

The background of the slide is a photograph of a large cable-stayed bridge spanning a body of water. The bridge has several tall, dark pylons with numerous stay cables. The water is dark and rippled. In the foreground, there are some green leaves, slightly out of focus. The sky is overcast with grey clouds. A thin white vertical line divides the text area in half.

**Investor Day 2025
New York**

**Built for Growth
Powered by Performance**

**Proven Growth
Capabilities**

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 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: plans and expectations regarding megatrends and growth with respect to each, including infrastructure, transportation, water and reindustrialization; statements regarding the expected impacts of CRH’s capital allocation; statements regarding anticipated financial capacity and optionality for, and results of, capital deployment; expectations regarding economic and population growth, public funding and secular tailwinds; statements regarding growth opportunities as a result of replicating at scale; statements regarding CRH’s long-term return prospects and capital compounding; statements regarding CRH’s prioritization of high-growth markets and ability to build market-leading positions; and statements regarding CRH’s pipeline of growth 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 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, among other factors, the risks and uncertainties described herein and under “Risk Factors” in our 2024 Form 10-K and in our other filings with the SEC.

Non-GAAP Financial Information

This presentation includes discussion of Adjusted EBITDA and Adjusted EBITDA margin generated by CRH’s operations in Texas and by certain operating companies, assets and quarries, each of which is financial information that is not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”). Non-GAAP financial information should not be considered a replacement for GAAP measures.

Today's Speakers



JP San Agustín

Group Executive, Strategic Planning,
Innovation and Venturing



Tim Ortman

President, CRH Americas
Building Products

Our Growth Algorithm



Growing Megatrends

Infrastructure

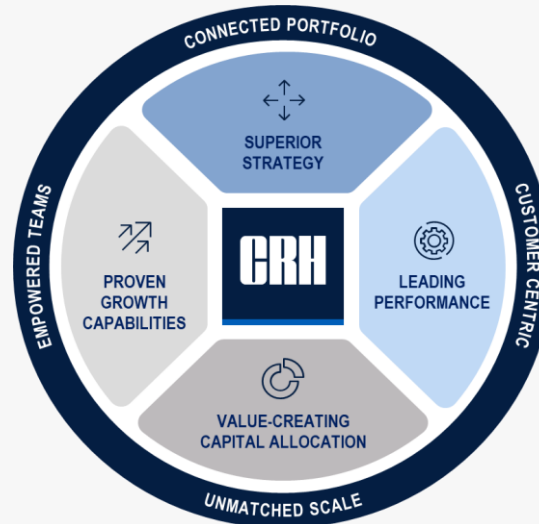
Transportation

Water

Reindustrialization



CRH Winning Way



Leading Compounder of Capital



Proven long-term delivery

Double-digit earnings growth¹

Proven Growth Capabilities

A deeply embedded mindset throughout our organization



- Empowered teams & local relationships ... the **acquirer of choice**
- **Disciplined & value-focused** approach
- **Unmatched** acquisition, integration & synergy delivery **capabilities**
- **Greater optionality for capital deployment** ... underpinned by a connected portfolio

>1,250

Acquisitions since 1970

30 transactions

on average every year
over last decade

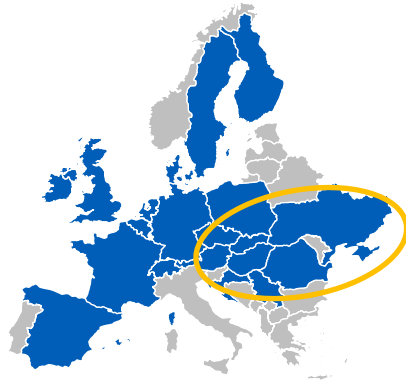
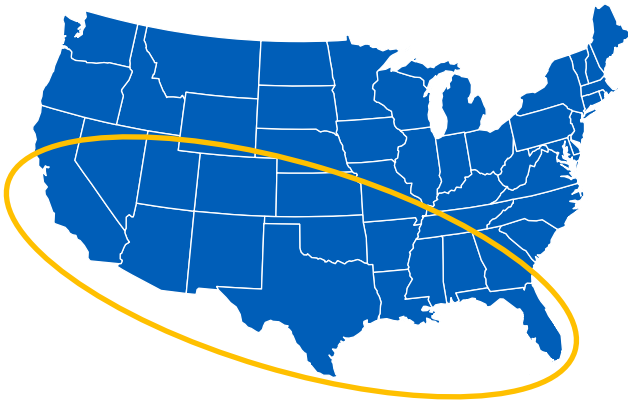
... building platforms of scale in attractive markets ...

