Analyst Day

October 4, 2023

CPI

Today's Agenda

Welcome
Rick Black
Investor Relations

An Enduring Growth Story
Ned Fleming
Executive Chairman

ROAD-Map 2027
Jule Smith
Chief Executive Officer

Executing a Proven Strategy
Greg Hoffman
Chief Financial Officer

Growth: A Core Competency
Nelson Fleming
VP of Strategy & Business Development

Panel Discussion
Mike Crenshaw, David Ferebee, Robert Baugnon, Nelson Fleming
Platform Company Presidents, VP of Personnel, VP of Strategy & BD

Summary Statements
Jule Smith
Chief Executive Officer

Q&A
Jule Smith, Greg Hoffman

Forward-Looking Statements

Certain statements contained herein that are not statements of historical or current fact constitute “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and 21E of the Securities Exchange Act of 1934. These statements may be identified by the use of words such as “seek” “continue,” “estimate,” “predict,” “potential,” “targeting,” “could,” “might,” “may,” “will,” “expect,” “should,” “anticipate,” “intend,” “project,” “outlook,” “believe,” “plan” and similar expressions or their negative. These forward-looking statements include, among others, statements regarding the Company’s expected revenue, net income, Adjusted EBITDA, Adjusted EBITDA Margin, Cash Flow from Operations, Return on Capital Employed (ROCE) and Net Debt to Adjusted EBITDA for the fiscal year ended September 30, 2023, the Company’s fiscal year 2024 outlook and the Company’s business strategy. These and other forward-looking statements are based on management’s current views and assumptions and involve risks and uncertainties that could significantly affect expected results. Important factors could cause actual results to differ materially from those expressed in the forward-looking statements, including, among others: the preliminary financial information remaining subject to changes and finalization based upon management’s ongoing review of results for the fiscal year ended September 30, 2023 and the completion of all year-end closing procedures; the Company’s ability to successfully manage and integrate acquisitions; failure to realize the expected economic benefits of acquisitions, including future levels of revenues being lower than expected and costs being higher than expected; failure or inability to implement growth strategies in a timely manner; declines in public infrastructure construction and reductions in government funding, including the funding by transportation authorities and other state and local agencies; risks related to the Company’s operating strategy; competition for projects in our local markets; risks associated with the Company’s capital-intensive business; government requirements and initiatives, including those related to funding for public or infrastructure construction, land usage and environmental, health and safety matters; unfavorable economic conditions and restrictive financing markets; the Company’s ability to obtain sufficient bonding capacity to undertake certain projects; the Company’s ability to accurately estimate the overall risks, requirements or costs when it bids on or negotiate contracts that are ultimately awarded to the Company; the cancellation of a significant number of contracts or the Company’s disqualification from bidding for new contracts; risks related to adverse weather conditions; the Company’s substantial indebtedness and the restrictions imposed on the Company by the terms thereof; the Company’s ability to maintain favorable relationships with third parties that supply the Company with equipment and essential supplies; the Company’s ability to retain key personnel and maintain satisfactory labor relations; property damage, results of litigation and other claims and insurance coverage issues; risks related to the Company’s information technology systems and infrastructure; the Company’s ability to maintain effective internal control over financial reporting; and the other risks, uncertainties and factors set forth in the Company’s most recent Annual Report on Form 10-K, its subsequent Quarterly Reports on Form 10-Q, its Current Reports on Form 8-K and other reports the Company files with the Securities and Exchange Commission. Forward-looking statements speak only as of the date they are made. The Company assumes no obligation to update forward-looking statements to reflect actual results, subsequent events, or circumstances or other changes affecting such statements, except to the extent required by applicable law.

The Company's independent registered public accounting firm has not audited, reviewed, compiled or performed any procedures with respect to the preliminary financial information for the year ended September 30, 2023 presented herein or its audit of the Company's financial statements for the year ended September 30, 2023. The Company's actual results may differ from these estimates as a result of the Company's year-end closing procedures, review adjustments and other developments that may arise between now and the time the Company's financial results for the year ended September 30, 2023 are finalized.

An Enduring Growth Story

CONSTRUCTION PARTNERS INC.

Ned Fleming

Executive Chairman

An Enduring Growth Story: 2001 to 2018

Founded in 2001 with a Simple, 3-Point Thesis:

1. Partnered with experienced operators that knew how to build a great company…
2. …Offering services that meet an essential and growing societal need…
3. …In a large, highly fragmented industry with an endless runway of growth opportunities.

D
Average Road Grade(1)

10-15 Years
Cycle for Routine Road Maintenance(2)

94%
Roads in the U.S. Made with Asphalt(3)

Founding to IPO Statistics

0 → 4
State Footprint

0 → 27
Distinct Local Markets

2 → 1,800
Headcount

(1) American Society of Civil Engineers Road Grade, 2021 Infrastructure Report Card
(2) NCAT Report 13-06
(3) U.S. Department of Transportation - Federal Highway Administration

In 2022 Exceeded 5-year Targets from IPO

✓ Achieve revenue above $1 billion

$1.3bn
In FY 22

✓ Annual revenue growth: single to low double digits

17.6%
FY 18-FY 22 CAGR

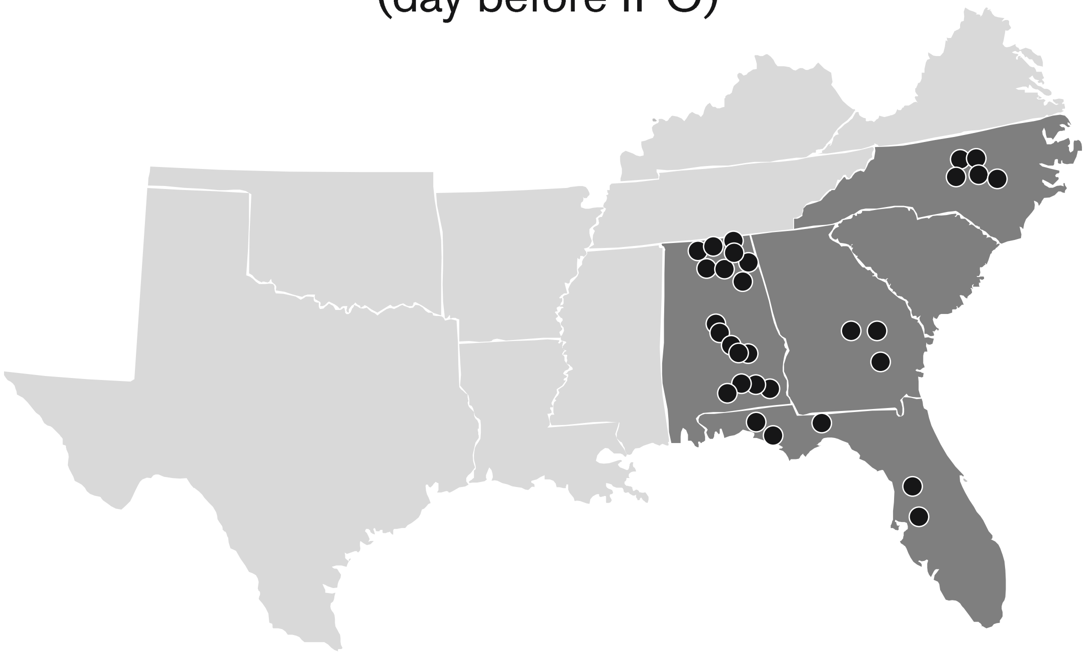
✓ Continue to grow relative market share and expand geographic footprint

122%
Growth in Number of Distinct Local Markets

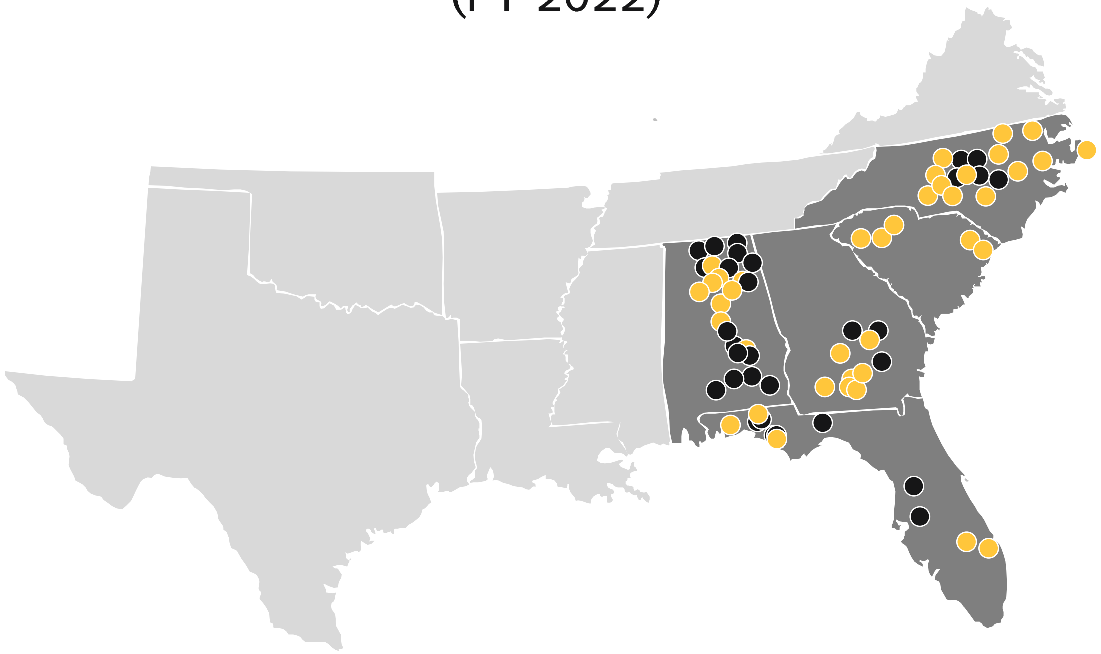
19
Acquisitions
(FY 18 - FY 22)

2018 IPO to 2022

May 3, 2018
(day before IPO)



September 30, 2022
(FY 2022)



Production Facility Added Since IPO

Successful Management Transition

Jule Smith
Chief Executive Officer

Greg Hoffman
Chief Financial Officer

Experienced Leadership Team

Jule Smith
Chief Executive Officer

Greg Hoffman
Chief Financial Officer

Bob Flowers
President CW Roberts

John Harper
President Wiregrass

Ty Johnson
President Fred Smith

David Ferebee
President Ferebee

Mike Crenshaw
President King Asphalt

Reece Akins
President Scruggs

Brett Armstrong
SVP Operations

Robert Baugnon
VP Personnel & Administration

Nelson Fleming
VP Strategy & Business Development

Ryan Brooks
SVP Legal

John Walker
SVP Operations

Heather Dylla
VP Sustainability & Innovation

ROAD-Map 2027

CONSTRUCTION PARTNERS INC.

Jule Smith

Chief Executive Officer

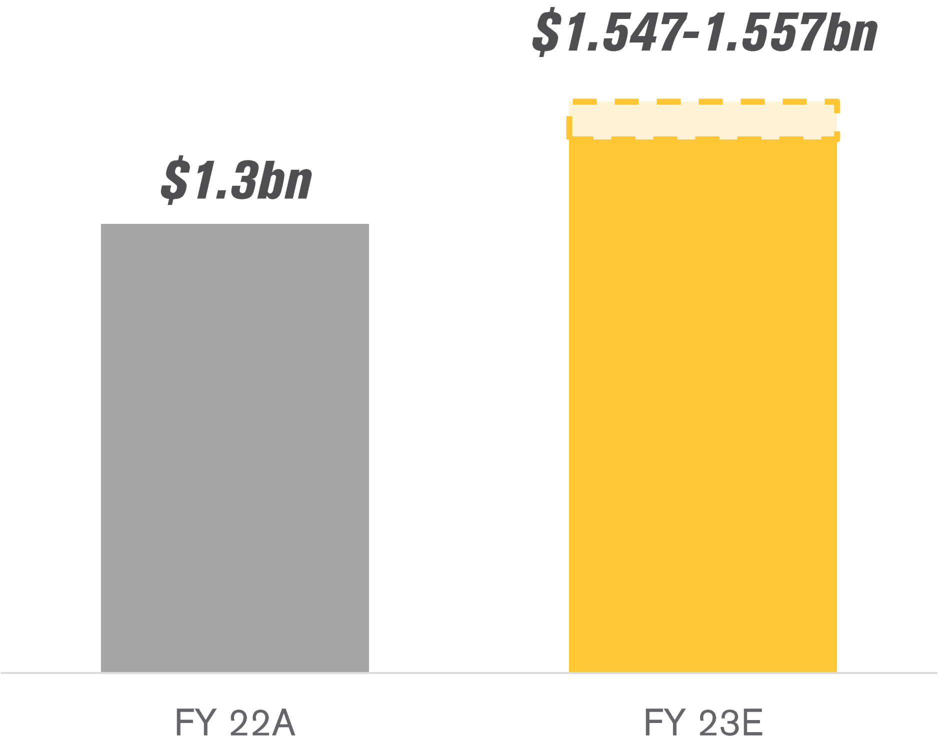
CONSTRUCTION PARTNERS INC.

