

Q1 2026 Results



Disclaimer



Unless the context otherwise provides, “we,” “us,” “our,” “CRH”, the “Company” and like terms refer to CRH plc and its consolidated subsidiaries.

Forward-Looking Statements

Reliance upon the “Safe Harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, CRH is providing the following cautionary statement.

This presentation contains statements that are, or may be deemed to be, forward-looking statements with respect to the financial condition, results of operations, business, viability and future performance of CRH and certain of the plans and objectives of CRH. These forward-looking statements may generally, but not always, be identified by the use of words such as “will”, “anticipates”, “should”, “could”, “would”, “targets”, “aims”, “may”, “continues”, “expects”, “is expected to”, “estimates”, “believes”, “intends” or similar expressions. These forward-looking statements include all matters that are not historical facts or matters of fact at the date of this presentation.

In particular, the following, among other statements, are all forward-looking in nature: statements regarding CRH's 2026 outlook and performance, including Net income, Adjusted EBITDA, Diluted earnings per share, capital expenditure, and assumed depreciation, depletion & amortization, net interest expense, income tax expense, effective tax rate and share count; plans and expectations regarding demand and pricing momentum, costs, backlogs, trends in infrastructure, residential and non-residential markets, secular growth trends, macroeconomic and other market trends in regions where CRH operates; plans and expectations regarding our M&A activity and pipeline, including accretion of value and synergies; statements regarding the completion (including timing thereof) of certain divestitures, including the Construction Accessories and Lawn & Garden operations, respectively; statements regarding the completion (including timing thereof), expectations and benefits of the pending acquisition of Axius Water; plans and expectations regarding certain megatrends, including infrastructure, transportation, water and reindustrialization; statements regarding the U.S. Water Infrastructure business, including its growth potential; plans and expectations regarding government funding initiatives, including with respect to IIJA funding; expectations with respect to the impact of further potential global trade policies; statements regarding the expected benefits of CRH's superior strategy and connected portfolio and its ability to deliver in the long-term; statements regarding CRH's cash generation capabilities, financial discipline and effective reallocation of capital for growth; plans and expectations regarding CRH's financial capacity and optionality for capital deployment; and plans and expectations regarding return of cash to shareholders, including the timing and amount of share buybacks and dividends.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Company's current expectations and assumptions as to such future events and circumstances that may not prove accurate. You are cautioned not to place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this presentation. The Company expressly disclaims any obligation or undertaking to publicly update or revise these forward-looking statements other than as required by applicable law.

A number of material factors could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, certain of which are beyond our control, and which include, but are not limited to, the risks and uncertainties described herein and under “Risk Factors” in our 2025 Form 10-K and in our other filings with the SEC.

Non-GAAP Financial Measure Disclosure

This presentation includes discussion of Adjusted EBITDA, Adjusted EBITDA Margin, Diluted EPS Pre-Impairment, Organic Revenue and Organic Adjusted EBITDA, each of which is a financial measure that is not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”). See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31 for a definition and reconciliation of these non-GAAP financial measures to the most directly comparable GAAP measure. Non-GAAP financial measures should not be viewed in isolation or considered a replacement for the most directly comparable GAAP measures.

