CRH PLC

COMPENSATION COMMITTEE CHARTER

The purpose of the Compensation Committee (the "Committee") of the Board of Directors (the "Board") of CRH plc (the "Company") is to 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. Independence: All members of the Committee shall be "independent" as determined by the Board in accordance with the listing rules of the New York Stock Exchange ("NYSE") and Rule 10C-1 under the Securities Exchange Act of 1934, as amended (the "Exchange Act"). In addition, each member of the Committee shall qualify as a "Non-Employee Director" for the purposes of Rule 16b-3 under the Exchange Act.

3. 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.

4. 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.

5. Meetings: The Committee shall meet quarterly and otherwise 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 a compensation consultant, outside legal counsel and any 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. In retaining or seeking advice from any compensation consultants, the Committee must take into consideration the factors specified in the NYSE listing rules, as applicable.

1. Compensation Policies: The Committee shall review and establish the Company's overall executive compensation approach and philosophy and oversee the development of the Company's compensation policies and programs, taking into account all factors which it deems necessary to meet the current and future needs of the Company.

2. Plans: The Committee shall review and make recommendations to the Board with respect to incentive compensation and equity-based plans, including whether to adopt, amend or terminate any such plans. In reviewing and making recommendations to the Board regarding incentive

compensation plans and equity-based plans, including whether to adopt, amend or terminate any such plans, the Committee shall consider the results of the most recent stockholder advisory vote on executive compensation ("Say-on-Pay Vote") required by Section 14A of the Exchange Act. The Committee shall also have the authority to administer the Company's incentive compensation plans and equity-based plans, including designation of employees to whom the awards are to be granted, the amount of the award or equity to be granted and the terms and conditions applicable to each award or grant, subject to the provisions of each plan. The Committee shall additionally oversee any major changes in employee benefit structures throughout the Company. In regard to employee benefit plans, the Committee's role shall be one of oversight and, except as the Committee otherwise expressly determines or applicable law otherwise expressly requires, the Committee shall not act as a fiduciary with respect to any benefit plans or programs under the Employee Retirement Income Security Act of 1974 or otherwise.

3. Chief Executive Officer Compensation: The Committee shall be directly responsible for reviewing and approving corporate goals and objectives relevant to compensation of the Chief Executive Officer, evaluating his or her performance in light of those goals and objectives, and determining and approving the Chief Executive Officer's compensation level (either acting as a Committee or together with other non-management Directors of the Board, at the Board's discretion) based on this evaluation. In evaluating and recommending CEO compensation, the Committee shall consider the results of the most recent Say-on-Pay Vote.

4. Executive Officer Compensation: The Committee shall be directly responsible for reviewing and approving the compensation of the executive officers of the Company (other than the Chief Executive Officer) and any new compensation programs applicable to such executive officers, considering the results of the most recent Say-on-Pay Vote.

5. Non-management Director Compensation: The Committee shall periodically review the form and amounts of the compensation of the non-management Directors in respect of their service on the Board and committees thereof and recommend any change to the Board as the Committee determines to be necessary or appropriate. Compensation for non-management Directors shall, with respect to fees, be within the limits set by shareholders, if any.

6. Share Ownership Guidelines: The Committee shall review and approve any share ownership guidelines for directors and executive officers of the Company and monitor compliance therewith.

7. Engagement of Compensation Consultants: The Committee shall be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any compensation consultants who advise the Committee, and for obtaining reliable, up-to-date information about compensation in other comparable companies, subject to consideration by the Committee of all factors relevant to that person's independence from management to the extent required under the NYSE listing rules. The Committee shall have full authority to commission any reports or surveys which it deems necessary to help it fulfil its obligations.

8. Committee Disclosure: When necessary, the Committee shall prepare such reports and other disclosures as may be required by applicable law and regulation to be prepared by the Committee, including disclosure required under Item 407(e)(5) of Regulation S-K and disclosure required to be prepared by the Committee for inclusion in the Company's annual proxy statement, and, where applicable, shall make recommendations to the Board with respect to any compensation-related proposals to be considered at the annual meeting, including say-on-pay and any compensation-related shareholder proposals. Where required by law or considered by the Committee to be appropriate to do so, the Committee shall produce an annual report that sets out the Company's compensation policy, practices, details of consultations with shareholders, the approach to employee engagement on compensation and an explanation of how executive compensation aligns with wider Company pay policy.

9. Compensation Recovery: The Committee shall review and approve, or recommend to the Board to

approve, the adoption, amendment or modification of the compensation "clawback" policy that allows the Company to recoup incentive compensation in compliance with Section 10D of the Exchange Act, the rules promulgated thereunder and the rules of the NYSE from the Company's current and former executive officers or other employees subject to Section 16 of the Exchange Act and shall administer and enforce such policy in accordance with its terms.

10. Shareholder Engagement and Votes on Compensation: The Committee shall, through the Chair of the Board or through the Chair of the Committee, ensure that the Company maintains contact as required with its principal shareholders about compensation. The Committee shall review the outcome of shareholder votes on compensation at general meetings. Where a significant number of shareholders do not support compensation related resolutions, the Committee shall endeavor to ascertain the reasons why in order that any concerns can be considered and, if appropriate, taken into account in its decision making.

11. Reporting Responsibilities: The Committee Chair shall report to the Board on the Committee's activities after each meeting, as relevant.

12. Charter Review: The Committee shall review this Charter annually and recommend any proposed changes to the Board for approval.

13. Performance Review: The Committee shall conduct an annual self-assessment of its performance and present the results of the review to the Board.

Approved by Board: December 3, 2025