Q2 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
In 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 the proposed merger (the ‘Arcosa Acquisition’) between CRH and Arcosa; the anticipated benefits of the Arcosa Acquisition, including expected synergies, accretion and financial impact; CRH’s expected financial performance following the completion of the Arcosa Acquisition; plans and expectations regarding certain megatrends, including infrastructure, transportation, water and reindustrialization; 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 under “Risk Factors” in Item 1A in the Form 10-Q for the quarterly period ended June 30, 2026, and in the 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, Organic Adjusted EBITDA and Adjusted Free Cash Flow Conversion, 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 28 to 30 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. This presentation also includes certain forward-looking non-GAAP financial measures for which a reconciliation is not practicable without unreasonable effort, as the Company is unable to forecast certain amounts that are necessary for such reconciliation.

Agenda

Leading Performance

Superior Strategy

2026 Outlook

Key Messages

Built for Growth, Powered by Performance

- ✓ **Record Q2**; Total revenues (+6%) & Adj. EBITDA* (+7%) ahead of PY
- ✓ **Further margin expansion** driven by continued execution of the CRH Winning Way
- ✓ Active portfolio management; continuing to build a **higher-growth connected portfolio**
- ✓ **$1.4B invested in 17 value-accretive acquisitions YTD**; **$8.5B agreement to acquire Arcosa**[1]
- ✓ Reinforcing CRH as the **leading aggregates & critical infrastructure player in North America**
- ✓ Outlook positive; **reaffirming FY26 Adj. EBITDA* guidance range of $8.1B to $8.5B**

*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 28 to 30 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 Q2 2026

Revenues	Adj. EBITDA*	Adj. EBITDA Margin*	Diluted EPS
$10.8B	$2.63B	24.4%	$2.21
+6%	+7%	+30bps	+14%

*Represents a non-GAAP financial measure. See the discussion within 'Non-GAAP Reconciliations' on pages 28 to 30 for definition and reconciliation to the most directly comparable GAAP measure. All changes are stated on a year-on-year difference.

Leading Performance

Americas Materials Solutions

- Strong performance with good underlying demand, positive pricing & acquisitions
- Demand underpinned by growing megatrends … Transportation, Water & Reindustrialization
- Further margin expansion despite inflationary cost environment
- Positive momentum in bidding & backlogs

	$m	YoY Change
Revenues	4,957	+10%
Adj. EBITDA	1,384	+12%
Adj. EBITDA Margin	27.9%	+40bps

Americas Building Solutions

- Performance reflecting impact of divestitures & subdued new-build residential demand
- Inflationary cost backdrop … mitigating through business optimization initiatives
- Repair & remodel demand remains resilient
- Good growth in data center, water & energy infrastructure activity

	$m	YoY Change
Revenues	2,117	-2%
Adj. EBITDA	462	-8%
Adj. EBITDA Margin	21.8%	-140bps

International Solutions

- Continued growth & margin expansion
- Positive price momentum, strict cost control in an inflationary environment & acquisition contributions
- **Europe:** Favorable infrastructure & reindustrialization demand
- **Australia:** Positive underlying demand, operational improvements & synergy delivery

	$m	YoY Change
Revenues	3,703	+5%
Adj. EBITDA	781	+8%
Adj. EBITDA Margin	21.1%	+70bps

Superior Strategy

Executing CRH’s Superior Strategy

Leveraging unmatched scale and financial strength to deliver shareholder value

- ✓ Increasing exposure to **growing infrastructure megatrends**
- ✓ Disciplined allocation of capital; **strengthening leading positions in attractive growth markets**
- ✓ **Advancing CRH's aggregates-led, connected portfolio strategy**
- ✓ Proven ability to **acquire and integrate at scale**
- ✓ **Strong optionality for further capital deployment** across connected growth platforms