Agenda



Leading Performance

Value-Creating Capital Allocation

Superior Strategy

2026 Outlook

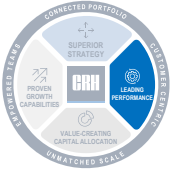
Key Messages



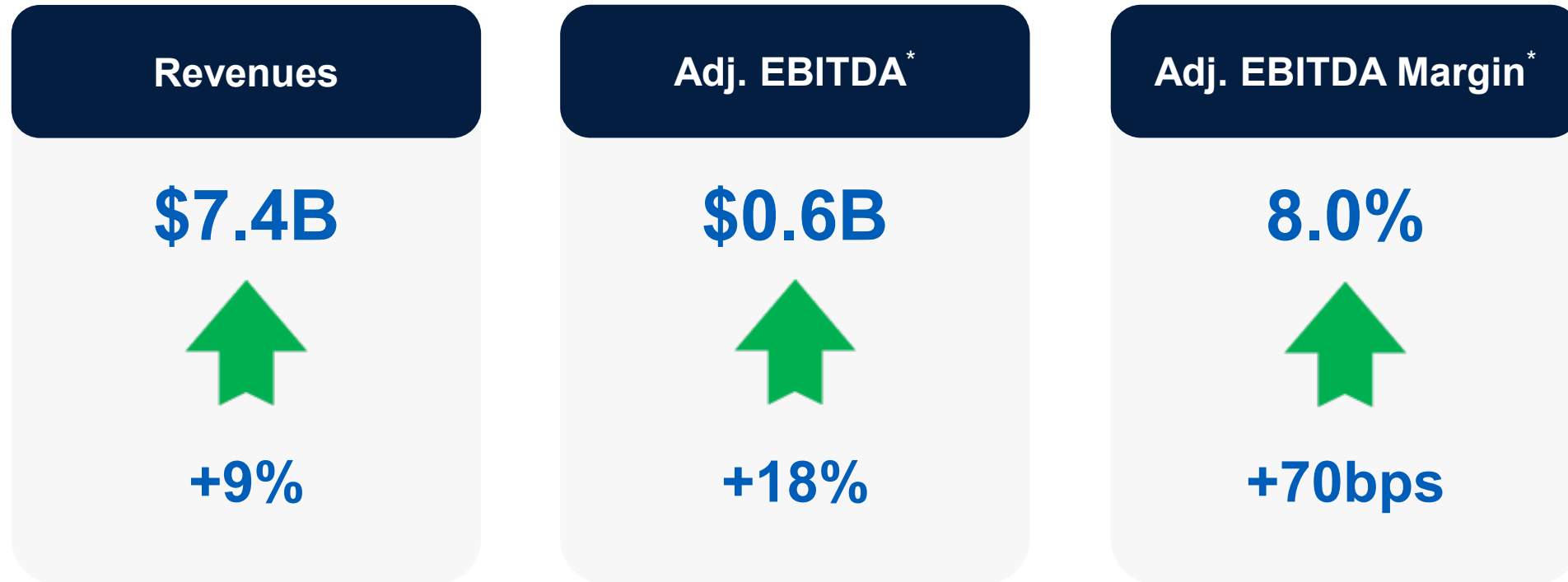
Built for Growth,
Powered by
Performance

- ✓ **Strong performance** backed by our superior strategy, unmatched scale & connected portfolio
- ✓ Good early-season activity, disciplined commercial execution & contributions from acquisitions
- ✓ Reallocating capital for **higher growth** & continuing to build a **connected portfolio**
- ✓ **\$1.9B of strategic divestitures**¹ agreed across three non-core businesses
- ✓ **Investing \$0.9B in 9 value-accretive acquisitions**; including **Axius Water**¹, further strengthening high-growth platform
- ✓ Declaring quarterly dividend of **\$0.39 per share** (+5% YoY); **further \$0.3B share buyback**
- ✓ Positive underlying demand; **reaffirming FY guidance**; expect Adj. EBITDA* **\$8.1B to \$8.5B**

¹Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31 for definition and reconciliation to the most directly comparable GAAP measure. Full FY26 guidance is provided on page 22.
For footnoted information, refer to Appendix.

