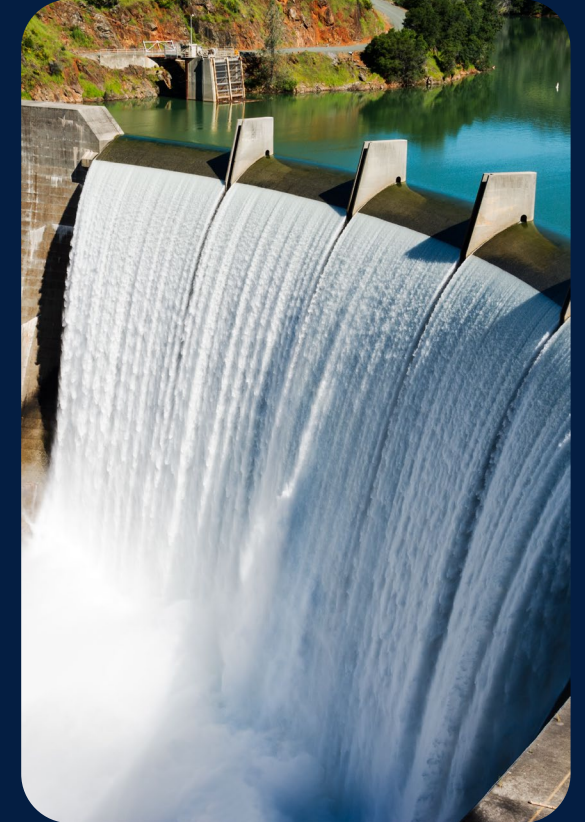


Investor Day 2025

Built for Growth
Powered by Performance

CRH



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; CRH’s 2030 financial targets and long-term leverage comfort levels; statements regarding CRH’s position as a beneficiary of infrastructure tailwinds; plans and expectations regarding government funding initiatives and the amounts related thereto, including IIJA highway funding; statements regarding CRH’s capital allocation, including optionality thereof, and expected benefits of the capital allocation strategy; statements regarding the impact of sustainability and circularity on CRH’s future growth and profits, statements regarding the cementitious market and benefits for CRH relating to the Eco Material acquisition; statements regarding the benefits of emerging technologies, including robotics, autonomy and artificial intelligence; and plans and expectations regarding CRH’s M&A and growth capital expenditure activity.

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: economic and financial conditions, including changes in interest rates, inflation, price volatility and/or labor and materials shortages; industry cyclicality and the demand for infrastructure, residential and non-residential construction and our products in geographic markets in which we operate; increased competition and its impact on prices and market position; 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; investor and/or consumer sentiment regarding the importance of sustainable practices and products; availability of, or reductions or delays to, public sector funding for infrastructure programs; political uncertainty, including as a result of political and social conditions in the jurisdictions CRH operates in, or adverse public policy, economic, social and political developments, including the ongoing geopolitical conflicts in Ukraine and the Middle East; failure to complete or successfully integrate acquisitions or make timely divestitures; cyberattacks 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 including, but not limited to, 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 Measure Disclosure

This presentation includes discussion of Adjusted EBITDA, Adjusted EBITDA Margin, Net Debt, Adjusted Free Cash Flow, Adjusted Return on Invested Capital, 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”). This presentation also includes discussion of Adjusted EBITDA generated by CRH’s operations in Texas and certain operating companies’ cash gross profit per ton, each of which is also financial information that is not calculated in accordance with GAAP. Non-GAAP measures should not be considered a replacement for GAAP measures.

Non-GAAP financial measures are denoted in this presentation with an “” with corresponding discussion and reconciliations to the most directly comparable GAAP measures included on pages 49 to 52.*

Key Messages



Built for Growth,
Powered by
Performance

- ✓ The #1 Infrastructure play in North America
- ✓ Leading positions in high-growth markets ... unmatched scale & connected portfolio
- ✓ Superior strategy & leading performance ... more consistent long-term delivery
- ✓ Proven stewards of capital ... disciplined & value-focused
- ✓ 2030 financial targets ... raising our ambition & maximizing value creation

World Class Leadership Team

Over 200 years of industry experience



Jim Mintern
Chief Executive Officer



Nancy Buese
Chief Financial Officer



Randy Lake
Chief Operating Officer



Peter Buckley
President, International



Nathan Creech
President, Americas



Kristin Lane
Chief Human Resources
Officer



Pádraig Ó Ríordáin
Group General Counsel



JP San Agustín
Group Executive,
Strategic Planning,
Innovation & Venturing



Philip Wheatley
Chief Growth Officer



Bob Feury
Chief Culture Officer

CRH at a Glance



Unmatched Scale



~80k

People



~4,000

Locations



~\$75B

Market Cap¹



~\$7.6B^{2,3}

Adj. EBITDA*

Leading Performance

10-year CAGR⁴

Revenues
+8%

Adj. EBITDA*
+15%

Dil. EPS*
+17%

Adj. FCF*
+11%



11 consecutive Years
of Margin Expansion⁵
(2014-2024)



+16%
Annualized
TSR⁶ since 1970

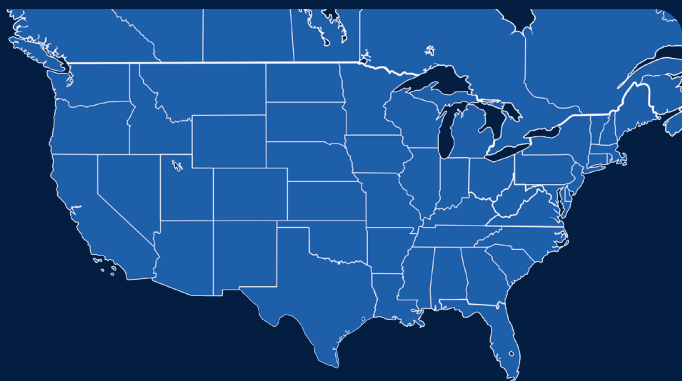
For footnoted information, refer to Appendix.

² Midpoint of FY25 Adj. EBITDA Guidance of \$7.5-\$7.7 billion.

Leadership Positions in High-Growth Markets



#1 in North America¹



\$23.3B

Revenues

~2k

Locations

\$5.1B²

Adj. EBITDA*

~50k

People

#1 in International¹



\$12.3B

Revenues

~2k

Locations

\$1.8B²

Adj. EBITDA*

~30k

People

Our Business¹



Americas Materials Solutions

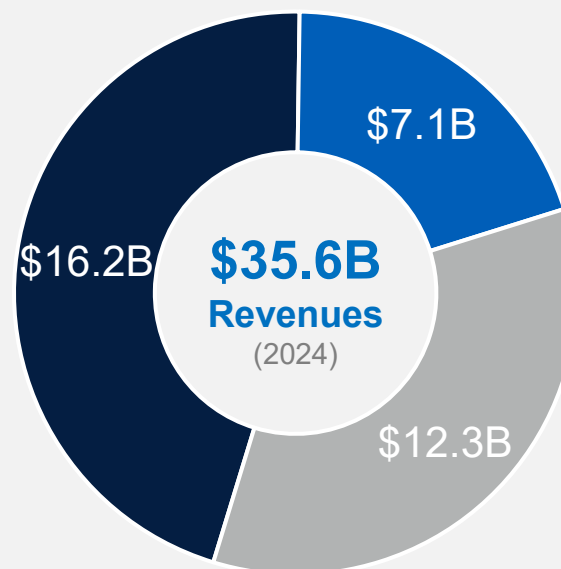
- #1 Aggregates
- #1 Cementitious
- #1 Roads

Americas Building Solutions

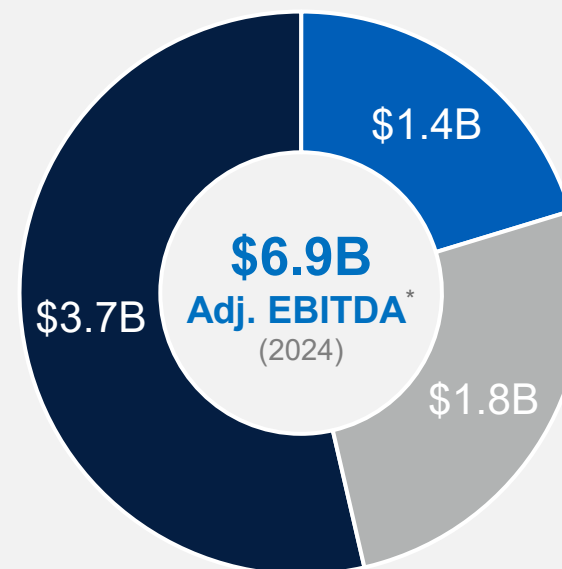
- #1 Critical Infrastructure
(Water, Energy, Data)
- #1 Outdoor Living

International Solutions

- #1 Regional Leadership positions



- Americas Materials Solutions
- Americas Building Solutions
- International Solutions