Reinforcing CRH’s position as a leading compounder of capital

Proven Growth Capabilities

Value-accretive acquisitions & growth capex

Increasing exposure to growing infrastructure megatrends …

Transportation | Water | Reindustrialization

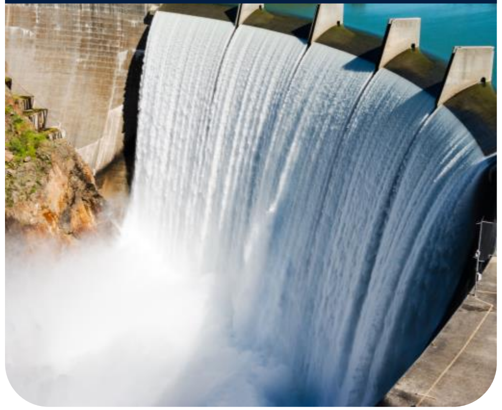
… strengthening leadership positions across connected growth platforms

Aggregates

Cementitious

Roads

Water



#1 infrastructure player in North America

Value-Creating Capital Allocation

$1.4B
Acquisitions

- ✓ 17 YTD acquisitions across connected growth platforms
- ✓ Agreed to acquire Arcosa[1] for $8.5B, completion expected Q1'27
- ✓ Strong pipeline of opportunities in attractive growth markets

$1.9B
Divestitures[2]

- ✓ Active portfolio management
- ✓ Strategic divestment of non-core businesses
- ✓ Reallocating capital into higher-growth connected businesses

$0.8B
Growth Capex

- ✓ Capacity expansion in high-growth markets
- ✓ Efficiencies, automation & energy optimization
- ✓ High-return, low-risk investments

$1.2B
Dividends & Buybacks

- ✓ Declaring quarterly dividend of $0.39 per share (+5% YoY); committed to consistent long-term dividend growth
- ✓ Share buyback returned ~$10B & ~24% of stock repurchased since 2018
- ✓ Buyback program paused following Arcosa[1] acquisition announcement

For footnoted information, refer to Appendix.

Arcosa Acquisition[1]

A compelling growth & value-creation opportunity

- ✓ Acquiring a **leading U.S. provider** of building materials & critical infrastructure products
- ✓ Enhanced offering in **attractive, high-growth markets** aligned with **infrastructure megatrends**
- ✓ **Highly complementary;** advancing CRH's **aggregates-led, connected portfolio strategy**
- ✓ Reinforcing **#1 market position**[3] in U.S. aggregates
- ✓ **~$175M run-rate cost synergies expected by year 3**

$2.65B	$565M	35mt	Top 3
'26E Revenue[2]	'26E Adj. EBITDA*[2]	Aggregates Produced (2025)	in Engineered Structures

Construction Products

- ✓ High-quality, connected, aggregates-led materials business
- ✓ Scaled aggregates platform in high-growth markets serving 13 of the 50 largest U.S. MSAs
- ✓ Significant self-supply opportunities + aggregates exposure in DFW & Phoenix

Engineered Structures

- ✓ Expands CRH's capabilities in U.S. energy infrastructure & increases megatrend exposure
- ✓ Broadens addressable market & deepens relationships with shared customer base
- ✓ Long-term customer alliances & high-quality backlog providing long-term demand visibility

