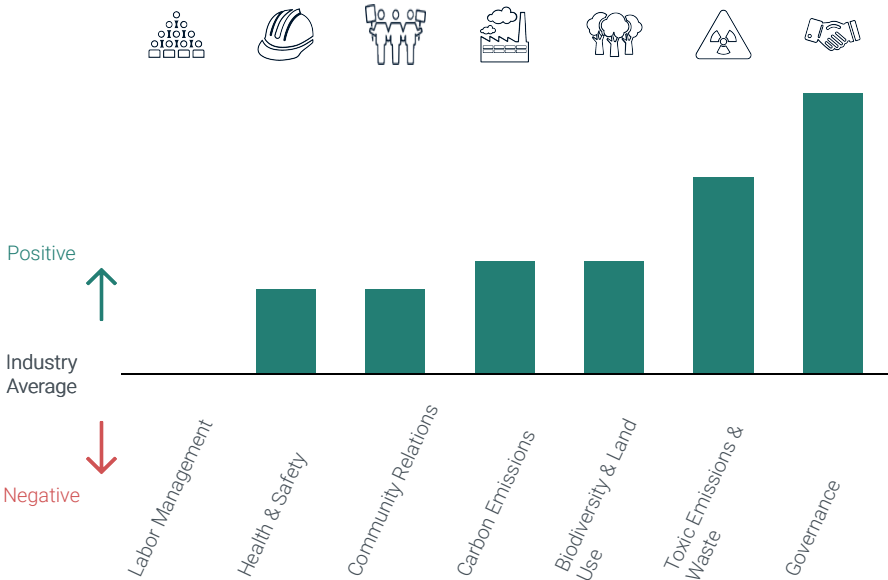


Strong programs to mitigate key ESG-related risks

Score attribution by key issue

This chart highlights the company's positioning relative to the industry average for each Key Issue that contributed to its ESG Rating as of November 18, 2025.



Last ESG Rating action

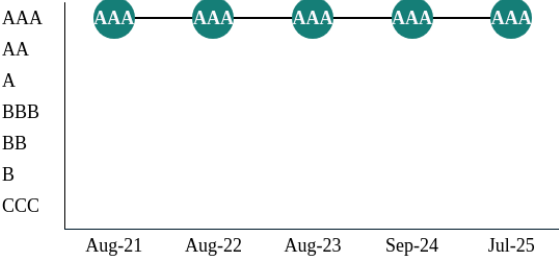
Rating action date: July 25, 2025
CRH's rating is unchanged at 'AAA'.

CRH continues to lead its global peers in corporate governance practices. Its board is majority independent of management and has fully independent key board committees, which may aid bolster management oversight of management. We also note improved executive pay practices. The company also leads industry peers in efforts to managing biodiversity in its area of operations and maintaining community relations. Additionally, it the company has robust programs to manage toxic emissions.

- CRH's quarrying operations entail high exposure to the risk of local opposition tied to adverse impacts on communities, per our model. The company leads peers in community management practices. In addition to recruiting local talent, it appears to engage with local communities to mitigate the risk of community opposition.
- Due to its diverse business mix, CRH has a lower toxic emissions footprint than pure-play cement producers, per our model. Our assessment indicates the company has environmental management systems across all its operations, and 88% of its operations are certified to the ISO 14001 standard, as of FY 2024. Its NOx and SOx emission intensities were 1.12 and 0.21 tons/USD million sales in FY 2024, respectively, lower than the corresponding industry averages of 5.56 and 1.15, as of January 2025.
- CRH's business activities entail exposure to risks of workplace safety incidents, per our model. With regular safety-related audits, it leads peers in safety management practices.

Analysts: Ajay Lobo, Margarita Grabert

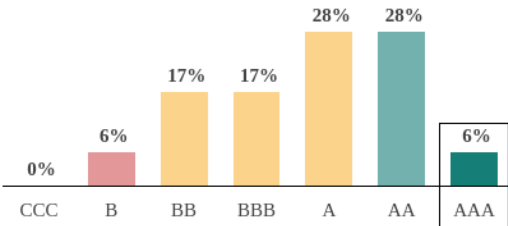
ESG Rating history



ESG Rating history shows five most recent rating actions

ESG Rating distribution

Universe: MSCI ACWI Index constituents, Construction Materials, n=18



Key scores

| | Weight | Score (0-10) |
|---|--------|--------------|
| Industry-Adjusted Score (Last Updated: July 25, 2025) | | 10.0 |
| Weighted-Average Key Issue Score (Last updated: August 22, 2025) | | 8.2 |
| Environmental Pillar Score | 35% | 9.4 |
| Social Pillar Score | 32% | 7.1 |
| Governance Pillar Score | 33% | 8.1 |

Report table of contents

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| Recent developments | P03 | Key issue details | P33 |
| Corporate governance summary | P04 | Appendix | P63 |
| Analyst insights | P05 | Glossary | P106 |
| ESG Rating drill down | P06 | | |

What is an ESG Rating? MSCI ESG Ratings aim to measure a company's resilience to long-term ESG risks. Companies are scored on an industry-relative AAA-CCC scale across the most relevant Key Issues based on a company's business model.

ESG Rating scorecard

As of November 18, 2025

| KEY ISSUE | WEIGHT | INDUSTRY AVERAGE | SCORE (0-10) | CHANGE | EXPLANATION |
|----------------------------------|--------|------------------|--------------|--------|---|
| Weighted-Average Key Issue Score | | 5.0 | 8.2 | | |
| > ENVIRONMENT | 35% | 3.9 | 9.4 | ▲ 0.4 | |
| Carbon Emissions | 13% | 4.8 | 8.9 | ▲ 1.1 | <ul style="list-style-type: none">100% of operations from less carbon-intensive business lines relative to peersRobust initiatives to reduce carbon emissions compared to peers |
| Toxic Emissions & Waste | 12% | 3.0 | 9.5 | | <ul style="list-style-type: none">100% of operations from business lines with relatively low toxic emissions and waste intensitiesEvidence of environmental management systems for 88% of its operations |
| Biodiversity & Land Use* | 10% | 6.0 | 10.0 | | <ul style="list-style-type: none">Strong efforts to mitigate adverse environmental impact of operations relative to peers |
| > SOCIAL | 32% | 4.2 | 7.1 | | |
| Community Relations* | 12% | 4.7 | 7.8 | | <ul style="list-style-type: none">Local employees represent more than 90% of the workforce, indicating the company's efforts to create jobs for local communities. |
| Health & Safety | 10% | 4.2 | 8.6 | | <ul style="list-style-type: none">48% of operations from business lines with low injury and fatality ratesStrong safety performance relative to peers |
| Labor Management | 10% | 4.3 | 4.7 | | <ul style="list-style-type: none">Relatively strong labor management initiatives |
| > GOVERNANCE | 33% | 4.8 | 8.1 | ▲ 0.5 | |
| Corporate Governance | | 5.7 | 9.4 | ▲ 0.6 | <ul style="list-style-type: none">The company falls into the highest scoring range relative to global peers, reflecting governance practices that appear to be generally well aligned with investor interests. |
| Corporate Behavior | | 5.1 | 6.3 | | <ul style="list-style-type: none">Operates mainly in regions that are politically stable and/or where corruption is limited |

* denotes company-specific Key Issue
This table shows the Key Issue scores and weights contributing to the company's ESG Rating and any changes to those scores since the last ESG Rating action. The range of possible scores is 0-10, where 10 is best and 0 is worst.

Rating model details

CRH was rated based on a modified version of the Construction Materials Industry ESG Rating model:

- Biodiversity & Land Use has been added as a company-specific Key Issue due to company's significant involvement in quarrying.
- Community Relations has been added as a company-specific Key Issue due to company's significant involvement in quarrying.

MODEL VERSION: 4.3.4

Represents the MSCI ESG Ratings model version used to assess the company. Please refer to the "ESG Ratings Methodology" document for more details on the model versions.

Company Data Feedback response

Data feedback in last 12 months? _____ Yes
Date of last feedback _____ Jul 2025
This section only captures inputs provided by companies through our online issuer portal that may have an impact on the weighted Key Issues for the company

Key documents used for updates, as of November 18, 2025

| Company Filing | Fiscal Year | Filing Release Date | Incorporated in data and scores | Incorporated in ESG Rating |
|----------------|-------------|---------------------|---------------------------------|----------------------------|
| AR Filing | FY-2024 | 28 Mar. 2025 | Partially Incorporated | 25 Jul. 2025 |
| AR Filing | FY-2023 | 29 Feb. 2024 | Fully Incorporated | 26 Sep. 2024 |
| DEF 14A | FY-2023 | 15 Mar. 2024 | Partially Incorporated | Pending |
| CSR Filing | FY-2023 | 02 Apr. 2024 | Fully Incorporated | 26 Sep. 2024 |

Key document types reflected here include Annual Reports (AR), CSR, Sustainability or ESG reports. Partially Incorporated = some but not all of the underlying data and related scores reflect the latest filing; Pending = Not yet incorporated; Fully Incorporated = All relevant data from filing has been incorporated into the underlying data and scores. Updates related to Carbon data are not included here. Please refer to "Recent developments affecting ESG scores" for more information.

Recent developments affecting ESG scores

This table shows the last 10 score changes* and rating actions that have occurred in the past 12 months.

| Date ▲ | Type | Score (0-10) | Change | Explanation |
|--------------|--|--------------|--------|---|
| | Current Weighted-Average Key Issue Score | 8.2 | | |
| Aug 22, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: CEO Pay Total Awarded, CEO Pay Total Realized, CEO Pay Total Fixed |
| Jul 25, 2025 | ESG Rating action | 7.9 | ▼0.3 | CRH's rating is unchanged at 'AAA'. |
| Jul 25, 2025 | Data Update: Corporate Governance | | | Flags Added: CEO Pay Total Awarded, CEO Pay Total Realized, CEO Pay Total Fixed |
| Jun 13, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: Long-Term Pay Performance Versus Peers |
| May 23, 2025 | Data Update: Corporate Governance | | ▼0.1 | Flags Added: Long-Term Pay Performance Versus Peers |
| May 20, 2025 | Data Update: Exposure | | ▲0.3 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste, Community Relations |
| May 16, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: CEO Equity Policy, Director Equity Policy, Short-Term Pay Performance |
| Sep 26, 2024 | ESG Rating action | 7.8 | | CRH's rating is unchanged at 'AAA'. |
| May 31, 2024 | Data Update: Corporate Governance | | ▼0.1 | Flags Added: Dilution Concerns, Director Equity Policy, Severance Vesting, Short-Term Pay Performance |
| Apr 30, 2024 | Data Update: Carbon | | ▲0.1 | Decrease in exposure score |

This table outlines the latest changes to specific data points that have occurred, the trigger for change (e.g. issuer feedback, data update or methodology enhancements) and the overall impact on the company's Weighted Average Key Issue Score.

[View additional recent developments affecting the ESG score](#)

Most recent controversies

There are no recent new controversies or updates to ongoing controversies for this company.

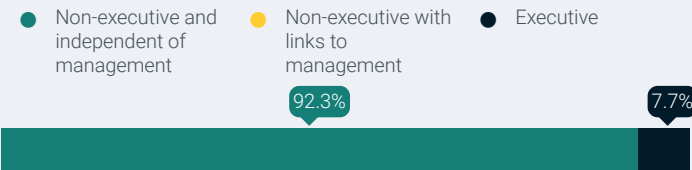


Corporate governance summary



Board of directors

Board type: Unitary Board



Ownership summary

Capital structure Multiple Equity Classes Top shareholders

There is no principal shareholder at this firm.