The #1 Infrastructure Play in North America

Connected growth platforms



Aggregates



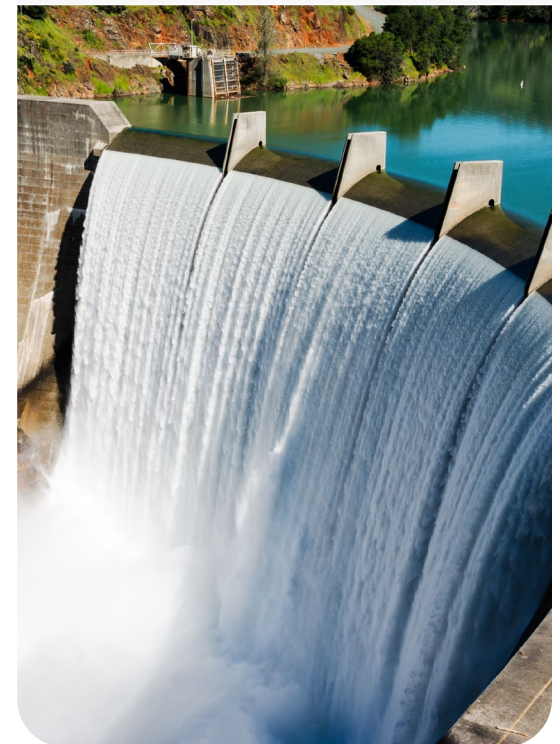
Cementitious



Roads



Water



... ~95% of revenues connected to aggregates¹



Proven Track Record of Superior Value Creation

Revenues

\$35.6B

2024

+8%

(CAGR since 2014)¹

Adj. EBITDA*

\$6.9B

2024

+15%

(CAGR since 2014)¹

Adj. EBITDA Margin*

19.5%

2024

+920bps

(Growth since 2014)¹

Diluted EPS*

\$5.43

2024

+17%

(CAGR since 2014)¹

Adj. FCF*

\$4.2B

2024

+11%

(CAGR since 2014)¹

Adj. ROIC*

13.4%

2024

+690bps

(Growth since 2014)¹

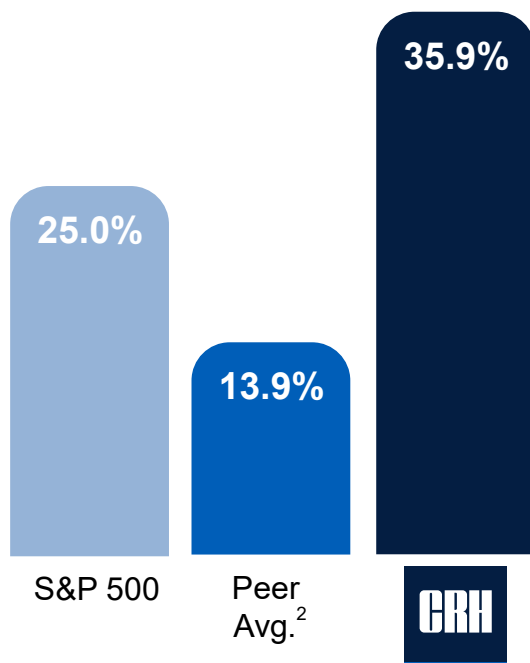
... resilient & consistent long-term performance ...

The Leading Compounder of Capital in our Industry



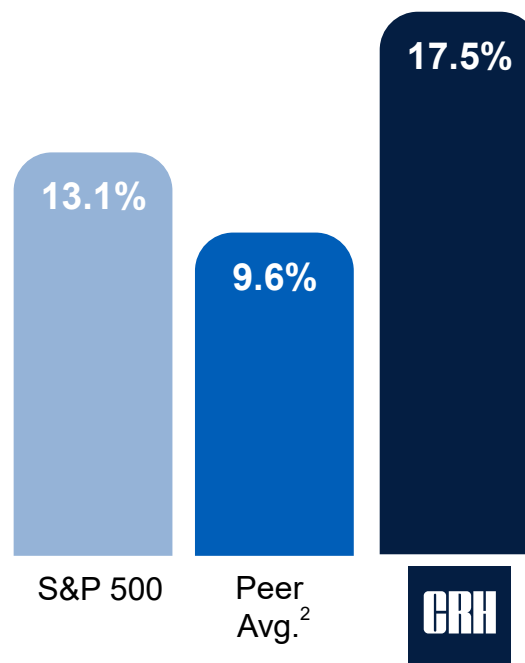
Over the Last Year

2023-2024 Annualized TSR¹



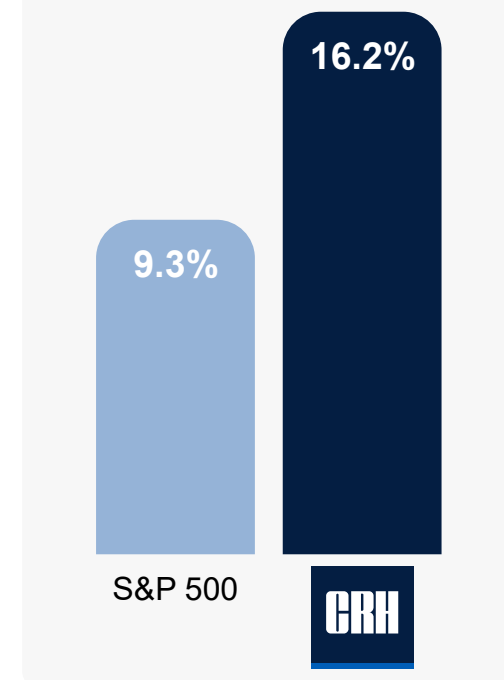
Over the Last 10 Years

2014-2024 Annualized TSR¹



Since 1970

1970-2024 Annualized TSR¹





Why We Win



Our Growth Algorithm



Growing Megatrends

Infrastructure

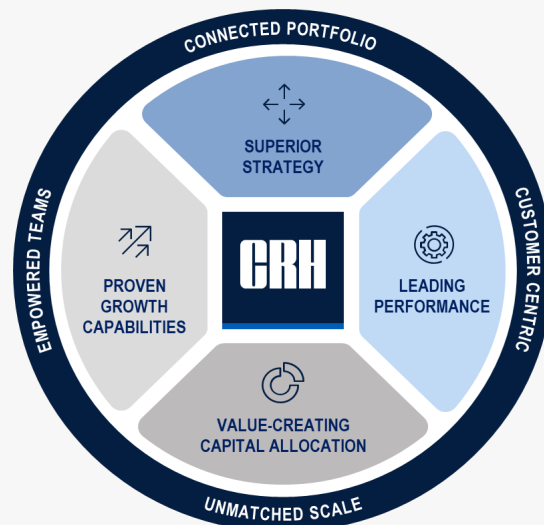
Transportation

Water

Reindustrialization



CRH Winning Way



Leading Compounder of Capital



Proven long-term delivery

Double-digit earnings growth¹

Our Growth Algorithm



Growing Megatrends

Infrastructure

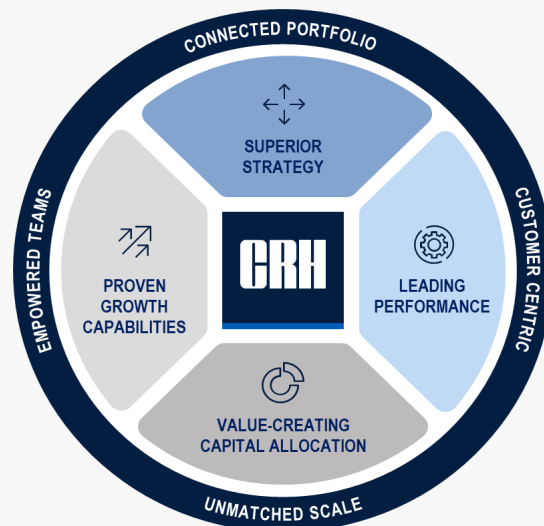
Transportation

Water

Reindustrialization



CRH Winning Way



Proven Long-Term Delivery

Growth & Performance

+8%

Revenues
CAGR
(2014-2024)¹

+920bps

Adj. EBITDA
Margin*
(2014-2024)¹

Industry-Leading Profitability

\$6.9B

2024 Adj. EBITDA*

Attractive Returns

13.4%

2024 Adj. ROIC*

Growing Megatrends



Growing Megatrends



Transportation

*Roads, Bridges, Tunnels
Airports, Ports, Rail*



Water

*Storm, Waste & Potable
Water Management*



Reindustrialization

*Data Centers, AI, Digital,
Onshoring, Energy*

CRH is a major beneficiary of significant Infrastructure tailwinds ...