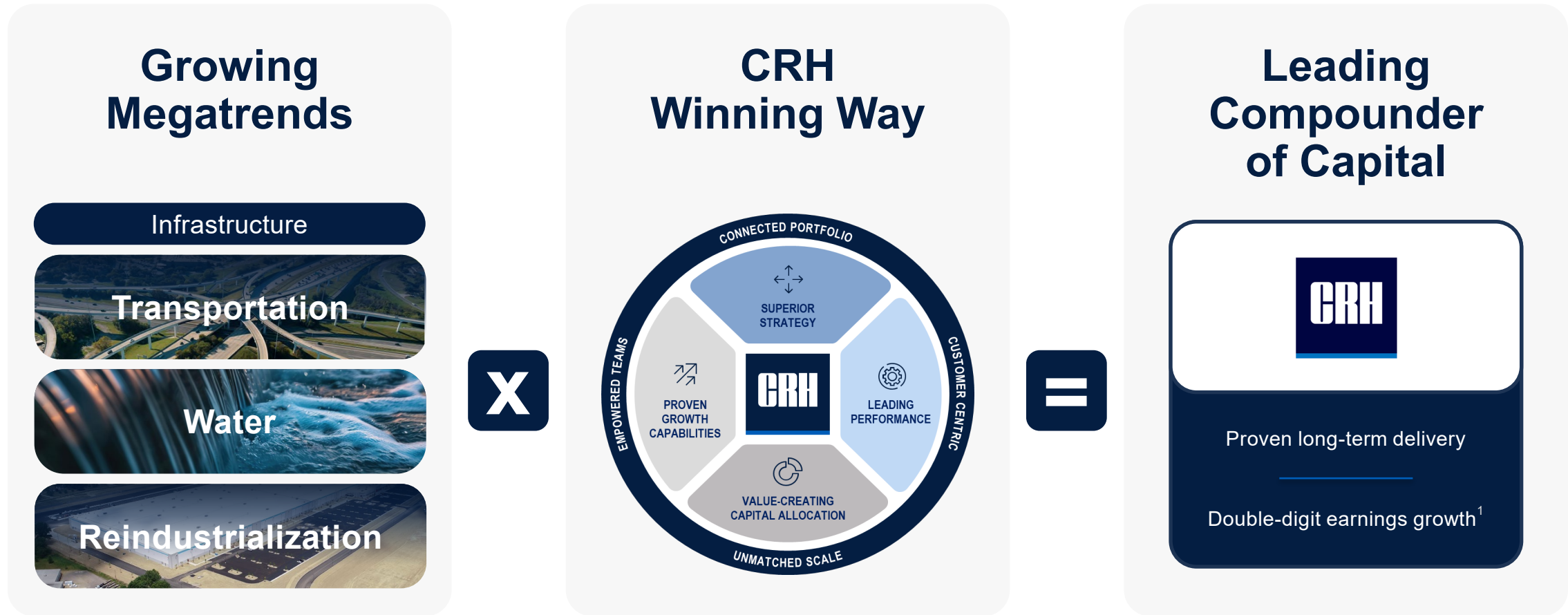


Leading Performance in Q1 2026



*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31 for definition and reconciliation to the most directly comparable GAAP measure.

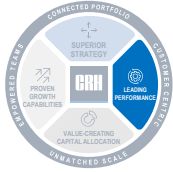
Our Growth Algorithm



For footnoted information, refer to Appendix.

Leading Performance



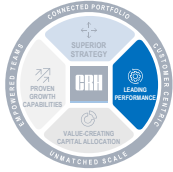


Americas Materials Solutions



- Strong start to the year ... demand underpinned by growing infrastructure megatrends
- Robust volume performance backed by good early-season project activity
- Strong commercial execution, cost discipline & contributions from acquisitions
- Positive momentum in bidding & backlogs

	\$m	YoY Change
Revenues	2,724	+21%
Adj. EBITDA	103	+75%
Adj. EBITDA Margin	3.8%	+120bps

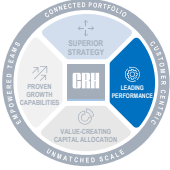


Americas Building Solutions



- Solid performance despite adverse weather & subdued new-build Residential market
- Further margin expansion supported by strong cost control & operational efficiencies
- Positive Data Center & Utility Infra demand
- Residential repair & remodel activity remains resilient

	\$m	YoY Change
Revenues	1,668	-1%
Adj. EBITDA	287	-
Adj. EBITDA Margin	17.2%	+10bps



International Solutions

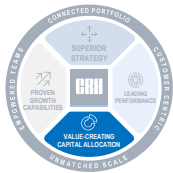


- Strong profit growth & margin expansion
- Good pricing momentum & cost control
- **Western Europe:** Solid Infrastructure & Reindustrialization demand
- **Central & Eastern Europe:** Activity levels recovering following adverse winter weather
- **Australia:** Positive underlying demand, operational improvements & synergy delivery

