



CRH



2023 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 order to utilize the “Safe Harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, CRH is providing the following cautionary statement.

This document 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”, “targets”, “may”, “continues”, “ongoing”, “is expected to” or similar expressions. These forward-looking statements include all matters that are not historical facts or matters of fact at the date of this document.

In particular, the following, among other statements, are all forward looking in nature: plans and expectations regarding growth, demand, supply constraints, pricing, costs, macroeconomic trends in regions where CRH operates; plans and expectations regarding government funding, including its effects on CRH’s business; plans and expectations regarding CRH’s decarbonization targets and sustainability initiatives; plans and expectations regarding return of cash to shareholders, including the timing and amount of CRH’s ongoing share buyback program and plans for consistent long-term dividend growth; plans related to the balance of allocation of capital between growth investments and cash returns; plans and expectations related to growth opportunities, strategy and value creation; plans and expectations regarding CRH’s financial capacity, balance sheet, net income, Adjusted EBITDA, earnings per share, effective tax rate, interest expense and CRH’s 2024 full year performance, including the split in Adjusted EBITDA between North America and Europe, and capital expenditures, including their risk, return and contribution to CRH’s business; and plans and expectations regarding acquisitions and divestments, including timing and the pipeline of opportunities.

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 CRH’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 document. CRH 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, among other factors: economic and financial conditions, including changes in interest rates, inflation, price volatility and/or labor and materials shortages; demand for construction and our products in geographic markets in which we operate; increased competition; increases in energy, labor and/or other raw materials costs; adverse changes to laws and regulations, including in relation to climate change; the impact of unfavorable weather; availability of public sector funding for infrastructure programs; political uncertainty and adverse geopolitical developments; failure to complete or successfully integrate acquisitions or make timely divestments; cyber-attacks and exposure of associates, contractors, customers, suppliers and other individuals to health and safety risks, including due to product failures. Additional factors, risks and uncertainties that could cause actual outcomes and results to be materially different from those expressed by the forward-looking statements in this presentation include the risks and uncertainties described under “Risk Factors” in CRH’s Annual Report on Form 10-K for the period ended December 31, 2023 as filed with the US Securities and Exchange Commission.

Non-GAAP Measure Disclosure

This document includes discussion of Adjusted EBITDA, Adjusted EBITDA margin, net income pre-impairment, net debt, organic revenue, organic Adjusted EBITDA, earnings per share pre-impairment and return on net assets, each of which is a financial measure that is not calculated in accordance with US generally accepted accounting principles (“GAAP”). See the discussion within ‘Non-GAAP Reconciliations’ on pages 32 to 37 for a reconciliation of these non-GAAP measures to the most directly comparable GAAP measure. This presentation also contains discussion of financial measures calculated in accordance with International Financial Reporting Standards as adopted by the European Union, which are non-GAAP measures. See the document titled ‘IFRS to U.S. GAAP Transition’ for more information regarding and reconciliations of these non-GAAP measures. Non-GAAP measures should not be considered a replacement for GAAP measures.



Agenda

Operating Performance

Financial Performance

Capital Allocation

2024 Outlook



Key Messages

Financial Delivery

- Strong growth across all key metrics
- FY23 delivery ahead of previous guidance
- 10th consecutive year of margin expansion
- Significant balance sheet optionality
- Guiding FY24 Adj. EBITDA¹ \$6.55bn – \$6.85bn (US GAAP basis)

Strategy & Capital Allocation

- Significant acquisition activity; increasing exposure to high-growth markets
- European lime divestiture; phase 1 complete
- FY23 dividend \$1.33 (+5%) ... announcing new quarterly dividend \$0.35 (+5% annualized)
- Ongoing share buyback; \$3bn 12-month program complete; \$0.3bn quarterly tranche commenced



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37.

2023 Financial Highlights

| US GAAP | Revenues | Adj. EBITDA ¹ | Margin ¹ | EPS ¹ | Cash Flow | Return on Net Assets ¹ |
|-------------------|----------|--------------------------|---------------------|------------------|-----------|-----------------------------------|
| | \$34.9bn | \$6.2bn | 17.7% | \$4.65 | \$5.0bn | 15.3% |
| IFRS ² | \$34.9bn | \$6.5bn | 18.6% | \$4.62 | \$5.0bn | 15.1% |
| | +7% | +15% | +120bps | +30% | +32% | +200bps |



Previous IFRS guidance for FY23 (published November 21, 2023): EBITDA ~\$6.3bn; Operating Cash ~\$5bn.

¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37. EPS shown on a pre-impairment basis.

²IFRS to U.S. GAAP reconciliations are available on www.crh.com.