Growing Megatrends

Transportation



- ~\$145B¹ market size ... recurring revenue stream
- ~60% of IIJA highway funding yet to be deployed²
- 2026 State transportation budgets +6% y/y³

Water



- Large & growing market ... \$100B+ ecosystem⁴
- Aging infrastructure ... ~1/3 over 50 years old
- Significant investment required ... >\$1T by 2033⁵

Reindustrialization



- AI demand fueling strong data center growth
- Critical need to upgrade energy infrastructure
- Onshoring of supply chains & manufacturing

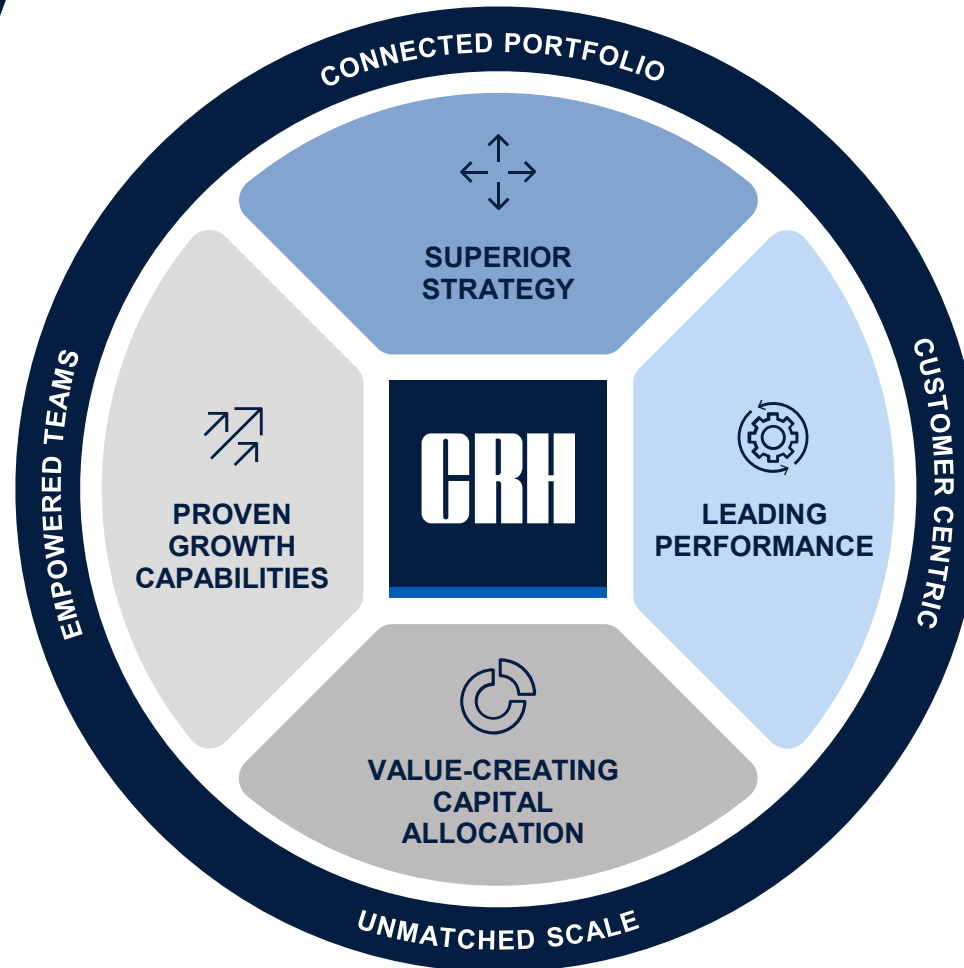
... aligned with our Aggregates, Cementitious, Roads & Water Platforms ...

CRH Winning Way





CRH Winning Way



... driven by our unique entrepreneurial culture ...

Customer Centric & Empowered Teams

Leveraging the power of local relationships ...



- **Customer Centric:** Leveraging the power of 200+ local brands in North America & ~90 across our International division
- **Empowered Teams:** Ownership mindset & unique entrepreneurial spirit
- **Local Relationships:** Critical to maintaining unrivaled acquisition pipeline ... the acquirer of choice



... replicated at scale across our portfolio

Unmatched Scale & a Connected Portfolio

Built over 5 decades & impossible to replicate ...

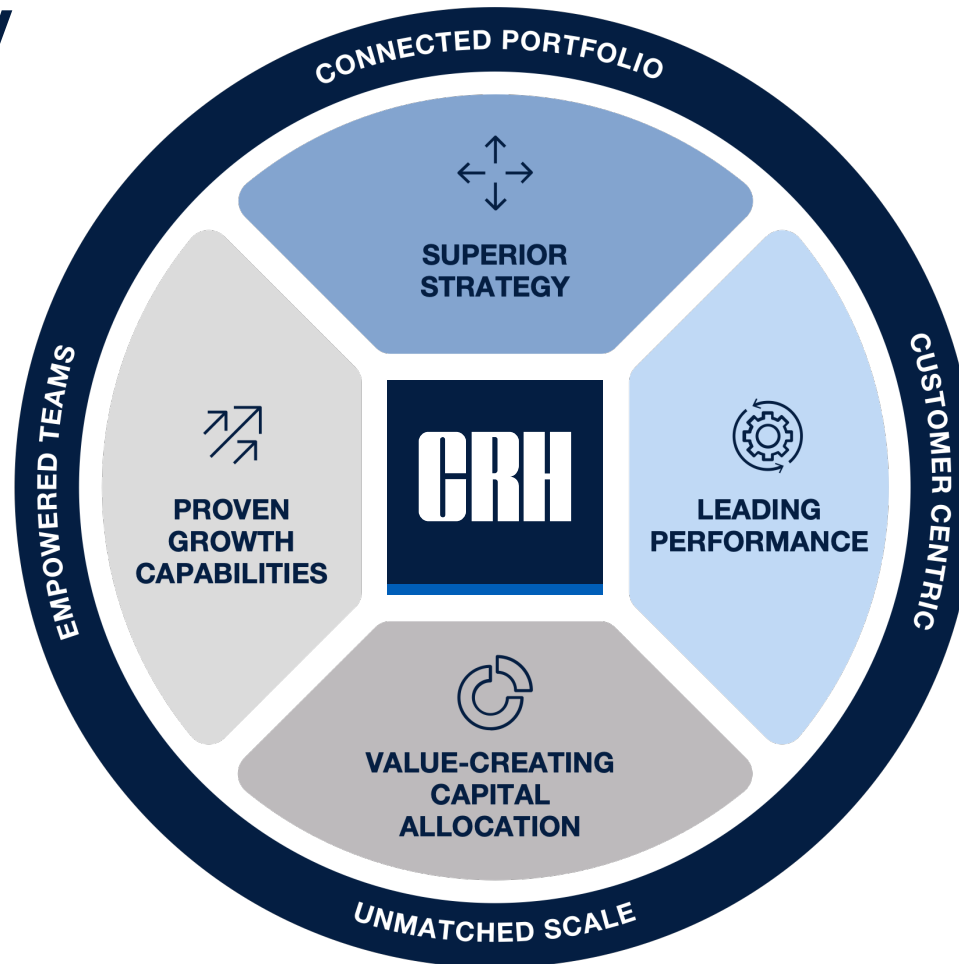


Connected Portfolio

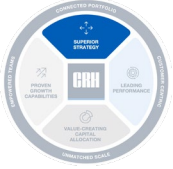
- Aggregates ●
- Cementitious Products ●
- Roads ●
- Water ●
- Building Products ●

... a key differentiator for CRH ...

CRH Winning Way



... built from our superior strategy ...



Superior Strategy



Aggregates



Cementitious



Roads



Water

Customer-centric approach

Aligning with **Infrastructure megatrends**

Unmatched **scale & connected** portfolio

Delivering

Lower capital intensity

Greater **optionality** for capital deployment

Compounding **growth & value creation**

... a more consistent & predictable portfolio ...



Superior Strategy in Action

Customer Centric & Connected Portfolio...



Aggregates

~\$10 CGP/t



Liquid Asphalt



Asphalt



Paving

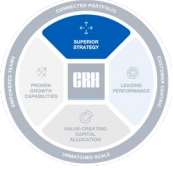


Finished Road

~\$60 CGP/t

~6x
more profitable¹
~300bps
Adj. ROIC accretive²

... a multiplier for profits, cash & returns



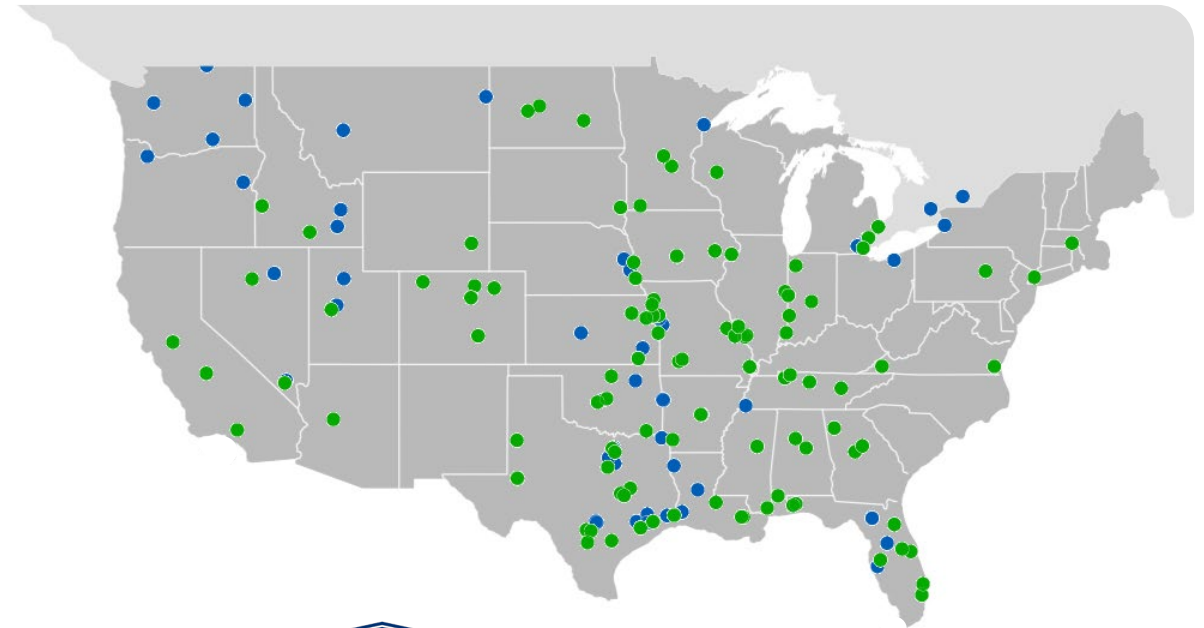
Superior Strategy in Action

Building a leading cementitious platform ...