Ownership classification Widely Held

CEO

Name: Jim Mintern Total realized pay*: USD 25,885,412.00

Tenure: <1 Year Total summary pay*: USD 13,582,146.00

*CEO pay figures are sourced from listed company annual reports and proxy filings. When a new CEO is named the pay figures for the previous CEO will be displayed until this information has been updated for the new CEO

Peer benchmarking

| | Biodiversity & Land Use | Carbon Emissions | Toxic Emissions & Waste | Health & Safety | Labor Management | Community Relations | Corporate Governance | Corporate Behaviour | Rating & Trend |
|----------------------------|-------------------------|------------------|-------------------------|-----------------|------------------|---------------------|----------------------|---------------------|----------------|
| CRH PUBLIC LIMITED COMPANY | ●●●● | ●●●● | ●●●● | ●●●● | ●●● | ●●●● | ●●●● | ●●● | AAA ◀▶ |
| Holcim AG | ●●● | ●●● | ●●● | ●●●● | ●● | ●●●● | ●●●● | ● | AA ◀▶ |
| Heidelberg Materials AG | ●●●● | ●●● | ●●●● | ●●● | ● | ●●● | ●●● | ●●●● | AA ◀▶ |
| VULCAN MATERIALS COMPANY | ● | ●●●● | ●●●● | ●●● | ●●●● | ●● | ●●● | ●●●● | A ◀▶ |
| Buzzi SpA | N/A | ●●● | ●●● | ●● | ● | N/A | ●●●● | ●● | BBB ◀▶ |
| Amrize AG | ● | ● | ● | ●● | ●● | ● | ●●●● | ●●●● | BB |

QUARTILE KEY : Bottom Quartile ● Top Quartile ●●●●

RATING TREND KEY : Maintain ◀▶ Upgrade ▲ Upgrade by two or more notches ▲▲ Downgrade ▼ Downgrade by two or more notches ▼▼

The five industry peers are companies in the Construction Materials ESG Rating Industry, as of November 18, 2025, selected based on similarities in four attributes (ESG Key Issue weights, industry classification, region, and size), sorted by ESG Rating (best to worst).

Analyst insights

Leading workforce management practices may prove critical during Russia-Ukraine war.

March 25, 2022
Margarita Grabert

On March 8, 2022, CRH announced that their three Ukraine-based cement plants had halted operations (Odessa, Mykolaiv, and Kamyranets-Podilskiy) and that the company is focusing on facilitating the movement of their employees to safer regions during the ongoing Russia-Ukraine War.

Relative to peers in the construction materials industry*, CRH has been implementing leading labor management practices and policies. In this unprecedented time, these mechanisms may assist the company in addressing current disruptions and improving the long-term welfare of employees. CRH does provide employees with non-compensation benefits, including pensions and retirement plans and through an annual engagement survey, may have good oversight of moral risks. But critically, and unlike many industry peers, the company provides evidence of efforts to mitigate restructuring impacts, including severance pay and assistance with outplacement and reemployment (only one other company in the industry*, Holcim, provides evidence for such practices).

CRH has emphasized from the first day of the Russian invasion that their primary focus was ensuring the safety of employees based in Ukraine (approximately 800, representing ~1% of total workforce). The company stated that all employees will retain their jobs and continue to receive salaries, including an advance payment on March salaries. Further, CRH is assisting the transfer and accommodation for employees and their families to western Ukraine and neighboring countries.

*As of 20 March 2022, there were 24 construction material companies that were constituents of the MSCI ACWI Index.

ESG Rating drill down

| Description | As of prior rating action date: Sep 26, 2024 | | As of last rating action date: Jul 25, 2025 | | As of last report update date: Nov 18, 2025 | | Difference | |
|--|---|--------|--|--------|--|--------|------------|--------|
| | Score | Weight | Score | Weight | Score | Weight | Score | Weight |
| ESG Rating Letter Grade | AAA | | AAA | | AAA | | - | - |
| Industry Adjusted Score | 10.0 | | 10.0 | | 10.0 | | - | - |
| Industry Minimum Score | 1.4 | | 1.4 | | 1.4 | | - | - |
| Industry Maximum Score | 6.9 | | 7.2 | | 7.2 | | - | - |
| Weighted Average Key Issue Score | 7.8 | | 7.9 | | 8.2 | | 0.3 | - |
| Environmental Pillar Score | 9.0 | 35.0% | 9.0 | 35.0% | 9.4 | 35.0% | 0.4 | - |
| Carbon Emissions Key Issue Score | 8.7 | 13.0% | 7.8 | 13.0% | 8.9 | 13.0% | 1.1 | - |
| Exposure Score | 6.0 | | 4.8 | | 4.8 | | - | - |
| Business Segment Exposure Score | 5.1 | | 4.1 | | 4.1 | | - | - |
| Geographic Exposure Score | 6.8 | | 6.8 | | 6.8 | | - | - |
| Management Score | 7.7 | | 6.8 | | 6.7 | | -0.1 | - |
| Management Score - Excluding Controversies | 7.7 | | 6.8 | | 6.7 | | -0.1 | - |
| Practices Score | 8.0 | | 6.8 | | 6.8 | | - | - |
| Performance Score | 7.0 | | 7.0 | | 6.5 | | -0.5 | - |
| Biodiversity & Land Use Key Issue Score | 9.2 | 10.0% | 10.0 | 10.0% | 10.0 | 10.0% | - | - |
| Exposure Score | 5.6 | | 4.6 | | 4.6 | | - | - |
| Business Segment Exposure Score | 5.0 | | 4.0 | | 4.0 | | - | - |
| Geographic Exposure Score | 6.2 | | 6.3 | | 6.3 | | - | - |
| Management Score | 7.8 | | 7.8 | | 7.8 | | - | - |
| Management Score - Excluding Controversies | 7.8 | | 7.8 | | 7.8 | | - | - |
| Practices Score | 8.7 | | 8.7 | | 8.7 | | - | - |
| Performance Score | 6.0 | | 6.0 | | 6.0 | | - | - |
| Controversy Deduction | 0.0 | | 0.0 | | 0.0 | | - | - |
| Toxic Emissions & Waste Key Issue Score | 9.3 | 12.0% | 9.5 | 12.0% | 9.5 | 12.0% | - | - |
| Exposure Score | 3.7 | | 3.6 | | 3.6 | | - | - |
| Business Segment Exposure Score | 3.7 | | 3.6 | | 3.6 | | - | - |
| Management Score | 6.0 | | 6.1 | | 6.1 | | - | - |
| Management Score - Excluding Controversies | 6.0 | | 6.1 | | 6.1 | | - | - |
| Practices Score | 5.7 | | 5.2 | | 5.2 | | - | - |
| Performance Score | 6.7 | | 7.8 | | 7.8 | | - | - |
| Controversy Deduction | 0.0 | | 0.0 | | 0.0 | | - | - |
| Social Pillar Score | 6.7 | 32.0% | 7.1 | 32.0% | 7.1 | 32.0% | - | - |
| Health & Safety Key Issue Score | 7.4 | 10.0% | 8.6 | 10.0% | 8.6 | 10.0% | - | - |
| Exposure Score | 5.4 | | 4.7 | | 4.7 | | - | - |
| Business Segment Exposure Score | 6.0 | | 5.2 | | 5.2 | | - | - |
| Geographic Exposure Score | 4.0 | | 4.0 | | 4.0 | | - | - |
| Management Score | 5.8 | | 6.3 | | 6.3 | | - | - |
| Management Score - Excluding Controversies | 6.6 | | 6.3 | | 6.3 | | - | - |
| Practices Score | 6.5 | | 6.0 | | 6.0 | | - | - |

| Description | As of prior rating action date: Sep 26, 2024 | | As of last rating action date: Jul 25, 2025 | | As of last report update date: Nov 18, 2025 | | Difference | |
|--|---|--------------|--|--------------|--|--------------|------------|----------|
| | Score | Weight | Score | Weight | Score | Weight | Score | Weight |
| Performance Score | 6.8 | | 6.8 | | 6.8 | | - | - |
| Controversy Deduction | -0.8 | | 0.0 | | 0.0 | | - | - |
| Labor Management Key Issue Score | 6.6 | 10.0% | 4.7 | 10.0% | 4.7 | 10.0% | - | - |
| Exposure Score | 7.0 | | 7.2 | | 7.2 | | - | - |
| Business Segment Exposure Score | 5.7 | | 5.9 | | 5.9 | | - | - |
| Geographic Exposure Score | 5.7 | | 5.7 | | 5.7 | | - | - |
| Company-Specific Exposure Score | 7.3 | | 7.4 | | 7.4 | | - | - |
| Management Score | 6.6 | | 4.9 | | 4.9 | | - | - |
| Management Score - Excluding Controversies | 6.6 | | 4.9 | | 4.9 | | - | - |
| Practices Score | 6.6 | | 4.9 | | 4.9 | | - | - |
| Controversy Deduction | 0.0 | | 0.0 | | 0.0 | | - | - |
| Community Relations Key Issue Score | 6.2 | 12.0% | 7.8 | 12.0% | 7.8 | 12.0% | - | - |
| Exposure Score | 6.1 | | 5.0 | | 5.0 | | - | - |
| Business Segment Exposure Score | 6.1 | | 5.0 | | 5.0 | | - | - |
| Management Score | 5.3 | | 5.8 | | 5.8 | | - | - |
| Management Score - Excluding Controversies | | | 5.8 | | 5.8 | | - | - |
| Practices Score | 5.3 | | 5.8 | | 5.8 | | - | - |
| Controversy Deduction | 0.0 | | 0.0 | | 0.0 | | - | - |
| Governance Pillar Score* | 7.6 | 33.0% | 7.6 | 33.0% | 8.1 | 33.0% | 0.5 | - |
| Governance Pillar Deductions** | -2.4 | | -2.4 | | -1.9 | | 0.5 | - |
| Corporate Governance Deductions | -0.9 | | -0.9 | | -0.5 | | 0.4 | - |
| Board | -0.2 | | -0.2 | | -0.2 | | - | - |
| Pay | -0.5 | | -0.5 | | -0.1 | | 0.5 | - |
| Ownership & Control | -0.2 | | -0.2 | | -0.2 | | - | - |
| Accounting | 0.0 | | 0.0 | | 0.0 | | - | - |
| Corporate Behavior Deductions | -1.4 | | -1.4 | | -1.4 | | - | - |
| Business Ethics | -1.4 | | -1.4 | | -1.4 | | - | - |
| Tax Transparency | 0.0 | | 0.0 | | 0.0 | | - | - |

**Beginning November 2020, the Environmental Pillar Score and Social Pillar Score are calculated based on the weighted average of underlying Key Issue Scores, while the Governance Pillar Score is calculated based on 10 minus the sum of Corporate Governance and Corporate Behavior deductions. In the ESG Rating drill-down, deductions are scaled to indicate impact on the overall Governance Pillar Score. In subsequent sections of the report, deductions are scaled to show impact on the Corporate Behavior and Corporate Governance Theme Scores.

Overflow table: Recent developments affecting ESG scores

| Date ▲ | Type | Score (0-10) | Change | Explanation |
|--------------|--|--------------|--------|---|
| | Current Weighted-Average Key Issue Score | 8.2 | | |
| Aug 22, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: CEO Pay Total Awarded, CEO Pay Total Realized, CEO Pay Total Fixed |
| Jul 25, 2025 | ESG Rating action | 7.9 | ▼0.3 | CRH's rating is unchanged at 'AAA'. |
| Jul 25, 2025 | Data Update: Corporate Governance | | | Flags Added: CEO Pay Total Awarded, CEO Pay Total Realized, CEO Pay Total Fixed |
| Jun 13, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: Long-Term Pay Performance Versus Peers |
| May 23, 2025 | Data Update: Corporate Governance | | ▼0.1 | Flags Added: Long-Term Pay Performance Versus Peers |
| May 20, 2025 | Data Update: Exposure | | ▲0.3 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste, Community Relations |
| May 16, 2025 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: CEO Equity Policy, Director Equity Policy, Short-Term Pay Performance |
| Sep 26, 2024 | ESG Rating action | 7.8 | | CRH's rating is unchanged at 'AAA'. |
| May 31, 2024 | Data Update: Corporate Governance | | ▼0.1 | Flags Added: Dilution Concerns, Director Equity Policy, Severance Vesting, Short-Term Pay Performance |
| Apr 30, 2024 | Data Update: Carbon | | ▲0.1 | Decrease in exposure score |
| Apr 26, 2024 | Data Update: Exposure | | ▲0.1 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste, |
| Aug 08, 2023 | ESG Rating action | 7.6 | | CRH's rating is unchanged at 'AAA'. |
| Jun 20, 2023 | Data Update: Carbon | | ▲0.1 | Increase in performance score, management score |
| May 23, 2023 | Data Update: Exposure | | ▼0.2 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Community Relations, Corporate Behavior |
| May 23, 2023 | Data Update: Carbon | | ▲0.1 | Decrease in exposure score |
| Aug 11, 2022 | ESG Rating action | 7.6 | ▲0.2 | CRH's rating is unchanged at 'AAA'. |
| Jun 13, 2022 | Methodology Update: ESG Ratings | 7.4 | ▲0.2 | Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model. |