Building Growth Platforms of Scale

A deliberate & strategic customer centric approach



Attractive growth markets ... South & West U.S., Central & Eastern Europe, Australia



Aggregates



Cementitious



Roads



Water

Leveraging benefits of scale & our uniquely connected portfolio

Building a Growth Platform in a High Growth Region (Texas)



CRH

Superior Strategy

Deliberate approach to capital allocation



CRH identified Texas as a key growth opportunity

Strong fundamentals ...



Robust
Economy



Growing
Population



Strong Public
Funding

... with megatrend drivers



Significant
Road
Demand



Water
Infra Needs



Re-
industrialization

CRH in Texas¹

Strengthening our connected portfolio through acquisition ...



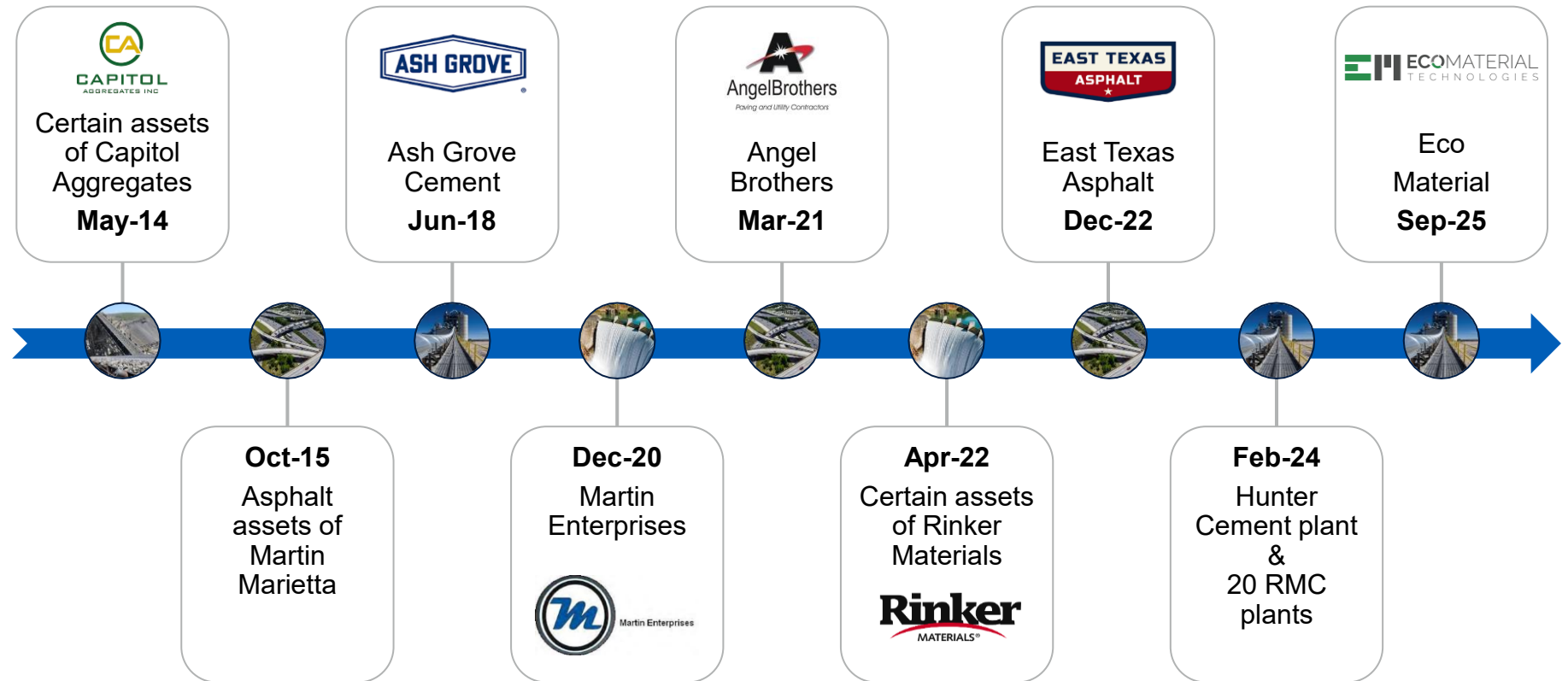
Since 2014

>25

acquisitions

>1,000_{bps}

Adj. EBITDA
margin expansion²



... maintaining & leveraging strong local brands & leadership teams

Building from Aggregates ...



Marble Falls Quarry
2014 Acquisition

7.5m

Tons annual
production

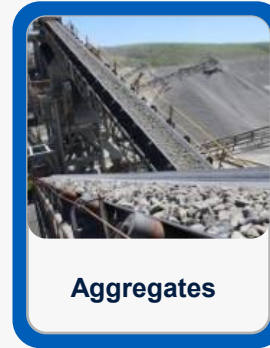
~3x

Revenue growth
since acquisition¹

~7x

Adj. EBITDA growth
