CRH PLC

ACQUISITIONS, DIVESTMENTS & FINANCE COMMITTEE CHARTER

The purpose of the Acquisitions, Divestments & Finance Committee (the "Committee") of the Board of Directors (the "Board") of CRH plc (the "Company") is provide support to the Board by fulfilling the Committee's duties and responsibilities outlined in the Duties and Responsibilities section below.

Membership, Structure and Operations

1. Appointment/Removal: Members of the Committee shall be appointed by the Board, on the recommendation of the Nomination & Corporate Governance Committee. The Committee shall be made up of at least three members. Members of the Committee may be removed or replaced by the Board at any time.

2. Leadership: The Board shall appoint the Committee Chair. In the absence of the Committee Chair, the remaining members present shall elect one of themselves to chair the meeting.

3. Quorum: The quorum necessary for the transaction of business shall be two members. A majority of members at a duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

4. Meetings: The Committee shall meet at such times as required to carry out its duties. Save as otherwise provided herein, the Committee shall be governed by the same rules regarding meetings (including meetings in person or by telephone or other similar communications equipment), action without meetings, notice, waiver of notice and voting requirements as are applicable to the Board.

Duties and Responsibilities

The Committee shall have the duties and responsibilities set out below and shall also carry out any other duties and responsibilities as may be delegated to it by the Board from time to time. In carrying out these duties and responsibilities, the Committee shall have the authority, to the extent it deems necessary or appropriate in its sole discretion, to select and retain any legal or other advisors, and the Committee shall receive appropriate funding from the Company for the payment of compensation for such advisors, at the expense of the Company, and the ordinary administrative expenses of the Committee.

The Committee shall:

1. Consider recommendations from management in regard to specific acquisitions and capital projects in excess of $75 million and up to $150 million or the equivalent in other currencies (or such thresholds as determined by the Board from time to time). Projects in excess of these amounts will be considered by the Board unless the Board otherwise determines.

2. Consider recommendations from management in regard to the divestment of companies/businesses in excess of $75 million and up to $150 million or the equivalent in other currencies (or such thresholds as determined by the Board from time to time). Projects in excess of these amounts will be considered by the Board unless the Board otherwise determines.

3. Carry out post-completion reviews within agreed time frames of acquisitions and capital projects which cost in excess of $75 million or the equivalent in other currencies (or such threshold as determined by the Board from time to time), including testing the validity of the assumptions on which the investment decisions were based.

4. Consider, in conjunction with management, the financial requirements of the Company and to recommend appropriate funding arrangements to the Board, unless the Board otherwise determines.

5. Consider and, if deemed appropriate, to approve the acceptance by the Company of any bank facility, or the issuance of any guarantee or indemnity in respect of the liabilities of any subsidiary, up to a maximum principal amount of $250 million or the equivalent in other currencies (or such threshold as determined by the Board from time to time). Any such proposed bank facilities, guarantees or indemnities in excess of this amount will be considered by the Board unless the Board otherwise determines.

6. Consider and, if deemed appropriate, to confirm or ratify the affixing of the Company's common seal to any document which is required to be sealed, excluding any document to be executed in connection with any matter the approval of which may from time to time be specifically reserved to the Board.

7. Meet with and assist management, at their request, in considering any financial aspect (including taxation) of the Company's affairs.

8. Report to the Board on the Committee's activities after each meeting, as relevant.

9. Review this Charter annually and recommend any proposed changes to the Board for approval.

10. Conduct an annual self-assessment of its performance and present the results of the review to the Board.

Approved by the Board: December 3, 2025