Operating Performance



Americas Materials Solutions – Operating Performance

- Strong performance & continued margin expansion
... integrated solutions strategy delivering
- Robust Infrastructure activity underpinned by historic increase in government funding; state budgets strong
- Non-Residential demand driven by Industrial & Manufacturing segments
- Positive momentum in price & bidding activity
... backlogs ahead

| | | % change | |
|-------------|--------|----------|---------|
| | \$m | Total | Organic |
| Revenues | 15,435 | +8% | +6% |
| Adj. EBITDA | 3,059 | +16% | +15% |
| Margin | 19.8% | +140bps | +150bps |



Americas Building Solutions – Operating Performance

- Strong operating leverage & further margin expansion
... good contribution from recent acquisitions
- Positive growth trends continue in Utility Infrastructure & Outdoor Living
- Good momentum in key Non-Residential segments
... water, energy, telecommunications & manufacturing
- New-build Residential impacted by affordability constraints
- Repair & remodel activity proving more resilient & less cyclical

| | | % change | |
|-------------|-------|----------|---------|
| | \$m | Total | Organic |
| Revenues | 7,017 | +13% | +1% |
| Adj. EBITDA | 1,442 | +18% | +6% |
| Margin | 20.6% | +90bps | +90bps |



Europe Materials Solutions – Operating Performance

- Strong performance & margin well ahead of PY
- Infrastructure demand underpinned by government & EU funding
- Positive pricing momentum; 6th consecutive year of improvement
- Disciplined cost control & good operating leverage

| | \$m | % change | |
|-------------|-------|----------|---------|
| | | Total | Organic |
| Revenues | 9,690 | +4% | +3% |
| Adj. EBITDA | 1,395 | +17% | +14% |
| Margin | 14.4% | +160bps | +150bps |

Europe Building Solutions – Operating Performance

- Performance impacted by subdued Residential activity
- Infrastructure & Non-Residential demand resilient
- Ongoing focus on commercial management & price progression
- Cost saving actions underway to mitigate lower activity levels

| | | % change | |
|-------------|-------|----------|---------|
| | \$m | Total | Organic |
| Revenues | 2,807 | -2% | -7% |
| Adj. EBITDA | 280 | -17% | -20% |
| Margin | 10.0% | -170bps | -160bps |