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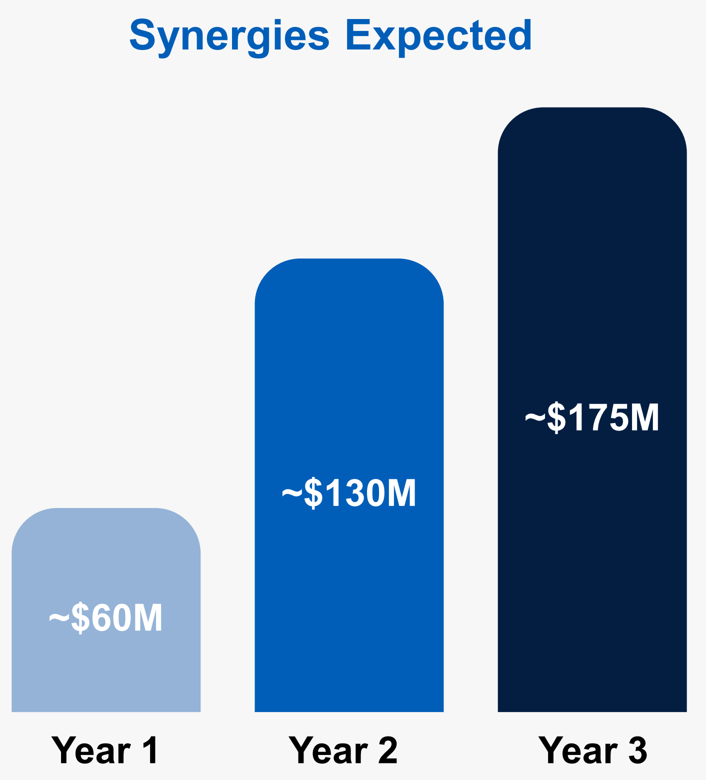
For footnoted information, refer to Appendix.

Strong Synergy & Value Creation Potential

- Uniquely positioned to deliver significant value creation
  … leveraging unmatched scale & leading performance capabilities
- ~$175M run-rate cost synergies expected
  - **Operational:** production efficiencies, logistics & network optimization
  - **Integration:** self-supply opportunities & SG&A savings
  - **Procurement:** global purchasing & supply arrangements; materials, equipment & services



Track Record of Strong Synergy Delivery

- ✓ Proven ability to acquire & integrate at scale
- ✓ Empowered local teams enabled by global scale & leading performance capabilities
- ✓ Relentless focus on continuous business improvement
- ✓ Disciplined & value-focused approach to capital allocation

Historical Acquisition Performance
(Acquisitions completed since 2018)

Adj. EBITDA Margin*

~600bps

Improvement[1]

3 years post acquisition

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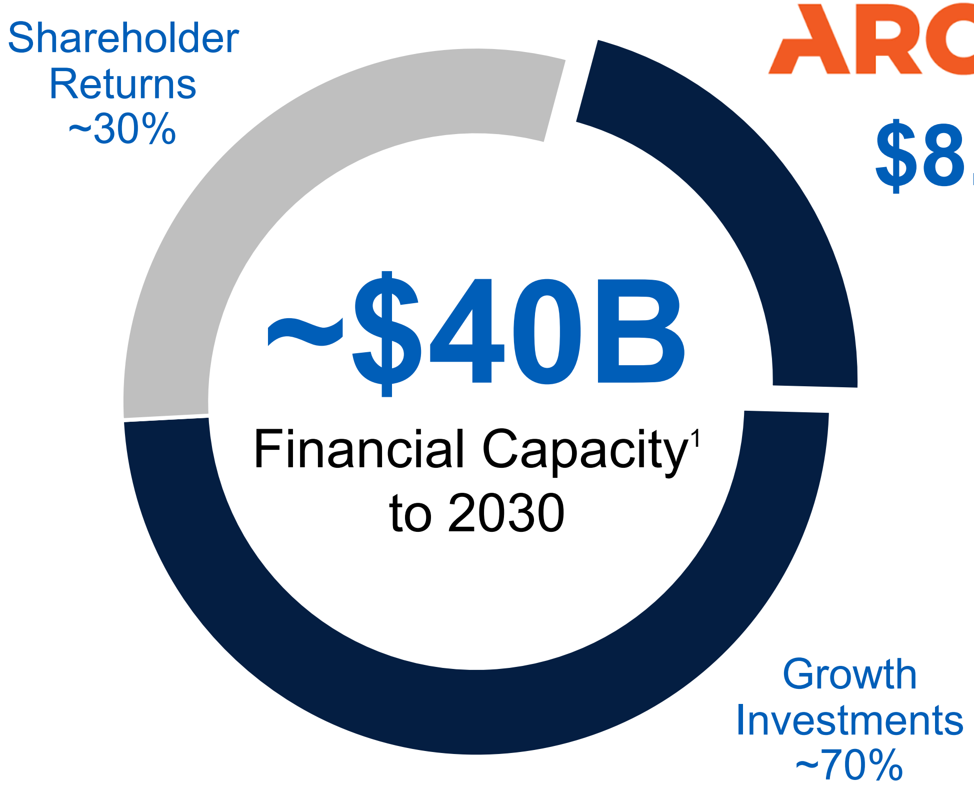
Accelerating Progress to 2030 Financial Targets