	\$m	YoY Change
Revenues	2,978	+5%
Adj. EBITDA	196	+32%
Adj. EBITDA Margin	6.6%	+130bps

Value-Creating Capital Allocation





Value Creation through Active Portfolio Management



Strategic divestment¹ of non-core businesses



Construction Accessories
~\$0.7B

- Engineered lifting, connecting & anchoring solutions for the construction industry



Lawn & Garden
~\$1.1B

- Manufacturer & supplier of mulch, soil & decorative stone

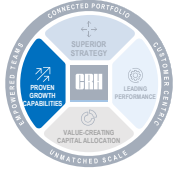


MoistureShield
~\$0.1B

- Manufacturer of composite decking

Reallocating capital into higher growth & more connected businesses

For footnoted information, refer to Appendix.



Accelerating our Water Infrastructure Strategy



- Attractive, high-growth market ... publicly funded & non-discretionary
- Reindustrialization demand and aging network drive significant investment needs ... ~1/3 over 50 years old¹
- Strategic focus on transmission & water quality ... fastest-growing segments of \$100B+ U.S. water ecosystem²
- Fragmented market with significant runway for continued growth
- Closely connected to our leading Aggregates, Cementitious & Roads platforms

A leading water infrastructure platform with national reach

Transmission



Pipes



Culverts



Manholes

Water Quality



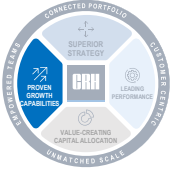
Hydro Separation



Media Filtration



Mechanical Separation



Agreement to acquire Axius Water for ~\$0.7B



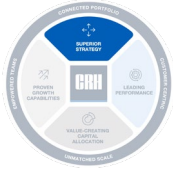
- A leading provider of water quality and nutrient removal solutions in North America
- Further strengthening our existing position as a leading U.S. water infrastructure player
- Strong management with best in class customer centric design and engineering capabilities
- Highly complementary to our existing water platform
 - ... enhanced customer offering
 - ... significant synergy & self-supply opportunities
 - ... strong IP portfolio; extensive R&D capabilities
- Completion expected in Q2 2026¹



Strengthening our connected portfolio in an attractive high-growth market

Superior Strategy





Delivering Higher & More Consistent Growth

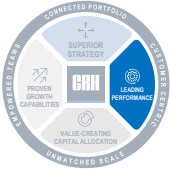


Unmatched Scale

- ✓ **#1 Infrastructure play in North America**
... publicly funded, less volatile & more predictable
- ✓ **Leading positions in attractive, high-growth markets**
... aligned with secular megatrends
- ✓ **Performance excellence** across ~4k locations
- ✓ **~\$40B financial capacity¹ to 2030**
... supported by strong balance sheet & cash generation

Connected Portfolio

- ✓ **Fully connected offering**
... aggregates, cementitious, roads & water
- ✓ **More embedded with customers**
... higher pull-through demand & greater share of wallet
- ✓ **Less capital intensive & more variable cost base**
... maximizing growth, cash & return on capital
- ✓ **Superior growth opportunities**
... strong, recurring M&A pipeline; ability to deliver enhanced synergies



Proven Track Record of Superior Value Creation

Revenues

+8%
CAGR since 2015¹

Adj. EBITDA*

+15%
CAGR since 2015¹

Adj. EBITDA Margin*

~110bps
Avg. annual increase
since 2015¹

Diluted EPS*

+18%
CAGR since 2015¹

Leading
Compounder
of Capital



19%
Annualized TSR since 2015²

*Represents a non-GAAP financial measure. Diluted EPS is shown on a pre-impairment basis. For footnoted information, refer to Appendix.