A LEADING INFRASTRUCTURE COMPANY

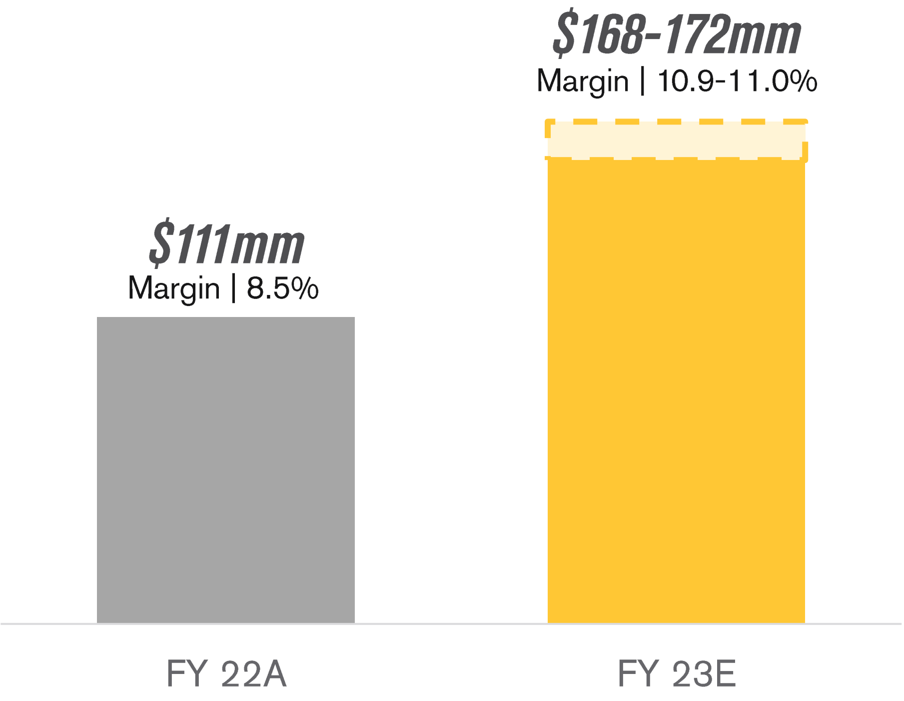
ROAD-Map 2027

Financial Outlook Update: FY 23

Revenue[1]
+19-20% YoY Growth



Adjusted EBITDA[1] [2]
+51-55% YoY Growth



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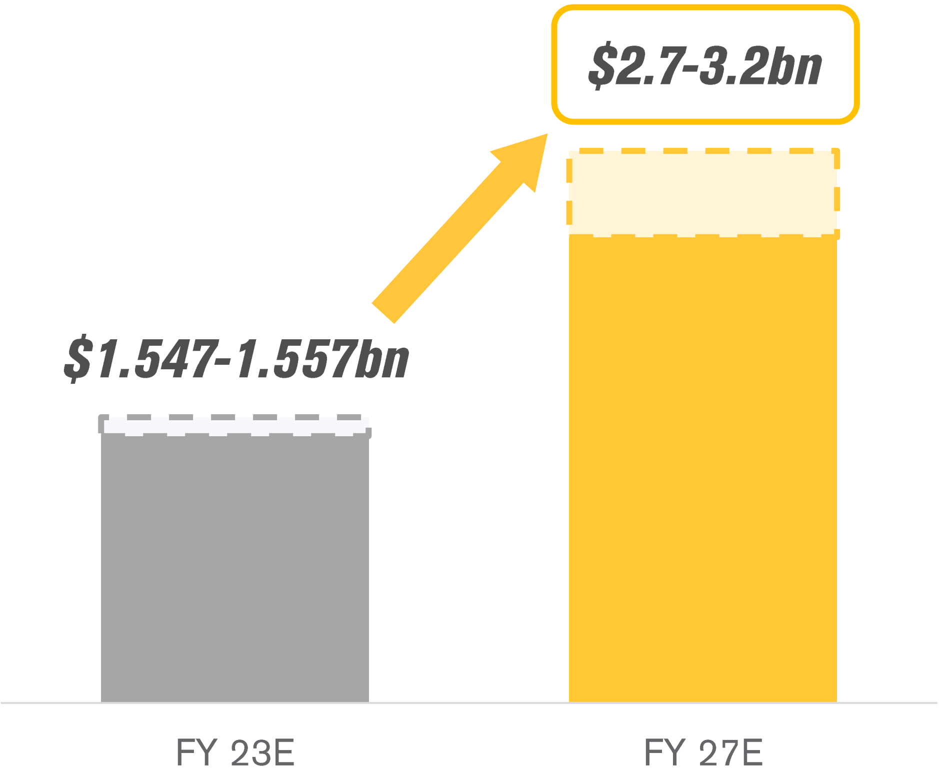
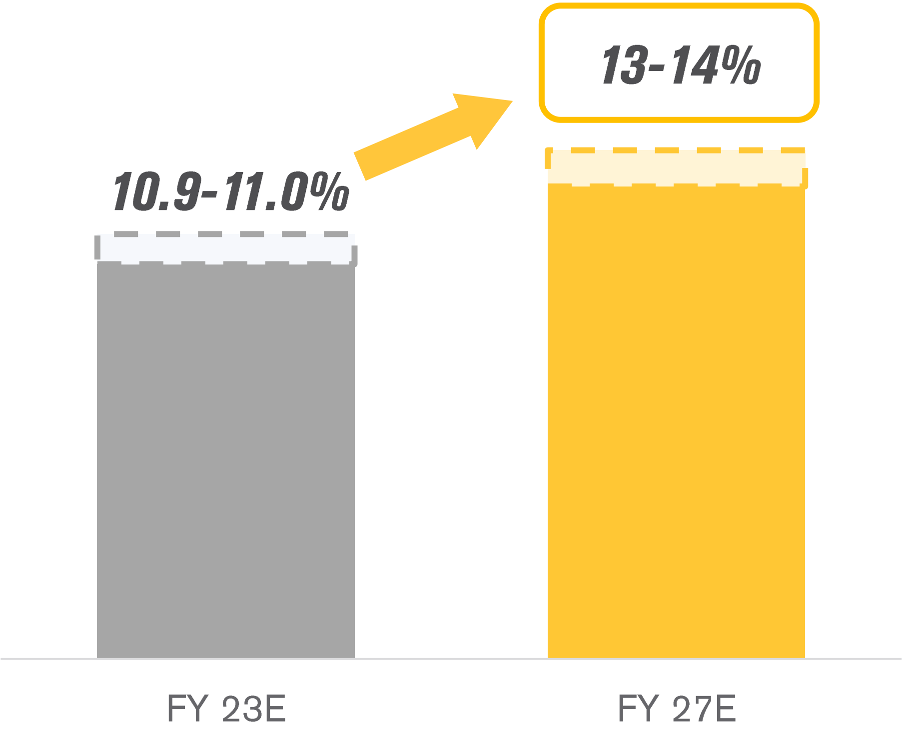
(2) Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. For a reconciliation of Adjusted EBITDA to Net Income, the most directly comparable GAAP financial measure, and the resulting calculation of Adjusted EBITDA Margin, see the appendix.

ROAD-Map 2027 - Where We're Going

Revenue(1)
+15-20% CAGR



Adjusted EBITDA Margin(1) (2)
+50-75 bps annually



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(2) Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. For a reconciliation of Adjusted EBITDA to Net Income, the most directly comparable GAAP financial measure, and the resulting calculation of Adjusted EBITDA Margin, see the appendix.

Same Proven Strategy

- Asphalt-centered Infrastructure Company
- Regionally Focused in Sunbelt
- Local Markets & Workforce
- Reoccurring Public & Private Revenue
- Short Duration, Low Risk Projects
- Multiple Avenues for Growth in Fragmented Industry

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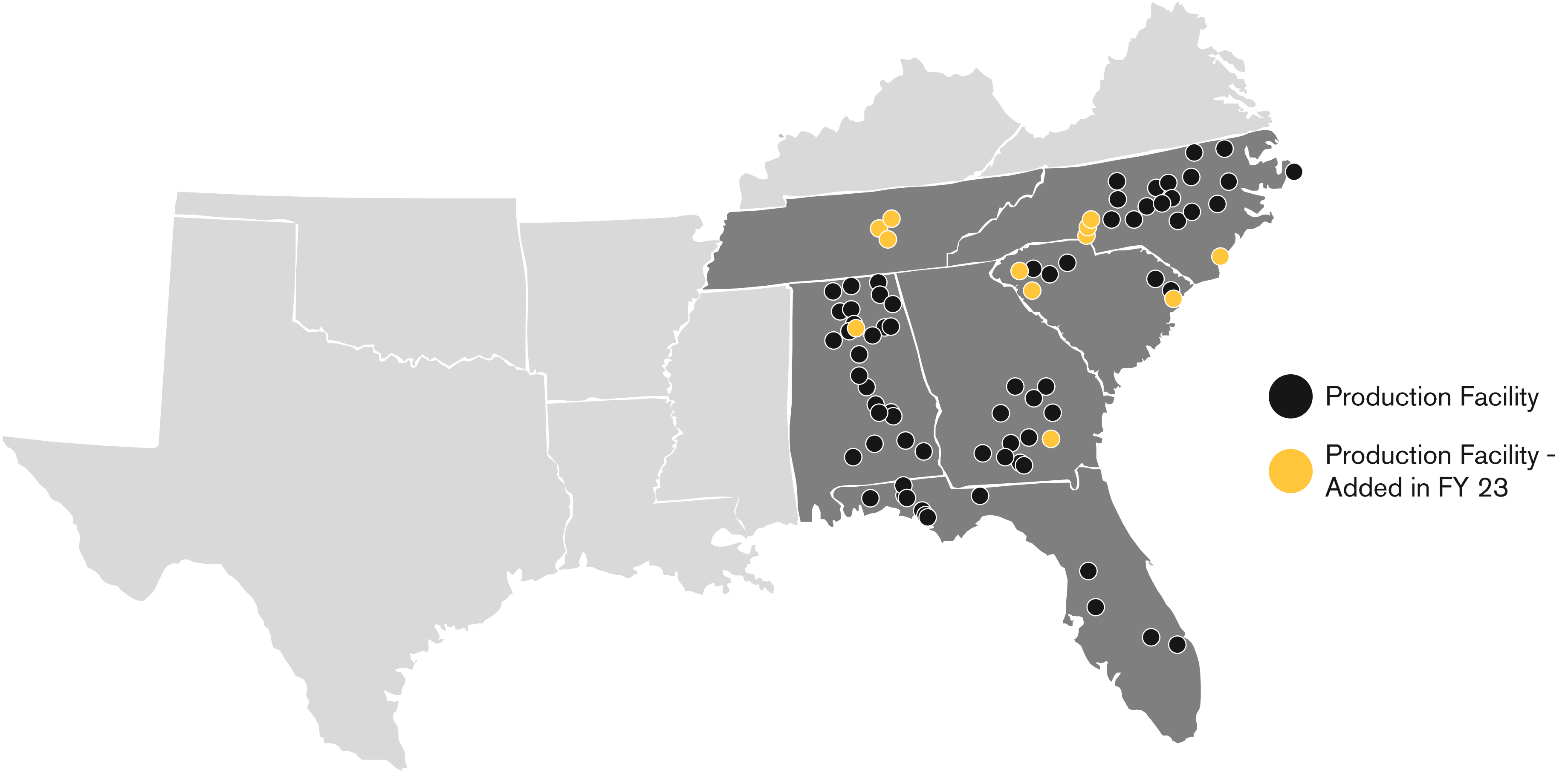
Asphalt-centered Infrastructure Company

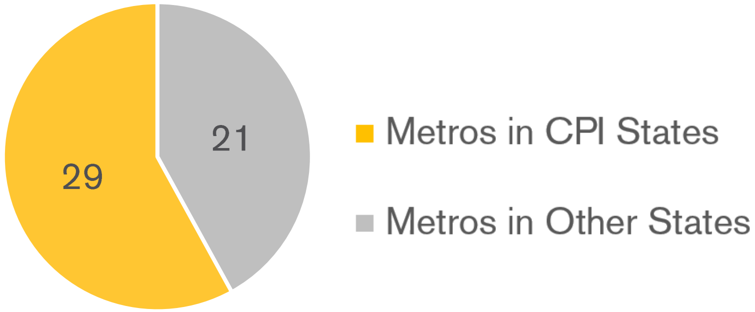
4000+ Employees	**~60%** Revenue from Publicly-funded Projects	**6** State Footprint	**67** Hot Mix Asphalt (HMA) Plants	**13** Aggregate Plants	**2** Liquid AC Terminals



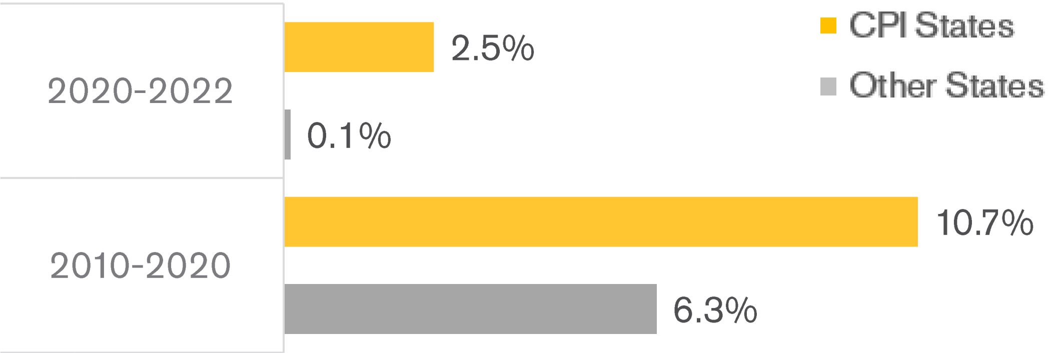
Regionally Focused in Sunbelt

Meaningful population migration …

Top 50 Fastest Growing Metros 2020-2022(1)



Population Growth(1)



(1) U.S. Census Bureau, Population Division

Leading to growth in …

Public Infrastructure

Industrial Development

Commercial Development

Regionally Focused in Sunbelt

Meaningful business migration …

OFFICE OF THE GOVERNOR

BMW Investing $1.7 Billion to Expand S.C. Manufacturing Capacity and Footprint

October 2022

THE WALL STREET JOURNAL

…orate Tax Breaks Surge in Push for …and Electric-Vehicle Factories

…pped $1 bill… …ttery and sola…
…sought U.S.