Financial Performance

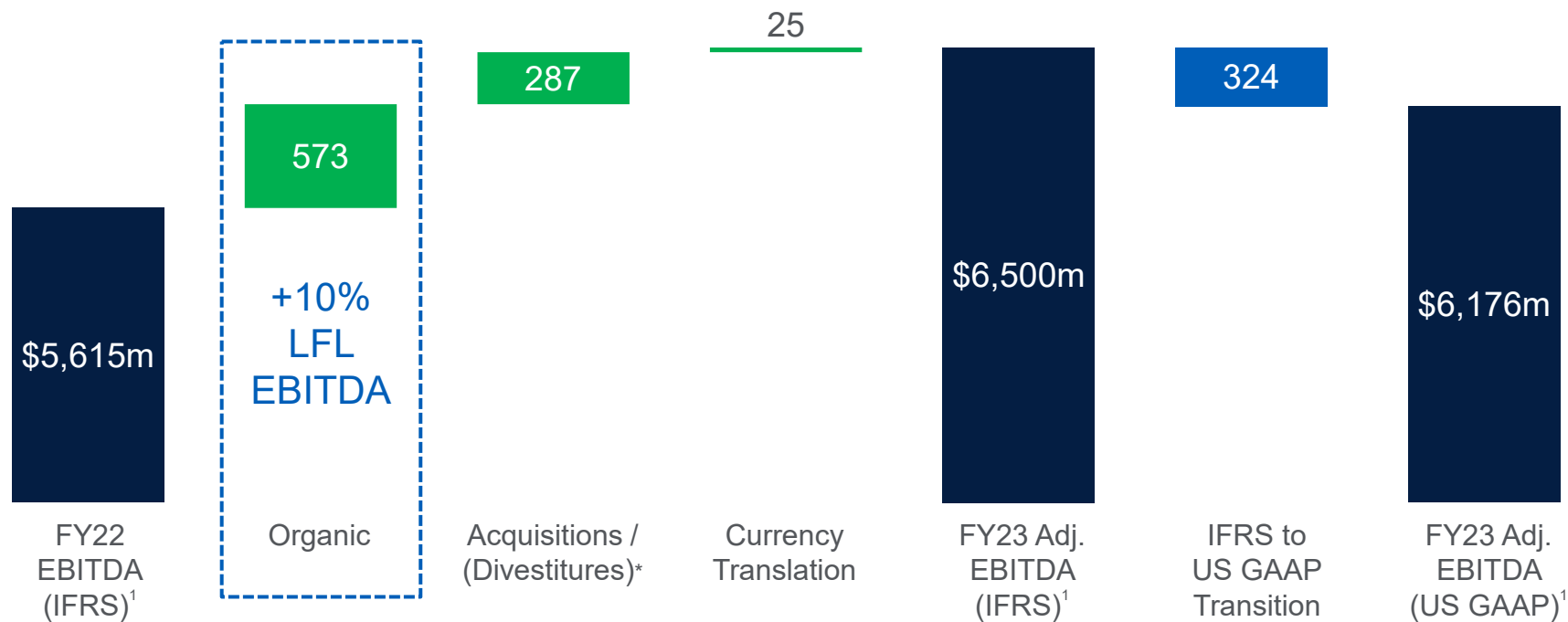


Transition to US GAAP

- FY23 results filed on Form 10-K under US GAAP
- Financial restatements available on [crh.com](https://www.crh.com)
(incl. IFRS to US GAAP reconciliations)
- No material net impact on EPS
- Quarterly US GAAP reporting on Form 10-Q from Q1 2024

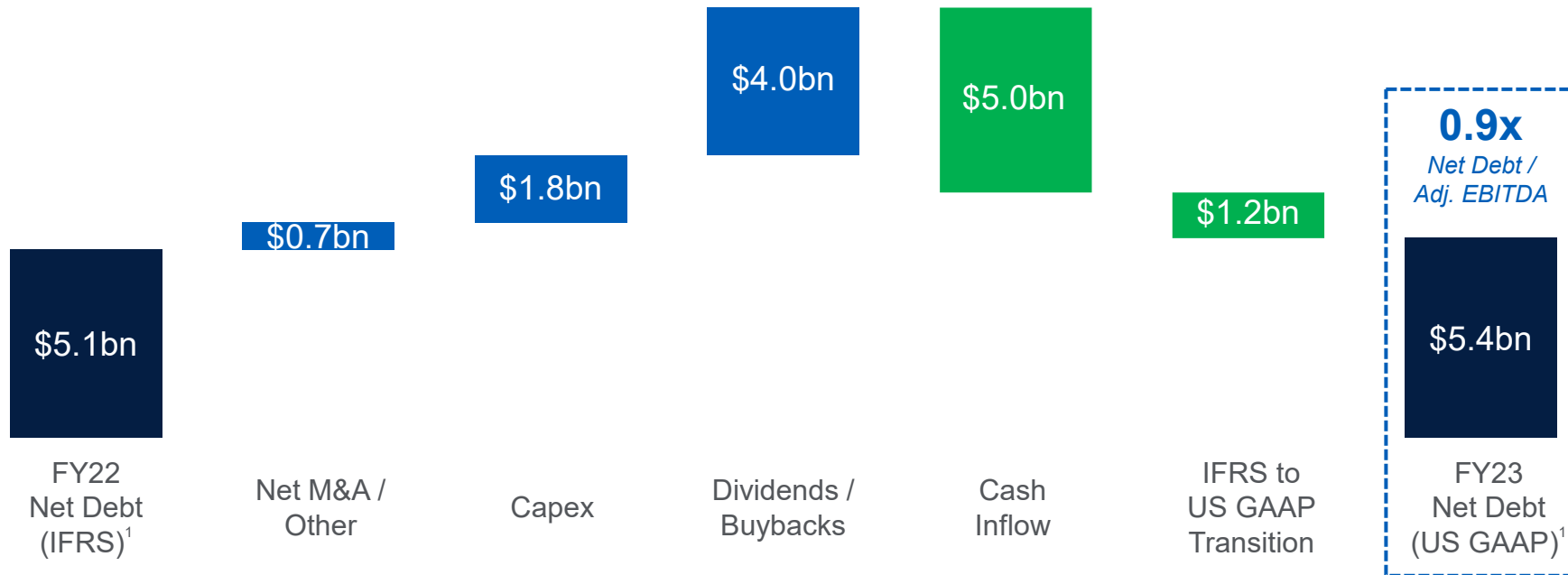


Strong Organic Delivery



*Includes 2022 gains on disposal of long-lived assets and adjusted for substantial acquisition-related costs.
¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37.

Strong & Flexible Balance Sheet



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37.