- **High-growth market** with structural deficit in domestic cementitious supply
- **Eco Material acquisition** increases US cementitious capacity by ~60% ... lower capital intensity & higher returns
- Enhancing **national distribution & innovation capabilities** to better serve our customers

~25mt annual production



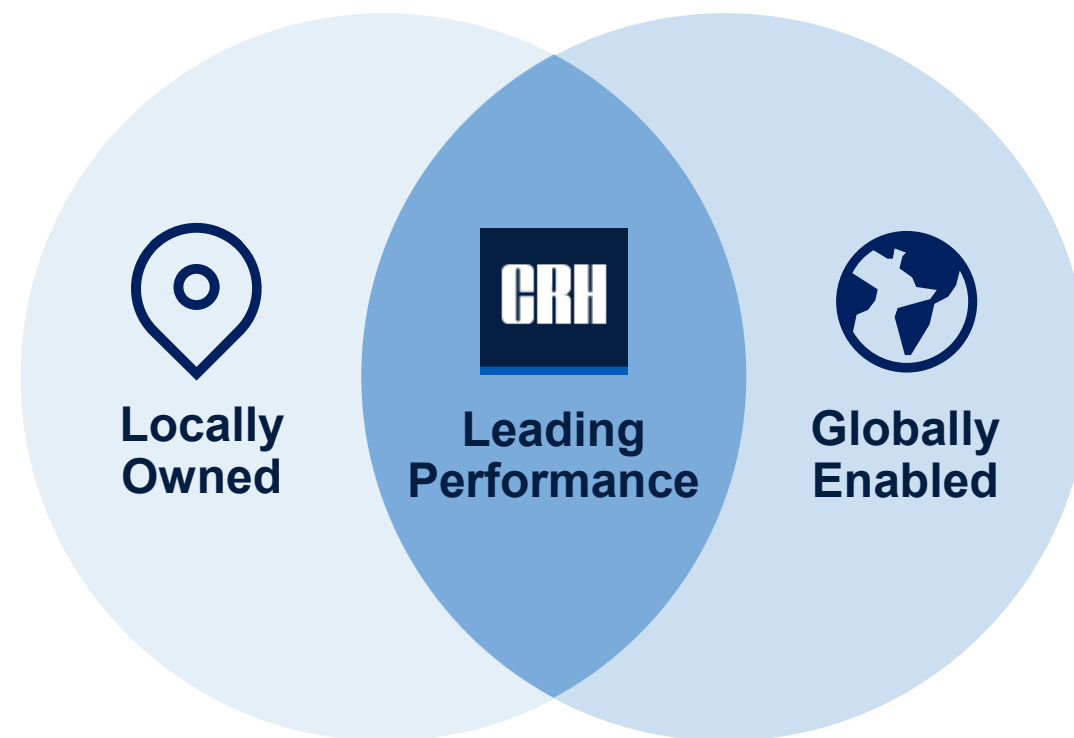
... positioning CRH to modernize North America's infrastructure



Leading Performance



- **Safety** at the core of everything we do
- Part of our **culture** ... relentless focus on **making businesses better**
- **Global capabilities** driving performance excellence across ~4,000 locations
- **Replicated at scale** ... integrated & innovative approach



... delivering 11 consecutive years of margin expansion¹



Leading Performance in Action

Connecting local leadership with global expertise

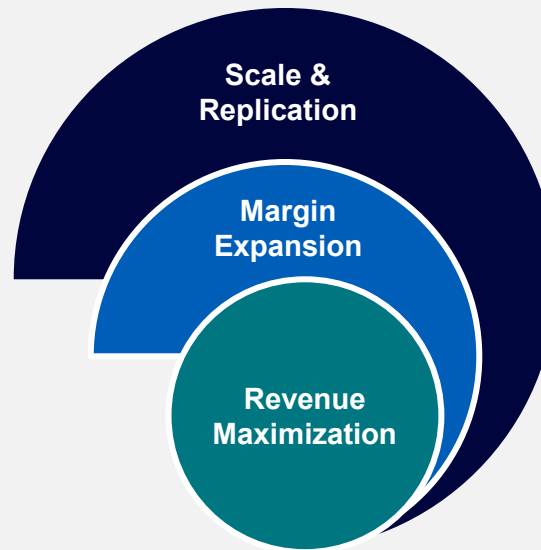


Strategic Planning & Playbooks



Set clear priorities ...

Performance Excellence



Implement high-impact initiatives ...

KPIs – Action & Accountability



Execute & track ...



Leading Performance in Action

Innovation & Technology ... ~200 ongoing projects & >2,000 patents



Proprietary Pricing Tools

Data driven pricing & sales insights



Energy Optimization

Decarbonized heat use in asphalt production



Artificial Intelligence

Identifying hidden water leaks using artificial intelligence

... reducing costs, accelerating growth & driving margin expansion



Leading Performance in Action

Circularity & Sustainability



#1

recycler
of any material
in North America

49mt

of waste and
by-products
recycled in 2024

10mt

increase in SCMs
through acquisition
of Eco Material

36%

alternative
fuels substitution
in cement in 2024

2030

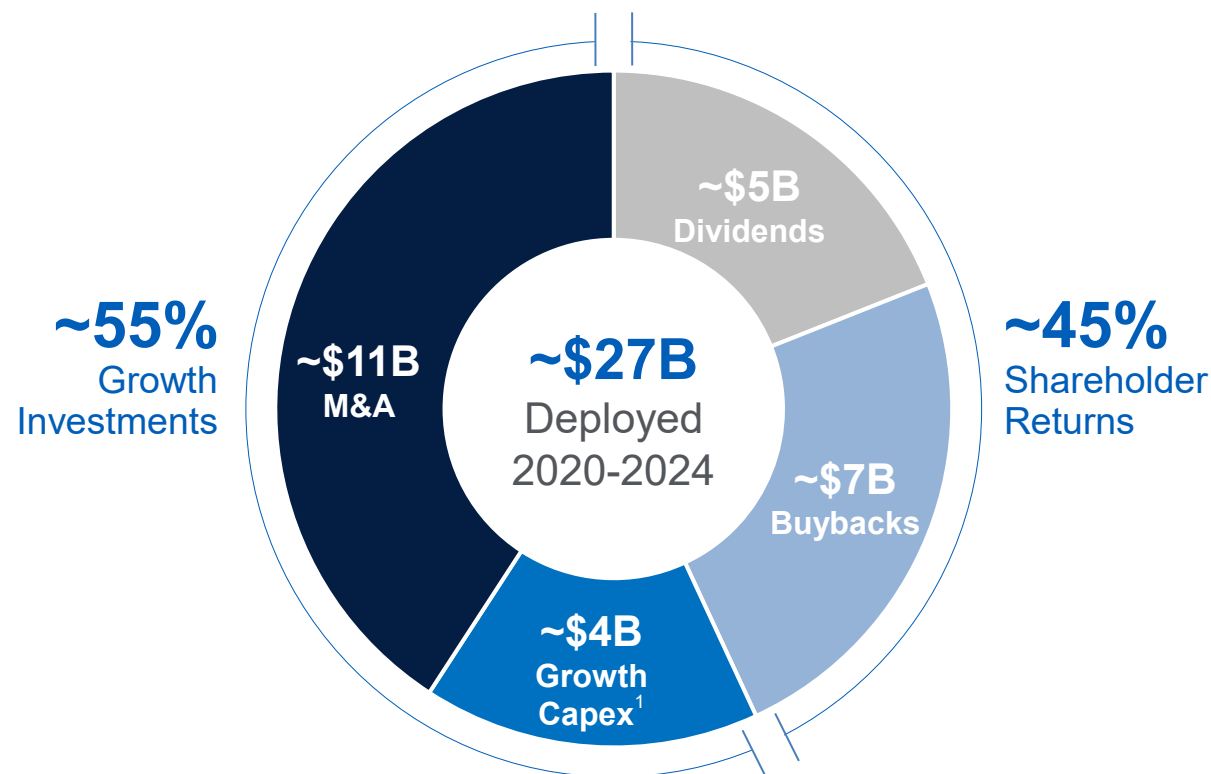
industry-leading decarbonization roadmap

... driving higher growth & profitability



Value-Creating Capital Allocation

- A relentless focus on **shareholder value creation**
- **Prioritized Growth investments ...**
~55% over the past 5 years
- **50+ years** of dividend delivery and shareholder returns
- Consistent **strong cash generation**
... optionality for capital deployment



... unrivaled financial capacity & proven growth capabilities ...