| | | | | |
|--------------|-----------------------------------|-----|------|--|
| Jun 03, 2022 | Data Update: Corporate Governance | | ▼0.1 | Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation |
| May 24, 2022 | Data Update: Carbon | | ▲0.1 | Decrease in exposure score |
| May 23, 2022 | Data Update: Exposure | | ▲0.3 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste, Corporate Behavior |
| Dec 24, 2021 | Data Update: Corporate Governance | | ▲0.1 | Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation |
| Nov 17, 2021 | Data Update: Controversies | | ▲0.1 | Minor controversy case(s): (1) West Virginia, US: USD 101.35 million settlement on alleged antitrust violation in asphalt and paving market involving several companies |
| Aug 19, 2021 | ESG Rating action | 6.8 | ▼0.2 | CRH's rating is unchanged at 'AAA'. |
| Aug 10, 2021 | Data Update: Corporate Governance | | ▲0.1 | Flags Removed: Asset-Liability Valuation |
| Jul 13, 2021 | Data Update: Carbon | | ▼0.1 | Decrease in performance score, management score |
| May 25, 2021 | Data Update: Carbon | | ▼0.1 | Increase in exposure score |
| May 25, 2021 | Data Update: Exposure | | ▼0.1 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste, Community Relations |
| Apr 23, 2021 | Data Update: Corporate Governance | | ▲0.2 | Flags Removed: CEO Equity Changes, Overboarded Audit Committee Members, Overboarded Non-Exec Directors |
| Apr 02, 2021 | Data Update: Corporate Governance | | ▼0.1 | Flags Added: Overboarded Audit Committee Members |
| Mar 19, 2021 | Data Update: Corporate Governance | | ▲0.1 | Flags Added: Revenue Recognition Flags Removed: Overboarded Audit Committee Members Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation |
| Nov 18, 2020 | Data Update: Controversies | | ▼0.2 | Moderate controversy case(s): (1) West Virginia, US: USD 101.35 million settlement on alleged antitrust violation in asphalt and paving market involving several companies |
| Nov 05, 2020 | Methodology Update: ESG Ratings | 7.2 | ▼0.3 | Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model. |
| Sep 25, 2020 | ESG Rating action | 7.5 | ▲0.1 | CRH's rating is unchanged at 'AAA'. |
| Aug 14, 2020 | Data Update: Governance | | ▼0.1 | Flags Added: Overboarded Audit Committee Members, Overboarded Non-Exec Directors |

| | | | |
|--------------|-------------------------|------|---|
| Jul 16, 2020 | Data Update: Exposure | ▲0.1 | Change in exposure score for the following Key Issue(s): Biodiversity & Land Use, Health & Safety, Labor Management, Toxic Emissions & Waste |
| Jul 14, 2020 | Data Update: Carbon | ▲0.2 | Decrease in performance score, management score, exposure score |
| Jun 30, 2020 | Data Update: Carbon | ▼0.1 | Decrease in performance score, management score |
| Apr 24, 2020 | Data Update: Governance | ▼0.1 | Flags Added: CEO Equity Changes, Short-Term Pay Performance Governance Score changed based on the listed Key Metric(s): Auditor Tenure |
| Dec 20, 2019 | Data Update: Governance | ▲0.1 | Governance Score changed based on the listed Key Metric(s): Related Party Transactions, Asset-Liability Valuation, Expense Recognition, Revenue Recognition, Asset-Liability Valuation, Expense Recognition, Revenue Recognition |
| Jul 02, 2019 | ESG Rating action | 7.0 | CRH's rating is unchanged at 'AAA'. |

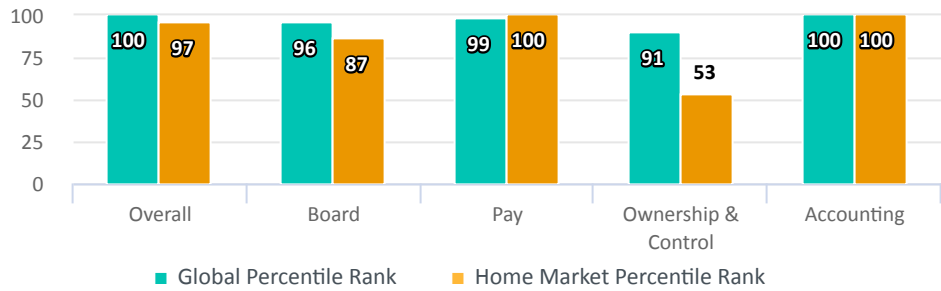


Corporate Governance

| Score | Change (since rating) | Quartile | Last score change date |
|-------|-----------------------|----------|------------------------|
| 9.4 | ▲ 0.6 | ●●●● | Aug 20, 2025 |

Market Cap: 73,220,357,613 USD Home Market: Other EMEA Developed Last Data Update: Aug 20, 2025

GOVERNANCE THEMES AND RANKINGS



KEY DATES

| | |
|--------------------|--------------|
| Financial Year End | December 31 |
| Annual Filing Date | Mar 28, 2025 |
| AGM Date | May 08, 2025 |

WEBSITE

<https://www.crh.com/>

SUMMARY

CRH PUBLIC falls into the highest scoring range for all the companies we assess relative to global peers, indicating that the company's corporate governance practices are generally well aligned with shareholder interests.

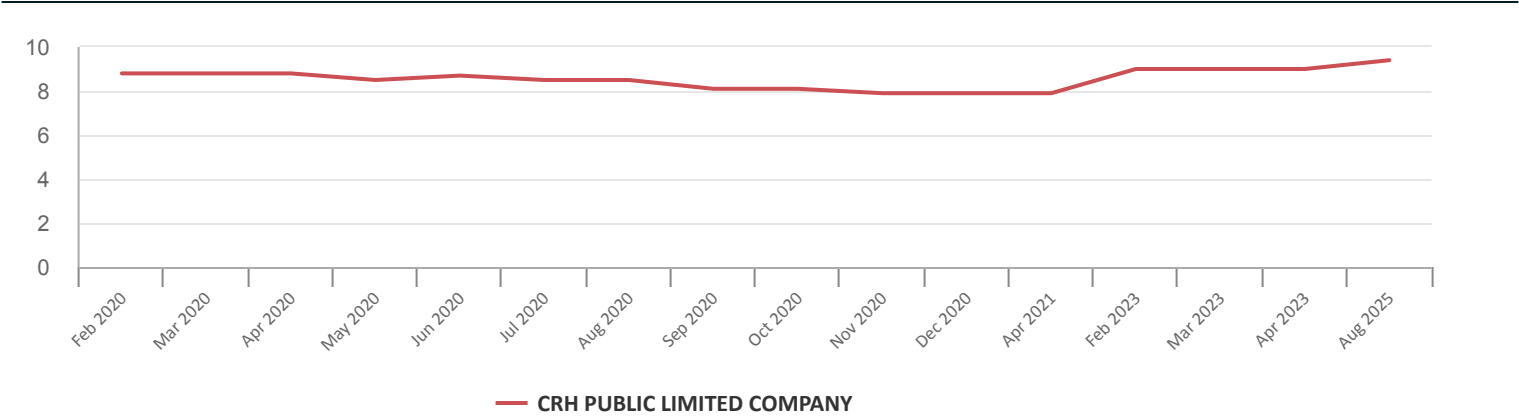
**Key areas of concern include flagged key metrics within the three sub-issues that represent the largest scoring deductions. Please review the full report to see the complete set of flagged key metrics.*

KEY AREAS OF CONCERN*

SCORING DEDUCTIONS

| | |
|-------------------------------------|---------|
| Board Skills & Diversity | (-0.20) |
| 🚩 Risk Management Expertise | |
| Ownership Structure | (-0.20) |
| 🚩 Dispersed Ownership Concerns | |
| Audit Oversight | (-0.10) |
| 🚩 Audit Committee Industry Expert | |

CORPORATE GOVERNANCE SCORE HISTORY



CHANGES TO FLAGGED KEY METRICS (SINCE JULY 2024)

| Key Metric | Key Metric Change | Date | Score Change | Change Notes |
|--|-------------------|--------------|--------------|----------------------------|
| CEO Pay Total Fixed | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Realized | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Awarded | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Fixed | Flag Added | Jul 24, 2025 | -0.20 | |
| CEO Pay Total Realized | Flag Added | Jul 24, 2025 | -0.20 | |
| CEO Pay Total Awarded | Flag Added | Jul 24, 2025 | -0.20 | |
| Long-Term Pay Performance Versus Peers | Flag Removed | Jun 12, 2025 | 0.20 | |
| Long-Term Pay Performance Versus Peers | Flag Added | May 21, 2025 | -0.20 | |
| Short-Term Pay Performance | Flag Removed | May 08, 2025 | 0.20 | |
| Director Equity Policy | Flag Removed | May 08, 2025 | 0.10 | |
| CEO Equity Policy | Flag Removed | May 08, 2025 | 0.20 | |
| Severance Vesting | Flag Removed | Jan 02, 2025 | 0.10 | |
| Significant Vote Against Pay Practices | Flag Removed | Aug 02, 2024 | 0.10 | AGM voting results updated |

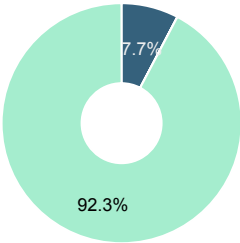
Note: A full list of score changes (including where there is no Key Metric Change) is included in the Appendix.

BOARD OVERVIEW

Board Type: Unitary Board

Board of Directors

| | | |
|---------------|--------------------------|---------------------|
| CEO | Jim Mintern | Since: Jan 01, 2025 |
| Chair | Richard (Richie) Boucher | Since: Jan 01, 2020 |
| Lead Director | H. Lamar McKay | Since: Apr 25, 2024 |



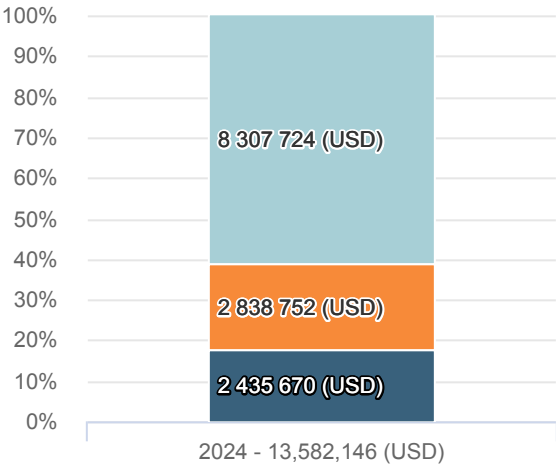
Executive Leadership

| | | |
|-----|-------------|---------------------|
| CFO | Nancy Buese | Since: May 12, 2025 |
|-----|-------------|---------------------|

■ Executive ■ Links to Management ■ Independent of Management

PAY OVERVIEW

Highest Paid Executive - Albert Manifold



| | |
|-------------------------------|-----------------|
| Long Term Incentives Awarded | 8,307,724 (USD) |
| Short Term Incentives Awarded | 2,838,752 (USD) |
| Fixed Pay | 2,435,670 (USD) |



BOARD

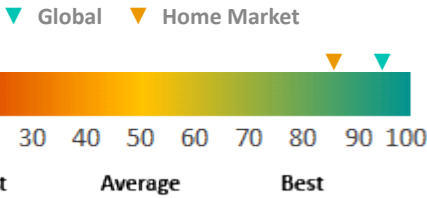
The CRH PUBLIC board appears to be generally well organized to provide effective strategic oversight for the company management.

| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|------------------------|-----------------------------|
| 9.5 | 96th (Best In Class) | 87th (Above Average) |

KEY METRICS SCORING

| | Deduction |
|---------------------------------|-----------|
| AUDIT OVERSIGHT | |
| Audit Committee Industry Expert | -0.10 |
| BOARD SKILLS & DIVERSITY | |
| Risk Management Expertise | -0.20 |

BOARD PERFORMANCE VS.



