

Investor Day 2025 New York

Built for Growth
Powered by Performance

Why We Win in Roads

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 margin, return, cash generation and growth prospects for CRH’s roads’ business; statements relating to CRH’s total addressable market; expectations regarding public funding; and statements regarding the opportunities for further expansion.

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 Return on Invested Capital and cash gross profit per ton for CRH’s roads businesses, 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



Nathan Creech

President,
CRH Americas



Jake Parson

President,
CRH Americas Materials Northeast

Our Growth Algorithm



Growing Megatrends

Infrastructure

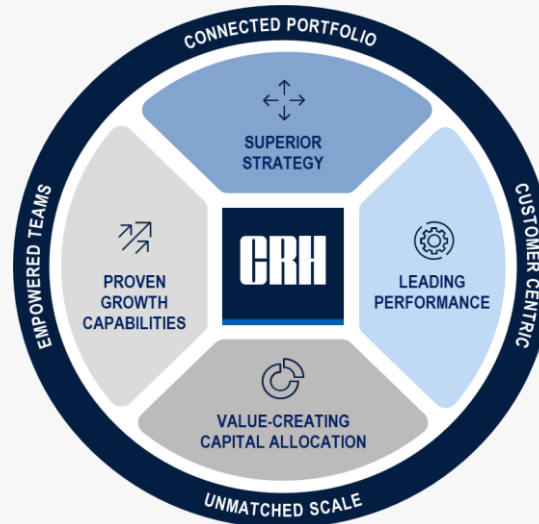
Transportation

Water

Reindustrialization



CRH Winning Way



Leading Compounder of Capital



Proven long-term delivery

Double-digit earnings growth¹

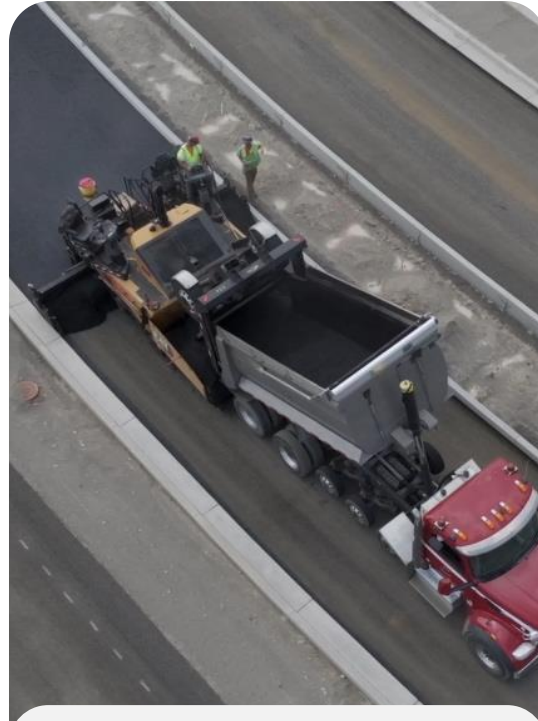
Driving Value at Scale in our **US Roads** platform



Driving Value at Scale in our US Roads Platform



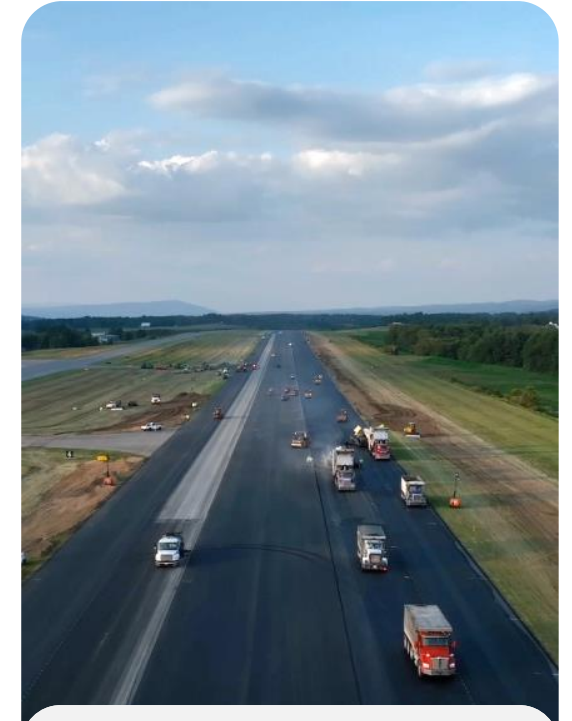
Roads is an
attractive business



CRH wins with
unmatched scale ...
a structural advantage
that **cannot**
be replicated