2026 Outlook



Growing Infrastructure Megatrends in 2026



Transportation

- Strong State & Federal highway funding
- '26 State Transportation budgets +6%¹
- ~50% of IIJA highway funds yet to be deployed²
- International markets supported by government & EU funding programs



Water

- Robust demand for network upgrades
- +HSD%³ forecast growth across all areas of water transmission & water quality in 2026
- ~80% IIJA water funding yet to be deployed⁴



Reindustrialization

- Continued strong demand for manufacturing & data center projects
- Benefiting from unmatched scale & connected customer offering
- Activity remains positive across key CRH International markets

Reaffirming 2026 Financial Guidance

Reflecting strong performance & YTD portfolio activity



Adj. EBITDA*

\$8.1B – \$8.5B

Net Income

\$3.9B – \$4.1B

Diluted EPS

\$5.60 – \$6.05

Another year of growth & value creation

*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31 for definition and reconciliation to the most directly comparable GAAP measure.

The 2026 guidance does not assume any significant one-off or non-recurring items, including the impact of further potential changes to global trade policies, impairments or other unforeseen events. Full FY26 guidance is provided on page 22.

Appendix



2026 Financial Guidance



Financial Guidance (i)	Low	High
Net income	\$3.9B	\$4.1B
Adj. EBITDA*	\$8.1B	\$8.5B
Diluted EPS	\$5.60	\$6.05
Capital expenditure	\$2.8B	\$3.0B

(i) The guidance does not assume any significant one-off or non-recurring items, including the impact of further potential changes to global trade policies, impairments or other unforeseen events.

2026 financial guidance is based on the following underlying assumptions:

Depreciation, depletion & amortization	\$2.3B	Effective tax rate	24%
Interest expense, net	\$0.7B	Share count (ii)	675m
Income tax expense	\$1.3B		

(ii) year-to-date average diluted common shares outstanding.

*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31 for definition and reconciliation to the most directly comparable GAAP measure.

Materials Volumes & Prices



	Q1 YoY % Change			
	Americas		International	
	Volume	Price	Volume	Price
Aggregates	+14%	-1% ¹	+8%	-
Asphalt	+13%	-	+8%	+5%
Cement	+10%	-1%	-	+3%
RMC	+12%	+4%	+2%	+3%

¹Americas Aggregates pricing +5% on a mix-adjusted basis.

Americas Materials Solutions



Analysis of change

\$ million	Q1 2025	Currency	Acquisitions	Divestitures	Organic	Q1 2026	% Change
Total revenues	2,243	+6	+269	(5)	+211	2,724	+21%
Adjusted EBITDA	59	(1)	+35	+5	+5	103	+75%
Adjusted EBITDA margin	2.6%					3.8%	

Americas Building Solutions



Analysis of change

\$ million	Q1 2025	Currency	Acquisitions	Divestitures	Organic	Q1 2026	% Change
Total revenues	1,682	+3	+18	-	(35)	1,668	(1%)
Adjusted EBITDA	287	-	+2	-	(2)	287	-
Adjusted EBITDA margin	17.1%					17.2%	

International Solutions



Analysis of change

\$ million	Q1 2025	Currency	Acquisitions	Divestitures	Organic	Q1 2026	% Change
Total revenues	2,831	+257	+161	(176)	(95)	2,978	+5%
Adjusted EBITDA	149	+7	+19	+19	+2	196	+32%
Adjusted EBITDA margin	5.3%					6.6%	

Endnotes



Page 4

1. Transactions agreed and remain subject to customary closing conditions and regulatory approvals.

Page 6

1. 'Double-digit earnings growth' refers to CRH's compound annualized growth rate of Adjusted EBITDA for the period from December 31, 2015 to December 31, 2025. Metrics from the fiscal year ended December 31, 2015 are based on IFRS. 2015 EBITDA (as defined) has been modified to exclude contributions from subsequently divested businesses. The adjustments required to reflect these metrics under U.S. GAAP have not been quantified. No material differences have been identified that would impact trends calculated in accordance with U.S. GAAP in comparison to IFRS. For source data of these 2015 metrics, please refer to page 28 of this presentation. Metrics from the financial year ended December 31, 2025 are based on U.S. GAAP as reported in our 2025 Form 10-K.