THE WALL STREET JOURNAL

…erica Is Back in the Factory Business

…d spending on manufacturing construction heralds a made-in-…S. rebound, stoked by green-energy incentives and concerns …foreign supply chains; 'this is here to stay'

April 2023

WJCL abc

…nce $4.3B plant in Bryan …es for electric vehicles

May 2023

ENR Engineering News-Record

Wolfspeed Commits $5B to NC Materials Facility, Research Partnershi…

April 20…

11 EYEWITNESS abc NEWS

…vel.' Electric carmaker Vinfast breaks …ring plant

July 2023

The Verge

Redwood Materials announces $3.5 billion EV battery recycling plant in South Carolina

December 2022

Local Markets & Workforce

Local markets defined as ~50-mile radius around plants given temperature sensitivity of HMA

Favorable Local Market Dynamic

- Local market knowledge and relationships provides competitive moat
- Hiring and retention advantage as a local operator building jobs where our employees live
- Flexibility to optimize utilization of crews & equipment within adjacent markets
- Strategically positioned to win routine, maintenance-related projects; no out-of-market mega projects

Leading to High Relative Market Share

Reoccurring Public & Private Revenue

Public

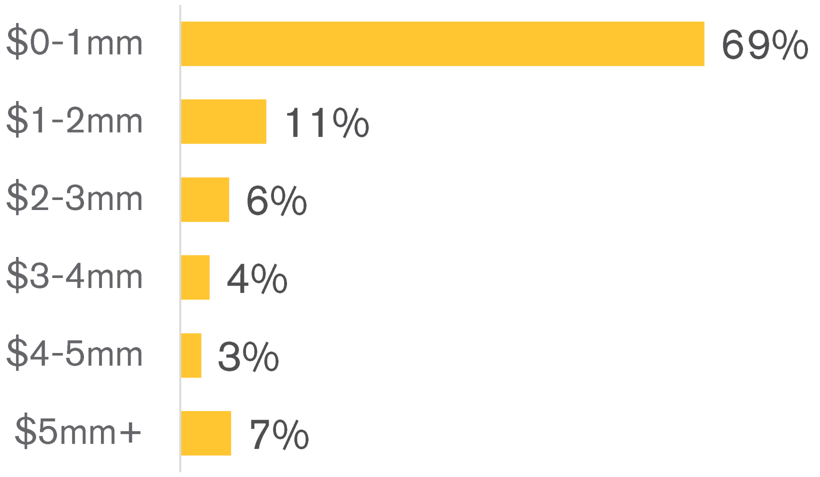
- Steady stream of maintenance-related contracts let by state DOTs and municipalities throughout the year
- City, county, military base annual resurfacing contracts

Private

- Long-standing relationships with GCs and developers of all sizes in high-growth markets
- Turnkey capabilities and reputation for quality provide advantage on negotiated work

Short Duration, Low Risk Projects

Completed Projects by Size
FY 18 - FY 22



6-9 Months

Average Project Duration

Multiple Avenues for Growth in Fragmented Industry

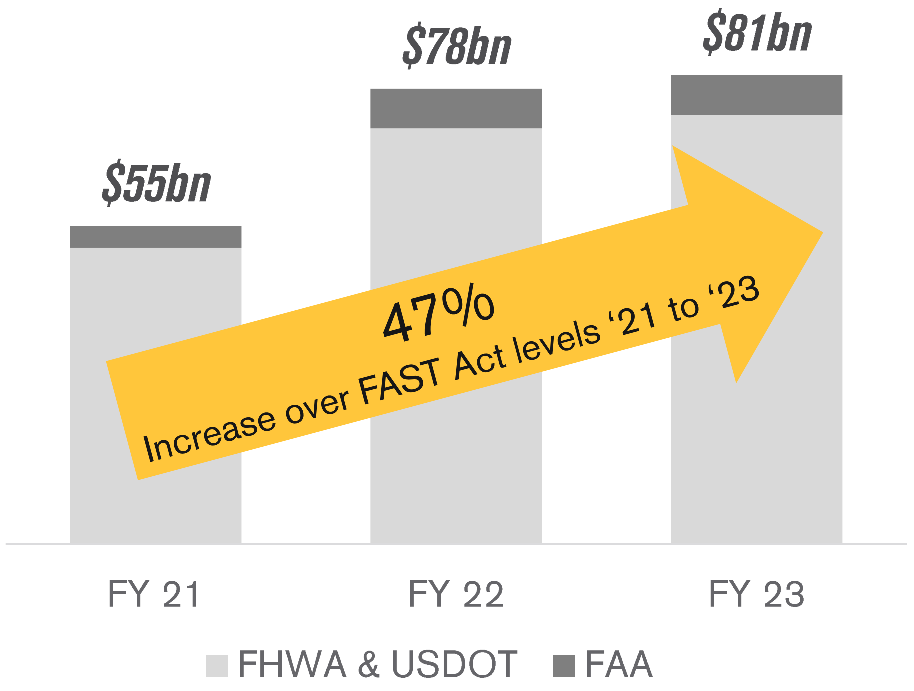
Continuing historical annual revenue growth rate of 15-20% to achieve the targeted $2.7-3.2bn revenue by 2027

Organic *~3x Multiple of EBITDA*	Expansion of services or facilities in existing markets	• Paving crews • Utilities crews • Grading crews • Facility upgrades
Greenfield *~4x Multiple of EBITDA*	Establishment of manufacturing facility to enter new market or increase vertical integration	• HMA plants • AC terminals
Acquisitive *~5-6x Multiple of EBITDA*	Acquiring businesses within and complementary to our core business	• Platforms • Bolt-ons • Vertical integration

Investment in Aging Infrastructure

Funding for Pavement-Related Infrastructure

by DOT Fiscal Year(1)



Accelerating State Investment in 2023

$7bn — **Florida** - Transportation infrastructure investment over four years with Moving Forward Florida legislation(2)

32% — **Tennessee** - Budget increase over four years with $3.3bn Transportation Modernization Act(3)

$850mm — **South Carolina** - Additional dollars in '23-'24 budget to expedite start and completion of projects(4)

$1.2bn — **CPI States** - "Bonus," unused highway funds reallocated by FHWA to CPI states in August 2023 and committed to projects by September 2023

(1) Consolidated Appropriations Act, 2023 and Infrastructure Investment & Jobs Act (IIJA)
(2) Florida Department of Transportation
(3) Tennessee Department of Transportation
(4) South Carolina Executive Budget Summary FY 2023-24
(5) U.S. Department of Transportation, Federal Highway Administration

ROAD-Map 2027 - Margin Expansion

Utilizing three levers of margin growth to increase Adjusted EBITDA Margin by 50-75 bps annually and achieve 13-14% Adjusted EBITDA Margin by 2027

Building Better Markets

- #1 or #2 player in each of our local markets
- Leveraging technology to provide improved market intelligence

Vertical Integration

- Capturing increased margin through self-managed material supply and expansion of construction service capabilities

Scale

- Revenue and cost synergies as topline growth outpaces fixed costs – 10-15 bps impact per year
- Increased purchasing power & cost savings

Building A Sustainable Future

Safety As Our #1 Priority

Representation in Regulation

Workforce Mobility

Sustainable Production

CPI

FAMILY

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

OPPORTUNITY

We provide opportunities to build better lives.

OUR MOTTO

BUILDING CONNECTED COMMUNITIES

OUR PURPOSE

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

RESPECT

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

EXCELLENCE

We strive to do ordinary things extraordinarily well.

Executing a Proven Strategy

CONSTRUCTION PARTNERS INC.

Greg Hoffman

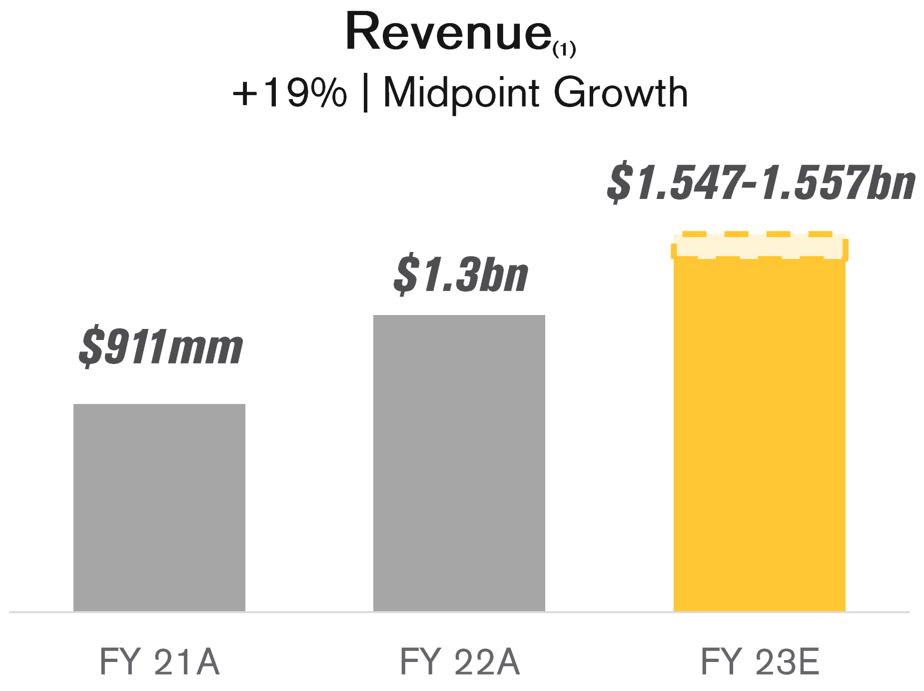
Chief Financial Officer

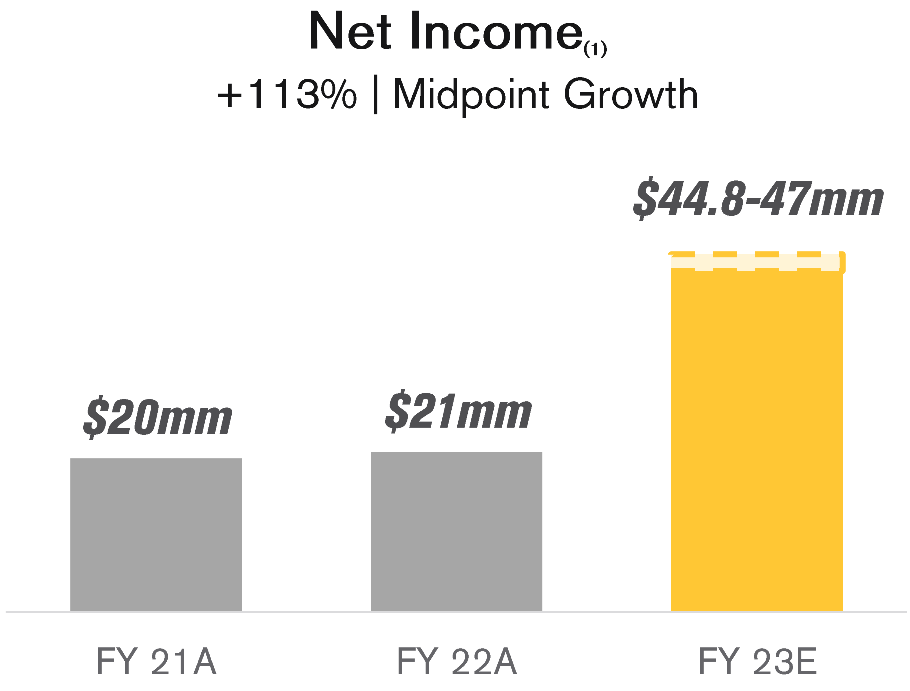
Executing a Proven Strategy

1. Track Record of Sustainable Growth
2. Proven Strategy with Consistent Visibility
3. Seasonal, Not Cyclical Operations
4. Compelling Outlook and Long-Term Targets
5. Strong Financial Flexibility for Growth