LEADERSHIP

CHIEF EXECUTIVE OFFICER

| History | CEO Since | Until | Name | Gender | Age |
|---------|-----------|----------|-----------------|--------|-----|
| Current | Jan 2025 | | Jim Mintern | M | 58 |
| Former | Jan 2014 | Dec 2024 | Albert Manifold | M | 62 |

CHIEF FINANCIAL OFFICER

| History | CFO Since | Until | Name | Gender | Age |
|---------|-----------|----------|---------------|--------|-----|
| Current | May 2025 | | Nancy Buese | F | 55 |
| Former | Jan 2025 | May 2025 | Alan Connolly | M | 57 |
| Former | Jun 2021 | Jan 2025 | Jim Mintern | M | 58 |
| Former | Jan 2016 | Jun 2021 | Senan Murphy | M | 56 |

CHAIR

| History | Chair Since | Until | Name | Gender | Age |
|---------|-------------|-------|--------------------------|--------|-----|
| Current | Jan 2020 | | Richard (Richie) Boucher | M | 66 |

BOARD OF DIRECTORS

The CRH PUBLIC board currently has an independent majority, which enables it to more effectively fulfill its critical function of overseeing management on behalf of shareholders. Additionally, the company has split the roles of CEO and chair and has named a fully independent chairman. An independent chairman is characteristic of 58% of companies in the home market.

Number of Board Meetings: 13

Non-executives meet in absence of Executives: Yes






| Name | M/F | Age | Tenure (Years) | Boards | Independent of Mgmt | Independent of Other Interests | Management Link/ Designation Reason | Nationality |
|---|-------|---------|----------------|--------|---------------------|--------------------------------|-------------------------------------|--------------------------|
| Badar Khan | M | 54 | 4 | 2 | Yes | Yes | | United States of America |
| Caroline Dowling | F | 58 | 4 | 2 | Yes | Yes | | Ireland |
| Christina Verchere | F | 53 | 2 | 1 | Yes | Yes | | United States of America |
| Gillian Platt \$ | F | 71 | 8 | 2 | Yes | Yes | | Canada |
| H. Lamar McKay LD | M | 66 | 4 | 2 | Yes | Yes | | United States of America |
| Jim Mintern CEO I \$ | M | 58 | 4 | 1 | No | Yes | Executive | Ireland |
| Johan Karlström | M | 68 | 6 | 1 | Yes | Yes | | Sweden |
| Mary Rhinehart I \$ | F | 66 | 7 | 1 | Yes | Yes | | United States of America |
| Patrick Decker | M | 60 | < 1 | 2 | Yes | Yes | | Not Disclosed |
| Richard (Richie) Boucher COB \$ | M | 66 | 7 | 2 | Yes | Yes | | Ireland |
| Richard Fearon \$ | M | 68 | 4 | 3 | Yes | Yes | | United States of America |
| Shaun Kelly \$ | M | 65 | 5 | 1 | Yes | Yes | | Ireland |
| Siobhán Talbot \$ | F | 61 | 6 | 1 | Yes | Yes | | Ireland |
| | F | # >= 70 | # >= 15 yrs | # >= 4 | | | | |
| Total (of 13) | 5 | 1 | 0 | 0 | 12 | 13 | | |
| Percentage | 38.5% | 7.7% | 0% | 0% | 92.3% | 100% | | |


Note: Board count includes the membership of this board.

\$ - Financial Expert (7) I - Industry Expert (2) CEO - Chief Executive Officer COB - Chair of the Board LD - Lead Director

BOARD EFFECTIVENESS

Nomination Committee - Number Of Meetings: 4


| Name | M/F | Age | Board Tenure (Years) | Independent of Mgmt | Independent of Other Interests | Committee Status |
|--|-----|-----|----------------------|------------------------|--------------------------------------|------------------|
| Badar Khan | M | 54 | 4 | Yes | Yes | Member |
| Gillian Platt  | F | 71 | 8 | Yes | Yes | Member |
| H. Lamar McKay | M | 66 | 4 | Yes | Yes | Member |
| Mary Rhinehart   | F | 66 | 7 | Yes | Yes | Member |
| Richard (Richie) Boucher  | M | 66 | 7 | Yes | Yes | Chair |
| Siobhán Talbot  | F | 61 | 6 | Yes | Yes | Member |

 - Financial Expert (4)  - Industry Expert

AUDIT OVERSIGHT




Audit Committee - Number Of Meetings: 9

The CRH PUBLIC board of directors includes a fully independent audit committee and at least one member of that committee meets our standards for financial expertise.

| Name | M/F | Age | Board Tenure (Years) | Boards | Independent of Mgmt | Independent of Other Interests | Committee Status |
|--|-----|-----|----------------------|--------|------------------------|--------------------------------------|------------------|
| Badar Khan | M | 54 | 4 | 2 | Yes | Yes | Member |
| Caroline Dowling | F | 58 | 4 | 2 | Yes | Yes | Member |
| Christina Verchere | F | 53 | 2 | 1 | Yes | Yes | Member |
| Richard Fearon  | M | 68 | 4 | 3 | Yes | Yes | Member |
| Shaun Kelly  | M | 65 | 5 | 1 | Yes | Yes | Chair |
| Siobhán Talbot  | F | 61 | 6 | 1 | Yes | Yes | Member |

 - Financial Expert (3)

Risk Committee - Number Of Meetings: 9


| Name | M/F | Age | Board Tenure (Years) | Independent of Mgmt | Independent of Other Interests | Committee Status |
|--|-----|-----|----------------------|------------------------|--------------------------------------|------------------|
| Badar Khan | M | 54 | 4 | Yes | Yes | Member |
| Caroline Dowling | F | 58 | 4 | Yes | Yes | Member |
| Christina Verchere | F | 53 | 2 | Yes | Yes | Member |
| Richard Fearon  | M | 68 | 4 | Yes | Yes | Member |
| Shaun Kelly  | M | 65 | 5 | Yes | Yes | Chair |
| Siobhán Talbot  | F | 61 | 6 | Yes | Yes | Member |

 - Financial Expert (3)

PAY OVERSIGHT

Pay Committee - Number Of Meetings: 6

The CRH PUBLIC board includes an independent pay committee, which is considered best practice for oversight of executive pay according to international corporate governance standards.

| Name | M/F | Age | Board Tenure (Years) | Independent of Mgmt | Independent of Other Interests | CEO Role? | Committee Status |
|--|-----|-----|----------------------|------------------------|--------------------------------------|-----------|------------------|
| H. Lamar McKay | M | 66 | 4 | Yes | Yes | | Chair |
| Mary Rhinehart   | F | 66 | 7 | Yes | Yes | | Member |
| Richard (Richie) Boucher  | M | 66 | 7 | Yes | Yes | | Member |
| Richard Fearon  | M | 68 | 4 | Yes | Yes | | Member |
| Shaun Kelly  | M | 65 | 5 | Yes | Yes | | Member |
| Siobhán Talbot  | F | 61 | 6 | Yes | Yes | Former | Member |

 - Financial Expert (5)  - Industry Expert

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

PAY

Executive pay practices of the CRH PUBLIC board appear to be generally well aligned with sustainable shareholder interests.

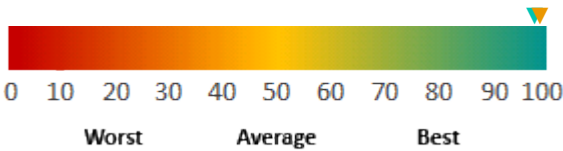
| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|------------------------|-----------------------------|
| 9.5 | 99th (Best In Class) | 100th (Best In Class) |

KEY METRICS SCORING

| | Deduction |
|---|-----------|
| EQUITY PLAN DILUTION | |
|  Dilution Concerns | -0.10 |








PAY PERFORMANCE VS.

 Global  Home Market



PAY FIGURES

EXECUTIVE PAY - 2024

| Executive | Title | Tenure (Years) | Total Awarded Pay (USD) | Total Realized Pay (USD) |
|---|-----------|----------------|-------------------------|--------------------------|
| Albert Manifold   | Executive | N/A (Resigned) | 13,582,146 | 25,885,412 |
| Jim Mintern   | CEO | 4 | 5,699,182 | 5,776,882 |
| Nathan Creech  | Executive | | 6,457,338 | 8,476,812 |
| Peter Buckley  | Executive | | 4,089,110 | 5,291,219 |
| Randy Lake  | Executive | | 8,385,336 | 13,566,898 |

 - Financial Expert (2)  - Industry Expert (5)

CEO PAY DETAILS - Jim Mintern

| Pay Awarded | | 2024 |
|-----------------------------------|--|---------------|
| Fixed Pay | | |
| Salary | | 1,000,219 USD |
| Fees | | 0 USD |
| Pension | | 0 USD |
| Perks & Other Pay | | 238,551 USD |
| Variable Pay | | |
| Short-term incentives | | |
| Annual Bonus | | 0 USD |
| Other Non-equity Incentive Plan | | 1,315,488 USD |
| Long-term incentives | | |
| Grant date value of Stock Options | | 0 USD |
| Grant date value of Stock Awards | | 3,144,924 USD |
| Total Awarded Pay | | 5,699,182 USD |

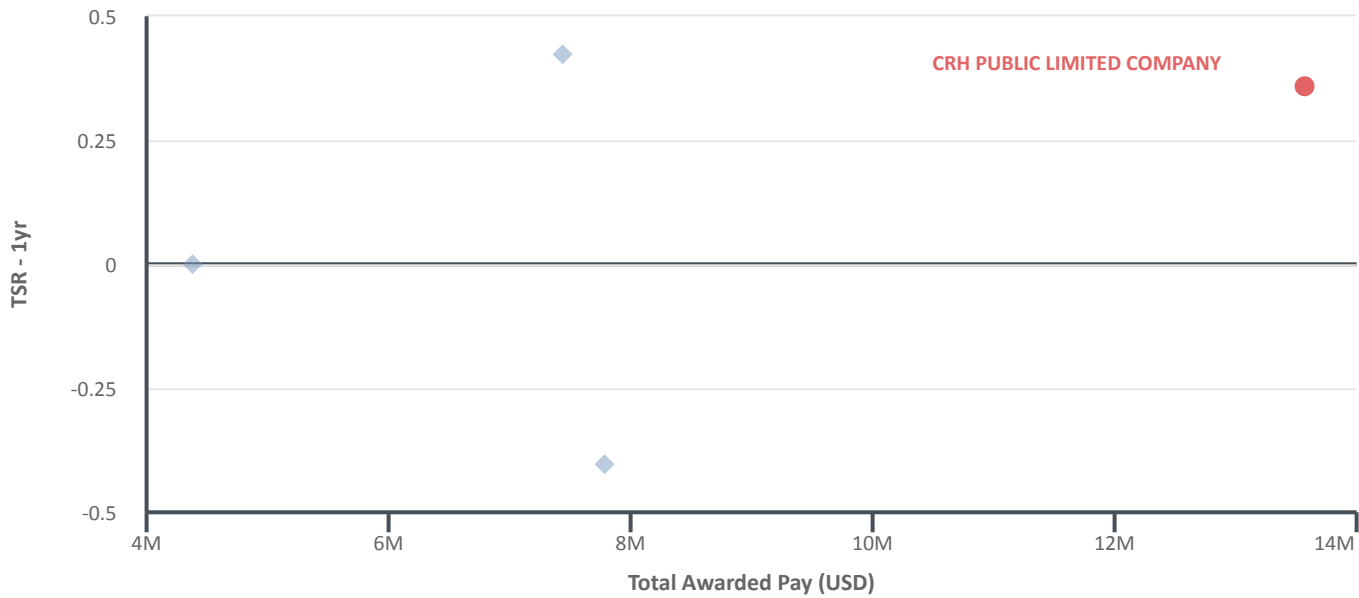
| Pay Realized | | |
|---------------------------------|--|---------------|
| Fixed Pay | | |
| Salary | | 1,000,219 USD |
| Fees | | 0 USD |
| Pension | | 0 USD |
| Perks & Other Pay | | 238,551 USD |
| Variable Pay | | |
| Short-term incentives | | |
| Annual Bonus | | 0 USD |
| Other Non-equity Incentive Plan | | 1,315,488 USD |
| Long-term incentives | | |
| Options Exercised | | 102,129 USD |
| Stock Awards Vested | | 3,120,495 USD |
| Total Realized Pay | | 5,776,882 USD |

PAY PEER GROUP

LARGECAP - OTHER DEVELOPED - CONSTRUCTION MATERIALS (4 COMPANIES)