Roads is a **lower capital**
intensity business ...
generating **higher**
profits, cash & returns



With a long
runway for growth

Roads is a Highly Attractive Business



Large Addressable Market

\$145B¹
market size



Growing Funding ... Recurring Revenues

20 Years Spending on Roads²



ASCE Scorecard³

D+
US Roads

\$2.2T

Required in
funding from
'24 – '33

Low & Distributed Risk

CRH Annual Roads Activities



4,000+ paving jobs
90 – 120 days on-site



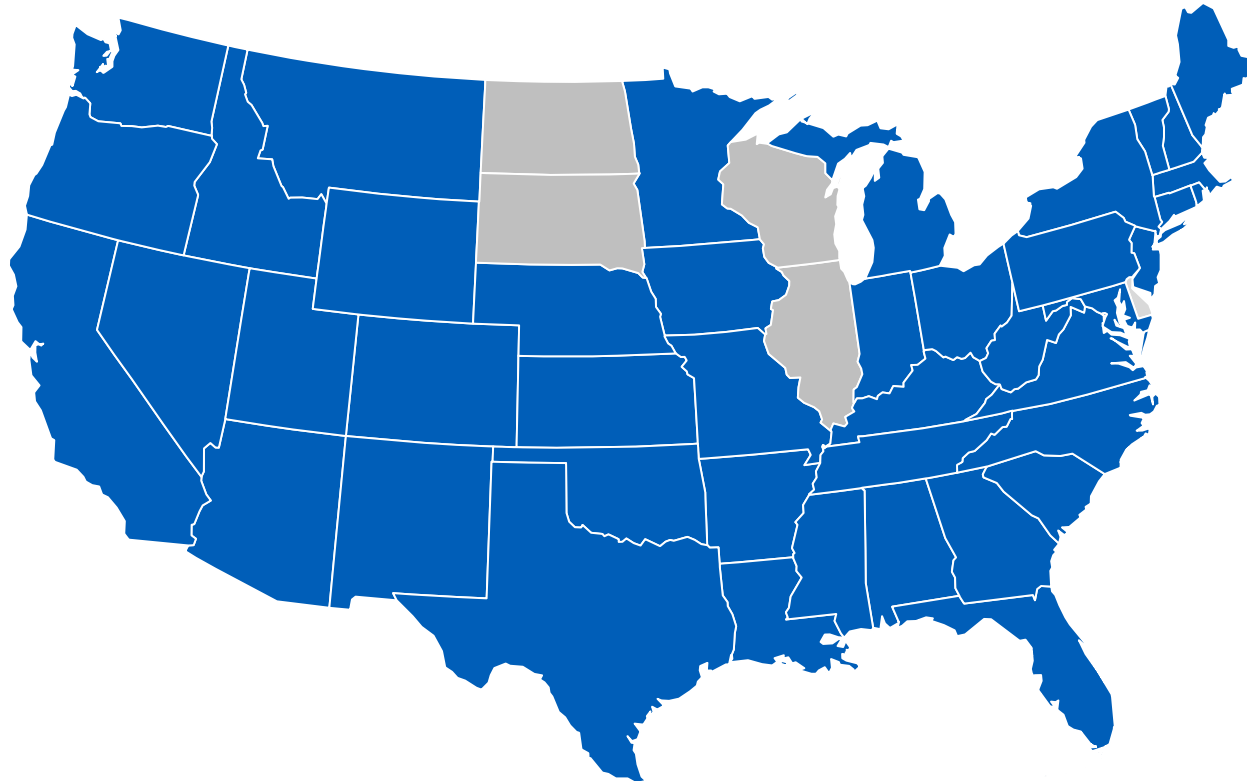
90% of projects
are **<\$2M**



~60% of projects are
repair & maintenance