CPI

Track Record of Sustainable Growth: FY 23



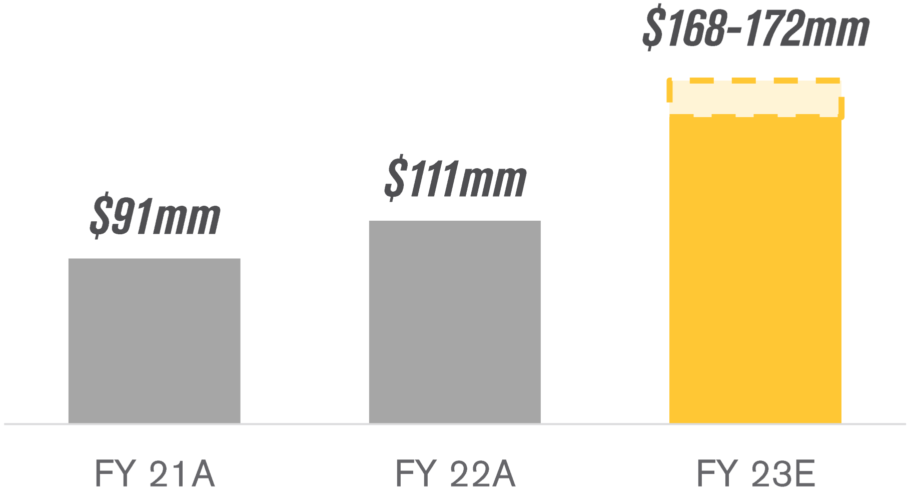


(1) FY 23 represents a range of management guidance for fiscal year 2023.

Track Record of Sustainable Growth: FY 23

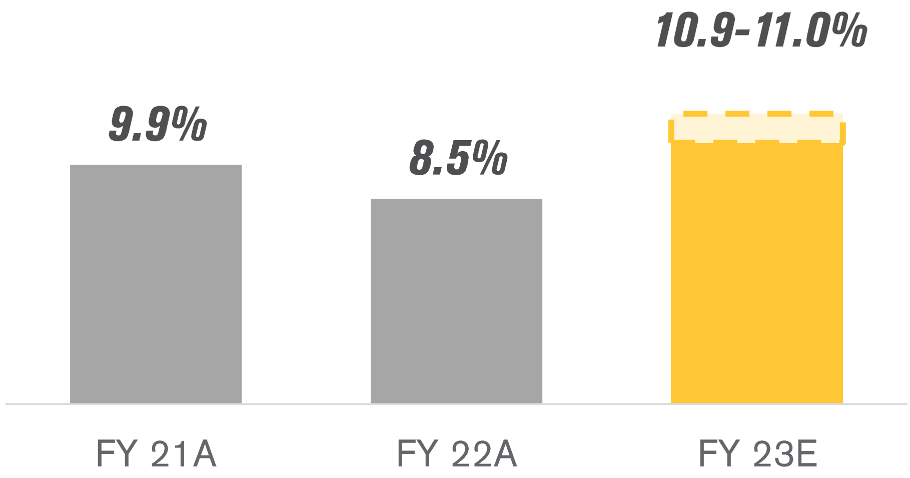
Adjusted EBITDA(1)

+53% | Midpoint Growth



Adjusted EBITDA Margin(1)

+28% | Midpoint Growth



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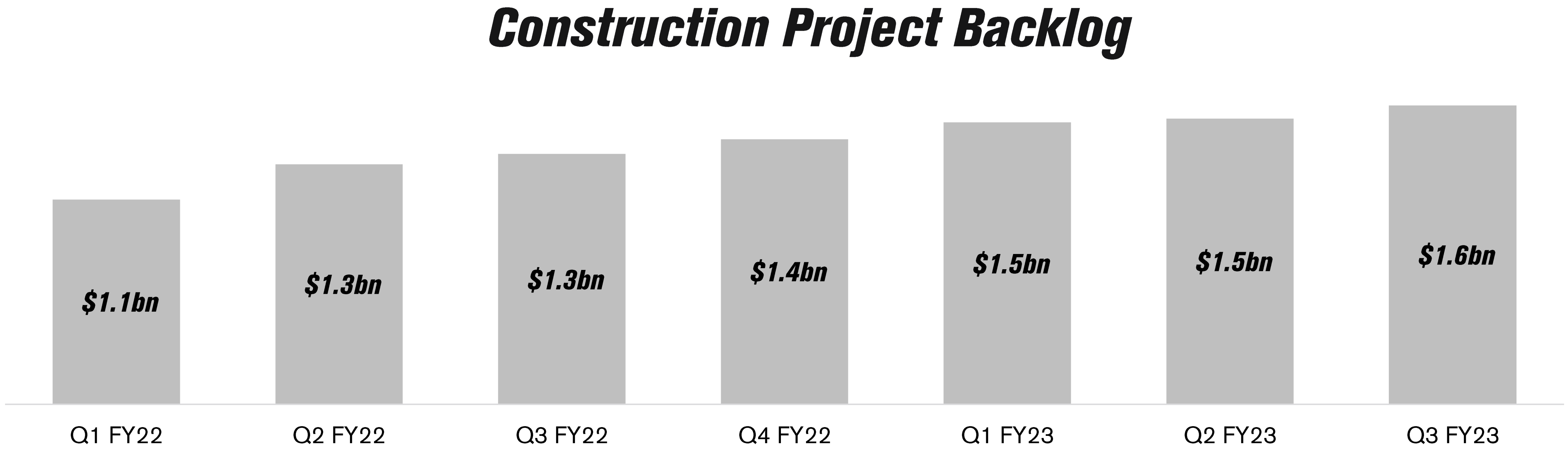
Proven Strategy with Consistent Visibility



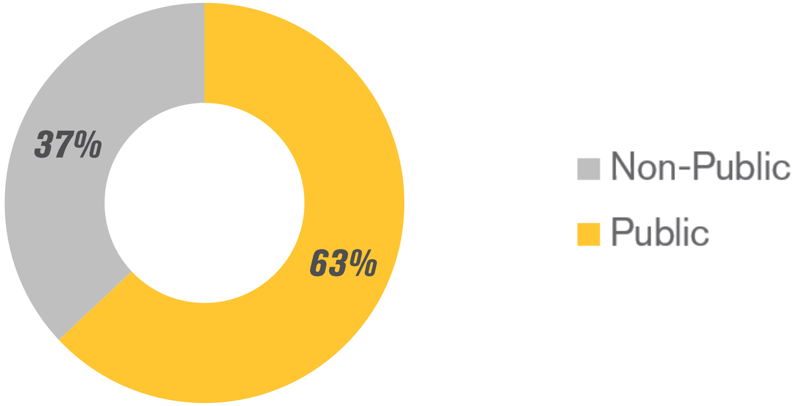
Historic Rise in Project Backlog

- Approximately 75-85% of backlog is expected to be completed in the next 12 months
- 11 consecutive quarters of growth; generally, however, there is seasonality to the burn/build

Seasonal, Not Cyclical

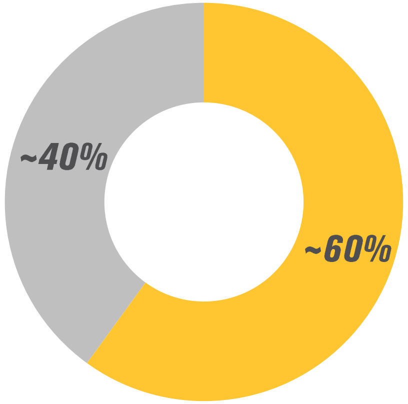
Historical Revenue Split(1)
by Public vs Non-Public

Not Cyclical -
Opportunity to pivot to high-demand markets

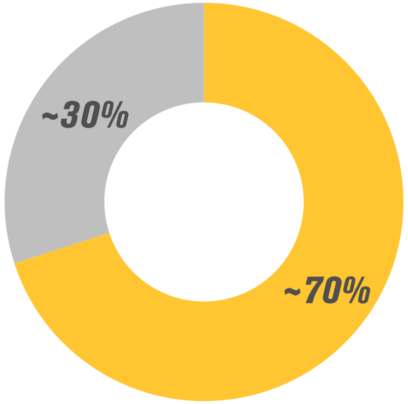


Historical Revenue Split(2)
by Half Year

Seasonal -
Outdoor operations impacted by daylight duration and weather conditions



Historical Adj. EBITDA Split(2)
by Half Year



(1) Average of FY 20, FY 21, and FY 22
(2) Based on historical average of internal company data

Strong Cash Flow Conversion Model

Expected record-high FY 23 operating cash flow highlights operational efficiency and organizational emphasis on cash flow generation

Investing in Growth

	Adjusted EBITDA(1)	Stable and growing cash flow base with reoccurring revenue sources. Progressing back to double-digit EBITDA margins.
(-)	**Maintenance Capex** (3.25% of Revenue)	Predictable maintenance capital requirements on existing asset base; systematic preventative and predictive maintenance program provides for continued spend visibility.
(-)	Interest	
(-)	Taxes	
(=)	Retained Cash Flow	
	Cash Flow Conversion Rate *52% to 60%*	
(-)	Cash Flow for Growth Initiatives	High return capital investments to expand margins and grow relative market share.

Preliminary FY 23 Cash Flow from Operations

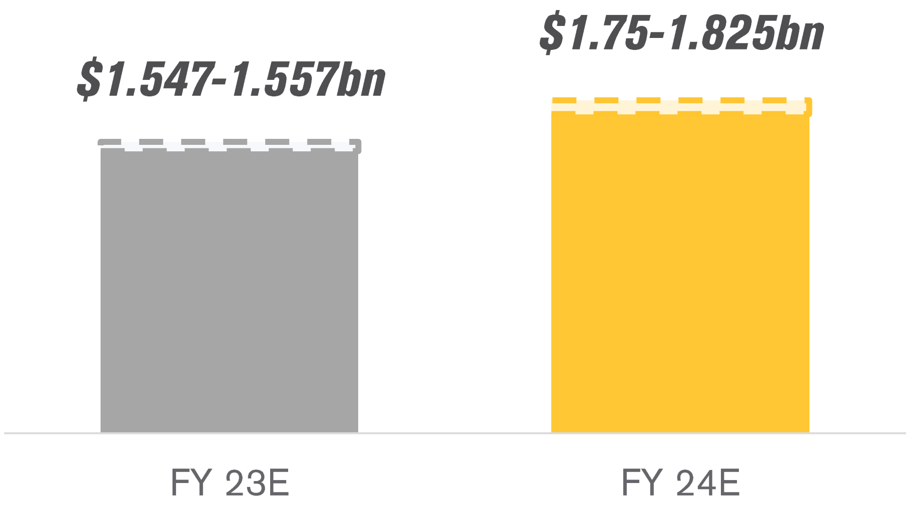
$155-160mm

(1) Adj. EBITDA is used as this already has stock-based compensation, management fees, and other nonrecurring/noncash expenses added back

Initial Guidance - FY 24

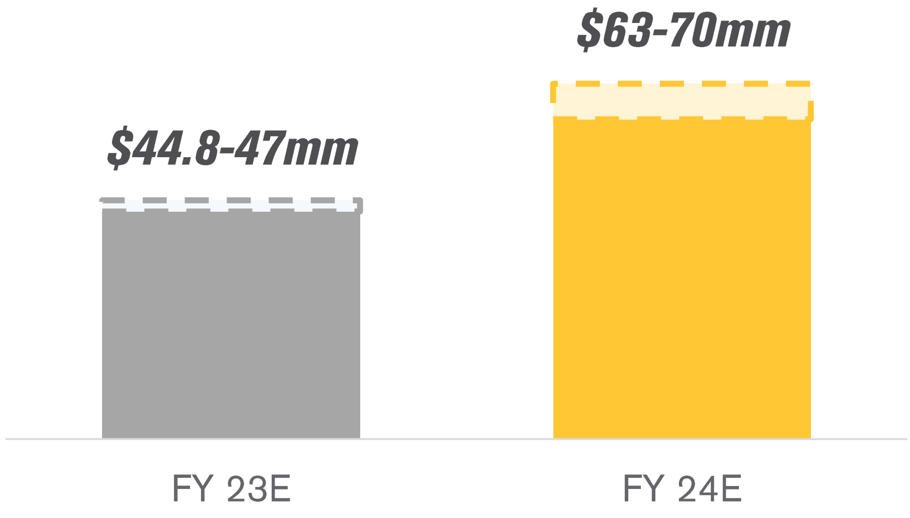
Revenue(1)