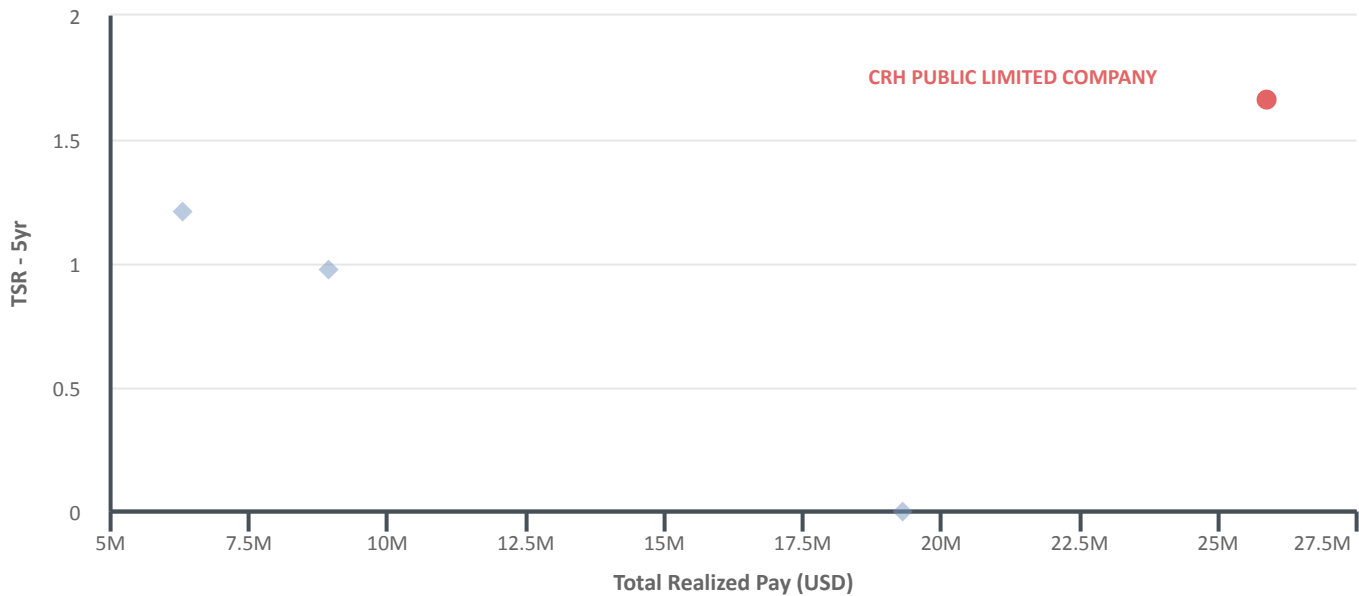
| Company | Home Market | Market Cap (USD m) | Pay Year | 1 Yr TSR | Total CEO Annual Pay (USD) | CEO Name | CEO Since |
|--|----------------------|--------------------|----------|----------|----------------------------|------------|-----------|
| CRH PUBLIC LIMITED COMPANY | Other EMEA Developed | 78,916 | 2024 | 0.36% | 5,274,422 | Manifold | Jan 2014 |
| Heidelberg Materials AG | Germany | 39,190 | 2024 | 0.42% | 4,960,045 | von Achten | Feb 2020 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | Australia | 12,318 | 2025 | -0.40% | 4,738,682 | Erter | Sep 2022 |
| Amrize AG | Switzerland | 27,751 | 2024 | 0.00% | 3,189,268 | Jenisch | Jan 2023 |

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

PAY PERFORMANCE ALIGNMENT

CEO & EXECUTIVE EQUITY

CEO equity policy as a multiple of salary: 6.0

Share Ownership Guidelines

Chief Executive Officer: six times annual base salary

| Executive | Tenure (Years) | Shares Held | YoY % Change | Shareholding As % of Salary |
|--|-------------------|-------------|-----------------|-----------------------------------|
| Alan Connolly <div><div>I</div><div>\$</div></div> | N/A (Resigned) | 52,341 | | |
| Albert Manifold <div><div>I</div><div>\$</div></div> | N/A (Resigned) | 0 | -100.00% | |
| Jim Mintern <div><div>I</div><div>\$</div></div> | 4 | 35,757 | 4.00% | 330.75% |
| Nathan Creech <div><div>I</div></div> | | 99,896 | | |
| Peter Buckley <div><div>I</div></div> | | 155,606 | | |
| Randy Lake <div><div>I</div></div> | | 90,224 | | |

\$

 - Financial Expert (3)

I

 - Industry Expert (6)

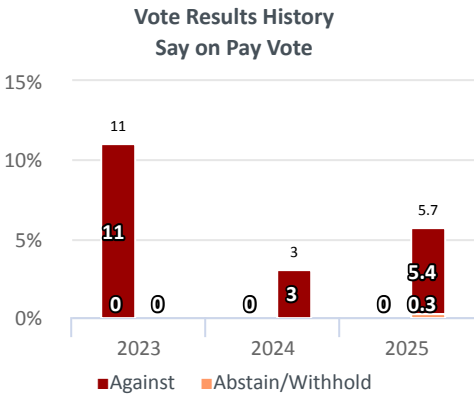
CLAWBACK & MALUS

Clawback or malus provisions are in place.
Clawback Type:

Performance Based

LATEST PAY VOTES

| Year | Vote Type | Votes For % | Votes Against % | Abstain % |
|------|---|-------------|-----------------|-----------|
| 2025 | Advisory Vote on Executive Compensation | 94.3% | 5.4% | 0.3% |



EQUITY PLAN DILUTION

| | 2024 | 2023 | 2022 |
|----------------------------------|-------------|-------------|-------------|
| Shares Outstanding | 676,475,037 | 690,357,372 | 744,742,000 |
| Equity Reserved | 10% | 10% | 0.6% |
| Shares granted/awarded (in year) | 0.3% | 0.4% | 0.6% |

NON-EXECUTIVE DIRECTOR PAY

NON-EXECUTIVE EQUITY

| Director | Tenure (Years) | Shares Held |
|---|----------------|-------------|
| Badar Khan | 4 | 2,500 |
| Caroline Dowling | 4 | 1,000 |
| Christina Verchere | 2 | 1,000 |
| Gillian Platt \$ | 8 | 1,157 |
| H. Lamar McKay | 4 | 4,000 |
| Johan Karlström | 6 | 2,000 |
| Mary Rhinehart I \$ | 7 | 1,296 |
| Richard (Richie) Boucher \$ | 7 | 23,300 |
| Richard Fearon \$ | 4 | 140,000 |
| Shaun Kelly \$ | 5 | 4,000 |
| Siobhán Talbot \$ | 6 | 5,550 |

\$ - Financial Expert (6) I - Industry Expert

NON-EXECUTIVE PAY TABLES

| Director | Tenure (Years) | Cash Fees | Other Comp | Total Pay | Total Pay (USD) |
|---|----------------|-------------|------------|-------------|-----------------|
| Badar Khan | 4 | 178,000 USD | 1,000 USD | 179,000 USD | 179,000 |
| Caroline Dowling | 4 | 160,000 USD | 22,000 USD | 182,000 USD | 182,000 |
| Christina Verchere | 2 | 160,000 USD | 0 USD | 160,000 USD | 160,000 |
| Gillian Platt \$ | 8 | 178,000 USD | 1,000 USD | 179,000 USD | 179,000 |
| H. Lamar McKay | 4 | 224,000 USD | 0 USD | 224,000 USD | 224,000 |
| Johan Karlström | 6 | 160,000 USD | 0 USD | 160,000 USD | 160,000 |
| Mary Rhinehart I \$ | 7 | 213,000 USD | 0 USD | 213,000 USD | 213,000 |
| Richard (Richie) Boucher \$ | 7 | 769,000 USD | 25,000 USD | 794,000 USD | 794,000 |
| Richard Fearon \$ | 4 | 178,000 USD | 4,000 USD | 182,000 USD | 182,000 |
| Shaun Kelly \$ | 5 | 224,000 USD | 0 USD | 224,000 USD | 224,000 |
| Siobhán Talbot \$ | 6 | 160,000 USD | 16,000 USD | 176,000 USD | 176,000 |

\$ - Financial Expert (6) I - Industry Expert

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.



OWNERSHIP & CONTROL

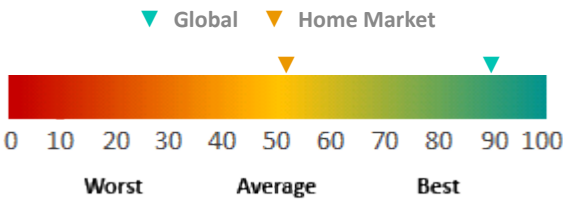
The ownership structure of CRH PUBLIC does not include any indicators of likely governance risk, and shareholder rights are generally well-aligned relative to global peers.

| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|------------------------|-----------------------------|
| 9.3 | 91st (Above Average) | 53rd (Average) |

KEY METRICS SCORING

| | Deduction |
|------------------------------|-----------|
| OWNERSHIP STRUCTURE | |
| Dispersed Ownership Concerns | -0.20 |

OWNERSHIP & CONTROL PERFORMANCE VS.



CORPORATE STRUCTURE

Public Company

CAPITAL STRUCTURE

| Capital Type | Votes Per Share | Shares Outstanding |
|-------------------------------------|-----------------|--------------------|
| Ordinary Shares | 1.0 | 677,801,341 |
| 5% Cumulative Preference Shares | 0.0 | 50,000 |
| 7% 'A' Cumulative Preference Shares | 0.0 | 872,000 |

There are three types of class Ordinary Shares, 5% Preferred Stock, 7% 'A' Cumulative Preference Shares

OWNERSHIP STRUCTURE

OWNERSHIP CATEGORIES

- Widely Held

NOTABLE SHAREHOLDERS

There is no principal shareholder at this firm.
5%+ shareholders - Aggregate Voting Power

16.8%

The company does not have a special capital structure, thus one vote right is afforded per common share. This principle of 'one share one vote' helps align economic and voting power and ensures that no class of shareholders has more voting power than economic exposure.



TAKEOVER PROVISIONS

| Fair Price Provision | Mandatory Bid Provision | Mandatory Bid Ownership Threshold |
|----------------------|-------------------------|-----------------------------------|
| Yes | Yes | 30.0 |

| % of Votes to Approve a Merger |
|--------------------------------|
| 75% |

GOVERNING DOCUMENTS

MAJORITY REQUIREMENTS

| | Bylaws | Charter |
|---|--------|---------|
| Default percentage of votes required to amend a provision | 75% | 75% |

No evidence found

Subject to the Companies Act 2014, any change in the Constitution requires a Special Resolutions, which must be approved by 75% of the Shareholders.

MOA p. 13

The following Articles were adopted by the Company by Special Resolution passed on 7th May 2015 in lieu of and in substitution for all existing Articles of Association of the Company and include amendments made by Special Resolution

SHAREHOLDER RIGHTS

There may be governance risks for investors in relation to shareholder rights and management-controlled takeover defense mechanisms at CRH PUBLIC including:

- Limits on the right of shareholders to take action by written consent

SHAREHOLDER MEETINGS & RESOLUTIONS

| | Call Special Meeting | Requisition a Resolution at AGM | Act by Written Consent |
|-------------------------------|----------------------|---------------------------------|------------------------|
| Percentage of shares required | 5% | | 100% |

RESTRICTIONS ON LEGAL ACTION BY SHAREHOLDERS

No exclusive forum provision has been identified.

SAY ON PAY

While the company does not operate in a market which requires regular 'say-on-pay' votes, the company has provided shareholders with the ability to review and approve executive pay practices.

DIRECTOR ELECTIONS

BOARD RE-ELECTION PROVISIONS

| Board Re-election Provisions | |
|-------------------------------------|------|
| Board Re-election Frequency (Years) | 1 |
| % of Board subject to re-election | 100% |

DIRECTOR ELECTION STANDARD

The company has a majority standard for director elections (with immediate resignation if the director does not receive a majority of the votes cast), which enables shareholders to hold directors accountable in uncontested elections.

| Director Election Rules | |
|-------------------------------|----------|
| Vote Standard | Majority |
| Immediate Binding Resignation | Yes |

MOA p. 41

At every Annual General Meeting, all of the Directors shall retire from office unless re-elected by Ordinary Resolution at the Annual General Meeting in accordance with the requirements of these Articles. A Director retiring at a meeting shall retain office until the close or adjournment of the meeting. Every Director shall be eligible to stand for re-election.

