



CRH

Q2 2025 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”, “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 document.

In particular, the following, among other statements, are all forward-looking in nature: plans and expectations regarding customer demand, pricing and pricing momentum, costs, backlogs, capacity expansion, trends in infrastructure, residential and non-residential markets, secular growth trends, macroeconomic and other market trends in regions where CRH operates; plans and expectations regarding government funding initiatives, including with respect to IJJA funding, and re-industrialization activity, including with respect to manufacturing and data centers; expectations with respect to the impact of further potential global trade policies; plans and expectations regarding the benefits of our acquisitions and divestitures, including for our customers; plans and expectations regarding growth opportunities and our M&A pipeline, including potential risk and return profile and prospects for efficiency, automation and energy optimization; expected benefits of CRH's proven strategy and connected portfolio; statements regarding the consummation (including timing thereof), expectations and benefits of the pending acquisition of Eco Material; statements regarding CRH's supply of high-value critical materials to support future growth and position at the forefront of the transition to next generation cement and concrete; plans and expectations regarding CRH's financial capacity; plans and expectations regarding return of cash to shareholders, including the timing and amount of share buybacks and dividends; and plans and expectations regarding CRH's 2025 outlook, including Net income, Adjusted EBITDA, Diluted earnings per share, capital expenditures, assumed interest expense, and assumed effective tax rate.

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 document. 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 Measure Disclosure

This document includes discussion of Adjusted EBITDA, Adjusted EBITDA margin, organic revenue, and organic Adjusted EBITDA, each of which is a financial measure that is not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”). See the discussion within ‘Non-GAAP Reconciliations’ on pages 26 to 27 for a reconciliation of these non-GAAP measures to the most directly comparable GAAP measure. Non-GAAP measures should not be considered a replacement for GAAP measures.



Agenda

Operating Performance

Financial Performance & Capital Allocation

Proven Strategy

2025 Outlook



Key Messages

Record Q2 performance ... Revenues, Adj. EBITDA¹, Adj. EBITDA Margin¹ & Diluted EPS

Proven strategy & connected portfolio driving further growth & value creation

~\$1.7bn invested in 19 acquisitions YTD & growth capex; strong pipeline of opportunities

\$2.1bn acquisition of Eco Material Technologies² ... accelerating cementitious growth strategy

Positive outlook; raising FY25 guidance ... expect Adj. EBITDA¹ \$7.5bn – \$7.7bn



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27. Full FY25 guidance is provided on page 25.

²The proposed transaction of Eco Material Technologies is subject to regulatory approval and customary closing conditions and is expected to close in 2025.

Q2 2025 Financial Highlights

Revenues

\$10.2bn



+6%

Adj. EBITDA¹

\$2.5bn



+9%

Adj. EBITDA Margin¹

24.1%



+70bps

Diluted EPS

\$1.94



+3%



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27.



Operating Performance



Americas Materials Solutions

- Continued execution of strategy, increased operational efficiencies & contributions from acquisitions
- Positive pricing momentum; activity levels impacted by unfavorable weather
- Underlying demand across key markets remains strong supported by infrastructure & re-industrialization activity
- Backlogs ahead of prior year ... revenue & margin

	\$m	YoY Change
Revenues	4,509	+2%
Adj. EBITDA	1,241	+4%
Adj. EBITDA Margin	27.5%	+40bps



Americas Building Solutions

- Strong profit growth underpinned by good underlying demand & commercial management
- **Building & Infrastructure Solutions:** Strong demand in key markets ... data centers, water & energy infrastructure
- **Outdoor Living Solutions:** Underlying repair & remodel demand remains resilient

	\$m	YoY Change
Revenues	2,159	+2%
Adj. EBITDA	501	+5%
Adj. EBITDA Margin	23.2%	+70bps



International Solutions

- Improving demand environment, further pricing momentum & operational efficiencies
- **Central & Eastern Europe:** Positive underlying demand & early recovery in new-build Residential
- **Western Europe:** Activity levels underpinned by Infrastructure & Non-Residential
- Strong acquisition performance & synergy realization