+15% | Midpoint Growth



Net Income(1)

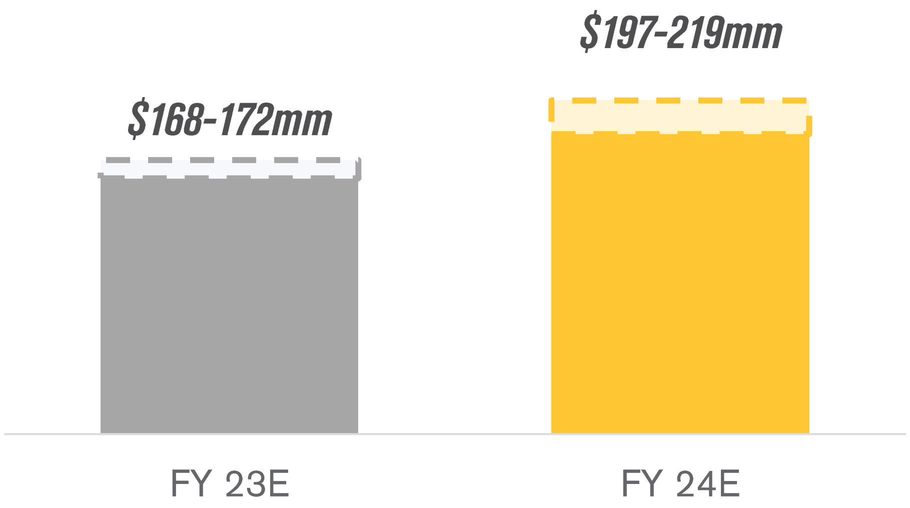
+41% | Midpoint Growth



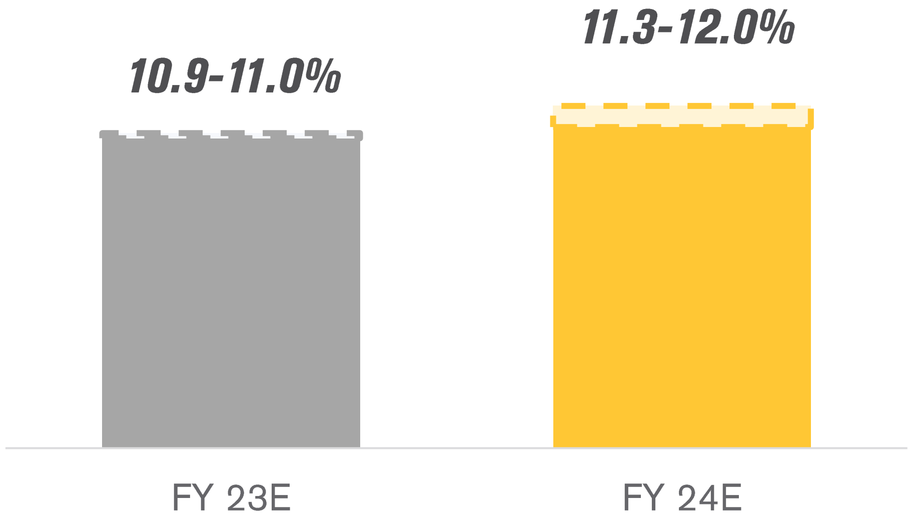
(1) FY 23 and FY 24 represent ranges of management guidance for fiscal years 2023 and 2024.

Initial Guidance - FY 24

Adjusted EBITDA(1)
+22% | Midpoint Growth



Adjusted EBITDA Margin(1)
+6% | Midpoint Growth



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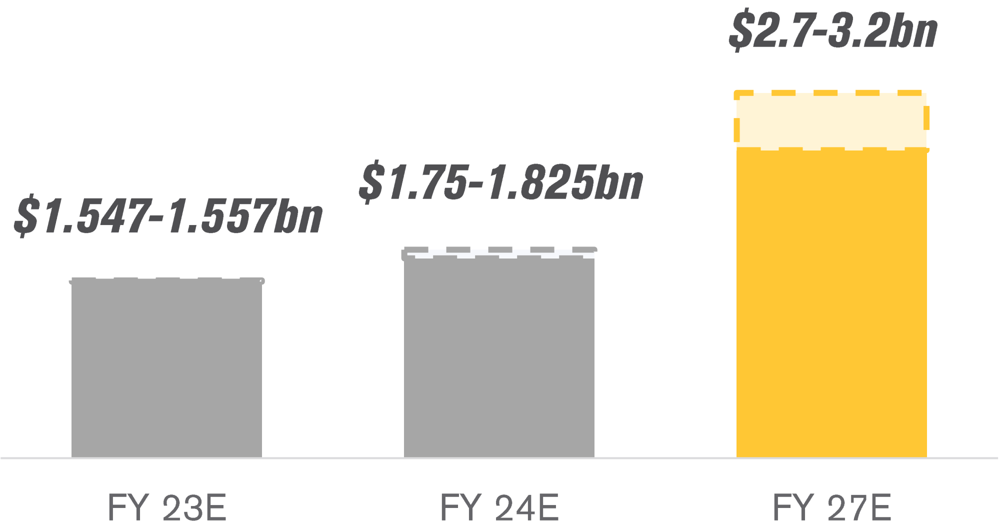
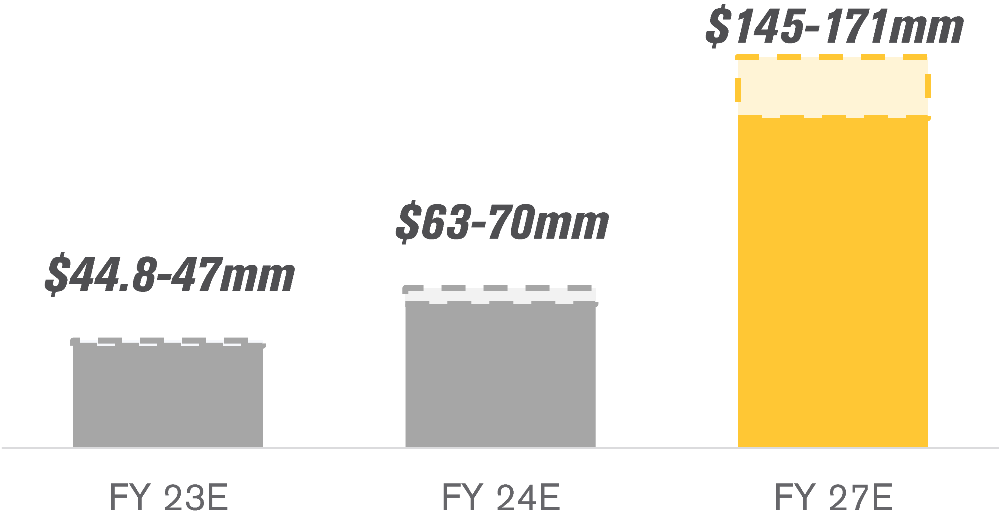
ROAD-Map 2027

Revenue(1)
+15-20% | FY 23-27 CAGR



Net Income(1)
+34-38% | FY 23-27 CAGR



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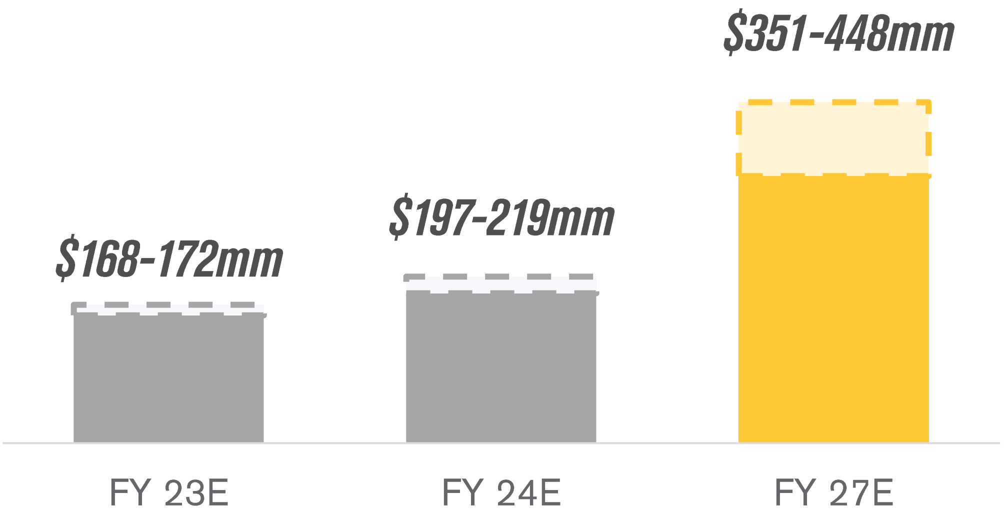
ROAD-Map 2027

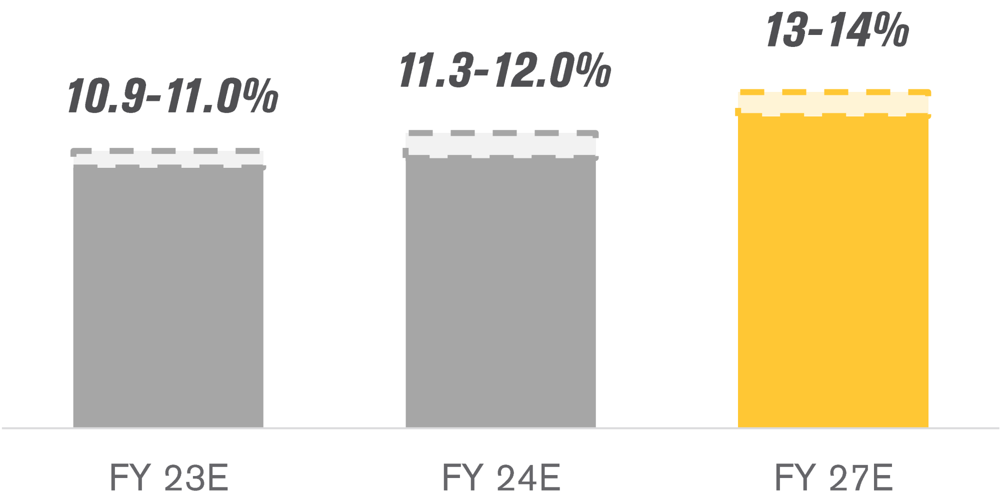
Adjusted EBITDA(1)

+20-27% | FY 23-27 CAGR



Adjusted EBITDA Margin(1)

+50-75 | Annual bps



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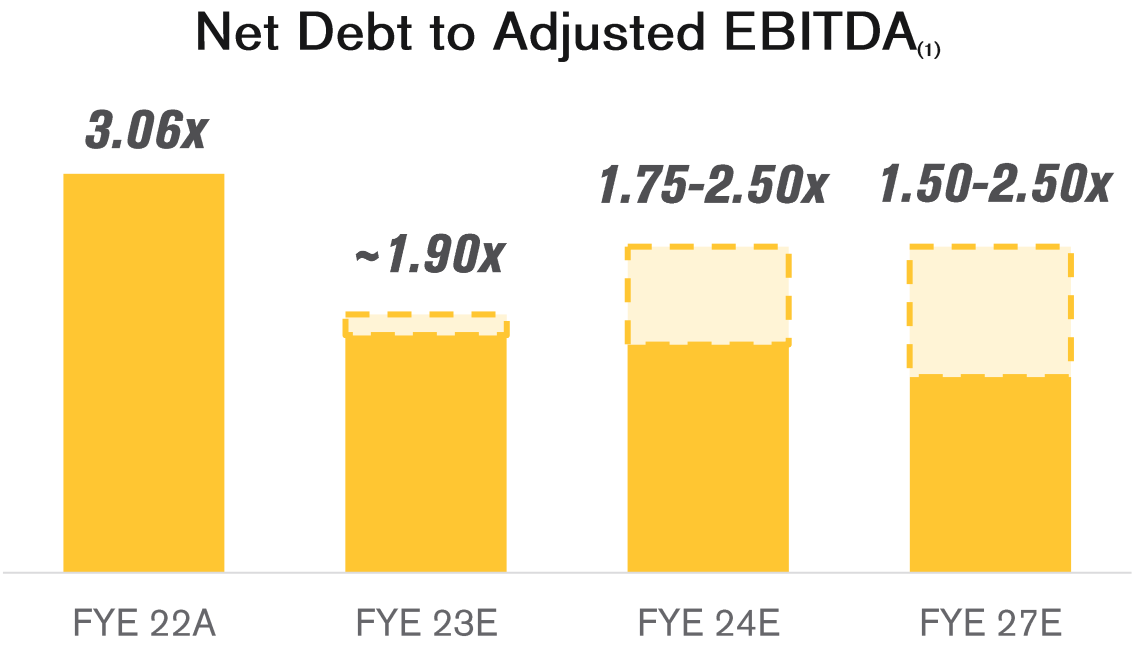
Strong Financial Flexibility for Growth

We see 1.5-2.5x as a healthy leverage ratio for sustained, profitable growth

~$55mm **Cash** – As of 9/30/23

$300mm **Interest Rate Swap** – Fixing the Company's rate at 3.6% on $300mm of term debt; swap matures in 2027

$448mm **Dry Powder** – Available under Incremental and Revolver Credit Facilities (net of reduction for outstanding letters of credit)



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Break

CPI

Growth: A Core Competency

CONSTRUCTION PARTNERS INC.