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1. Construction Accessories and Lawn & Garden divestitures agreed and expected to close in Q2 2026, subject to customary closing conditions and regulatory approvals. MoistureShield divestiture completed on April 6th.

Page 13

1. Utah Water Research Laboratory estimate as of December 2023.
2. Global Water Intelligence Data, July 2025.

Page 14

1. Transaction agreed and remains subject to customary closing conditions and regulatory approvals.

Page 16

1. Financial capacity is defined as the anticipated cash and debt financing available (after maintenance capex) for growth investments and cash returns to shareholders. The information is indicative only and any capital deployment will be dependent on the value creation opportunities arising over the period. The Company's ability to deliver on these capital allocation priorities may be negatively impacted by the factors set out in the disclaimer on page 2.

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1. Metrics from the fiscal year ended December 31, 2015 are based on IFRS. Diluted EPS has been adjusted to exclude impairments, and Revenues and EBITDA exclude contributions from subsequently divested businesses. The adjustments required to reflect these metrics under U.S. GAAP have not been quantified. No material differences have been identified that would impact trends calculated in accordance with U.S. GAAP in comparison to IFRS. For source data of these 2015 metrics, please refer to page 29 of this presentation. Metrics from the financial year ended December 31, 2025 are based on U.S. GAAP as reported in our 2025 Form 10-K.
2. 10-year annualized compound total shareholder return through December 31, 2025, sourced from Bloomberg.

Page 19

1. U.S. Department of Transportation (USDOT) proposed Fiscal Year 2026 budgets.
2. American Road & Transportation Builders Association (ARTBA) estimate as of February 2026.
3. Bluefield Research, Data Navigator, November 2024.
4. Bluefield Research, Infrastructure Investment & Jobs Act: Tracking the Spending, Q3 2025.

Source Data – Double-Digit Earnings Growth



<i>in millions</i>	€	\$
2015 EBITDA (as defined) (i)	2,219	
Less: EBITDA (as defined) from divested businesses		
Europe Distribution (i)	(171)	
Americas Distribution (i)	(140)	
Building Envelope (ii)	(121)	
	1,787	
2015 IFRS based EBITDA (as defined) (iii) (iv)		1,983
2025 Adjusted EBITDA* per the Annual Report on Form 10-K		7,681
10-Year CAGR		15%

(i) As reported under IFRS in the Annual Report on Form 20-F for 2015.

(ii) The results for Building Envelope stated are under IFRS and were not previously separately reported in external filings.

(iii) Effective from January 1, 2020, CRH changed its reporting currency from euro to U.S. Dollar. Reported results for 2015 have been translated from euro to U.S. Dollar using the 2015 average exchange rate of \$1.1095 to €1.

(iv) The adjustments required to reflect these metrics under U.S. GAAP have not been quantified. No material differences have been identified that would impact trends calculated in accordance with U.S. GAAP in comparison to IFRS.

*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 30 to 31.

Source Data – Proven Track Record of Superior Value Creation



<i>in \$ millions, except per share data</i>	IFRS 2015 (ii)	U.S. GAAP 2025
Revenues		
As reported	26,223	37,447
Europe Distribution as reported	(4,613)	—
Americas Distribution as reported	(2,473)	—
Building Envelope (i)	(1,226)	—
Group excluding Europe Distribution, Americas Distribution and Building Envelope	17,911	37,447
CAGR since 2015		8%
Group profit for the financial year (IFRS) / Net Income (U.S. GAAP)	809	3,790
EBITDA (IFRS) / Adjusted EBITDA		
As reported	2,462	7,681
Europe Distribution as reported	(190)	—
Americas Distribution as reported	(155)	—
Building Envelope (i)	(134)	—
Group excluding Europe Distribution, Americas Distribution and Building Envelope	1,983	7,681
CAGR since 2015		15%
Diluted EPS		
Diluted EPS as reported	\$0.98	\$5.51
Impairment impact (net of tax)	\$0.06	\$0.06
Diluted EPS pre-impairment	\$1.04	\$5.57
CAGR since 2015		18%

(i) The results for Building Envelope were not separately reported in external filings.