Value-Creating Capital Allocation in Action

Robust Balance Sheet



- **Financial strength & discipline**
... investment grade credit rating for 20+¹ years
- **>10x** net interest cover^{*2};
~8 years average debt maturity³
- Long-term comfort level **~2x**
Net Debt^{*}/Adj. EBITDA^{*}
- **Strong liquidity** underpinned by
cash generation capabilities

Agency	Rating ⁴	Outlook
S&P	BBB+	Stable
Moody's	Baa1	Stable
Fitch	BBB+	Stable

... financial strength, flexibility & optionality to maximize shareholder value ...



Value-Creating Capital Allocation in Action

Accelerating Growth Capex



Expanding capacity in **high-growth markets**



Driving **operational efficiencies & automation**



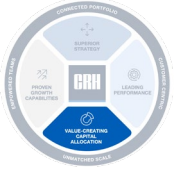
Increasing **circularity, sustainability & energy optimization**

Deliberate near-term step-up
in Growth Capex

\$8B
Growth
Capex¹
pipeline
(2024-2028)

~30%
complete¹

... supporting further growth & margin expansion ...



Value-Creating Capital Allocation in Action

Low-risk, high-returning Growth Capex investments

CRH

Cape Sandy, IN

~\$100M investment

Plant modernization, increased automation & capacity



Fayetteville, NC

~\$40M investment

New manufacturing facility for water infrastructure products



Durkee, OR

~\$65M investment

Expanding cement capacity to meet demand



Proven Growth Capabilities



Disciplined & value-focused approach

- ✓ Rigorous investment appraisal processes
- ✓ Strict strategic & financial performance criteria

Proven track record of value creation

- ✓ Acquisitions predominantly bolt-on; complementing existing assets
- ✓ Leading performance delivering enhanced synergies

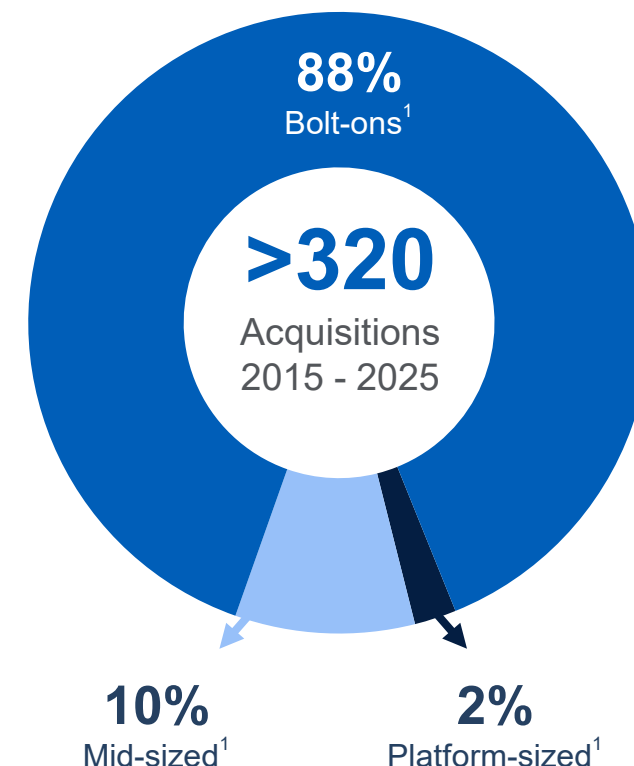
Active portfolio management

- ✓ Narrower & deeper strategic focus
- ✓ Reallocating capital to connected businesses in higher-growth markets

... a deeply embedded mindset throughout our organization ...

M&A Track Record

The acquirer of choice in our industry ...





Proven Growth Capabilities in Action

Building growth platforms of scale



Aggregates



Cementitious

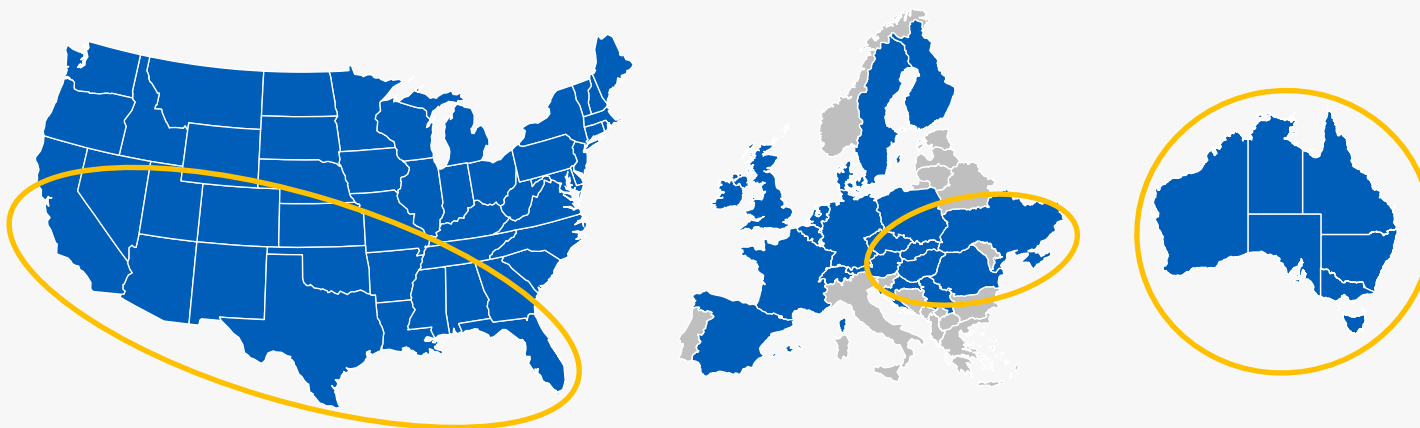


Roads



Water

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



... disciplined & value-accretive capital deployment

... leveraging benefits of scale & our uniquely connected portfolio



Proven Growth Capabilities in Action

Building growth platforms of scale



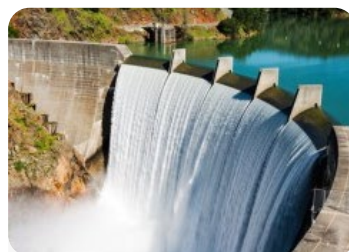
Aggregates



Cementitious

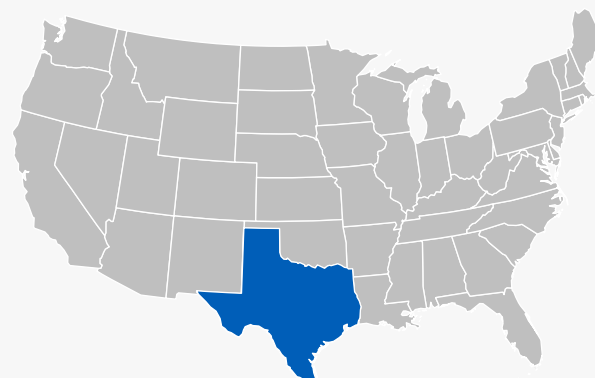


Roads



Water

A decade of strategic growth investment in Texas ...



CRH in Texas¹
(2014)

\$0.6B
Revenues

\$0.1B
Adj. EBITDA

CRH in Texas¹
(TTM Q2'25)

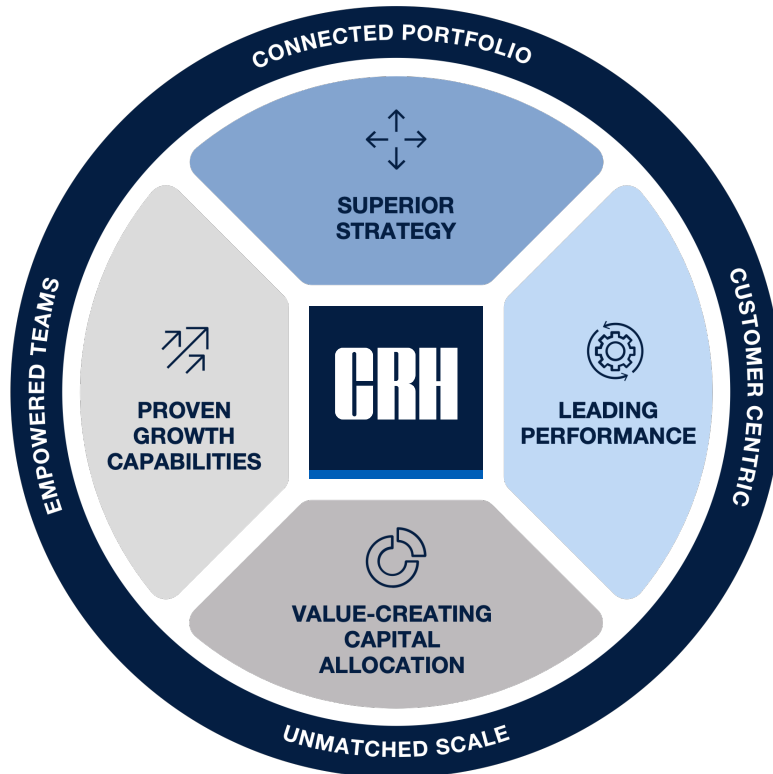
\$3.0B
Revenues

\$0.8B
Adj. EBITDA

... building a connected portfolio of scale

... leveraging benefits of scale & our uniquely connected portfolio

CRH Winning Way



- **Superior Strategy:** Unmatched scale & connected portfolio in high-growth markets
- **Leading Performance:** Locally owned & globally enabled
- **Value-Creating Capital Allocation:** Relentless focus on shareholder value
- **Proven Growth Capabilities:** Deeply embedded mindset

... enabled by our unique entrepreneurial culture ...