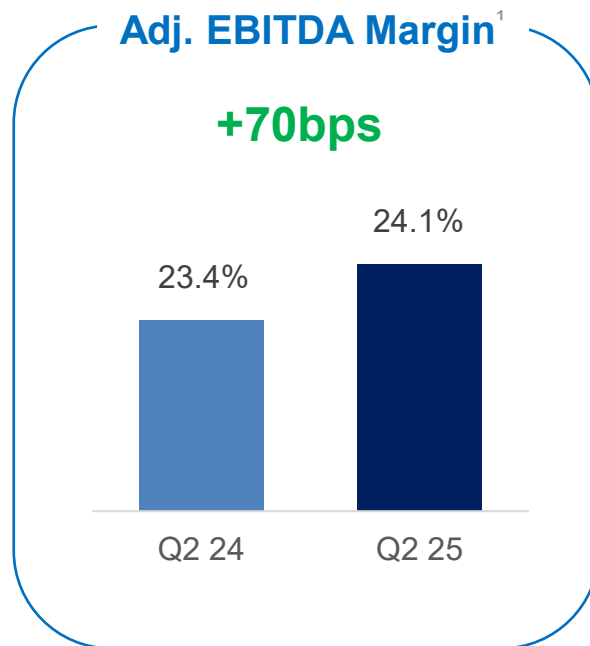
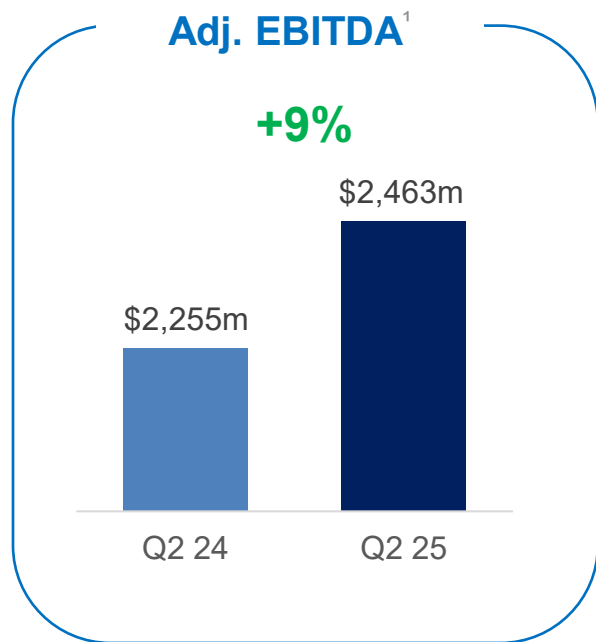
	\$m	YoY Change
Revenues	3,538	+13%
Adj. EBITDA	721	+23%
Adj. EBITDA Margin	20.4%	+170bps



Financial Performance & Capital Allocation



Further Growth & Value Creation



- Strong growth in Adj. EBITDA¹ & Margin¹
- Performance driven by favorable underlying demand & positive pricing
- Strong delivery from acquisitions ... synergies ahead of expectations



¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27.

Value-Accretive Capital Allocation

M&A

\$1.0bn

- 19 acquisitions YTD
- Strengthening market-leading positions in attractive growth markets
- Strong & active pipeline of opportunities

Growth Capex

\$0.7bn

- Low-risk, high-returning investments
- Expanding capacity in high-growth markets
- Efficiency, automation & energy optimization

Cash Returns

\$1.3bn

- Declaring quarterly dividend \$0.37 per share (+6% y/y)
- Ongoing share buyback; \$0.8bn YTD
- Commencing new \$0.3bn quarterly buyback tranche

\$2.1bn Acquisition of Eco Material Technologies

- Acquiring a leading supplier of SCMs in North America
- Securing long-term supply of high-value critical materials to support future growth
- Strengthening position as a leading cementitious player in N. America with ~25mt of annual production
- Expanding national distribution network & enhancing innovation capabilities to better serve our customers
- Highly complementary to existing business
... strong growth & synergy opportunities