ACCOUNTING

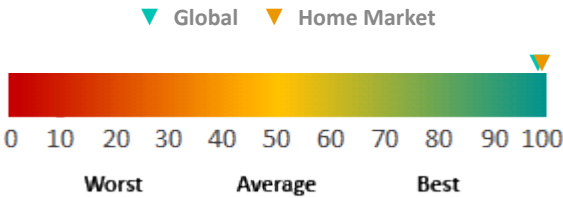
Based on the company's disclosures and other public information, accounting and financial reporting practices at CRH PUBLIC appear to be generally appropriate and effective relative to global peers.

| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|-----------------------------------|-----------------------------------|
| 10.0 | 100 th (Best In Class) | 100 th (Best In Class) |

KEY METRICS SCORING

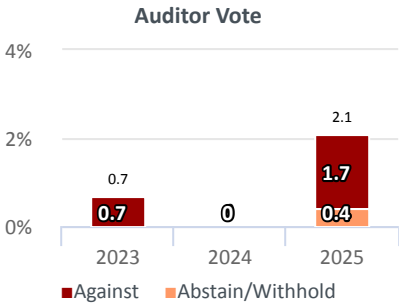
Deduction - None

ACCOUNTING PERFORMANCE VS.



EXTERNAL AUDITORS

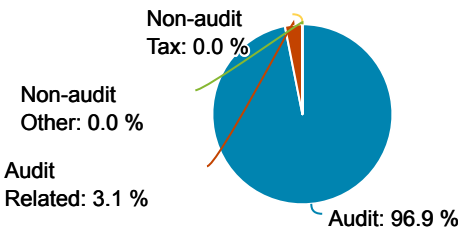
| Type | Since | Firm | Most Recent Fiscal Year End Signed Off |
|---------|-------|----------------------|--|
| Primary | 2020 | Deloitte Ireland LLP | 2024 |
| Former | 2020 | Deloitte LLP | 2022 |
| Former | 1988 | Ernst & Young LLP | 2019 |



AUDITOR FEES

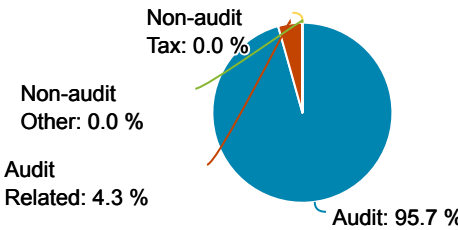
Fees paid to: Deloitte Ireland LLP (Primary)

| Fee | Dec 31, 2024 (USD) | Dec 31, 2023 (USD) |
|-----------------------------|-----------------------|-----------------------|
| Audit | 31,000,000 | 32,000,000 |
| Audit Related | 1,000,000 | 2,000,000 |
| Total Audit + Audit Related | 32,000,000 | 34,000,000 |
| Tax Compliance/Advice | 0 | 0 |
| Other Non-audit Services | 0 | 0 |
| Total Non-audit Fees | 0 | 0 |
| Total Fees | 32,000,000 | 34,000,000 |



Fees paid to: Deloitte LLP (Primary)

| Fee | Dec 31, 2022 (USD) |
|-----------------------------|-----------------------|
| Audit | 22,000,000 |
| Audit Related | 1,000,000 |
| Total Audit + Audit Related | 23,000,000 |
| Tax Compliance/Advice | 0 |
| Other Non-audit Services | |
| Total Non-audit Fees | 0 |
| Total Fees | 23,000,000 |



AUDITOR'S REPORT

| | Dec 31, 2024 | Dec 31, 2023 | Dec 31, 2022 |
|--------------------|---------------------|---------------------|---------------------|
| Report Disclosed | Yes | Yes | Yes |
| Opinion | Unqualified Opinion | Unqualified Opinion | Unqualified Opinion |
| Emphasis of Matter | No | No | No |

EMPHASIS OF MATTER

Dec 31, 2023

2023 10-K p. 48

Change in Reporting Framework As discussed in Note 1 to the financial statements, the Company has changed its reporting framework from International Financial Reporting Standards as issued by the International Accounting Standards Board to accounting principles generally accepted in the United States of America.

CONTROVERSIES & EVENTS

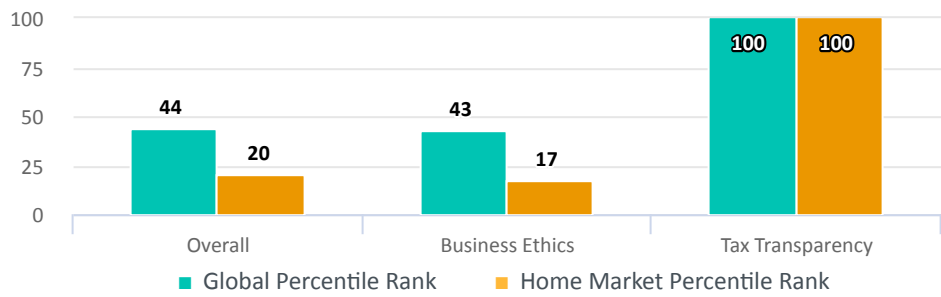
No major relevant controversies have been uncovered.



Corporate Behavior

| 0-10 Score | Change (since rating) | Quartile | Last score change date |
|------------|-----------------------|----------|------------------------|
| 6.3 | 0.0 | ... | Sep 21, 2024 |

CORPORATE BEHAVIOR THEME AND KEY ISSUE RANKINGS



METHODOLOGY NOTE

This theme evaluates the extent to which companies may face ethics issues such as fraud, executive misconduct, corruption scandals, money laundering, anti-trust violations, or tax-related controversies.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

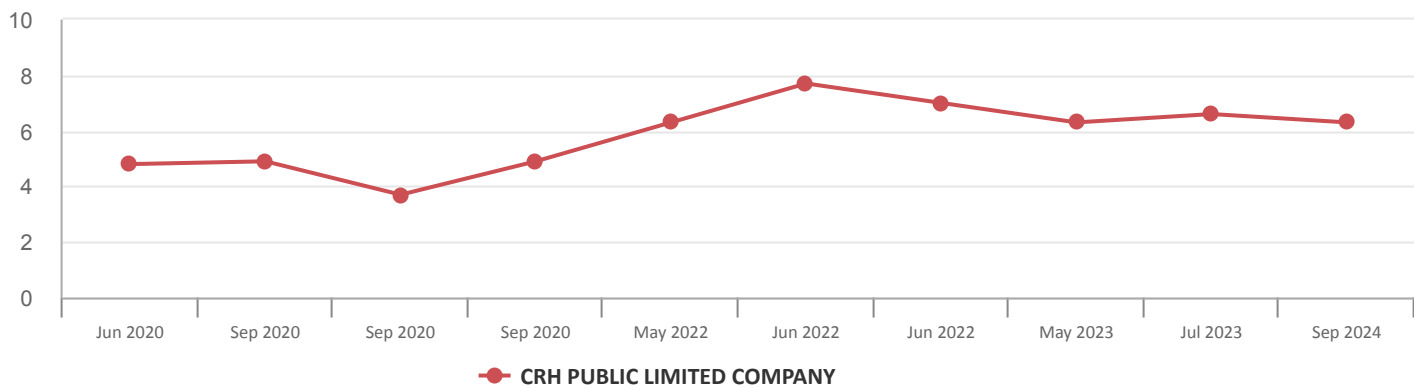
KEY AREAS OF CONCERN*

SCORING DEDUCTIONS

| | |
|---|----------------|
| Business Ethics Policies & Practices | (-1.70) |
| Regular Audits of Ethical Standards | |
| Employee Training on Ethical Standards | |
| Business Ethics Risk & Controversies | (-2.00) |
| Corruption Risk Exposure & Controversies | |

*Key areas of concern include flagged key metrics that represent the largest scoring deductions. Please review the full report to see a complete set of flagged key metrics.

CORPORATE BEHAVIOR SCORE HISTORY





BUSINESS ETHICS

KEY METRICS SCORING

| | Deduction |
|--|-----------|
| BUSINESS ETHICS POLICIES & PRACTICES | -1.70 |
| Regular Audits of Ethical Standards | -0.70 |
| Employee Training on Ethical Standards | -1.00 |
| BUSINESS ETHICS RISK & CONTROVERSIES | -2.00 |
| Corruption Risk Exposure & Controversies | -2.00 |

Note: Business Ethics Policies & Practices deductions as well as Business Ethics Risk & Controversies are capped at a maximum of -7.0. Cumulative deductions are capped at 10.

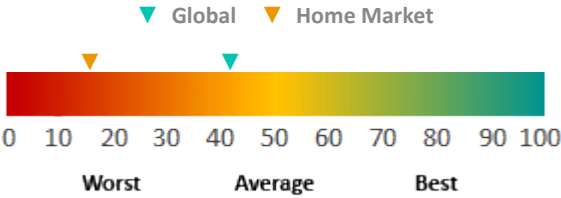
| 0-10 Score | Change (since rating) | Global Percentile Rank | Home Market Percentile Rank |
|------------|-----------------------|------------------------|-----------------------------|
| 6.2 | 0.0 | 43rd (Average) | 17th (Below Average) |

METHODOLOGY NOTE

Companies are evaluated on their oversight and management of business ethics issues such as fraud, executive misconduct, corrupt practices, money laundering, or anti-trust violations.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

BUSINESS ETHICS VS.



BUSINESS ETHICS POLICIES & PRACTICES

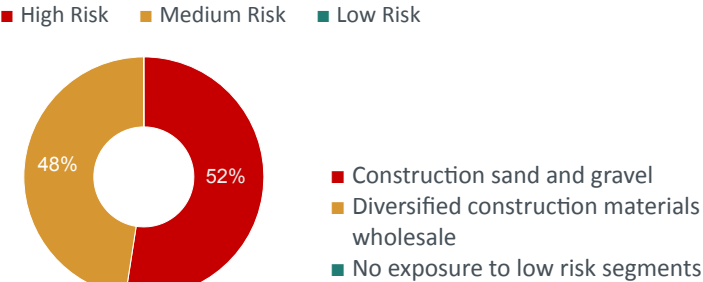
| Indicators | Company Practice | Best Practice | Deduction |
|---|---|---|-----------|
| Responsibility for ethics issues | Board-level committee | Board-level committee or C-suite or Executive committee | 0.00 |
| Policy against bribery and corruption | Detailed formal policy on bribery and anti-corruption | Detailed formal policy on bribery and anti-corruption | 0.00 |
| Regular Audits of Ethical Standards | Evidence of audits but no specific details / Audits conducted but not on a regular schedule | Audits of all operations at least once every three years | -0.70 |
| Whistleblower protection | Policy provides whistleblowers with protection from retaliation | Policy provides whistleblowers with protection from retaliation | 0.00 |
| Employee training on ethical standards | General statements on employee training on ethical standards | Programs covering all employees (including part-time) and contractors | -1.00 |
| Policy against bribery and corruption for suppliers | NA | All suppliers are required to have anti-corruption policies and programs to verify compliance | 0.00 |
| Anti-money laundering policy | NA | Policy and implementation strategy articulated | 0.00 |

*Business Ethics Policies & Practices deductions are capped at a maximum of -7.0.



CORRUPTION RISK EXPOSURE

Exposure to: Regulatory risks or lost market access due to corruption scandals or political and social instability
Business Types : Percentage of operations in business segments perceived most likely to pay or receive bribes



Source: *Bribe Payers Index (Transparency International); State Capture Index (Transparency International); Refinitiv; MSCI ESG Research; company disclosures*

Business Locations : Percentage of operations in countries with high/moderate/low level of corruption and political instability, violence or terrorism



Source: *Corruption Perceptions Index (Transparency International); World Governance Indicators (World Bank); Refinitiv; MSCI ESG Research; company disclosures*

CORRUPTION RISK EXPOSURE SCORING DEDUCTION KEY

| % of operations in medium and high risk geographies | % of operations in high risk business segments | >=20% government ownership | <20% government ownership | No evidence of government ownership |
|---|--|----------------------------|---------------------------|-------------------------------------|
| 20% or more | 50% or more | -4.00 | -2.60 | -2.00 |
| | Less than 50% | -1.20 | -1.20 | -1.20 |
| Less than 20% | 50% or more | -0.60 | -0.60 | -0.60 |
| | Less than 50% | 0.00 | 0.00 | 0.00 |

*The Corruption Risk and Controversies Deduction is based on the maximum of deductions from the corruption risk exposure and corruption controversies category listed below

BUSINESS ETHICS CONTROVERSIES

| Controversy Cases | | | | | |
|---------------------------|------------|---------------------------|--------|--------------|-----------|
| Category | Assessment | Headline | Status | Last Updated | Deduction |
| Business Ethics & Fraud | -- | No ongoing controversies. | -- | -- | -- |
| Anticompetitive Practices | -- | No ongoing controversies. | -- | -- | -- |
| Corruption | -- | No ongoing controversies. | -- | -- | -- |

*The maximum deductions from the Anticompetitive Practices and Business Ethics & Fraud categories are summed to arrive at the overall Business Ethics Controversies deduction, which is capped at a maximum of -7.0.



