of Net Debt to Adjusted EBITDA

	As of March 31, 2022	As of March 31, 2023
	In millions	
Total debt, excluding debt issuance costs	$950	$1,100
Cash and cash equivalents	19	15
Net Debt	$931	$1,084
Adjusted EBITDA	$657	$782
Net Debt to Adjusted EBITDA	1.4x	1.4x

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.