ARCOSA[2]

$8.5B

2030 Financial Targets[3]

Revenue Growth	7% to 9%
Adj. EBITDA Margin*	22% to 24%
Adj. FCF Conversion*	>100%

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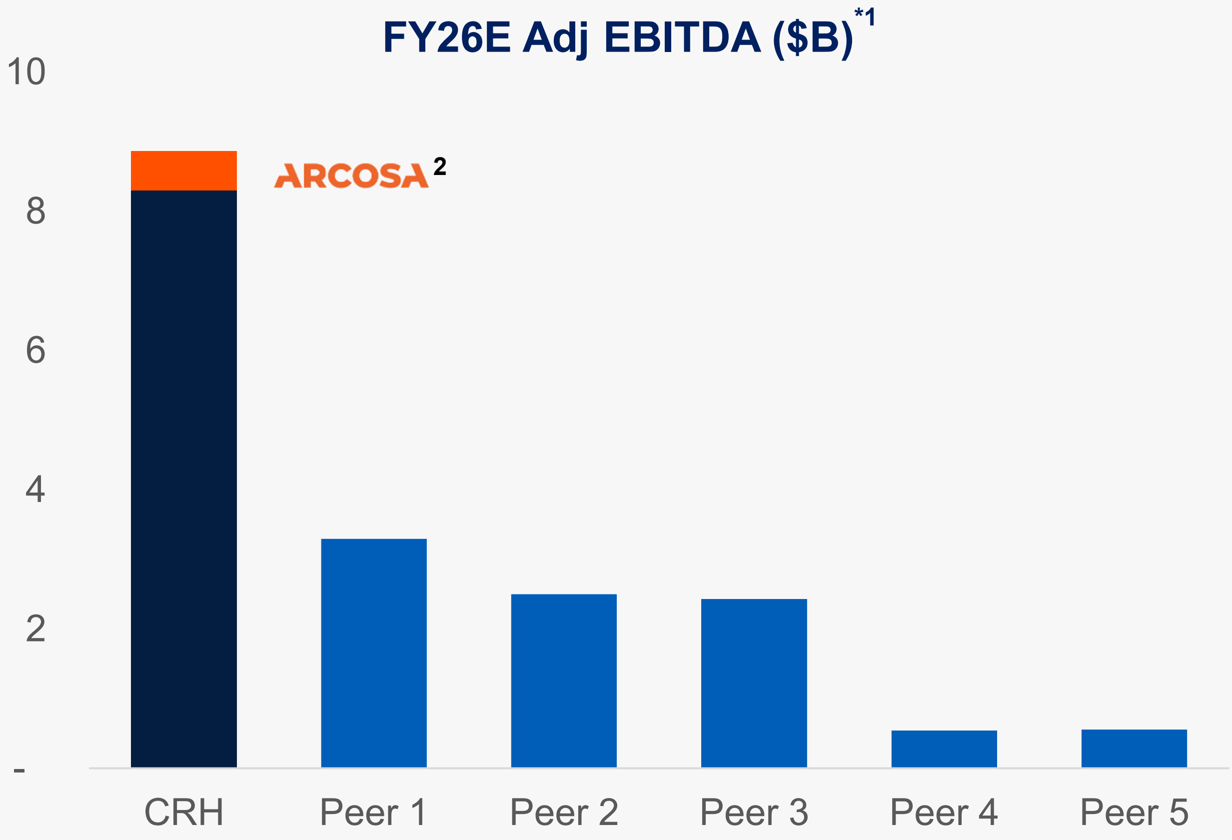
Industry-Leading Compounder of Capital