CRH is best positioned to capitalize on strong fundamentals

CRH is the Undisputed Leader in Roads



\$6.4B revenues¹

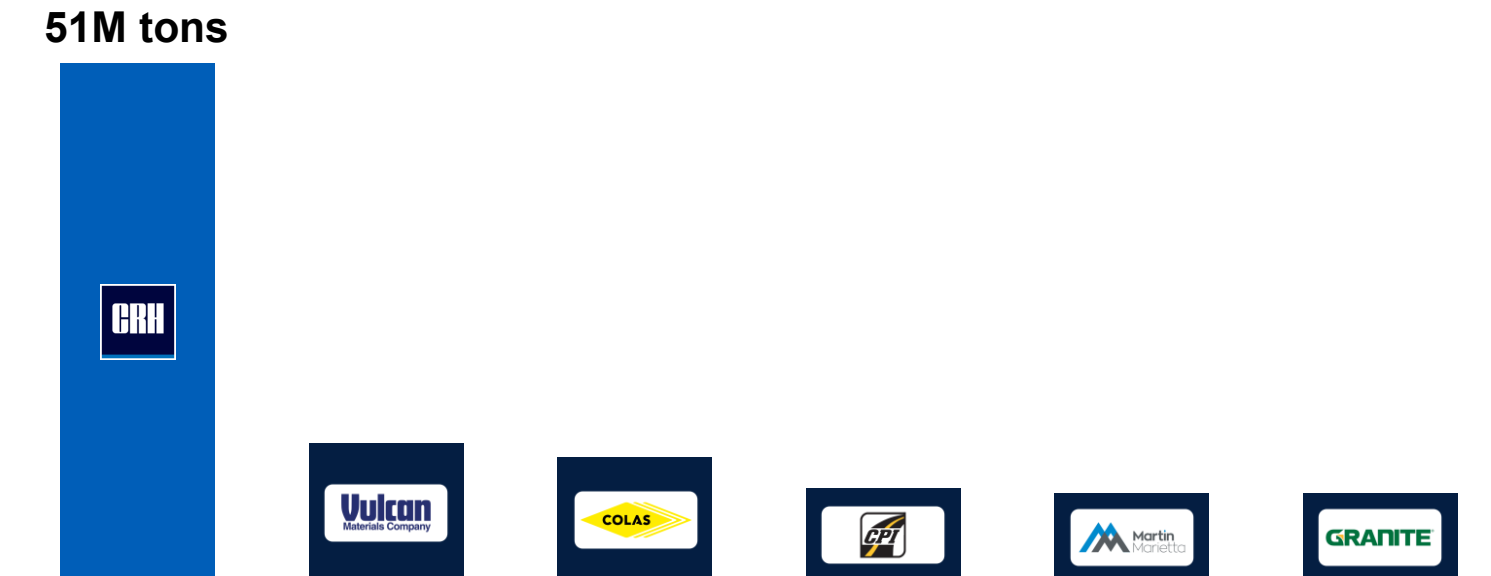
Leading positions
across **43** states

2/3rds of US population
live within 50 miles of
a CRH asphalt plant

CRH is the Undisputed Leader in Roads



US Asphalt Volumes¹

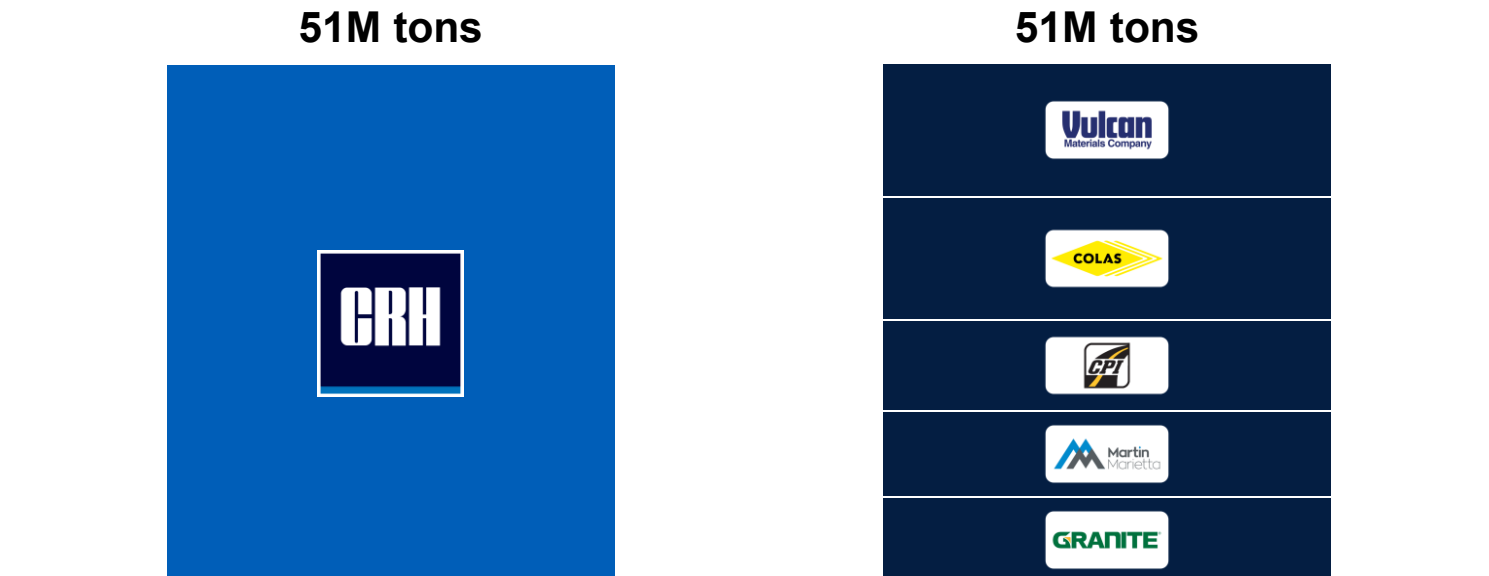


CRH has unmatched scale as the clear industry leader ...

CRH is the Undisputed Leader in Roads



US Asphalt Volumes¹



CRH has unmatched scale as the clear industry leader ... equal to the next 5 largest players combined