since acquisition¹

CRH



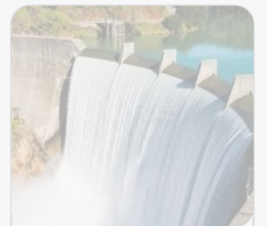
Aggregates



Cementitious



Roads



Water

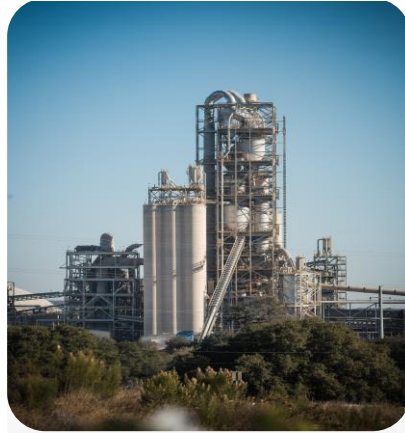
Increasing our Cementitious Supply ...

CRH



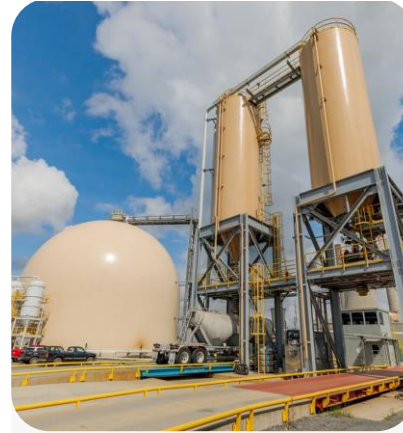
Ash Grove cement acquisition (2018)

Including 1mt cement plant in Midlothian, Texas



Hunter cement & RMC acquisition (2024)

2mt cement plant, 20 RMC plants, network of terminals



Eco Material acquisition (2025)

Market leader in SCMs in North America; 19 locations in Texas



Aggregates



Cementitious



Roads



Water

Connected to Roads ...



2021



Roads acquisition with operations in Houston, San Antonio & Austin

+350bps

Adj. EBITDA margin expansion since acquisition¹



**Aggregates,
Asphalt & Paving**

2022



Roads acquisition with operations in East Texas & Louisiana

+730bps

Adj. EBITDA margin expansion since acquisition²



**Aggregates,
Asphalt & Paving**



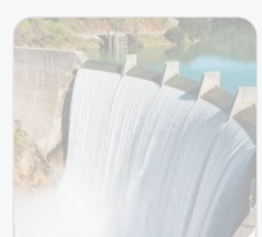
Aggregates



Cementitious



Roads



Water

Connected to Water ...



Rinker Assets, Houston
2022 Acquisition

>300k

Tons of products
manufactured p.a.