- ✓ Unmatched scale & unrivaled cash generation capabilities
- ✓ $40B financial capacity[3]
- ✓ Uniquely connected portfolio; superior optionality for growth & value creation
- ✓ Strong pipeline of value-accretive growth opportunities

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2026 Outlook

2026 Financial Guidance

Reaffirming Adj. EBITDA*, Net Income and Diluted EPS guidance

Adj. EBITDA*	Net Income	Diluted EPS
$8.1B – $8.5B	$3.9B – $4.1B	$5.60 – $6.05

Another year of growth & value creation

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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

CRH

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 (ii)	$2.7B	$2.9B

(i) 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.

(ii) 2026 capital expenditure guidance is being updated from the previous range of $2.8bn to $3.0bn to a new range of $2.7bn to $2.9bn to reflect project timing and lower maintenance spend.

2026 financial guidance is based on the following underlying assumptions:			
Depreciation, depletion & amortization	$2.3B	Effective tax rate	26%
Interest expense, net	$0.7B	Share count (iii)	674m
Income tax expense	$1.4B	Other (iv)	($0.1B)

(iii) Year-to-date average diluted Common Shares outstanding.

(iv) Other primarily relates to Other nonoperating (income) expense, net.

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Materials Volumes & Prices

CRH

	Q2 YoY % Change			
	Americas		International	
	Volume	Price	Volume	Price
Aggregates	+2%	+5%	+10%	+2%
Asphalt	+3%	+6%	-7%	+20%
Cement	-2%	-1%	+6%	+4%
RMC	-	+2%	+5%	+3%

	H1 YoY % Change			
	Americas		International	
	Volume	Price	Volume	Price
Aggregates[1]	+6%	+3%	+9%	+2%
Asphalt	+5%	+5%	-1%	+13%
Cement	+3%	-1%	+4%	+3%
RMC	+4%	+3%	+4%	+3%

[1]Americas aggregates pricing +5% on a mix-adjusted basis

Americas Materials Solutions

		Analysis of change					
$ million	**Q2 2025**	**Currency**	**Acquisitions**	**Divestitures**	**Organic**	**Q2 2026**	**% Change**
Total revenues	**4,509**	-	+312	(34)	+170	**4,957**	+10%
Adjusted EBITDA	**1,241**	-	+69	+2	+72	**1,384**	+12%
Adjusted EBITDA margin	**27.5%**					**27.9%**	

Americas Building Solutions

		Analysis of change					
$ million	**Q2 2025**	**Currency**	**Acquisitions**	**Divestitures**	**Organic**	**Q2 2026**	**% Change**
Total revenues	**2,159**	-	+5	(192)	+145	**2,117**	(2%)
Adjusted EBITDA	**501**	-	+20	(37)	(22)	**462**	(8%)
Adjusted EBITDA margin	**23.2%**					**21.8%**	

International Solutions

$ million	Q2 2025	Analysis of change Currency	Acquisitions	Divestitures	Organic	Q2 2026	% Change
Total revenues	3,538	+89	+226	(203)	+53	3,703	+5%
Adjusted EBITDA	721	+14	+40	(19)	+25	781	+8%
Adjusted EBITDA margin	20.4%					21.1%	

Endnotes

Page 4

1. Transaction remains subject to approval of Arcosa’s stockholders, regulatory approvals, and other customary closing conditions.

Page 13

1. Transaction remains subject to approval of Arcosa’s stockholders, regulatory approvals, and other customary closing conditions.
2. In the three months ended June 30, 2026, CRH realized proceeds from divestitures and disposals of long-lived assets of $1.7bn, net of disposal costs and deferred proceeds. These primarily comprised the divestiture of three non-core businesses: CRH’s construction accessories operations for $0.7bn, lawn and garden operations for $1.1bn, and MoistureShield, a manufacturer of composite decking for $0.1bn.