Nelson Fleming

VP of Strategy & Business Development

Three Levers of Growth - Case Studies

Continuing historical annual revenue growth rate of 15-20% to achieve the targeted $2.7-3.2bn revenue by 2027

Organic
~3x Multiple of EBITDA

Expansion of services or facilities in existing markets

- Paving crews
- Utilities crews
- Grading crews
- Facility upgrades

Greenfield
~4x Multiple of EBITDA

Establishment of manufacturing facility to enter new market or increase vertical integration

- HMA plants
- AC terminals

Acquisitive
~5-6x Multiple of EBITDA

Acquiring businesses within and in complement to our core business

- Platforms
- Bolt-ons
- Vertical integration

Case Study: Organic

CPI can increase or enhance its service offerings by developing new crews and adding the necessary equipment to capture more revenue and margin in our existing markets

Typical Mainline Paving Crew

- **~$2.5mm** Investment
- **~$8mm** Annual Revenue
- **10-12** Crew Members
- **~3x** Return Multiple

Case Study: Greenfield

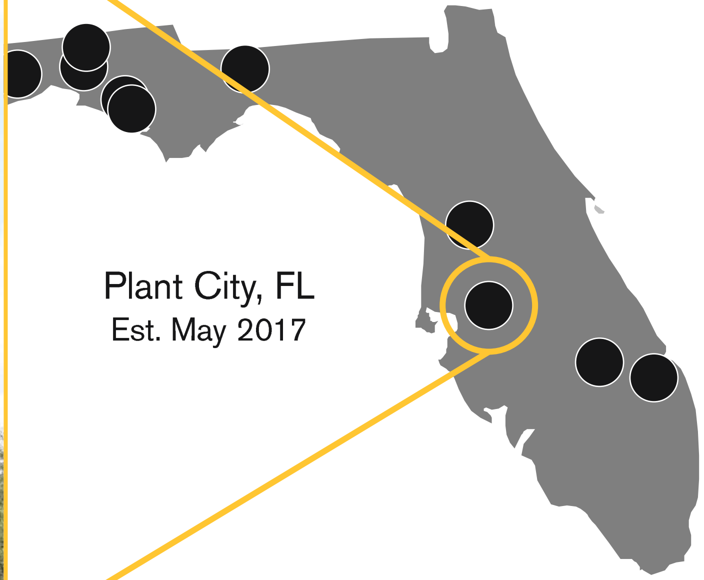
HMA greenfields allow CPI to leverage local leadership, market knowledge, and back-office infrastructure to expand into underserved, adjacent geographies at an attractive rate of return

Typical HMA Plant Greenfield

$4-8mm Investment

~4x Return Multiple

Plant City Annual Revenue(1)



(1) FY 23 and FY 24 represent midpoint of management guidance for fiscal years 2023 and 2024.

Long Acquisitive Runway in Core Business

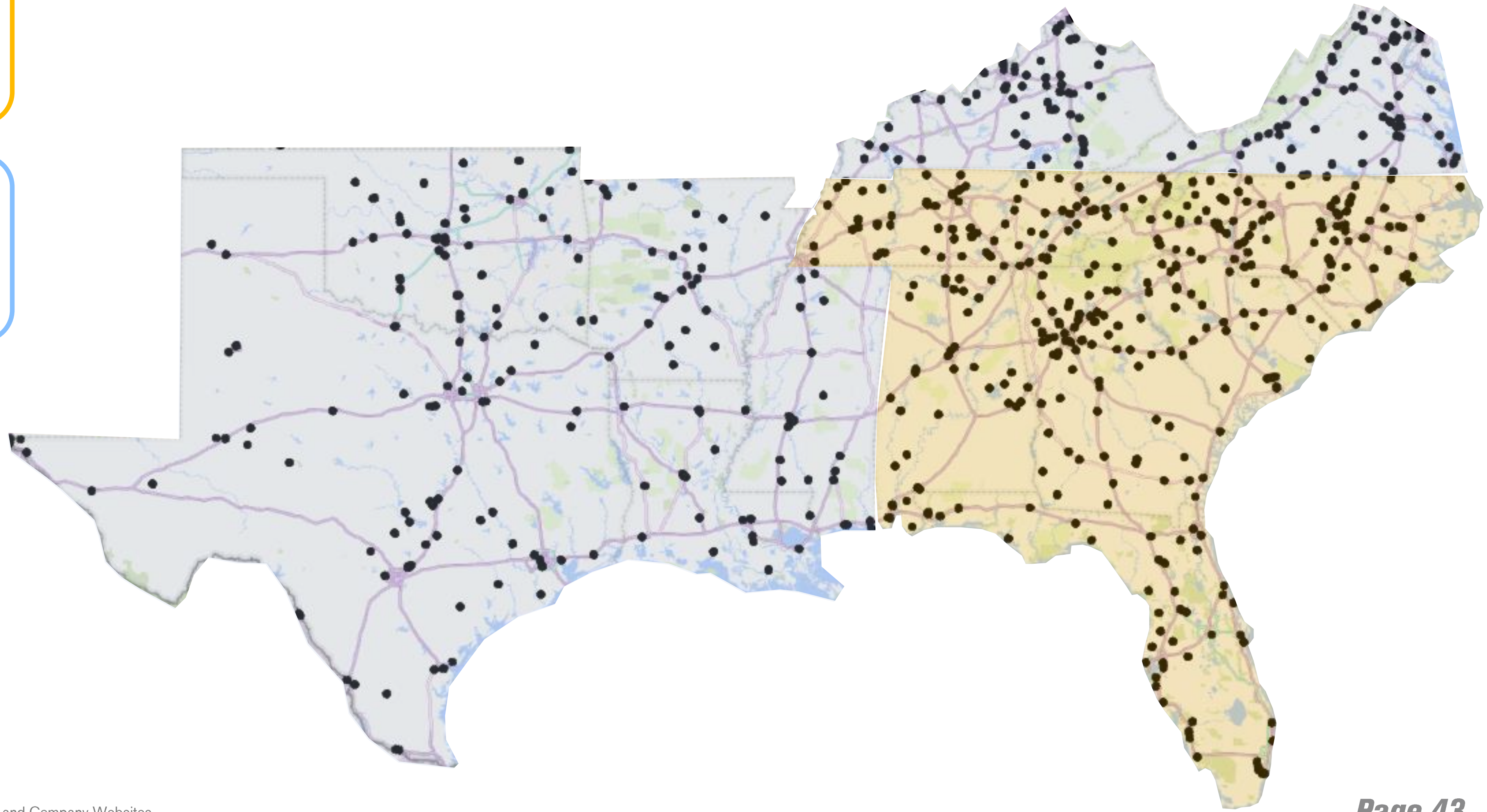
145

Privately Owned Asphalt Producers in CPI States(1)

151

Privately Owned Asphalt Producers in Nearby States(1)

Privately Owned HMA Plants(1)



(1) State DOT Qualified Producer Lists and Company Websites

Case Study: Acquisitive

Platform Acquisition › Bolt-on #1 › Bolt-on #2 › Bolt-on #3 › Bolt-on #4

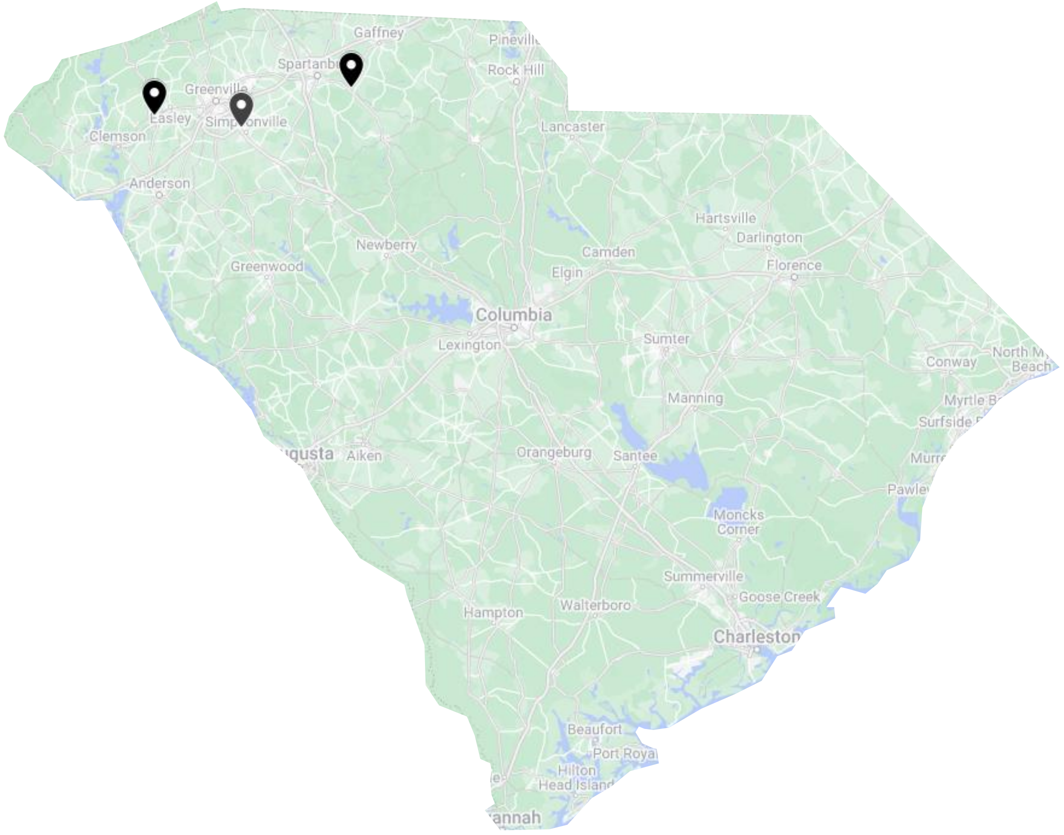
- Acquired South Carolina-based company with a strong management team and well-funded DOT program in the growing Upstate region

King Asphalt

158
Headcount

3
HMA Plants

HMA Footprint
October 2021



Case Study: Acquisitive

Platform Acquisition → **Bolt-on #1** → Bolt-on #2 → Bolt-on #3 → Bolt-on #4

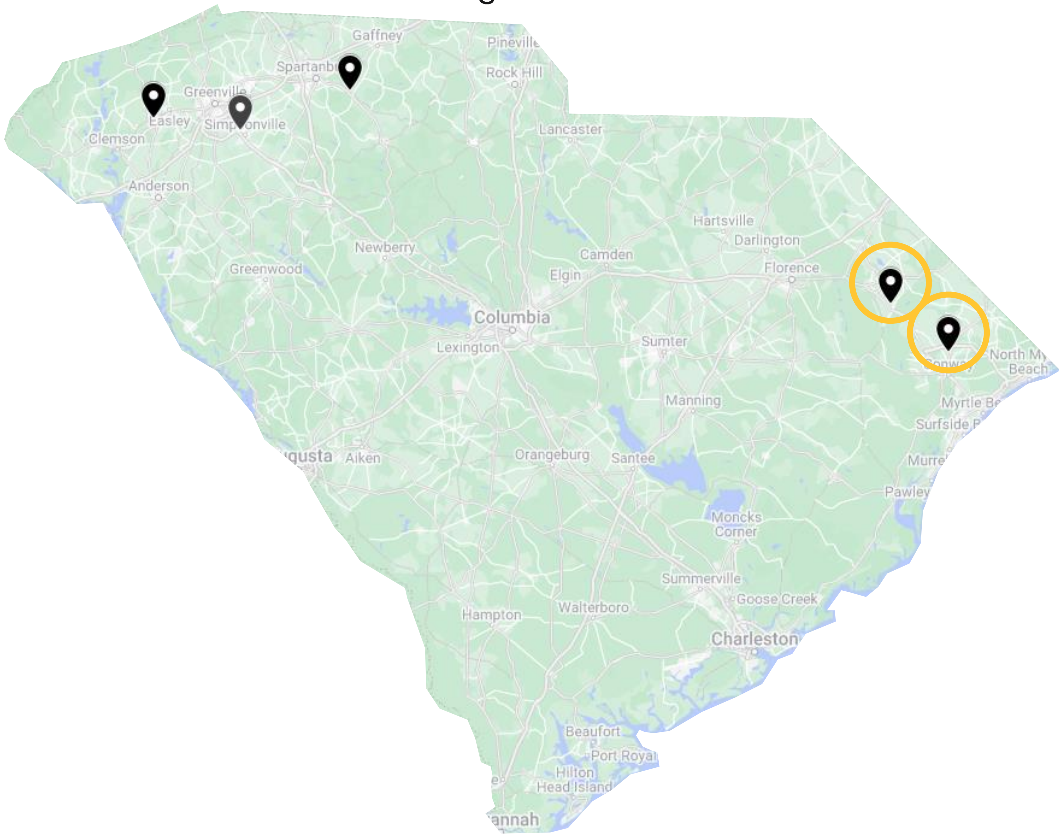
- Geographic expansion of newly-acquired platform company into the fast-growing Myrtle Beach market