~1.5x

Revenue growth
since acquisition¹

~2x

Adj. EBITDA growth
since acquisition¹



Aggregates



Cementitious



Roads



Water

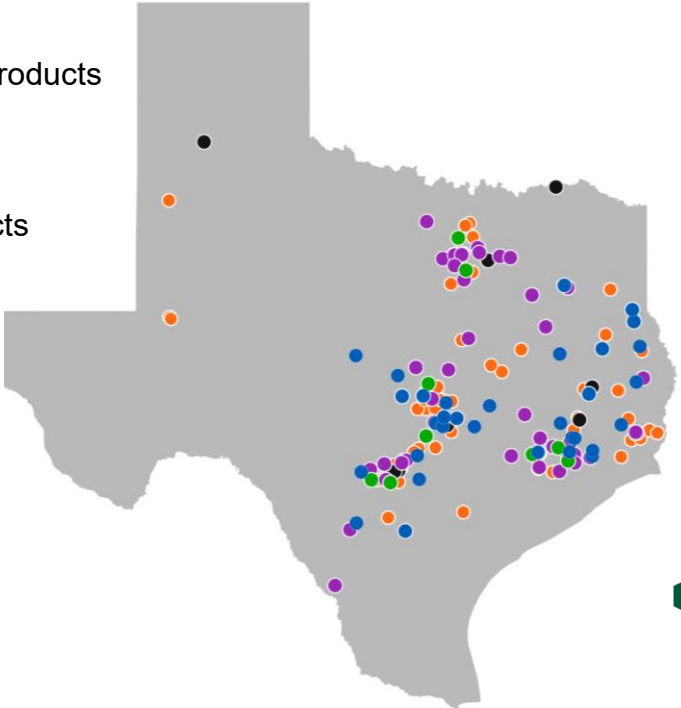
For footnoted information, refer to Appendix.

Creating a Connected Platform in Texas ...

The Leading Building Materials Business in Texas

Connected Portfolio

- Aggregates
- Cementitious Products
- Roads
- Water
- Building Products



CRH



Aggregates



Cementitious



Roads



Water

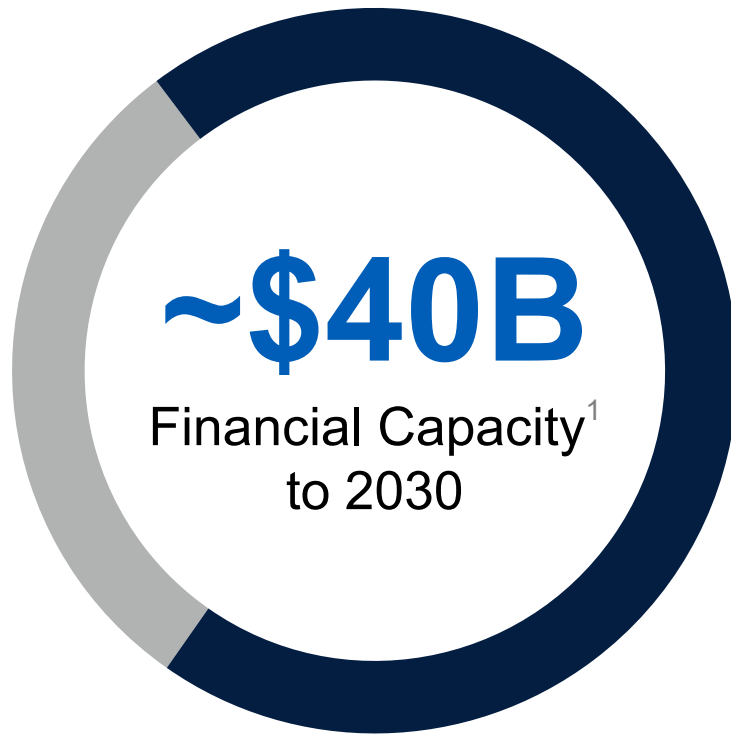
... With Significant Growth Over the Last Decade



The Growth Opportunity: Replicating at Scale



Unrivalled Growth Opportunities



~\$28B

Growth Investments



Value-accretive Growth Capex
and M&A in fragmented markets

Greater optionality for capital deployment
... the industry acquirer of choice

GRH

Fragmented markets ...