Capital Allocation



Capital Allocation Priorities

*Significant
optionality for
shareholder
value creation*

Acquisitions

- Strong pipeline of opportunities
- Disciplined & value-focused

~70%
Growth
Investments

Growth Capex

- Accelerating organic growth
- Expanding in attractive markets
- Low risk, high-returning investments

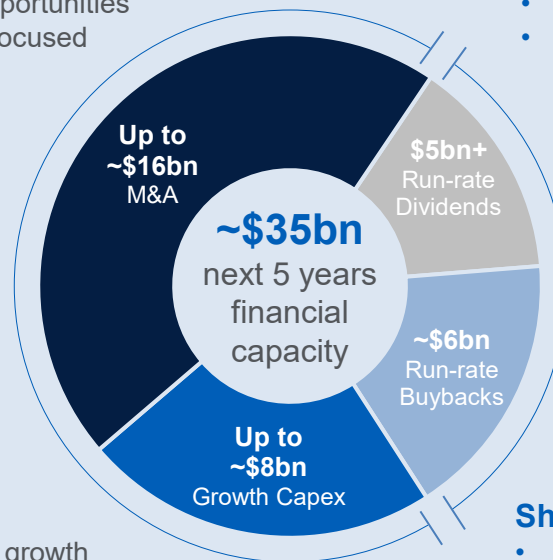
Dividends

- Consistent long-term dividend growth
- Current annual run-rate ~\$1bn p.a.

~30%
Cash
Returns

Share Buybacks

- Ongoing share buyback program
- Flexible & efficient allocation of capital
- Current annual run-rate ~\$1.2bn p.a.



Financial capacity is defined as the cash and debt financing available (after maintenance capex) for growth investments and cash returns to shareholders. The information shown above 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 1.

Value Creation Through Active Portfolio Management

- Continuous process of portfolio optimization
... \$13bn divested & \$24bn acquired over last decade
- Building a structurally better business ...
... simpler, leaner & more focused
... less cyclical & less capital intensive
... higher margins, cash & returns
- Reallocating capital into attractive, high-growth markets
... further developing integrated solutions strategy



Strong pipeline of opportunities ... disciplined & value-focused

Increasing Exposure to Attractive, High-Growth Markets

\$2.1bn Acquisition of Materials Assets in Texas

- Further strengthening our #1 market position in Texas – the fastest growing state in the US
- Located in high-growth San Antonio / Austin region
- Strong pipeline of large, multi-year Infrastructure & Non-Res projects



\$0.7bn Proposal to Acquire Majority Stake in Adbri

- Quality assets with leading positions in attractive, high-growth markets
- Complementing core competencies in aggregates, concrete & cement
- Leveraging capabilities to deliver growth & enhance vertical integration
- New platform to expand existing solutions strategy in Australia



Fast-growing economies with robust construction outlooks

Entering a Golden Age for Construction

- Unprecedented investment in critical infrastructure & re-industrialization
- #1 beneficiary of significant growth phase for our industry
- Opportunities to accelerate growth & value creation
 - ... Expanding capacity to meet growing demand
 - ... Building on leading positions in high-growth markets
 - ... Further developing our footprint & solutions strategy