TAX TRANSPARENCY

TAX GAP ASSESSMENT

| Indicators | |
|-------------------------------------|---------|
| Tax Gap | |
| Estimated Effective Tax Rate | 24.1% |
| Estimated Corporate Income Tax Rate | 25.0% |
| Estimated Tax Gap | (0.9%) |
| Tax Gap Assessment | Low Gap |
| Revenue | |
| Foreign Revenue | 98.0% |
| Confidence | |
| Confidence Level of Estimation | Medium |
| Involvement in Controversies | |
| NO | |

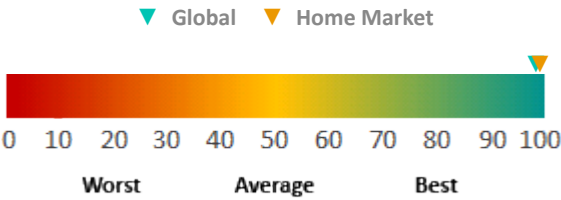
| 0-10 score | Change (since rating) | Global Percentile Rank | Home Market Percentile Rank |
|------------|-----------------------|------------------------|-----------------------------|
| 10.0 | 0.0 | 100th (Best In Class) | 100th (Best In Class) |

METHODOLOGY NOTE

Companies are evaluated on their estimated corporate tax gap (i.e. gap between estimated effective tax rate and estimated corporate income tax rate) and their involvement in tax-related controversies.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

TAX TRANSPARENCY VS.



TAX CONTROVERSIES

| Controversy Cases | | | | | |
|-------------------|------------|---------------------------|--------|--------------|-----------|
| Category | Assessment | Headline | Status | Last Updated | Deduction |
| Tax Transparency | -- | No ongoing controversies. | -- | -- | -- |

TAX CONTROVERSIES SCORING DEDUCTION KEY

| Involvement in tax controversies | Estimated tax gap | Tax gap assessment | Deduction |
|----------------------------------|-------------------|--------------------|-----------|
| Yes | Below 5% | Low | -0.80 |
| | 5-10% | Moderate | -1.40 |
| | Above 10% | High | -2.00 |
| No | Below 5% | Low | 0.00 |
| | 5-10% | Moderate | 0.00 |
| | Above 10% | High | 0.00 |

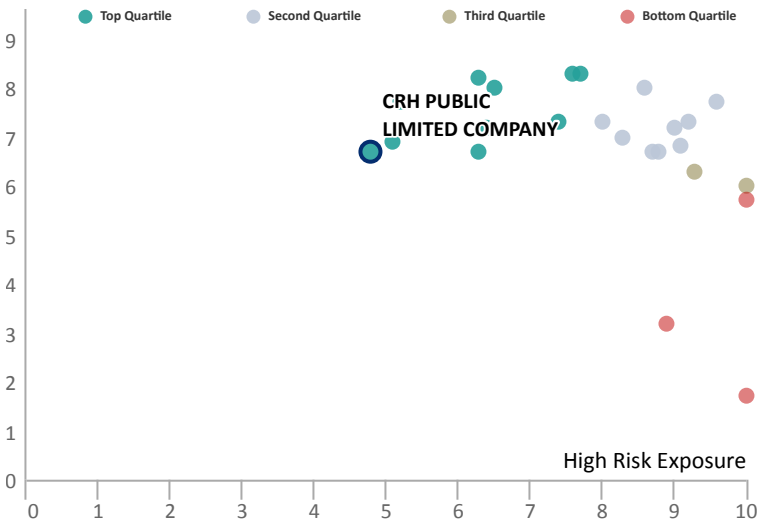
Tax related controversies are not considered for companies in Real Estate Management services or Mortgage REITs industries. Tax gap assessment is effectively low for companies with less than 5% of total revenue categorized as foreign.



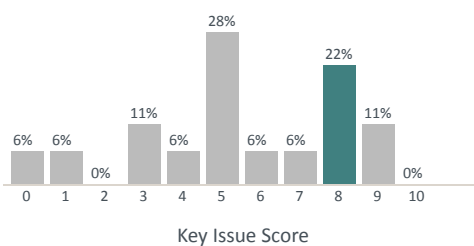
Carbon Emissions

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 8.9 | ▲ 1.1 | ●●●● | 13.0% | Aug 14, 2025 |

Strong Risk Management



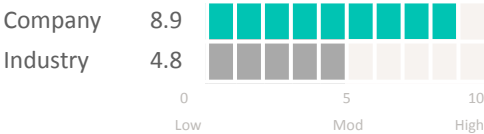
KEY ISSUE SCORE DISTRIBUTION*



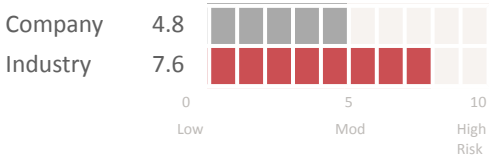
TOP 5 INDUSTRY LEADERS

| | |
|--|-----|
| CRH PUBLIC LIMITED COMPANY | 8.9 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 8.6 |
| The Siam Cement Public Company Limited | 8.4 |
| CHINA JUSHI CO., LTD | 7.8 |
| VULCAN MATERIALS COMPANY | 7.7 |

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

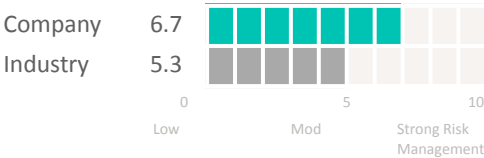
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--|-----|
| SHREE CEMENT LIMITED | 4.0 |
| TCC Group Holdings CO., LTD. | 3.0 |
| ANHUI CONCH CEMENT COMPANY LIMITED | 2.7 |
| China National Building Material Company Limited | 1.3 |
| Amrize AG | 0.0 |

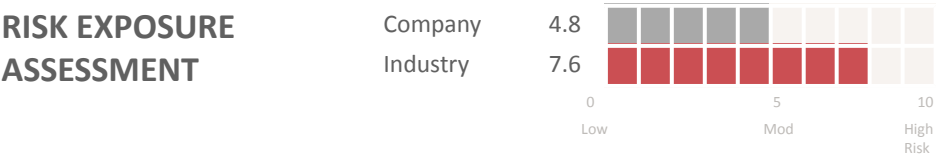
METHODOLOGY NOTE

Companies are evaluated on the carbon intensity of their operations and their efforts to manage climate-related risks and opportunities.



* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

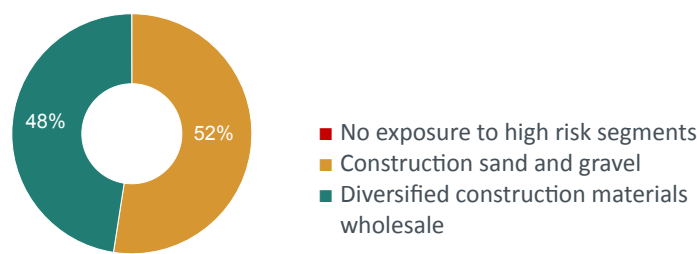
EXPOSURE



Key Drivers of Risk Exposure

Exposure to: Risks of having to pay increased compliance costs tied to carbon emissions regulations

Business Types : Percentage of operations in business segments with high/moderate/low carbon intensity



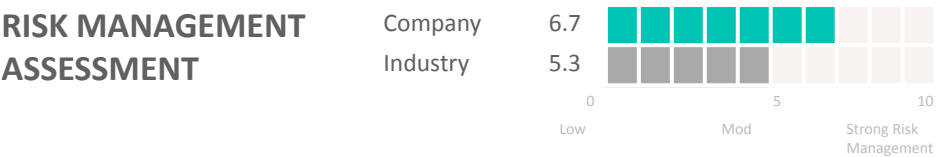
Source: IERS' Comprehensive Environmental Data Archive (CEDA); Air Emissions Accounts (Eurostat); Refinitiv; MSCI ESG Research; company disclosures

Business Locations : Percentage of operations in countries with strengthening or pending carbon emissions regulation



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT





| Description | Company Practice | Best Practice | Practices Score ² | | | |
|--|---|-----------------------------------|------------------------------|-----|-----|-----|
| Targets | | | | | | |
| Aggressiveness of the company's reduction target in the context of its current performance | Moderate target from a medium to high base | Aggressive target with a low base | - | LOW | MID | TOP |
| Demonstrated track record of achieving its carbon reduction targets | On pace to achieve current reduction target | Previously set & met targets | - | LOW | MID | TOP |

Carbon Improvement Targets

| Baseline Year | Target Year | Target Description | Target Reduction (%) |
|---------------|-------------|---|----------------------|
| | 2050 | Our ambition is to be carbon neutral along the cement and concrete value chain by 2050. | 100.00% |
| | 2050 | To be a net zero business by 2050. | 100.00% |
| 2021 | 2030 | These targets now equate to a 30% reduction in absolute carbon emissions by 2030 (from a 2021 base year). This target applies to our group-wide gross emissions and covers our total footprint across Scope 1, 2 and 3. | 30.00% |
| 2021 | 2030 | Commits to reduce gross scope 1 and scope 2 GHG emissions 33.5% per tonne of cementitious product by 2030 from a 2021 base year. | 33.50% |
| 2021 | 2030 | Commits to reduce absolute gross scope 1 and 2 GHG emissions from other activities 42.0% by 2030 from a 2021 base year. | 42.00% |
| 2021 | 2030 | Commits to reduce gross scope 3 GHG emissions 23.5% from purchased clinker and cement per tonne purchased over the same timeframe. | 23.50% |
| 2020 | 2030 | We have set a target by 2030 to reduce absolute scope 1 and 2 of greenhouse gas emissions in group wide by 25 percent compared to the base year which is 2020. | 25.00% |
| 1990 | 2025 | To reduce absolute scope 1 emission intensity tCO2e per metric ton of product by 33% by 2025 based on 1990 baseline year | 33.00% |
| 1990 | 2030 | We have set a target by 2030 to reduce carbon emissions intensity scope 1 in metric tons co2e per metric ton of product by 33 percent compared to the base year which is 1990. | 33.00% |
| 1990 | 2030 | We have set a target by 2030 to reduce carbon emissions intensity scope 1 in metric tons co2e per metric ton of product by 33 percent compared to the base year which is 1990. | 33.00% |
| 1990 | 2020 | We have set a target by 2020 to reduce carbon emission intensity scope 1 in metric tons co2e per metric ton of product by 25 percent compared to the base year which is 1990. | 25.00% |

Mitigation

Strength of Greenhouse Gas Mitigation Strategy (0-10 Score, 0=worst, 10=best) 7.00

Programs or actions to reduce the emissions intensity of core operations

| | | | | | | |
|----------------------------------|--------------|--------------------|---|-----|-----|-----|
| Use of cleaner sources of energy | Some efforts | Aggressive efforts | - | LOW | MID | TOP |
| Capture GHG emissions | Some efforts | Aggressive efforts | - | LOW | MID | TOP |

Energy consumption management and operational efficiency enhancements

Some efforts

Aggressive efforts

CDP disclosure

Yes

Yes

-

LOW

MID

TOP

-

LOW

TOP

Performance

Carbon Emissions Performance Relative to Peers (0-10 Score, 0=worst, 10=best) 6.50