~65%

US aggregates players
have <1% share²



~70%

US asphalt players
have <1% share²



~75%

US water players
have <1% share²

... with connected portfolio advantages



~85%

US large aggregates
independents have
connected businesses²

Building CRH's Future Growth Platforms

Deliberate & strategic approach ...



Strong Market Dynamics



Secular Growth Tailwinds

Attractive Markets



Attractive Target Companies

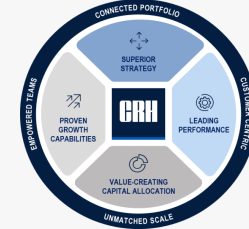


Market-Leading Positions

Strong Local Brands



Driving Superior Value



Leading Performance

Connected Portfolio Synergies

... superior long-term returns & compounding of capital

Proven Growth Capabilities



We apply a **deliberate & strategic approach** as we **build growth platforms ...**
CRH has **unmatched scale & M&A experience**

Our **connected portfolio** provides higher synergy potential & greater avenues
for growth, positioning CRH as the **acquirer of choice**

CRH has **significant financial capacity** with a pipeline of growth opportunities
unrivaled in size & breadth

Appendix: Endnotes



Slide 3

1. 'Double-digit earnings growth' refers to CRH's compound annualized growth rate of Adjusted EBITDA for the period from December 31, 2014 to December 31, 2024. Metrics from the financial year ended December 31, 2014 are based on IFRS. 2014 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 this 2014 metric, please refer to the Appendix of the main September 2025 Investor Day presentation. Metrics from the financial year ended December 31, 2024 are based on U.S. GAAP as reported in our 2024 Form 10-K

Slide 8

1. Through September 2025; includes acquired entities with operations within the State of Texas.
2. Management estimates derived from financial information relating to the State of Texas as a destination for the trailing twelve months ended June 30, 2025, which was based on U.S. GAAP financial reporting, compared with the financial year ended December 31, 2014, which was based on IFRS financial reporting. The nature of the adjustments for purposes of Adjusted EBITDA is consistent with CRH's consolidated presentation. No material differences have been identified that would impact trends calculated between the relevant periods.

Slide 9

1. Management estimates derived from financial information comparing results from materials produced at the Marble Falls Quarry from the twelve months ended December 31, 2024, which was based on U.S. GAAP financial reporting, with the pre-acquisition results prepared in accordance with the acquiree's accounting policies for the twelve months ended December 31, 2014. This comparison is intended to illustrate directional performance improvement and should not be interpreted as an audited historical financial comparison.

Slide 11

1. Management estimates derived from operating company-level financial information comparing results from Angel Brothers for the twelve months ended December 31, 2024 which was based on U.S. GAAP financial reporting, with the pre-acquisition results prepared in accordance with the acquiree's accounting policies for the twelve months ended December 31, 2020. This comparison is intended to illustrate directional performance improvement and should not be interpreted as an audited historical financial comparison.
2. Management estimates derived from operating company-level financial information comparing results from East Texas Asphalt for the twelve months ended December 31, 2024, which was based on U.S. GAAP financial reporting, with the pre-acquisition results prepared in accordance with the acquiree's accounting policies for the twelve months ended December 31, 2021. This comparison is intended to illustrate directional performance improvement and should not be interpreted as an audited historical financial comparison.

Slide 12

1. Management estimates derived from financial information comparing results from materials produced by the Rinker Assets operations for the twelve months ended December 31, 2024, which was based on U.S. GAAP financial reporting, with the pre-acquisition results prepared in accordance with the acquiree's accounting policies for the twelve months ended December 31, 2021. This comparison is intended to illustrate directional performance improvement and should not be interpreted as an audited historical financial comparison.

Slide 14

1. Management estimates derived from financial information relating to the State of Texas as a destination for the trailing twelve months ended June 30, 2025, which was based on U.S. GAAP financial reporting, compared with the financial year ended December 31, 2014, which was based on IFRS financial reporting. The nature of the adjustments for purposes of Adjusted EBITDA is consistent with CRH's consolidated presentation. No material differences have been identified that would impact trends calculated between the relevant periods.
2. Locations shown are pro forma for the completion of the Eco Material Technologies transaction which closed on September 15, 2025. Financial results do not include Eco Material Technologies.

Slide 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 slide 1.
2. Management estimates.