5
HMA Plants

Southern Asphalt

SOUTHERN ASPHALT

HMA Footprint
August 2022



Case Study: Acquisitive

Platform Acquisition | Bolt-on #1 | **Bolt-on #2** | Bolt-on #3 | Bolt-on #4

- Geographic expansion in the Upstate with the addition of one HMA plant and multiple crews

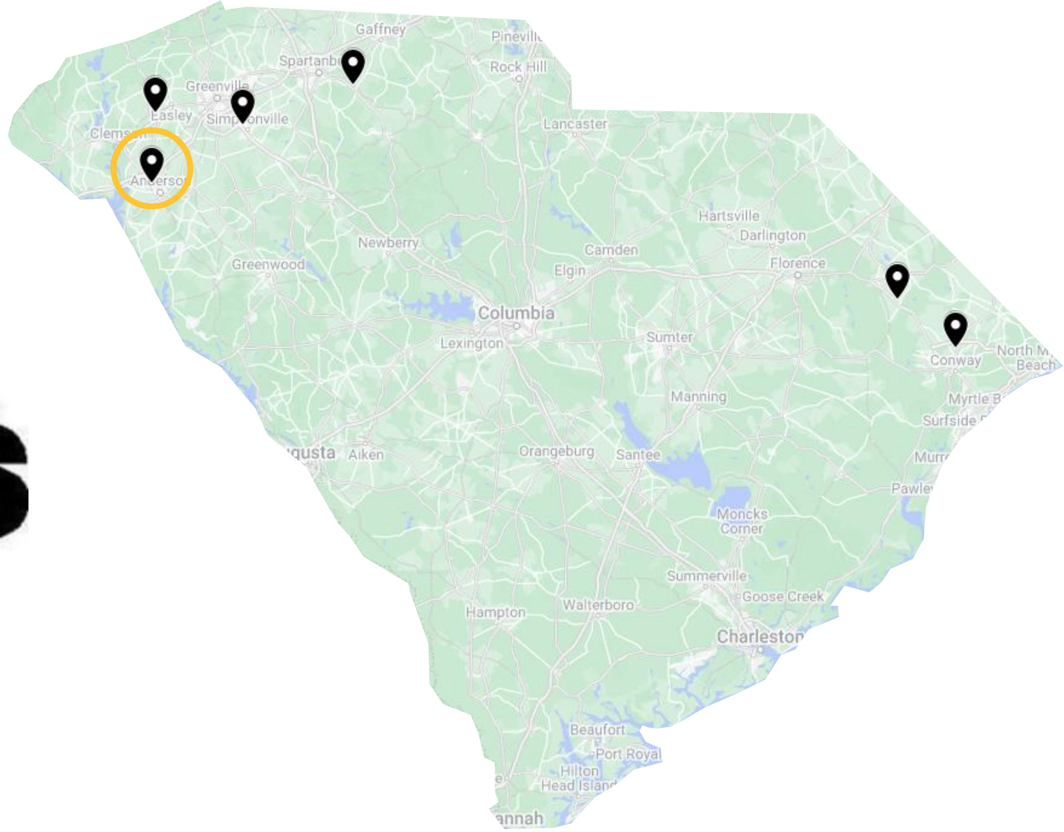
Pickens Construction

PICKENS CONSTRUCTION

6

HMA Plants

HMA Footprint
April 2023



Case Study: Acquisitive

Platform Acquisition → Bolt-on #1 → Bolt-on #2 → **Bolt-on #3** → Bolt-on #4

- Acquisition of one HMA plant, providing additional capacity to meet significant local demand in the fastest-growing county in South Carolina(1)

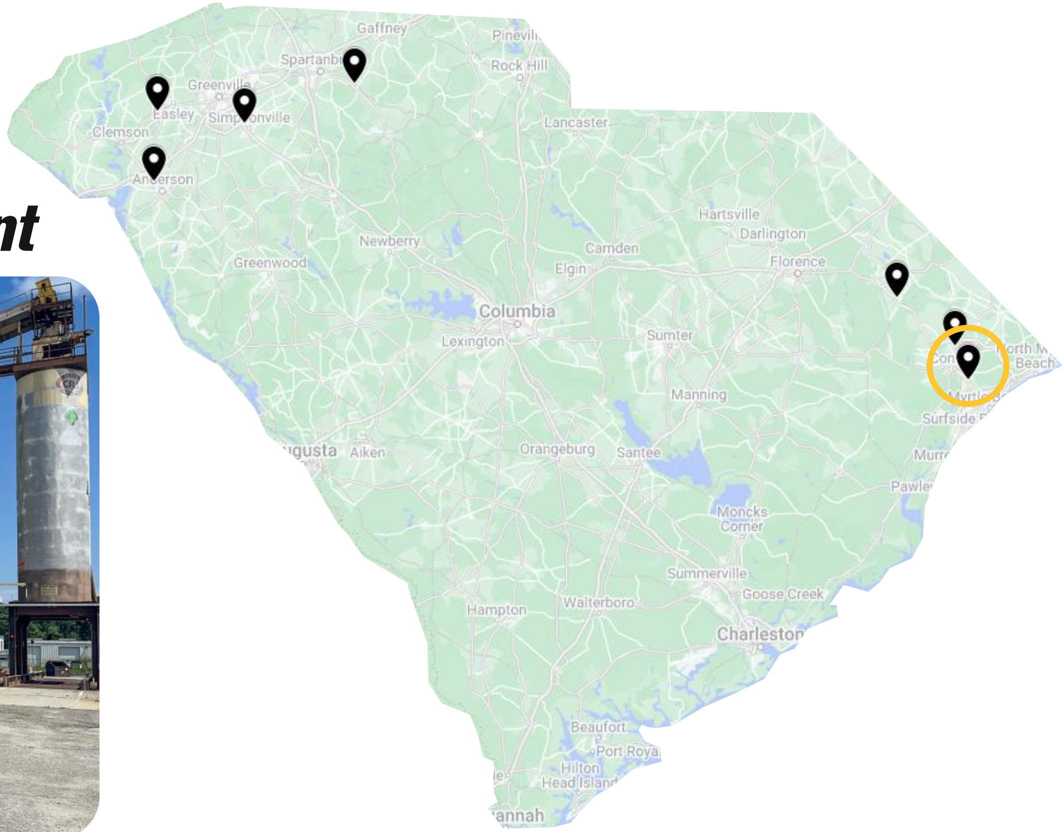
7

HMA Plants

Myrtle Beach HMA Plant

HMA Footprint

August 2023



(1) US Census Bureau (2020-2022)

Case Study: Acquisitive

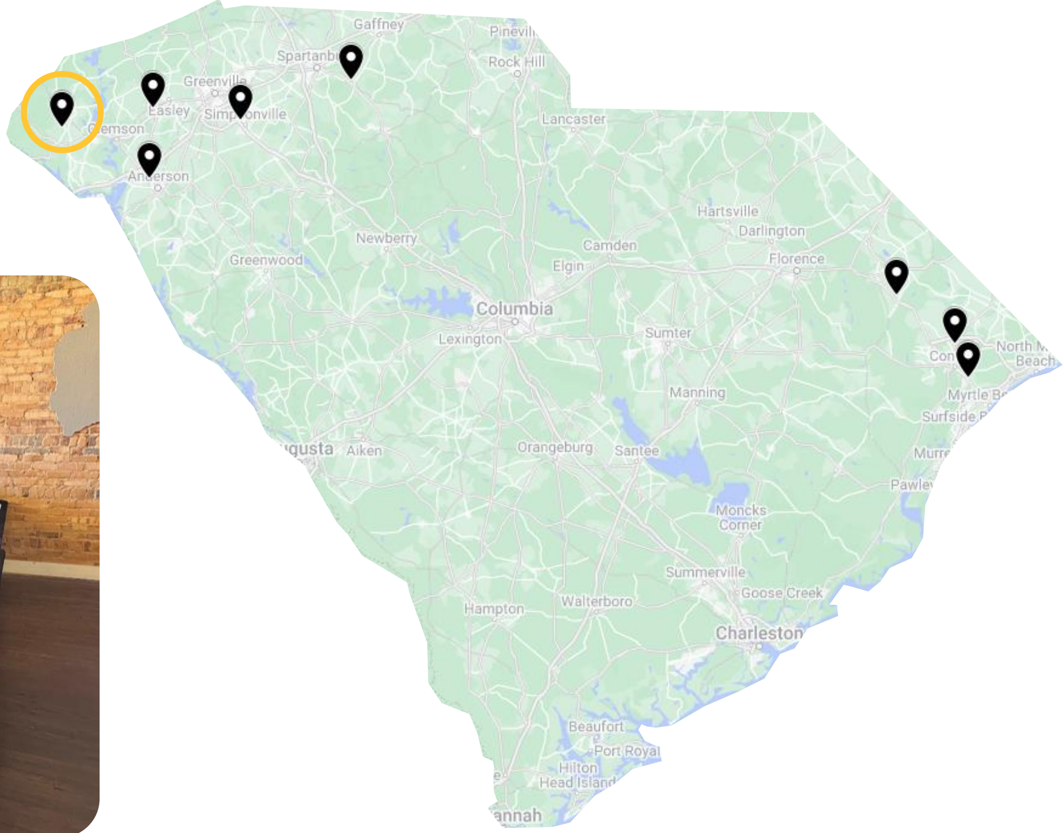
Platform Acquisition → Bolt-on #1 → Bolt-on #2 → Bolt-on #3 → **Bolt-on #4**

- One-plant operation added on October 2nd, expanding footprint in the Upstate further west

8
HMA Plants

Hubbard Paving & Grading

HMA Footprint
October 2023



Case Study: Acquisitive

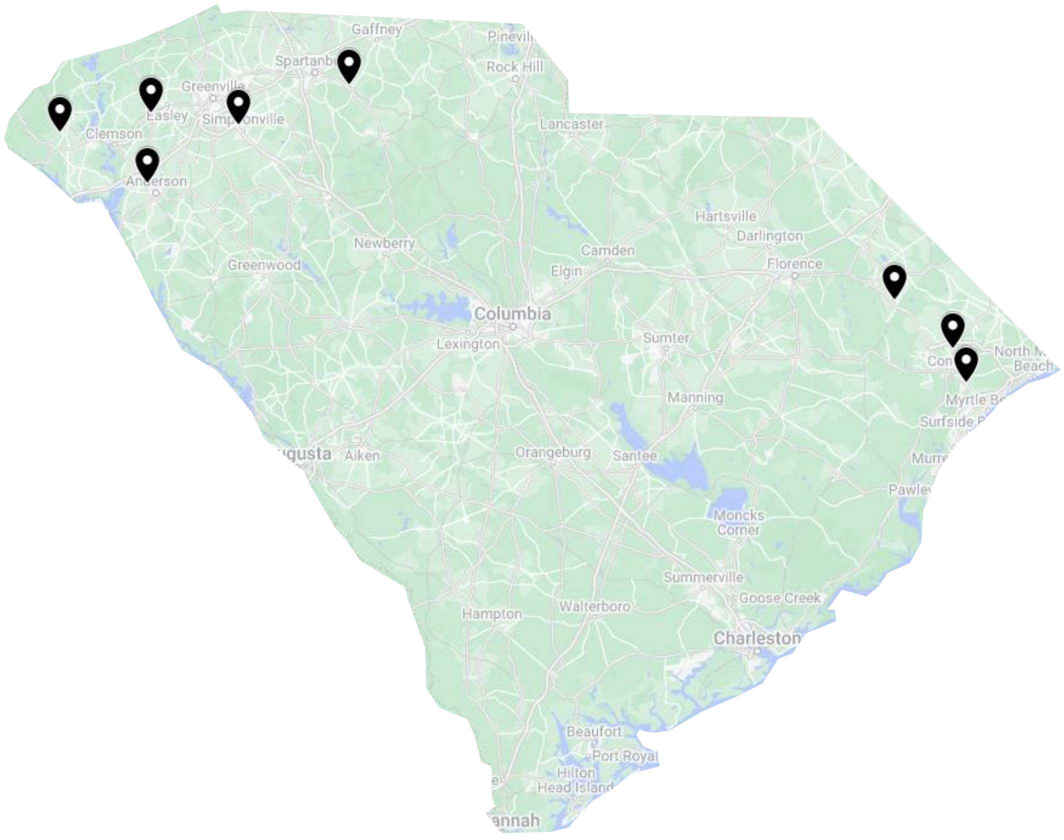
Platform Acquisition → **Bolt-on #1** → **Bolt-on #2** → **Bolt-on #3** → **Bolt-on #4**