Strengthening #1 position in North America & Europe

Proven Delivery from Growth Capex

Accelerating growth in existing businesses

Strong track record of
successful execution

~\$2bn

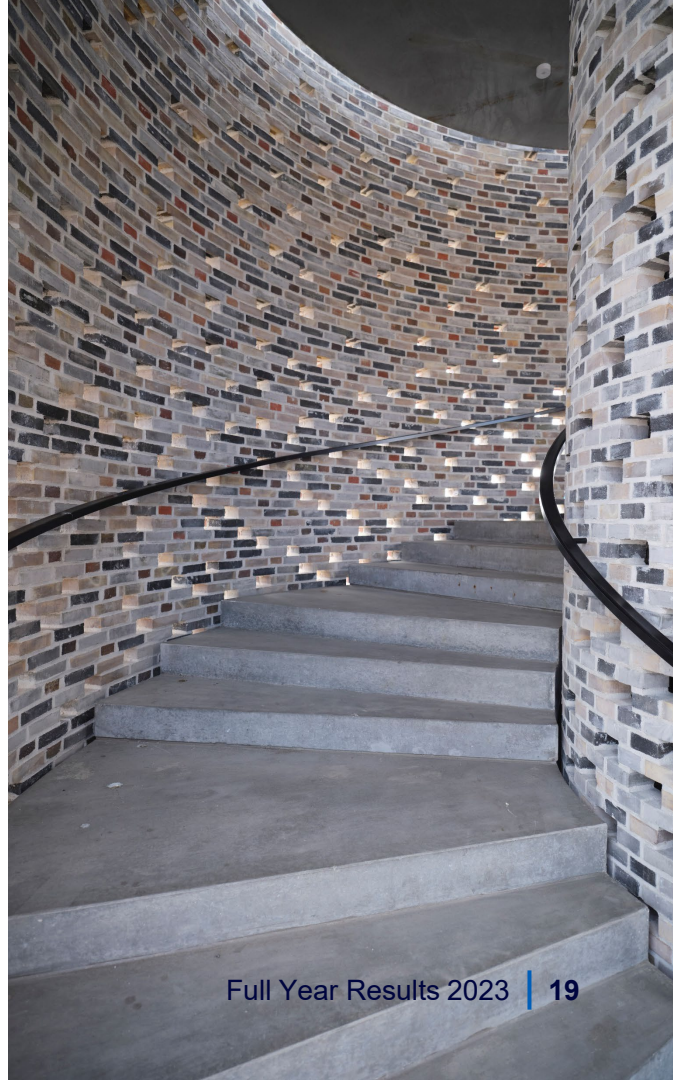
invested over last 3 years

Low risk, high-returning
investments

20%+

return on net assets

Accretive to growth, margins & returns



Significantly Increasing Allocation to High-Returning Growth Capex

- Strong pipeline of projects
... capitalizing on significant growth opportunities
- Investing in our largest, most profitable & fastest growing markets ... South & West US and Central & Eastern Europe
- Leveraging our footprint, size & scale to maximize growth
- Efficient & disciplined capital allocation

Accelerating growth, margins & returns



- ✓ Expanding capacity in existing high-growth markets
- ✓ Driving innovation & product development
- ✓ Enhancing production efficiencies
- ✓ Increasing automation & energy optimization
- ✓ Increasing circularity & reducing emissions



2024 Outlook



End-Market Outlook for 2024

Favorable underlying demand with positive pricing momentum

North America

~75% Adj. EBITDA¹



Infrastructure
~40% Sales

Continued rollout of once-in-a-generation federal & state investment



Non-Residential
~30% Sales

Increased re-industrialization activity underpinned by significant public funding



Residential
~30% Sales

New-build activity to remain subdued ... supportive long-term fundamentals

Europe

~25% Adj. EBITDA¹



Infrastructure
~35% Sales

Robust demand underpinned by government & EU funding



Non-Residential
~30% Sales

Onshoring trends supporting high-tech manufacturing activity



Residential
~35% Sales

Affordability challenges remain ... long-term demand underpinned

Well positioned to capitalize on strong growth opportunities



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37.

2024 Guidance (US GAAP)

Adj. EBITDA¹

\$6.55bn – \$6.85bn

2023: \$6.2bn

Net Income

\$3.55bn – \$3.80bn

2023: \$3.4bn¹

EPS

\$5.15 – \$5.45

2023: \$4.65¹



EPS guidance based on approximately 690 million of common shares currently outstanding.

¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37. 2023 EPS and Net income shown on a pre-impairment basis.



Appendix



Americas Materials Solutions

| \$ million | Analysis of change | | | | | 2023 | % Change |
|-------------------------------|--------------------|----------|--------------|--------------|---------|---------------|----------|
| | 2022 | Currency | Acquisitions | Divestitures | Organic | | |
| Total revenues | 14,324 | (44) | +242 | - | +913 | 15,435 | +8% |
| Adjusted EBITDA | 2,638 | (6) | +42 | - | +385 | 3,059 | +16% |
| Adjusted EBITDA margin | 18.4% | | | | | 19.8% | |

Americas Building Solutions

| \$ million | Analysis of change | | | | | 2023 | % Change |
|------------------------|--------------------|----------|--------------|--------------|---------|-------|----------|
| | 2022 | Currency | Acquisitions | Divestitures | Organic | | |
| Total revenues | 6,188 | (14) | +751 | - | +92 | 7,017 | +13% |
| Adjusted EBITDA | 1,219 | (4) | +153 | - | +74 | 1,442 | +18% |
| Adjusted EBITDA margin | 19.7% | | | | | 20.6% | |

Europe Materials Solutions

| \$ million | Analysis of change | | | | | 2023 | % Change |
|-------------------------------|--------------------|----------|--------------|--------------|---------|--------------|----------|
| | 2022 | Currency | Acquisitions | Divestitures | Organic | | |
| Total revenues | 9,349 | +186 | +61 | (157) | +251 | 9,690 | +4% |
| Adjusted EBITDA | 1,195 | +30 | +10 | (12) | +172 | 1,395 | +17% |
| Adjusted EBITDA margin | 12.8% | | | | | 14.4% | |

Europe Building Solutions

| \$ million | Analysis of change | | | | | 2023 | % Change |
|-------------------------------|--------------------|----------|--------------|--------------|---------|--------------|----------|
| | 2022 | Currency | Acquisitions | Divestitures | Organic | | |
| Total revenues | 2,862 | +69 | +95 | - | (219) | 2,807 | -2% |
| Adjusted EBITDA | 336 | +4 | +8 | - | (68) | 280 | -17% |
| Adjusted EBITDA margin | 11.7% | | | | | 10.0% | |