~10mt >125 ~1,100
SCMs p.a. Locations Employees

Accelerating growth through value-creating capital allocation



Proven Strategy



Proven Strategy

Unmatched scale & connected portfolio; superior growth opportunities



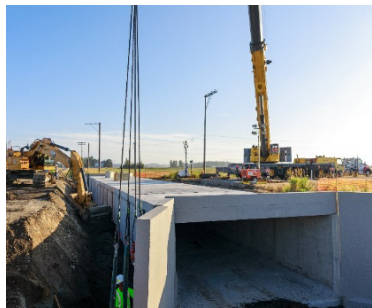
Leading operational efficiency; less capital intensive, greater asset utilization & higher return on capital



Customer focused; maximizing profitability through the construction value chain



Resilient through the cycle; agile & flexible cost base; higher share of public Infrastructure funding



Strategy in Action – From Rock to Road

Superior growth & value creation opportunities through fully connected roads offering



Aggregates
~\$10 CGP/t



**Liquid
Asphalt**



Asphalt



Paving



Finished Road
~\$60 CGP/t

~6x
more profitable
than 3rd party
aggregate sales

Compounding value through the supply chain; maximizing profits, cash & returns



Illustrative example



Outlook



2025 End-Market Outlook

Favorable underlying demand & pricing momentum

Americas
~75% Adj. EBITDA¹



Infrastructure

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



Non-Residential

Supported by large-scale manufacturing & data center demand



Residential

New-build activity remains subdued ... positive long-term fundamentals

International
~25% Adj. EBITDA¹



Infrastructure

Robust demand underpinned by government & EU funding



Non-Residential

Continued positive momentum across key markets



Residential

Activity stabilizing at low levels with improving trends in C&E Europe

Well positioned to capitalize on strong growth opportunities



All percentages are based on CRH's Form 10-K for the year ended December 31, 2024.
¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27.

Raising 2025 Guidance

Another year of growth & value creation

Adj. EBITDA¹

\$7.5bn – \$7.7bn

Net Income²

\$3.8bn – \$3.9bn

Diluted EPS²

\$5.49 – \$5.72



The 2025 guidance does not assume any significant one-off or non-recurring items, including the impact of further potential changes to global trade policies, impairments or other unforeseen events.

¹Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27.

²2025 net income and diluted EPS are based on approximately \$0.6 billion interest expense, net, effective tax rate of approximately 23% and a year-to-date average of approximately 682 million diluted common shares outstanding.

Key Takeaways

Unmatched scale, connected & resilient portfolio ... delivering superior growth

Strategically positioned to capitalize on secular growth trends

Relentless focus on performance ... industry-leading financial delivery

Financial strength & acquisition capabilities ... strong pipeline of growth opportunities

Strong track record of disciplined & value-creating capital allocation

Compounding earnings growth & shareholder value creation





Appendix



Americas Materials Solutions

\$ million	Q2 2024	Analysis of change				Q2 2025	% Change
		Currency	Acquisitions	Divestitures	Organic		
Total revenues	4,406	(3)	+214	-	(108)	4,509	+2%
Adjusted EBITDA	1,193	(1)	+47	-	+2	1,241	+4%
Adjusted EBITDA margin	27.1%					27.5%	

Americas Building Solutions

\$ million	Q2 2024	Analysis of change				Q2 2025	% Change
		Currency	Acquisitions	Divestitures	Organic		
Total revenues	2,116	(1)	+83	(11)	(28)	2,159	+2%
Adjusted EBITDA	476	-	+22	(2)	+5	501	+5%
Adjusted EBITDA margin	22.5%					23.2%	



International Solutions

\$ million	Q2 2024	Analysis of change				Q2 2025	% Change
		Currency	Acquisitions	Divestitures	Organic		
Total revenues	3,132	+163	+430	(91)	(96)	3,538	+13%
Adjusted EBITDA	586	+27	+74	+5	+29	721	+23%
Adjusted EBITDA margin	18.7%					20.4%	

Materials Volumes & Prices

	Q2 YoY % Change			
	Americas		International	
	Volume	Price	Volume	Price
Aggregates	+5%	+4% ¹	+5%	+3%
Asphalt	-2%	-	-3%	-4%
Cement	+1%	+2%	+12%	+2%
RMC	+6%	+2%	+21%	+9%

¹Americas Aggregates pricing +7% on a mix-adjusted basis.