CRH is the Undisputed Leader in Roads



800+

Aggregate Sites (230M tons)¹



23

Liquid Asphalt Terminals



~450

Hot Mix Asphalt Plants



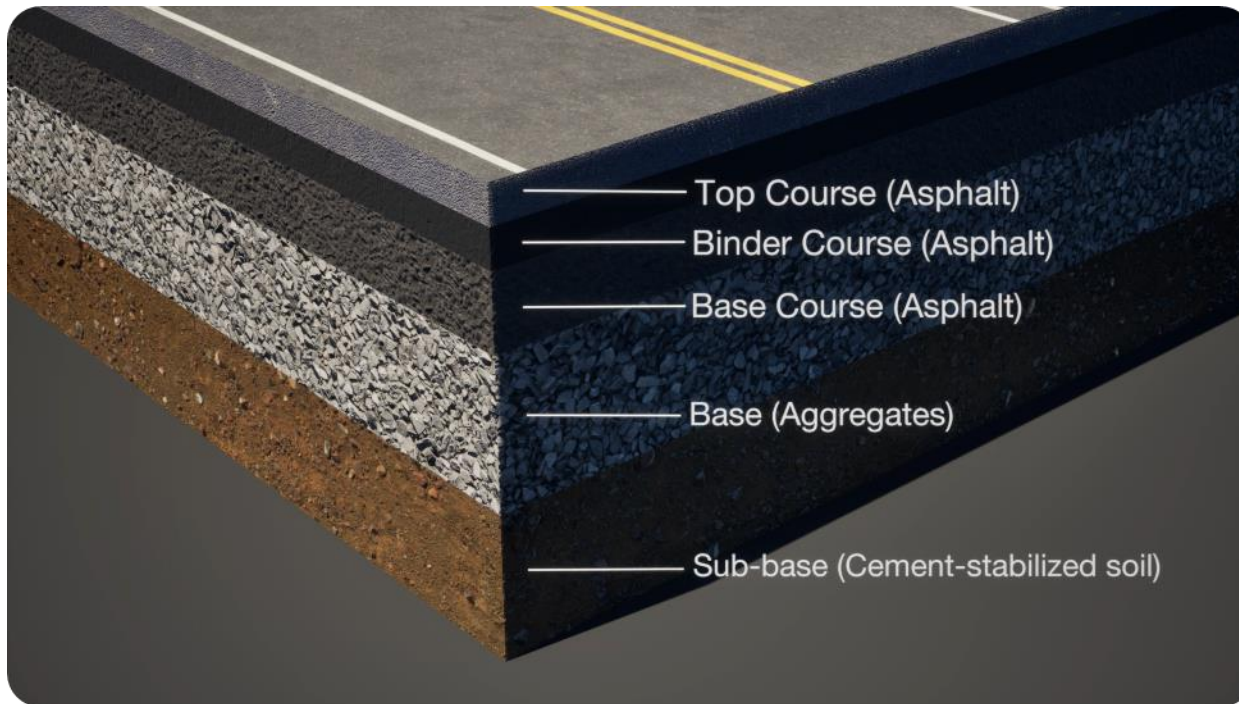
800+

Paving & Related Services Crews



... a fully connected roads offering with unmatched scale ...

CRH is the Undisputed Leader in Roads



~20%

of US cementitious volume
is used in Road right-of-way¹

~85%

of water, energy & communications
infrastructure products are installed
in Road right-of-way

CRH is the Undisputed Leader in Roads



Best-in-class Performance

Leveraging Scale to drive:

Best practices

Technical expertise

Quality



CRH is the Undisputed Leader in Roads



Driving Value Through Circularity & Innovation