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1. Transaction remains subject to approval of Arcosa’s stockholders, regulatory approvals, and other customary closing conditions.
2. Representing the midpoint of the guidance range set forth in the Arcosa, Inc. earnings release dated April 30, 2026. It has not been updated to reflect events or any change in circumstances since such date.
3. Market Leadership position based on 2025 annualized sales volumes.

Page 16

1. Based on 3-year review of acquisitions greater than $10m completed in the years from 2018 to 2022.

Page 17

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 slide 2.
2. Transaction remains subject to approval of Arcosa’s stockholders, regulatory approvals, and other customary closing conditions.
3. 2030 Financial Targets represent average annual Revenue growth between 7% and 9% from 2026-2030, Adjusted EBITDA Margin between 22% and 24% by 2030, and average annual Adjusted Free Cash Flow Conversion of more than 100% from 2026-2030. Adjusted EBITDA Margin and Adjusted Free Cash Flow Conversion are non-GAAP financial measures. We cannot predict with certainty certain items that would be included in the most directly comparable GAAP measure for the relevant future periods. Due to these uncertainties, we cannot provide a quantitative reconciliation of Adjusted EBITDA Margin or Adjusted Free Cash Flow Conversion, respectively, to the most directly comparable GAAP financial measure, respectively, without unreasonable effort. However, we expect to calculate Adjusted EBITDA Margin and Adjusted Free Cash Flow Conversion for future periods in the same manner as provided herein.

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1. Based on publicly stated FY26 adjusted EBITDA guidance for each company with the exception of Arcosa, as at July 24, 2026. Arcosa adjusted EBITDA represents the midpoint of the guidance range set forth in the Arcosa, Inc. earnings release dated April 30, 2026. It has not been updated to reflect events or any change in circumstances since such date.
2. Transaction remains subject to approval of Arcosa’s stockholders, regulatory approvals, and other customary closing conditions.
3. 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 slide 2.

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:

in $ millions	**Q2 2026**	**Q2 2025**
Net income	**1,511**	**1,332**
Income from equity method investments	(9)	(1)
Income tax expense	661	425
(Gain) loss on divestitures and investments (i)	(266)	16
Pension income excluding current service cost component (i)	(13)	(5)
Other interest, net (i)	(3)	(2)
Interest income	(22)	(30)
Interest expense	220	200
Depreciation, depletion and amortization	548	528
Adjusted EBITDA	**2,627**	**2,463**
Total revenues	10,777	10,206
Net income margin	**14.0%**	**13.1%**
Adjusted EBITDA margin	**24.4%**	**24.1%**

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

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:

in $ billions	**FY 2026 Mid-Point**
Net income	**4.0**
Income tax expense	1.4
Interest expense, net	0.7
Depreciation, depletion and amortization	2.3
Other (i)	(0.1)
Adjusted EBITDA	**8.3**

(i) Other primarily relates to Other nonoperating (income) expense, net.

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.

Adjusted EBITDA is defined by Arcosa as EBITDA adjusted for certain items that are not reflective of the normal earnings of its business.

Non-GAAP Reconciliations

Adjusted Free Cash Flow: Adjusted Free Cash Flow is a liquidity measure and is defined as Net cash provided by operating activities adjusted for Proceeds from disposal of long-lived assets less Maintenance capital expenditure. Adjusted Free Cash Flow Conversion is defined as Adjusted Free Cash Flow divided by Net income. Management believes that Adjusted Free Cash Flow and Adjusted Free Cash Flow Conversion are useful metrics for both management and investors in evaluating the Company's ability to generate cash flow from operations after making investments in maintaining its asset base. As is the case with the other non-GAAP measures presented, users should consider the limitations of using Adjusted Free Cash Flow and Adjusted Free Cash Flow Conversion, including the fact that those measures do not provide a complete measure of our cash flows for any period. In particular, Adjusted Free Cash Flow and Adjusted Free Cash Flow Conversion are not intended to be a measure of cash flow available for management's discretionary use, as these measures do not reflect certain cash requirements, such as debt service requirements and other contractual commitments.