2025 Financial Guidance

2025 Guidance (i)	Low	High
Net income (ii)	\$3.8bn	\$3.9bn
Adj. EBITDA ¹	\$7.5bn	\$7.7bn
Diluted EPS (ii)	\$5.49	\$5.72
Capital expenditure	\$2.8bn	\$3.0bn

(i) The 2025 guidance does not assume any significant one-off or non-recurring items, including the impact of further potential changes to global trade policies, impairments or other unforeseen events.

(ii) 2025 net income and diluted EPS are based on approximately \$0.6 billion interest expense, net, effective tax rate of approximately 23% and a year-to-date average of approximately 682 million diluted common shares outstanding.



*Represents a non-GAAP measure. See the discussion within 'Non-GAAP Reconciliations' on pages 26 to 27.

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 investments, income/loss from equity method investments, substantial acquisition-related costs and pension expense/income excluding current service cost component. It is quoted by management in conjunction with other GAAP and non-GAAP financial measures to aid investors in their analysis of the performance of the Company. Adjusted EBITDA by segment is monitored by management in order to allocate resources between segments and to assess performance. **Adjusted EBITDA margin** is calculated by expressing Adjusted EBITDA as a percentage of total revenues. Reconciliation to the nearest GAAP measure is presented below:

<i>in \$ millions</i>	Q2 2025	Q2 2024
Net income	1,332	1,309
Income from equity method investments	(1)	(6)
Income tax expense	425	430
Loss (gain) on divestitures and investments (i)	16	(23)
Pension income excluding current service cost component (i)	(5)	(1)
Other interest, net (i)	(2)	1
Interest expense	200	155
Interest income	(30)	(36)
Depreciation, depletion and amortization	528	424
Substantial acquisition-related costs (ii)	—	2
Adjusted EBITDA	2,463	2,255
Total revenues	10,206	9,654
Net income margin	13.1%	13.6%
Adjusted EBITDA margin	24.1%	23.4%

(i) Loss (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 Condensed Consolidated Statements of Income in the Quarterly Report on Form 10-Q.

(ii) Represents expenses associated with non-routine substantial acquisitions, which meet the criteria for being separately reported in Note 3 "Acquisitions" of the unaudited financial statements in the Quarterly Report on Form 10-Q. Expenses in the second quarter of 2024 primarily include legal and consulting expenses related to these non-routine substantial acquisitions.



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 2025 Adjusted EBITDA guidance is presented below:

<i>in \$ billions</i>	FY 2025 Mid-Point
Net income	3.9
Income tax expense	1.1
Interest expense, net	0.6
Depreciation, depletion and amortization	2.1
Other (i)	(0.1)
Adjusted EBITDA	7.6

(i) Other primarily relates to (income) loss from equity method investments and other nonoperating (income) expense, net.

Organic Revenue and Organic Adjusted EBITDA: Because of the impact of acquisitions, divestitures, currency exchange translation and other non-recurring items on reported results each reporting period, CRH uses organic revenue and organic Adjusted EBITDA as additional performance indicators to assess performance of pre-existing (also referred to as underlying, like-for-like or ongoing) operations each reporting period.

Organic revenue and organic Adjusted EBITDA are arrived at by excluding the incremental revenue and Adjusted EBITDA contributions from current and prior year acquisitions and divestitures, the impact of currency 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 reporting period (adjusted for currency exchange effects). A reconciliation of the changes in organic revenue and organic Adjusted EBITDA to the changes in total revenues and Adjusted EBITDA by segment is presented with the discussion within each segment's performance in tables contained in the segment discussion in Part 1, Item 2. "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Quarterly Report on Form 10-Q.