- Within two years, King added five plants to expand to an eight-plant footprint with meaningful white-space and untapped, high-growth metros remaining

3 HMA Plants	→	8 HMA Plants
158 Headcount	→	**400** Headcount

HMA Footprint

Current



Additional Acquisition Opportunities

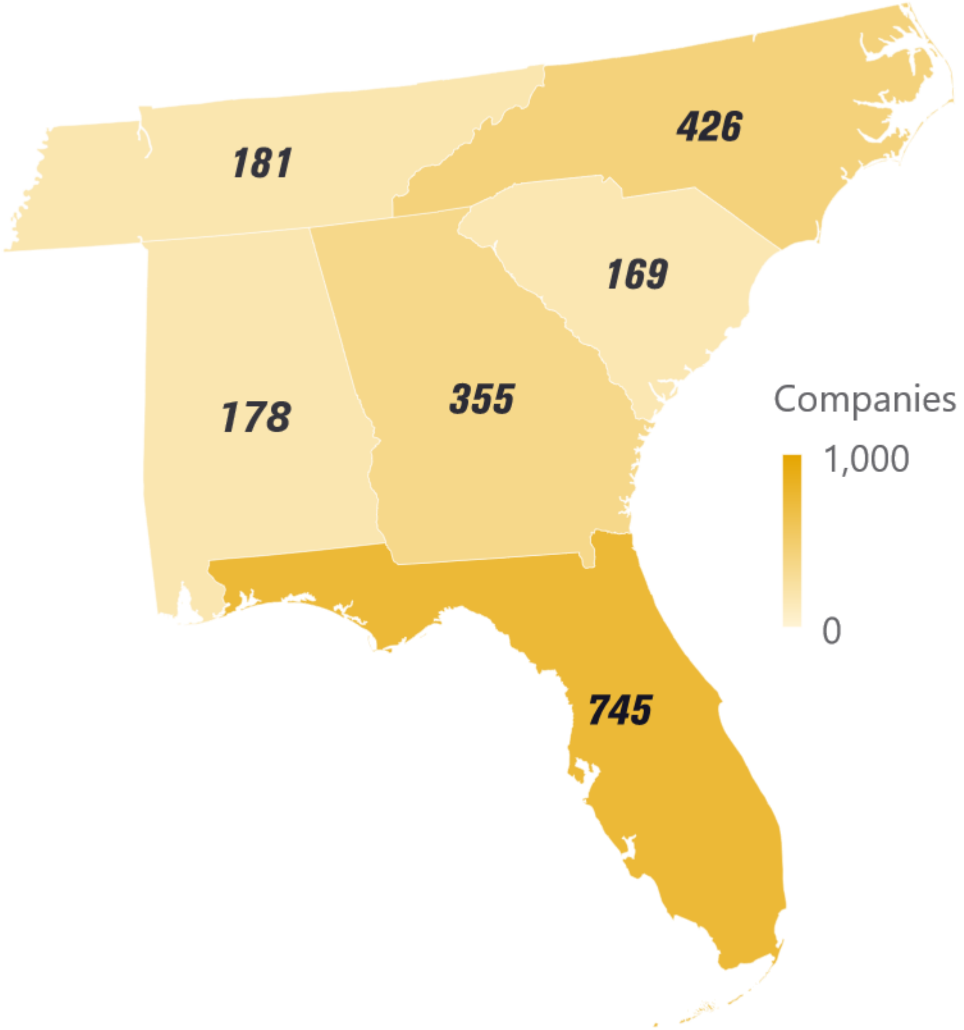
2,000+

Non-Asphalt Producers in CPI States(1)

Sample Company Types for Vertical Integration

Trucking	***Striping***
Utilities	***Bridges***
Earth work	***Barriers***
Traffic control	***Guard rail***

Non-Asphalt Producing Highway, Street, Bridge, and Utility Companies(1)



(1) U.S. Census Bureau, Annual Business Survey Company Summary

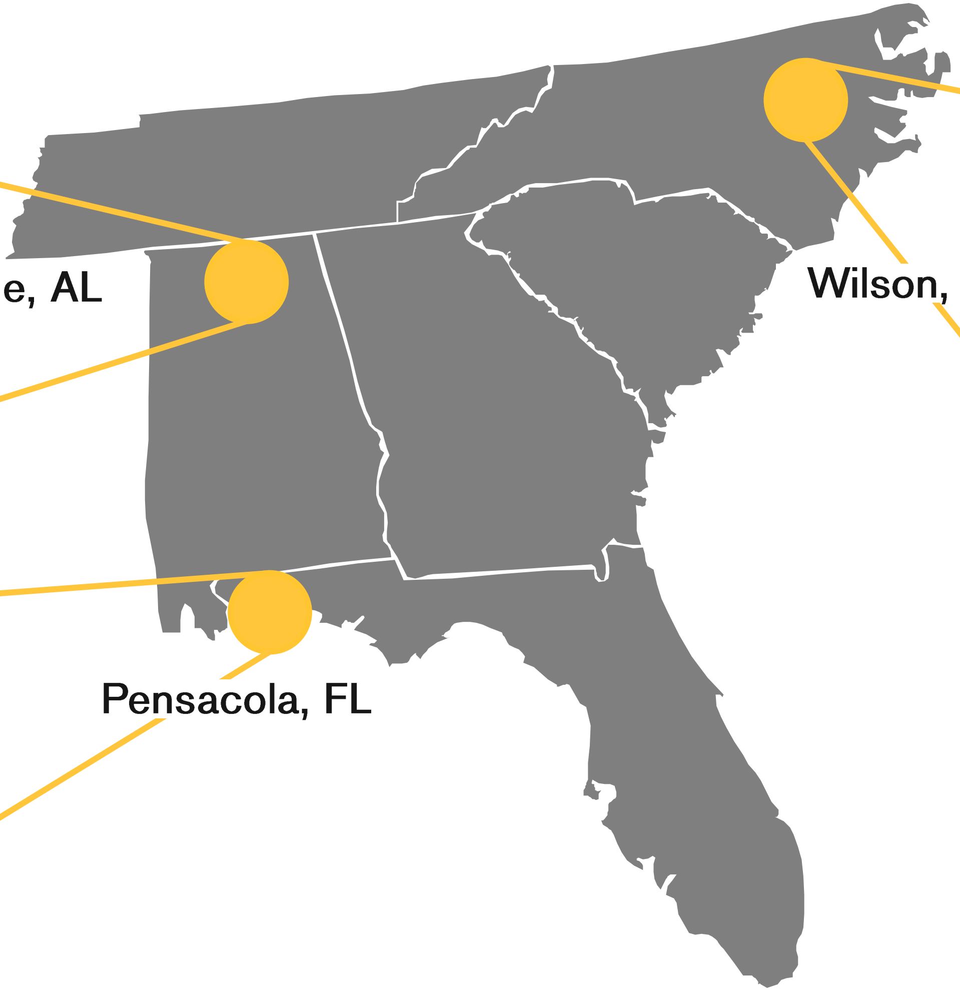
Case Study: Vertical Integration - Services

CPI can enhance its service capabilities in existing markets and augment revenue and margin by acquiring "construction-only" contractors at attractive valuations

southern site

May 2023

Grading & sitework contractor



PLT CONSTRUCTION

June 2021

Grading & utilities contractor

JMC

October 2021

Grading & utilities contractor

Panel Discussion

CONSTRUCTION PARTNERS INC.

Mike Crenshaw
President King Asphalt

David Ferebee
President Ferebee

Robert Baugnon
VP Personnel & Administration

Nelson Fleming
VP Strategy & Business Development

CONSTRUCTION PARTNERS INC.

A LEADING INFRASTRUCTURE COMPANY

ROAD-Map 2027

Q&A

CONSTRUCTION PARTNERS INC.

Jule Smith
Chief Executive Officer

Greg Hoffman
Chief Financial Officer

Thank You

A Family of Companies

CPI CONSTRUCTION PARTNERS INC.
A LEADING INFRASTRUCTURE COMPANY

CWR CONTRACTING, INC.

FC

FRED SMITH COMPANY
CONSTRUCTION

KING ASPHALT

THE SCRUGGS COMPANY

WC WIREGRASS CONSTRUCTION COMPANY, INC.

Appendix

Non-GAAP Financial Measures

Adjusted EBITDA represents net income before, as applicable from time to time, (i) interest expense, net, (ii) provision (benefit) for income taxes, (iii) depreciation, depletion, accretion and amortization, (iv) equity-based compensation expense, (v) loss on the extinguishment of debt and (vi) certain management fees and expenses. Periods commencing subsequent to September 30, 2023 do not include an adjustment for management fees and expenses, which have historically related to the Company's management services agreement with an affiliate of SunTx Capital Partners. Effective October 1, 2023, the term of the management services agreement has been extended to October 28, 2028. As a result of the term extension, the Company no longer views the management fees and expenses paid under the management services agreement as a non-recurring expense. Adjusted EBITDA Margin represents Adjusted EBITDA as a percentage of revenues for each period. Net Debt represents total long-term debt less cash.

These metrics are supplemental measures of the Company's operating performance that are neither required by, nor presented in accordance with, GAAP. These measures have limitations as analytical tools and should not be considered in isolation or as an alternative to net income or any other performance measure derived in accordance with GAAP as an indicator of the Company's operating performance. The Company presents these metrics because management uses these measures as key performance indicators and believes that securities analysts, investors and others use these measures to evaluate companies in our industry. The Company's calculation of these metrics may not be comparable to similarly named measures reported by other companies. Potential differences may include differences in capital structures, tax positions and the age and book depreciation of intangible and tangible assets.

Except as otherwise set forth herein, we are unable to reconcile forward-looking non-GAAP guidance measures to their nearest GAAP measure because we are unable to predict the timing of these adjustments with a reasonable degree of certainty. By their very nature, special and other non-core items are difficult to anticipate with precision because they are generally associated with unexpected and unplanned events that impact our company and its financial results.

The following tables present a reconciliation of net income, the most directly comparable measure calculated in accordance with GAAP, to Adjusted EBITDA and the calculation of Adjusted EBITDA Margin for the periods presented.

Total Long-Term Debt to Net Debt Reconciliation

Fiscal Year Ended September 30, 2023

(Unaudited, in thousands)	Fiscal Year Ended September 30, 2023 Preliminary Results	
	Low	High
Total long-term debt	$ 376,850	$ 376,850
Less: Cash	55,000	55,000
Net Debt	321,850	321,850
Adjusted EBITDA	$ 165,000	$ 170,000
Leverage Ratio	1.92x	1.87x

Net Income to Adjusted EBITDA Reconciliation

Fiscal Years Ended September 30, 2022 and 2021

(In thousands)	For the Fiscal Year Ended September 30, 2022	2021
Net income	$ 21,376	$ 20,177
Interest expense, net	7,701	2,404
Provision for income taxes	6,915	8,349
Depreciation, depletion, accretion and amortization	65,730	49,806
Equity-based compensation expense	8,000	3,549
Management fees and expenses(1)	1,451	1,935
Settlement of legal claim and associated legal expenses(2)	—	4,362
Adjusted EBITDA	$ 111,173	$ 90,582
Adjusted EBITDA Margin	8.5%	9.9%

(1) Reflects fees and reimbursement of certain out-of-pocket expenses under a management services agreement with an affiliate of SunTx Capital Partners, the Company's controlling stockholder.
(2) Reflects a $3.2 million legal settlement and associated legal expenses unrelated to the Company's core operations.

Net Income to Adjusted EBITDA Reconciliation

Fiscal Year 2023 Updated Outlook

(Unaudited, in thousands)	Fiscal Year Ended September 30, 2023 Preliminary Results	
	Low	High
Net income	$ 44,800	$ 47,000
Interest expense, net	18,400	18,600
Provision for income taxes	15,000	15,800
Depreciation, depletion, accretion and amortization	78,200	78,600
Equity-based compensation expense	10,100	10,400
Management fees and expenses(1)	1,500	1,600
Adjusted EBITDA	$ 168,000	$ 172,000
Adjusted EBITDA Margin	10.9%	11.0%

(1) Reflects fees and reimbursement of certain out-of-pocket expenses under a management services agreement with an affiliate of SunTx Capital Partners, the Company's controlling stockholder.

Net Income to Adjusted EBITDA Reconciliation

Fiscal Year 2024 Outlook

(Unaudited, in thousands)	For the Fiscal Year Ended September 30, 2024	
	Low	High
Net income	$ 63,000	$ 70,000
Interest expense, net	18,000	20,500
Provision for income taxes	21,200	23,600
Depreciation, depletion, accretion and amortization	83,600	93,100
Equity-based compensation expense	11,200	11,800
Adjusted EBITDA	$ 197,000	$ 219,000
Adjusted EBITDA Margin	11.3%	12.0%