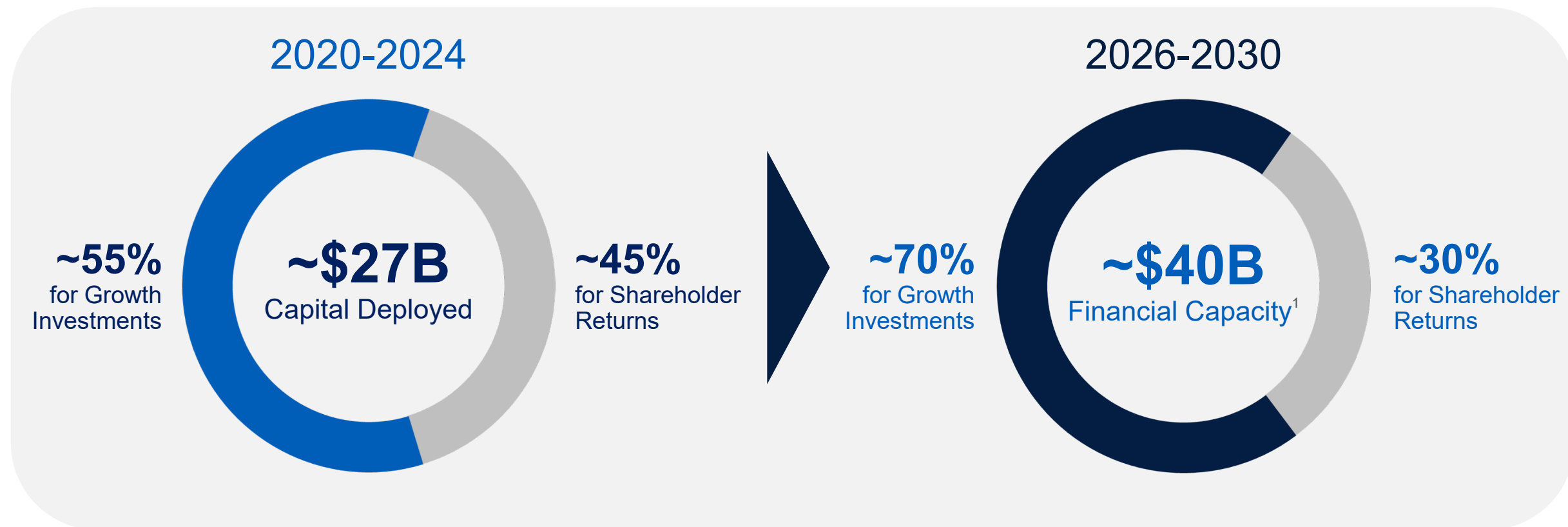


The Next Era of Growth for CRH





Accelerating Shareholder Value Creation

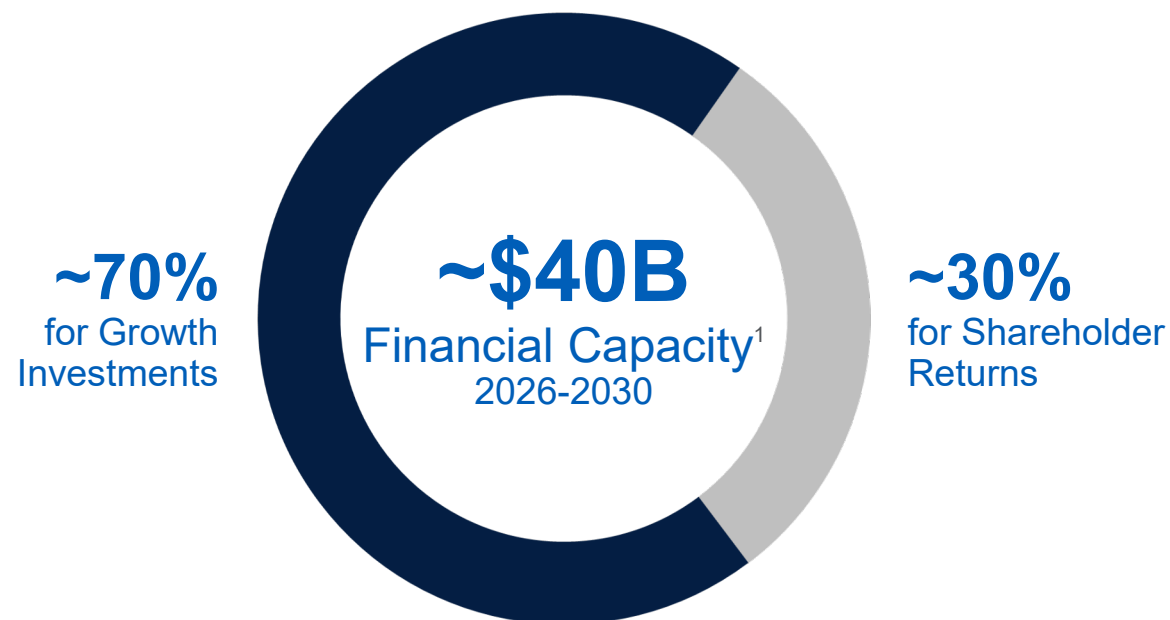


... reinforcing CRH as the Leading Compounder of Capital in our industry



Accelerating Shareholder Value Creation

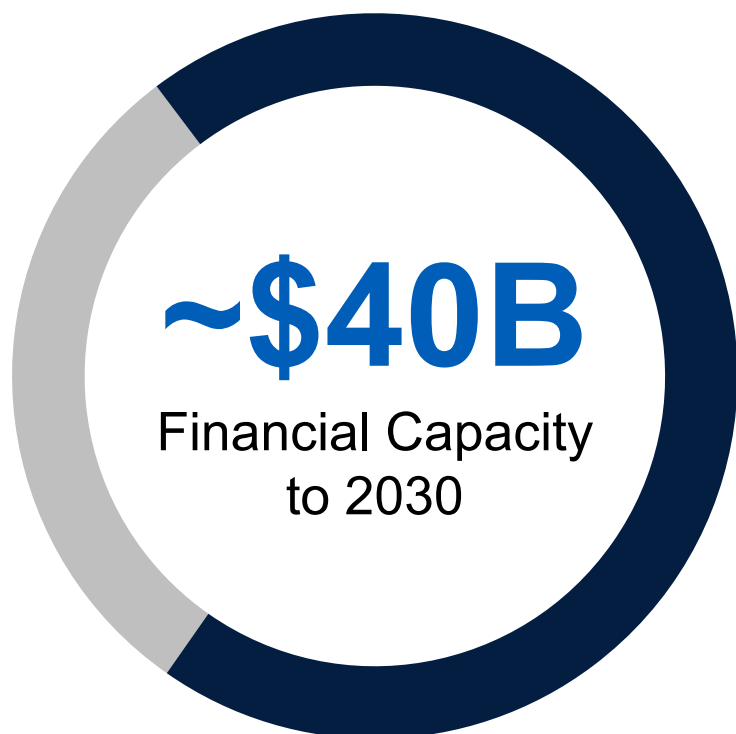
- **Driving organic growth** ... low-risk, high-returning investments
- Executing on a **strong pipeline of M&A opportunities** ... disciplined & value-focused
- Continuing track record of value-accretive **returns to shareholders**



... reinforcing CRH as the Leading Compounder of Capital in our industry



Unrivalled Growth Opportunities



~\$28B

Growth Investments



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



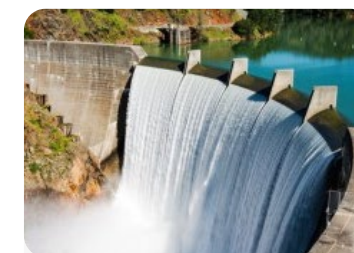
Aggregates



Cementitious



Roads



Water

... greater optionality for capital deployment



2030 Financial Targets¹

Revenue
Growth²

7% to 9%

Adj. EBITDA
Margin^{*}

22% to 24%

Adj. FCF
Conversion^{*}

>100%

... Built for Growth ... Powered by Performance

²Revenue growth is presented on a total basis, including organic and inorganic growth.
For footnoted information, refer to Appendix.