Materials Volumes & Prices

| YoY % Change | Americas Materials | | Europe Materials | |
|--------------|--------------------|-------|------------------|-------|
| | Volumes | Price | Volumes | Price |
| Aggregates | -1% | +14% | -7% | +9% |
| Asphalt | - | +7% | -6% | +10% |
| Cement | -3% | +15% | -10% | +18% |
| RMC | -2% | +12% | -14% | +17% |

2024 Financial Guidance (US GAAP)

| | Low | High | 2023 |
|--------------------------|----------|----------|----------------------|
| Net income (i) | \$3.55bn | \$3.80bn | \$3.4bn ¹ |
| Adj. EBITDA ¹ | \$6.55bn | \$6.85bn | \$6.2bn |
| EPS (i) | \$5.15 | \$5.45 | \$4.65 ¹ |
| Capital expenditure | \$2.2bn | \$2.4bn | \$1.8bn |

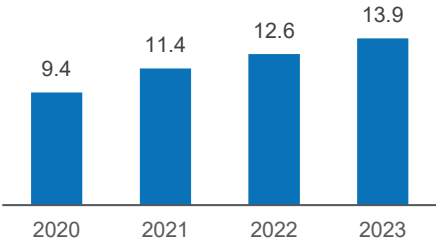
(i) 2024 Net income and EPS are based on approximately \$0.4 billion interest expense, net, effective tax rate of approximately 23% and approximately 690 million of common shares currently outstanding.



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 32 to 37. 2023 EPS and Net income shown on a pre-impairment basis.

Sustainability – Another Year of Progress

Revenue from products with enhanced sustainability attributes¹ (\$bn)



#1

The largest recycler in North America

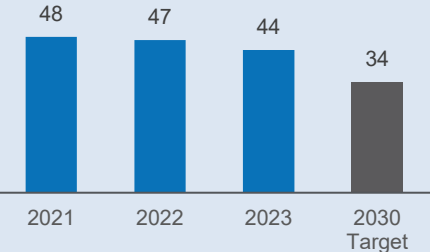
43.9m tonnes

wastes and by-products from other industries recycled in 2023
(2022: 42.4mt)

0.9kg/\$ Revenue

CO₂e emissions per dollar of revenue in 2023²
(2022: 1.0kg/\$ Revenue)

Total CO₂e emissions (mt)



8%

reduction in Scope 1 and 2 CO₂e emissions in 2023

36%

alternative fuels used in our cement plants



1.5°C

aligned 2030 targets validated by SBTi



¹Revenue derived from products that incorporate any, or a combination of; recycled materials; are produced using alternative energy and fuel sources; have a lower-carbon footprint as compared to those produced using traditional manufacturing processes; and/or are designed to specifically benefit the environment.
²Scope 1 and 2 CO₂e emissions (kg/\$ revenue). CO₂e emissions subject to final verification under the European Union Emissions Trading Scheme (EU ETS).

Non-GAAP Reconciliations

Adjusted EBITDA: Adjusted EBITDA is defined as earnings from continuing operations before interest, taxes, depreciation, depletion, amortization, loss on impairments, gain/loss on divestitures, 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 nearest GAAP measure is presented below:

| <i>in \$ millions</i> | 2023 | 2022 |
|--|--------------|--------------|
| Net income | 3,072 | 3,889 |
| Income from discontinued operations, net of income tax expense | — | (1,190) |
| Loss (income) from equity method investments | 17 | — |
| Income tax expense | 925 | 762 |
| Loss (gain) on divestitures (i) | — | 99 |
| Pension income excluding current service cost component (i) | (3) | (30) |
| Other interest, net (i) | 5 | — |
| Interest expense | 376 | 344 |
| Interest income | (206) | (65) |
| Depreciation, depletion and amortization | 1,633 | 1,552 |
| Loss on impairments (ii) | 357 | — |
| Substantial acquisition-related costs (iii) | — | 27 |
| Adjusted EBITDA | 6,176 | 5,388 |
| Total revenues | 34,949 | 32,723 |
| Adjusted EBITDA margin | 17.7% | 16.5% |

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

(ii) For the year ended December 31, 2023, the total impairment loss comprised of \$62 million within Americas Materials Solutions and \$295 million within Europe Materials Solutions.

(iii) Represents expenses associated with non-routine substantial acquisitions, which are those not bolt-on in nature and are separately reported in Note 4 "Acquisitions" of the audited financial statements in the Annual Report on Form 10-K. Expenses in 2022 include legal and consulting expenses related to the acquisition of Barrette.