(ii) Effective from January 1, 2020, CRH changed its reporting currency from euro to U.S. Dollar. Reported results for 2015 have been translated from euro to U.S. Dollar using the 2015 average exchange rate of \$1.1095 to €1.

Non-GAAP Reconciliations



CRH uses a number of non-GAAP financial measures to monitor financial performance. These measures are referred to throughout the discussion of our reported financial position and operating performance on a continuing operations basis unless otherwise defined and are measures which are regularly reviewed by CRH management. These financial measures may not be uniformly defined by all companies and accordingly may not be directly comparable with similarly titled measures and disclosures by other companies. Certain information presented is derived from amounts calculated in accordance with U.S. GAAP but is not itself an expressly permitted GAAP measure. The non-GAAP financial measures as summarized below should not be viewed in isolation or as an alternative to the most directly comparable GAAP measure.

Adjusted EBITDA: Adjusted EBITDA is defined as earnings from continuing operations before interest, taxes, depreciation, depletion, amortization, Loss on impairments, gain/loss on divestitures and investments, Income/loss from equity method investments, substantial acquisition-related costs and pension expense/income excluding current service cost component. It is quoted by management in conjunction with other GAAP and non-GAAP financial measures to aid investors in their analysis of the performance of the Company. Adjusted EBITDA by segment is monitored by management in order to allocate resources between segments and to assess performance. **Adjusted EBITDA margin** is calculated by expressing Adjusted EBITDA as a percentage of Total revenues. Reconciliation to its most directly comparable GAAP financial measure is presented below:

<i>in \$ millions</i>	Q1 2026	Q1 2025
Net loss	(180)	(98)
Loss from equity method investments	11	10
Income tax benefit	(55)	(58)
Loss on divestitures and investments (i)	6	26
Pension income excluding current service cost component (i)	(5)	(4)
Other interest, net (i)	3	(2)
Interest expense	203	181
Interest income	(21)	(37)
Depreciation, depletion and amortization	576	477
Loss on impairments (ii)	48	—
Adjusted EBITDA	586	495
Total revenues	7,370	6,756
Net loss margin	(2.4%)	(1.5%)
Adjusted EBITDA margin	8.0%	7.3%

(i) Loss on divestitures and investments, pension income excluding current service cost component and other interest, net have been included in Other nonoperating expense, net in the Consolidated Statements of Income in the Quarterly Report on Form 10-Q.

(ii) For the three months ended March 31, 2026, Loss on impairments totaled \$48 million, related to the International Solutions segment.

Non-GAAP Reconciliations



Adjusted EBITDA (continued): Reconciliation to the most directly comparable GAAP financial measure for the mid-point of the 2026 Adjusted EBITDA guidance is presented below:

<i>in \$ billions</i>	FY 2026 Mid-Point
Net income	4.0
Income tax expense	1.3
Interest expense, net	0.7
Depreciation, depletion and amortization	2.3
Adjusted EBITDA	8.3

Organic Revenue and Organic Adjusted EBITDA: Because of the impact of acquisitions, divestitures, currency exchange translation and other non-recurring items on reported results each reporting period, CRH uses organic revenue and organic Adjusted EBITDA as additional performance indicators to assess performance of pre-existing (also referred to as underlying, like-for-like or ongoing) operations each reporting period.

Organic revenue and organic Adjusted EBITDA are arrived at by excluding the incremental revenue and Adjusted EBITDA contributions from current and prior year acquisitions and divestitures, the impact of exchange translation, and the impact of any one-off items. Changes in organic revenue and organic Adjusted EBITDA are presented as additional measures of revenue and Adjusted EBITDA to provide a greater understanding of the performance of the Company. Organic change % is calculated by expressing the organic movement as a percentage of the prior year (adjusted for currency exchange effects). A reconciliation of the changes in organic revenue and organic Adjusted EBITDA to the changes in Total revenues and Adjusted EBITDA by segment, is presented with the discussion within each segment's performance in tables contained in the segment discussion in Part 1, Item 2. "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Quarterly Report on Form 10-Q.