Our Growth Algorithm

Growing Megatrends

Infrastructure

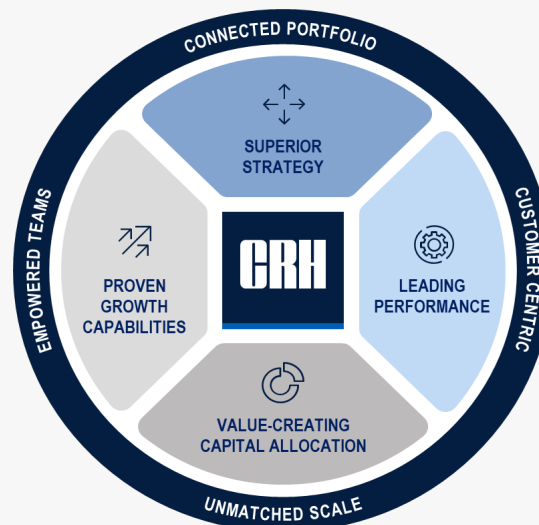
Transportation

Water

Reindustrialization



CRH Winning Way



2030 Financial Targets¹

Revenue Growth

7% to 9%

Adj. EBITDA Margin^{*}

22% to 24%

Adj. FCF Conversion^{*}

>100%

Why Invest

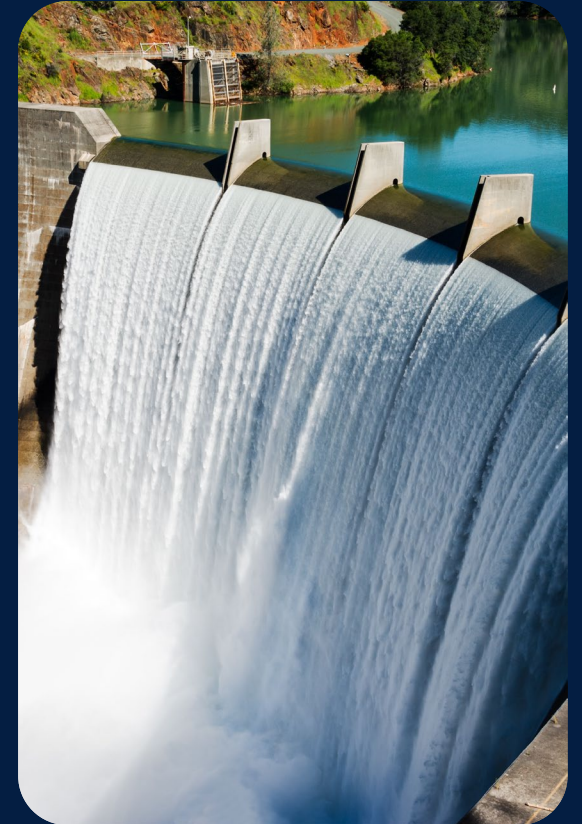


Built for Growth,
Powered by
Performance

- ✓ Aligned with growing megatrends ... the #1 Infrastructure play in North America
- ✓ Leading positions in high-growth markets ... unmatched scale & connected portfolio
- ✓ Superior strategy & leading performance ... more consistent long-term delivery
- ✓ Proven stewards of capital ... disciplined & value-focused
- ✓ ~\$40B financial capacity¹ next 5 years ... prioritizing value-accretive growth
- ✓ 2030 financial targets ... raising our ambition & maximizing value creation

... the Leading Compounder of Capital in our industry

Appendix



Endnotes



Slide 4

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation. Diluted EPS is on a pre-impairment basis.

1. As of September 26, 2025.
2. Midpoint of FY25 Adj. EBITDA Guidance of \$7.5-\$7.7 billion.
3. As published on August 6, 2025 (including Net income of \$3.8 billion - \$3.9 billion) and reflecting the same underlying assumptions. 2025 guidance does not reflect any financial impacts from the recent acquisition of Eco Material Technologies.
4. Metrics from the financial year ended December 31, 2014 are based on IFRS. Diluted EPS has been adjusted to exclude impairments, and Revenues and EBITDA (as defined) have 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 2014 metrics, please refer to page 48 and 51 of this presentation. Metrics from the financial year ended December 31, 2024 are based on U.S. GAAP as reported in our 2024 Form 10-K.
5. Based on IFRS financial reporting to 2022 and U.S. GAAP for 2023 and 2024.
6. Long-term TSR represents the total accumulated value delivered to shareholders (via gross dividends reinvested and share appreciation) if €100 was invested in CRH plc shares in 1970.

Slide 5

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. Market Leadership positions are based on 2024 Revenues and Adjusted EBITDA.
2. Adjusted EBITDA for North America is comprised of Adjusted EBITDA of \$3.7bn for Americas Materials Solutions and Adjusted EBITDA of \$1.4bn for Americas Buildings Solutions as disclosed in our 2024 Form 10-K. Adjusted EBITDA of \$1.8bn for International Solutions as disclosed in our 2024 Form 10-K.

Slide 6

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. Leadership positions as of the twelve months ended December 31, 2024; in the case of Cementitious, as of the twelve months ended December 31, 2024 and pro forma for the acquisition of Eco Material Technologies.

Slide 7

1. Management estimate.

Slide 8

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. Metrics from the financial year ended December 31, 2014 are based on IFRS. Diluted EPS has been adjusted to exclude impairments, and Revenues and EBITDA (as defined) have 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 2014 metrics, please refer to page 48, 51 and 52 of this 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 9

1. Long-term TSR represents the total accumulated value delivered to shareholders (via gross dividends reinvested and share appreciation) if €100 was invested in CRH plc shares in 1970.
2. 1-year and 10-year annualized compound total shareholder return through December 31, 2024, sourced from Bloomberg. Peer average includes Martin Marietta Materials, Vulcan Materials, Eagle Materials, Cemex, Heidelberg Materials, Holcim.

Endnotes



Slide 11

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 these 2014 metrics, please refer to page 48 of this 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 12

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. Metrics from the financial year ended December 31, 2014 are based on IFRS. Diluted EPS has been adjusted to exclude impairments, and Revenues and EBITDA (as defined) have 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 2014 metrics, please refer to page 48 of this 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 15

1. Management estimate.
2. American Road & Transportation Builders Association (ARTBA) estimate as of June 2025.
3. U.S. Department of Transportation (USDOT) proposed Fiscal Year 2026 budgets.
4. Global Water Intelligence Data.
5. American Society of Civil Engineers, 2025 Infrastructure Report Card for America, March 2025.

Slide 22

1. Compared to 3rd party aggregate sales.
2. An illustrative example comparing the anticipated Return on Invested Capital (ROIC) for an integrated Roads business with the ROIC of an aggregates business with third party sales only. ROIC for an integrated Roads business is calculated with reference to profits derived from and average invested capital used for paving services and related internal supply of aggregates and asphalt.

Slide 24

1. Based on IFRS financial reporting to 2022 and U.S. GAAP for 2023 and 2024.

Slide 28

1. Growth CapEx reflects CRH's recently revised internal definition of growth capital expenditures.

Endnotes



Slide 29

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation. Net Debt comprises short and long-term debt, finance lease liabilities, cash and cash equivalents and current and noncurrent derivative financial instruments (net). Net Debt/Adjusted EBITDA is a non-GAAP financial measure. 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 Net Debt / Adjusted EBITDA or its components, respectively, to the most directly comparable GAAP financial measure, respectively, without unreasonable effort.

1. Bloomberg
2. Net interest cover is calculated by expressing Adjusted EBITDA as a ratio of net interest.
3. Weighted average maturity of the term debt (net of cash and cash equivalents) as at June 30, 2025.
4. A security rating is not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time by the assigning rating organization. Each rating should be evaluated independently of any other rating.

Slide 30

1. Growth CapEx reflects CRH's recently revised internal definition of growth capital expenditures. 30% of \$8B Growth Capex pipeline spent to date as of June, 30 2025.

Slide 32

1. Bolt-on deal classified as <\$0.1B, mid-sized deal classified as \$0.1B-\$1B, platform deal classified as >\$1.0B.

Slide 34

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 fiscal 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 37

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.

Slide 38

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.

Slide 40

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. 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.

Endnotes



Slide 41

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. 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.

Slide 42

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.

Slide 43

*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52 of this presentation.

1. 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.