Non-GAAP Reconciliations

Adjusted EBITDA (continued): Adjusted EBITDA is not defined by GAAP and should not be considered as an alternative to earnings measures defined by GAAP. Reconciliation to its nearest GAAP measure for the mid-point of the 2024 Adjusted EBITDA guidance is presented below:

| <i>in \$ billions</i> | 2024 Mid-Point |
|--|-----------------------|
| Net income | 3.7 |
| Income tax expense | 1.1 |
| Interest expense, net | 0.4 |
| Depreciation, depletion, amortization and impairment | 1.7 |
| Other (i) | (0.2) |
| Adjusted EBITDA | 6.7 |

(i) Other primarily relates to loss (income) from equity method investments and loss (gain) on divestitures.

Net income pre-impairment: Net income pre-impairment is a measure of the Company's profitability excluding any loss on impairments (which is non-cash) and the related tax impact of such impairments. It is used by management to evaluate the Company's underlying profitability performance and its own past performance. Net income information presented on a pre-impairment basis is useful to investors as it provides an insight into the Company's underlying performance and profitability. Net income pre-impairment is calculated as net income excluding any loss on impairments (and the related tax impact of such impairments). Reconciliation to its nearest GAAP measure is presented below:

| <i>in \$ millions</i> | 2023 |
|-----------------------------------|--------------|
| Net income | 3,072 |
| Loss on impairments (i) | 357 |
| Tax related to impairment charges | (9) |
| Net income pre-impairment | 3,420 |

(i) For the year ended December 31, 2023, the total impairment loss comprised of \$62 million within Americas Materials Solutions and \$295 million within Europe Materials Solutions.



Non-GAAP Reconciliations

Return on Net Assets (RONA): Return on Net Assets is a key internal pre-tax and pre-impairment (which is non-cash) measure of operating performance throughout the Company and can be used by management and investors to measure the relative use of assets between CRH's segments. The metric measures management's ability to generate income from the net assets required to support that business, focusing on both profit maximization and the maintenance of an efficient asset base; it encourages effective fixed asset maintenance programs, good decisions regarding expenditure on property, plant and equipment and the timely disposal of surplus assets. It also supports the effective management of the Company's working capital base. RONA is calculated by expressing operating income from continuing operations and operating income from discontinued operations excluding loss on impairments (which are non-cash) as a percentage of average net assets. Net assets comprise total assets by segment (including assets held for sale) less total liabilities by segment (excluding finance lease liabilities and including liabilities associated with assets classified as held for sale) as shown below and detailed in Note 3 "Assets held for sale and discontinued operations" of the audited financial statements in the Annual Report on Form 10-K and excludes equity method investments and other financial assets, Net Debt (as defined on page 35) and tax assets and liabilities. The average net assets for the year is the simple average of the opening and closing balance sheet figures. Reconciliation to its nearest GAAP measure is presented below:

| <i>in \$ millions</i> | | 2023 | 2022 |
|--|---|--------------|--------------|
| Operating income | A | 4,186 | 3,809 |
| Operating income from discontinued operations | | — | 89 |
| | | 4,186 | 3,898 |
| Adjusted for loss on impairments (i) | | 357 | — |
| Numerator for RONA computation | | 4,543 | 3,898 |
| Current year | | | |
| Segment assets (ii) | | 38,868 | 38,504 |
| Segment liabilities (ii) | | (10,169) | (8,883) |
| | B | 28,699 | 29,621 |
| Finance lease liabilities | | 117 | 81 |
| | | 28,816 | 29,702 |
| Assets held for sale (iii) | | 1,268 | — |
| Liabilities associated with assets classified as held for sale (iii) | | (375) | — |
| | | 29,709 | 29,702 |

| <i>in \$ millions</i> | 2023 | 2022 |
|---|---------------|---------------|
| Prior year | | |
| Segment assets (ii) | 38,504 | 37,951 |
| Segment liabilities (ii) | (8,883) | (9,246) |
| | C | 29,621 |
| Finance lease liabilities | 81 | 83 |
| | 29,702 | 28,788 |
| Denominator for RONA computation - average net assets | 29,706 | 29,245 |
| Return on net segment assets (A divided by average of B and C) | 14.4% | 13.1% |
| RONA | 15.3% | 13.3% |
| Total assets as reported in the Consolidated Balance Sheets | 47,469 | 45,319 |
| Total liabilities as reported in the Consolidated Balance Sheets | 25,848 | 22,279 |

(i) Operating income is adjusted for loss on impairments. For the year ended December 31, 2023, the total impairment loss comprised of \$62 million within Americas Materials Solutions and \$295 million within Europe Materials Solutions.