~90

State-of-the-art
laboratories

~25%

of asphalt produced is
recycled content



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

High Growth Runway



Key Focus for CRH Acquisition Strategy

\$2.7B across **50** Roads deals in the past 10 years



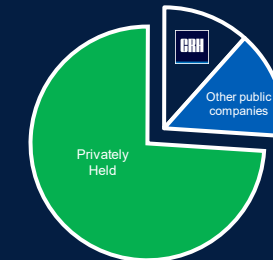
Roads is Closely Tied to Aggregates

60% of Roads deals had aggregates, bringing **>31 Mt** annual production in the past 10 years



Fragmented Market

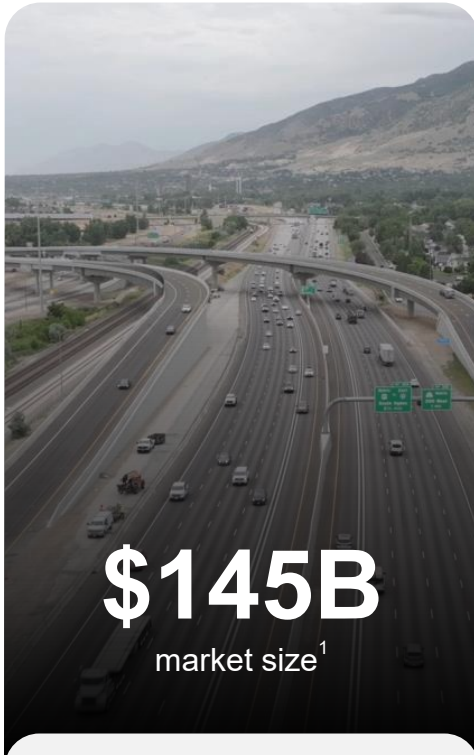
74% of HMA industry is still privately held



Significant opportunity for further expansion

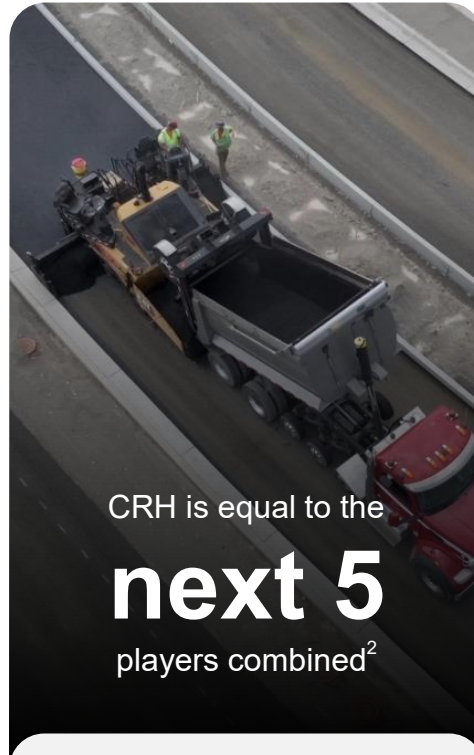
Significant opportunity to drive further inorganic growth