Source Data - Proven Track Record of Superior Value Creation



<i>in millions, except per share data</i>		€	\$
2014 Revenue (i)		18,912	
Less: Revenue from divested businesses			
Europe Distribution (i)		(3,999)	
Americas Distribution (i)		(1,776)	
Building Envelope (ii)		(739)	
		12,398	
2014 IFRS Revenue adjusted for divested businesses (iii) (iv)	A		16,477
2024 U.S. GAAP Revenues per the Annual Report on Form 10-K	B		35,572
10-Year CAGR			8%
2014 EBITDA (as defined) (i)		1,641	
Less: EBITDA (as defined) from divested businesses			
Europe Distribution (i)		(190)	
Americas Distribution (i)		(105)	
Building Envelope (ii)		(64)	
		1,282	
2014 IFRS based EBITDA (as defined) (iii) (iv)	C		1,704
2024 U.S. GAAP based Adjusted EBITDA* per the Annual Report on Form 10-K	D		6,930
10-Year CAGR			15%
2014 IFRS based EBITDA (as defined) Margin (C divided by A)			10.3%
2024 U.S. GAAP based Adjusted EBITDA* Margin (D divided by B)			19.5%
10-Year Change			920bps
2014 Diluted EPS (i)		€0.79	
Impairment (net of tax) (i)		€0.07	
		€0.86	
2014 IFRS diluted EPS (pre-impairment) (iii) (iv)			\$1.14
2024 U.S. GAAP diluted EPS (pre-impairment)*			\$5.43
10-Year CAGR			17%

(i) As reported under IFRS in the Annual Report on Form 20-F for 2014.

(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 2014 have been translated from euro to U.S. Dollar using the 2014 average exchange rate of \$1.329 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 measure. See the discussion within 'Non-GAAP Reconciliations' on pages 49 to 52.

Non-GAAP Reconciliations



CRH uses a number of non-GAAP performance 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 performance 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 performance measures as summarized below should not be viewed in isolation or as an alternative to the equivalent 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 unrealized gain/loss on 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. **Net interest** is calculated as a sum of Interest expense and Interest income. **Net interest cover** is calculated by expressing Adjusted EBITDA as a ratio of net interest. Net interest cover is used by management as a measure which matches the earnings and cash generated by the business to the underlying funding costs. Net interest cover is presented to provide investors with a greater understanding of the impact of CRH's debt and financing arrangements. Reconciliation to the nearest GAAP measure is presented below:

<i>in \$ millions</i>	FY2024
Net income	3,521
Loss from equity method investments (i)	108
Income tax expense	1,085
Gain on divestitures and on investments (ii)	(250)
Pension income excluding current service cost component (ii)	(7)
Other interest, net (ii)	(1)
Interest expense	612
Interest income	(143)
Depreciation, depletion and amortization	1,798
Loss on impairments (i)	161
Substantial acquisition-related costs (iii)	46
Adjusted EBITDA	6,930
Total revenues	35,572
Net income margin	9.9%
Adjusted EBITDA margin	19.5%
Interest expense	612
Interest income	(143)
Net interest	469
Net income divided by net interest	7.5x
Net interest cover (Adjusted EBITDA divided by net interest)	14.8x

(i) For the year ended December 31, 2024, the total impairment loss comprised \$0.35 billion, principally related to the Architectural Products reporting unit within International Solutions and the equity method investment in China.

(ii) Gain on divestitures and investments, 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 Item 8. "Financial Statements and Supplementary Data" in the Annual Report on Form 10-K.

(iii) Represents expenses associated with non-routine substantial acquisitions, which meet the criteria for being separately reported in Note 4 "Acquisitions" in Item 8. "Financial Statements and Supplementary Data" in the Annual Report on Form 10-K. Expenses in 2024 primarily include legal and consulting expenses related to these non-routine substantial acquisitions.

Non-GAAP Reconciliations



Diluted EPS pre-impairment: Diluted 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. Diluted 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. Diluted 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 diluted 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>	FY 2024	Per Share - diluted
Weighted average common shares outstanding - Diluted	689.5	
Net income	3,521	\$5.11
Net (income) attributable to redeemable noncontrolling interests	(28)	(\$0.04)
Net loss (income) attributable to noncontrolling interests	(1)	—
Adjustment of redeemable noncontrolling interests to redemption value	(34)	(\$0.05)
Net Income for EPS	3,458	\$5.02
Impairment of property, plant and equipment and intangible assets	161	\$0.23
Tax related to impairment charges	(26)	(\$0.04)
Impairment of equity method investments (net of tax)	151	\$0.22
Net income for EPS – pre-impairment (i)	3,744	\$5.43

(i) Reflective of CRH's share of impairment of property, plant and equipment and intangible assets (2024: \$161 million), an impairment of equity method investments (2024: \$190 million) and related tax effect.

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 expenditures. 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.

Reconciliation to its nearest GAAP measure is presented below:

<i>in millions</i>	FY 2024 \$	FY 2014 € (ii)	FY 2014 \$ (iii)
Net cash provided by operating activities	4,989	1,237	1,644
Proceeds from disposal of long-lived assets	272	121	161
Maintenance capital expenditure (i)	(1,036)	(261)	(347)
Adjusted Free Cash Flow	4,225	1,097	1,458
10-year CAGR	11%		

(i) Maintenance capital expenditure refers to capital expenditure that is routine, essential, and part of day-to-day operations, focusing on preserving the value, functionality, and profitability of existing assets. Maintenance capital expenditure does not include growth capital expenditure, which is intended to increase profitability by expanding capacity, improving efficiency or fulfilling strategic objectives. A reconciliation of total capital expenditure to maintenance capital expenditure is provided below:

<i>in millions</i>	FY 2024 \$	FY 2014 € (ii)	FY 2014 \$ (iii)
Total capital expenditure	(2,578)	(435)	(578)
Growth capital expenditure (iv)	(1,542)	(174)	(231)
Maintenance capital expenditure	(1,036)	(261)	(347)

(ii) Based on net cash inflow from operating activities and other figures published under IFRS in the Annual Report on Form 20-F for 2014. Adjusted Free cash flow figure under IFRS not previously reported in external filings. The adjustments required to reflect this metric 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.

(iii) Effective from January 1, 2020, CRH changed its reporting currency from euro to U.S. Dollar. Reported results for 2014 have been translated from euro to U.S. Dollar using the 2014 average exchange rate of \$1.329 to €1.

(iv) Reflects CRH's recently revised internal definitions of 'growth capital expenditures'.

Non-GAAP Reconciliations



Adjusted Return on Invested Capital (Adj. ROIC): Adjusted ROIC is an after-tax measure of operating performance and can be used by management and investors to assess how efficiently we use capital to generate operating income. The metric measures management's ability to generate after-tax adjusted operating income from the capital invested in the business, focusing on both after-tax operating income maximization and the maintenance of an efficient asset base. It is meaningful in order to evaluate fixed asset maintenance programs, decision-making with respect to expenditures on property, plant and equipment and timeliness of disposal of surplus assets. It also supports the evaluation of management of the Company's working capital base. Adjusted ROIC is calculated by expressing Adjusted Net Operating Profit After Tax (Adjusted NOPAT) being net operating income after tax from continuing operations and net operating income after tax from discontinued operations adjusted for certain items affecting comparability because they are of a non-recurring or extraordinary nature as a percentage of the average of current year and prior year invested capital. The items affecting comparability because they are of a non-recurring or extraordinary nature for the periods presented below are loss on impairments and substantial acquisition-related costs.

Invested capital comprises total equity, redeemable noncontrolling interest, short and long-term debt, finance leases and derivatives and excludes cash and cash equivalents, and equity method investments as disclosed in our 2024 Form 10-K. The average invested capital 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>	2024 \$	2014 € (i)	<i>in millions</i>	2024 \$	2014 € (i)
Operating income	4,925	917	Prior year		
Impairment (ii)	161	49	Total equity	21,288	9,686
Substantial acquisition-related costs (iii)	46	—	Redeemable noncontrolling interest	333	—
Adjusted operating income	5,132	966	Short and long-term debt	11,642	5,540
Income tax adjustment (iv)	(1,180)	(224)	Finance leases	117	—
Numerator for Adjusted ROIC computation – adjusted NOPAT	3,952	742	Derivatives	37	27
			Cash and cash equivalents	(6,390)	(2,540)
Current year			<i>Adjusted for</i>		
Total equity	22,466	10,198	Equity method investments	(620)	(1,340)
Redeemable noncontrolling interest	384	—	Invested capital	26,407	11,373
Short and long-term debt	13,968	5,866			
Finance leases	257	—	Denominator for Adjusted ROIC computation - average invested capital	29,526	11,446
Derivatives	27	79			
Cash and cash equivalents	(3,720)	(3,295)	Operating income/average invested capital	16.7%	8.0%
<i>Adjusted for</i>					
Equity method investments	(737)	(1,329)	Adjusted ROIC	13.4%	6.5%
Invested capital	32,645	11,519	10-year change	690 bps	

(i) Based on Group operating profit and other figures published under IFRS in the Annual Report on Form 20-F for 2014. ROIC figure under IFRS not previously reported in external filings. The adjustments required to reflect this metric 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. Effective from January 1, 2020, CRH changed its reporting currency from euro to U.S. Dollar. Reported results for 2014 are shown in euro.

(ii) For the year ended December 31, 2024, the total impairment loss comprised \$161 million within International Solutions.

(iii) Represents expenses associated with non-routine substantial acquisitions, which meet the criteria for being separately reported in Note 4 "Acquisitions" of the audited financial statements. Expenses in 2024 primarily include legal and consulting expenses related to these non-routine substantial acquisitions.

(iv) Income tax adjustment is defined as adjusted operating income multiplied by the Company's effective tax rate of 23% (2014: 23%).