(ii) Segment assets and liabilities as disclosed in Note 20 "Segment Information" in Item 8 "Financial Statements and Supplementary Data" in the Annual Report on Form 10-K.

(iii) Assets held for sale and liabilities associated with assets classified as held for sale as disclosed in Note 3 "Assets held for sale and discontinued operations" in Item 8 "Financial Statements and Supplementary Data" in the Annual Report on Form 10-K.



Non-GAAP Reconciliations

Net Debt: Net Debt is used by management as it gives additional insight into the Company's current debt position less available cash. Net Debt is provided to enable investors to see the economic effect of gross debt, related hedges and cash and cash equivalents in total. Net Debt comprises short and long-term debt, finance lease liabilities, cash and cash equivalents and current and noncurrent derivative financial instruments (net). Reconciliation to its nearest GAAP measure is presented below:

| <i>in \$ millions</i> | 2023 | 2022 |
|--|----------------|----------------|
| Short and long-term debt | (11,642) | (9,636) |
| Cash and cash equivalents (i) | 6,390 | 5,936 |
| Finance lease liabilities | (117) | (81) |
| Derivative financial instruments (net) | (37) | (86) |
| Net Debt | (5,406) | (3,867) |

(i) Includes \$49 million cash and cash equivalents reclassified as held for sale.

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 year, CRH uses organic revenue and organic Adjusted EBITDA as additional performance indicators to assess performance of pre-existing (also referred to as underlying, heritage, like-for-like or ongoing) operations each year.

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 Item 7. "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Annual Report on Form 10-K.



Non-GAAP Reconciliations

EPS pre-impairment: EPS pre-impairment is a measure of the Company's profitability per share from continuing operations excluding any loss on impairments (which is non-cash) and the related tax impact of such impairments. It is used by management to evaluate the Company's underlying profit performance and its own past performance. EPS information presented on a pre-impairment basis is useful to investors as it provides an insight into the Company's underlying performance and profitability. EPS pre-impairment is calculated as income from continuing operations adjusted for (i) net (income) attributable to redeemable noncontrolling interests (ii) net loss (income) attributable to noncontrolling interests (iii) adjustment of redeemable noncontrolling interests to redemption value and excluding any loss on impairments (and the related tax impact of such impairments) divided by the weighted average number of common shares outstanding for the year. Reconciliation to its nearest GAAP measure is presented below:

| <i>in \$ millions, except share and per share data</i> | 2023 | Per Share - basic | 2022 | Per Share - basic |
|---|--------------|--------------------------|--------------|--------------------------|
| Weighted average common shares outstanding - Basic | 723.9 | | 758.3 | |
| Income from continuing operations | 3,072 | \$4.24 | 2,699 | \$3.56 |
| Net (income) attributable to redeemable noncontrolling interests | (28) | \$(0.04) | (27) | \$(0.03) |
| Net loss (income) attributable to noncontrolling interests | 134 | \$0.19 | — | — |
| Adjustment of redeemable noncontrolling interests to redemption value | (24) | \$(0.03) | 40 | \$0.05 |
| Income from continuing operations for EPS | 3,154 | \$4.36 | 2,712 | \$3.58 |
| Impairment of property, plant and equipment and intangible assets | 224 | \$0.30 | — | — |
| Tax related to impairment charges | (9) | \$(0.01) | — | — |
| Income from continuing operations for EPS – pre-impairment (i) | 3,369 | \$4.65 | 2,712 | \$3.58 |

(i) Reflective of CRH's share of impairment of property, plant and equipment and intangible assets (\$224 million) and related tax effect.



Non-GAAP Reconciliations

Adjusted EBITDA (IFRS) to Adjusted EBITDA (U.S. GAAP) Reconciliation:

| <i>in \$ millions</i> | 2023 | 2022 |
|---|------------------|------------------|
| Adjusted EBITDA (IFRS) (i) | 6,500 | 5,692 |
| <u><i>U.S. GAAP Adjustments:</i></u> | | |
| Leases | (293) | (255) |
| Provisions | (36) | (22) |
| Pensions | 6 | (2) |
| Other | (1) | (25) |
| Adjusted EBITDA (U.S. GAAP) | 6,176 | 5,388 |
| Total revenues | 34,949 | 32,723 |
| Adjusted EBITDA Margin (IFRS) | 18.6% | 17.4% |
| Adjusted EBITDA Margin (U.S. GAAP) | 17.7% | 16.5% |

(i) 2023 IFRS Adjusted EBITDA includes \$0.07 billion of profit on disposal of long-lived assets which was not included in prior guidance of IFRS EBITDA \$6.3 billion.