Key Takeaways



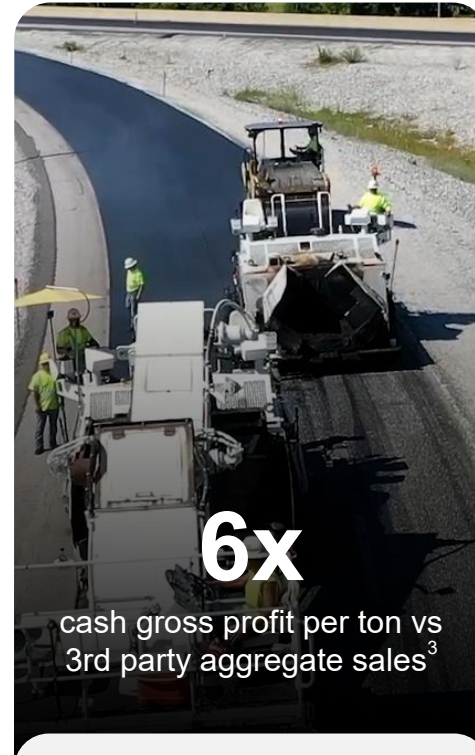
\$145B
market size¹

Roads is an
attractive business



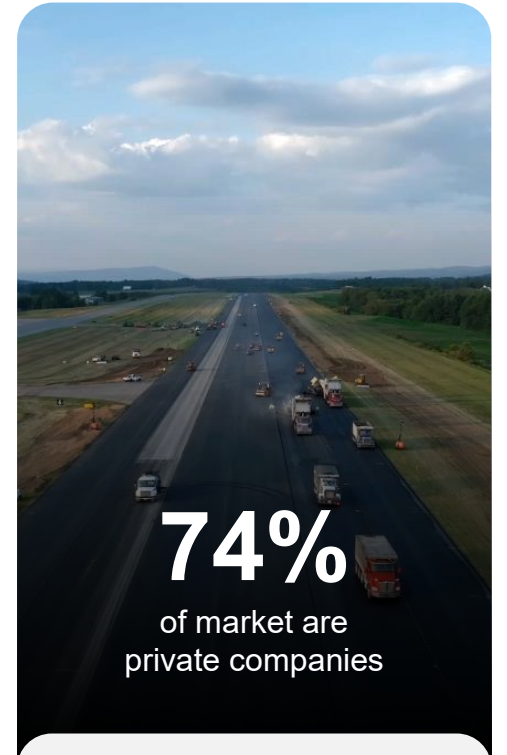
CRH is equal to the
next 5
players combined²

CRH wins with
unmatched scale ...
a structural advantage
that **cannot**
be replicated



6x
cash gross profit per ton vs
3rd party aggregate sales³

Roads is a **lower capital**
intensity business ...
generating **higher**
profits, cash & returns



74%
of market are
private companies

With a long
runway for growth

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 6

1. Management estimate.
2. U.S. Census Bureau, Total Construction Spending: Highway and Street in the United States, 2005-2024.
3. American Society of Civil Engineers, 2025 Infrastructure Report Card for America, March 2025.

Slide 7

1. Refers to revenues derived from paving and contracting services in the Americas Materials Solutions segment for the financial year ended December 31, 2024 which is disclosed as Revenue in Road Solutions recognized over time in our 2024 Form 10-K.

Slide 8 & 9

1. 2024 asphalt volumes. Sourced from each company's 2024 filings and management estimates, respectively.

Slide 10

1. 2024 annualized sales volumes reflecting the full-year impact of acquisitions and divestitures during the year and may vary from actual volumes sold. This includes volumes which are used internally (e.g., aggregates supplied internally for cement production).

Slide 11

1. Management estimate.

Slide 14

1. Compared to 3rd party aggregate sales.
2. 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 average invested capital used for paving services and related internal supply of aggregates and asphalt.

Slide 16

1. Management estimate.
2. 2024 annual asphalt volumes. Sourced from 2024 company's public filings.
3. Illustrative example, compared to 3rd party aggregate sales.