GHG Emissions - metric tons CO2e

| Year | Scope 1 Disclosed | Scope 1 Estimate Key | Scope 2 Disclosed | Scope 2 Estimate Key | Scope 1+2 Disclosed | Scope 3 (upstream) | Scope 3 (downstream) | Scope 3 (undefined) | Scope 1 Estimated | Scope 2 Estimated | Scope 1+2 Estimated | Scope 1+2 Estimate Key | GHG Emissions Details |
|------|-------------------|----------------------|-------------------|----------------------|---------------------|--------------------|----------------------|---------------------|-------------------|-------------------|---------------------|------------------------|-----------------------|
| 2024 | 27,200,000.0 | Reported | 2,200,000.0 | Reported | 29,400,000.0 | 16,100,000.0 | 1,300,000.0 | | | | | Reported | |
| 2023 | 28,700,000.0 | Reported | 2,200,000.0 | Reported | 30,900,000.0 | 12,600,000.0 | 1,100,000.0 | | | | | Reported | |
| 2022 | 31,200,000.0 | Reported | 2,600,000.0 | Reported | 33,800,000.0 | 12,400,000.0 | 500,000.0 | | | | | Reported | |
| 2021 | 33,400,000.0 | Reported | 2,600,000.0 | Reported | 36,000,000.0 | 11,700,000.0 | 300,000.0 | | | | | Reported | |
| 2020 | 32,400,000.0 | Reported | 2,600,000.0 | Reported | 35,000,000.0 | 10,600,000.0 | 300,000.0 | | | | | Reported | |
| 2019 | 33,900,000.0 | Reported | 2,600,000.0 | Reported | 36,500,000.0 | | | 13,600,000.0 | | | | Reported | |
| 2018 | 35,400,000.0 | Reported | 2,700,000.0 | Reported | 38,100,000.0 | | 300,000.0 | 11,600,000.0 | | | | Reported | |
| 2017 | 25,600,000.0 | Reported | 2,600,000.0 | Reported | 28,200,000.0 | | | 11,000,000.0 | | | | Reported | |
| 2016 | 24,700,000.0 | Reported | 2,500,000.0 | Reported | 27,200,000.0 | | | 1,300,000.0 | | | | Reported | |
| 2015 | 19,691,000.0 | Reported | 2,167,000.0 | Reported | 21,858,000.0 | 580,000.0 | 1,081,000.0 | | | | | Reported | |
| 2014 | 10,305,000.0 | Reported | 1,432,000.0 | Reported | 11,737,000.0 | 408,000.0 | 928,000.0 | | | | | Reported | |
| 2013 | 9,751,000.0 | Reported | 1,267,000.0 | Reported | 11,018,000.0 | 337,000.0 | 686,000.0 | | | | | Reported | |
| 2012 | 9,226,000.0 | Reported | 1,184,000.0 | Reported | 10,410,000.0 | 324,000.0 | 688,000.0 | | | | | Reported | |
| 2011 | 10,329,000.0 | Reported | 1,251,000.0 | Reported | 11,580,000.0 | 149,000.0 | 667,000.0 | | | | | Reported | |
| 2010 | 9,821,000.0 | Reported | 1,098,000.0 | Reported | 10,919,000.0 | | | | | | | Reported | |
| 2009 | 9,395,000.0 | Reported | 1,147,000.0 | Reported | 10,542,000.0 | | | | | | | Reported | |
| 2008 | 13,000,000.0 | Reported | 1,500,000.0 | Reported | 14,500,000.0 | | | 660,000.0 | | | | Reported | |

GHG Emissions Intensity - metric tons CO2e / USD million sales

| Year | GHG Intensity | GHG Intensity Details | GHG Intensity - Reported | GHG Intensity - Reported Details |
|------|---------------|-----------------------|--------------------------|--------------------------------------|
| 2024 | 861.07 | | 590.00 | kg/tonne of cementitious product |
| 2023 | 865.87 | | 616.00 | kg/tonne of cementitious product |
| 2022 | 1,018.99 | | 624.00 | kg/tonne of cementitious product |
| 2021 | 1,162.00 | | 643.00 | kg per tonne of cementitious product |
| 2020 | 1,268.71 | | 643.00 | kg per tonne of cementitious product |
| 2019 | 1,297.04 | | 660.00 | kg per tonne of cementitious product |
| 2018 | 1,244.08 | | 644.00 | kg per tonne of cementitious product |
| 2017 | 931.18 | | 595.00 | kg per tonne of cementitious product |
| 2016 | 951.36 | | 630.00 | kg per tonne of cementitious product |
| 2015 | 846.48 | | 622.00 | kg per tonne of cementitious product |
| 2014 | 512.87 | | 657.00 | kg per tonne of cementitious product |
| 2013 | 444.85 | | 664.00 | kg per tonne of cementitious product |
| 2012 | 422.89 | | 685.00 | kg per tonne of cementitious product |
| 2011 | 494.43 | | 707.00 | kg per tonne of cementitious product |

| Year | GHG Intensity | GHG Intensity Details | GHG Intensity - Reported | GHG Intensity - Reported Details |
|------|---------------|-----------------------|--------------------------|--------------------------------------|
| 2010 | 474.96 | | 716.00 | kg per tonne of cementitious product |
| 2009 | 423.55 | | 717.00 | kg per tonne of cementitious product |
| 2008 | 499.40 | | 749.00 | kg per tonne of cementitious product |

Energy Consumption

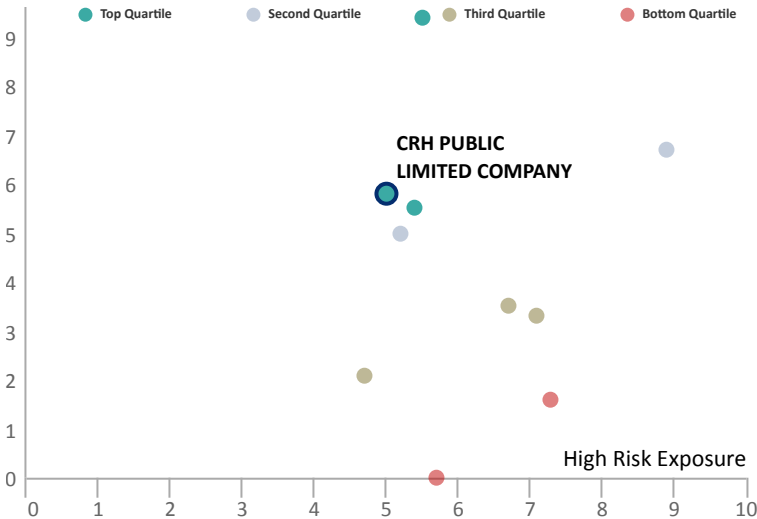
| Year | Total energy consumption (reported) | Total energy consumption (MWh) | Energy intensity (reported) | Reported intensity details | Total energy consumption intensity | Energy consumption details |
|------|-------------------------------------|--------------------------------|-----------------------------|----------------------------|------------------------------------|--|
| 2024 | 49,472,222.23 | 49,472,222.23 | 916.00 | kcal/kg clinker | 1,448.94 | Total energy consumption |
| 2023 | 50,222,222.23 | 50,222,222.23 | 907.00 | kcal/kg clinker | 1,407.31 | Total energy consumption |
| 2022 | 54,527,777.78 | 54,527,777.78 | 897.00 | kcal/kg clinker | 1,643.88 | Total energy consumption |
| 2021 | 56,944,444.45 | 56,944,444.45 | 904.00 | kcal/kg clinker | 1,838.04 | Energy consumption within the organization |
| 2020 | 54,777,777.78 | 54,777,777.78 | 901.00 | kcal/kg clinker | 1,985.64 | Energy consumption within the organization |
| 2019 | 55,861,111.12 | 55,861,111.12 | 890.00 | kcal/kg clinker | 1,985.04 | Energy consumption within the organization |
| 2018 | 60,333,333.34 | 60,333,333.34 | | | 1,970.07 | Energy consumption within the organization |
| 2017 | 44,388,888.89 | 44,388,888.89 | | | 1,465.75 | Energy consumption within the organisation |
| 2016 | 44,055,555.56 | 44,055,555.56 | | | 1,540.91 | Energy consumption within the organisation |
| 2015 | 34,003,000 | 34,003,000 | | | 1,316.81 | Fuel and electricity |
| 2014 | 23,210,000 | 23,210,000 | | | 1,014.21 | Fuel and electricity |
| 2013 | 21,545,000 | 21,545,000 | | | 869.88 | Fuel and electricity |
| 2012 | 20,833,000 | 20,833,000 | | | 846.32 | Fuel and electricity |
| 2011 | 22,550,000 | 22,550,000 | | | 962.81 | Fuel and electricity |
| 2010 | 20,170,000 | 20,170,000 | | | 877.36 | Fuel and electricity |



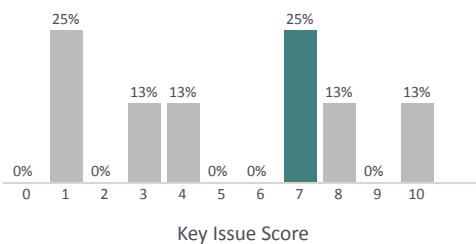
Community Relations

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 7.8 | 0.0 | ●●●● | 12.0% | Jul 14, 2025 |

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



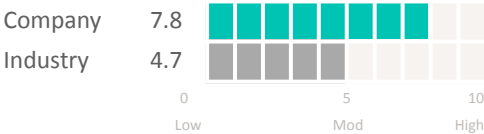
TOP 5 INDUSTRY LEADERS

| | |
|----------------------------|------|
| Holcim AG | 10.0 |
| CRH PUBLIC LIMITED COMPANY | 7.8 |
| Asia Cement Corporation | 7.1 |
| Heidelberg Materials AG | 6.8 |
| Cemex, S.A.B. de C.V. | 4.4 |

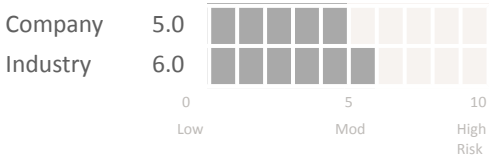
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|---------------------------------|-----|
| Heidelberg Materials AG | 6.8 |
| Cemex, S.A.B. de C.V. | 4.4 |
| VULCAN MATERIALS COMPANY | 3.2 |
| Amrize AG | 1.3 |
| MARTIN MARIETTA MATERIALS, INC. | 1.3 |

KEY ISSUE ASSESSMENT



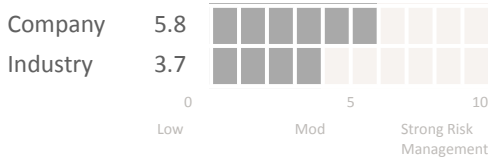
RISK EXPOSURE ASSESSMENT



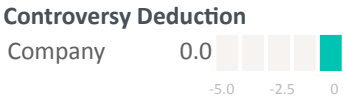
Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

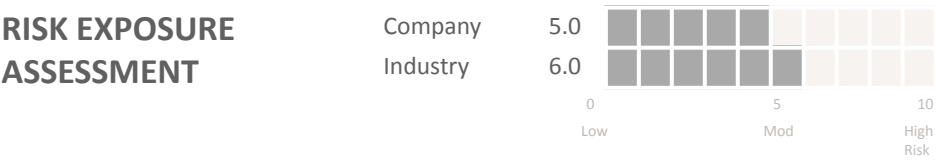


METHODOLOGY NOTE

Companies are evaluated on their management of local community relations, policies on conflict and human rights, and efforts to distribute benefits to local communities.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

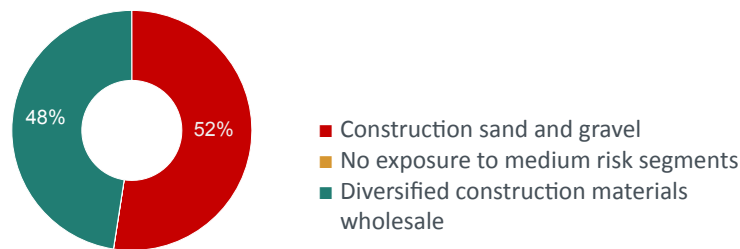
EXPOSURE



Key Drivers of Risk Exposure

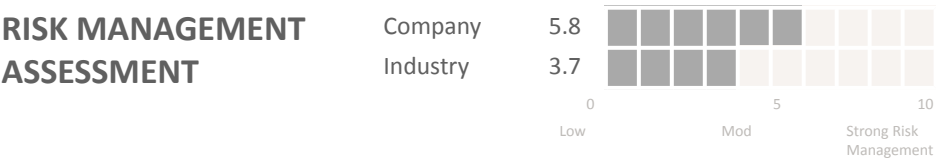
Exposure to: Risk of operational disruptions or loss of market access due to local community opposition

Business Types : Percentage of operations in business segments that typically have a high impact on local communities based on resource use and historical frequency of human rights controversies



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT



| Description | Company Practice | Best Practice | Practices Score ² | | | |
|---|---|---|------------------------------|-----|-----|-----|
| Community Impact and Disturbance | | | | | | |
| Indigenous people policy | Not Disclosed | Yes | - | LOW | MID | TOP |
| Commitment to refrain from operating in protected areas | Not Disclosed | Yes | - | LOW | MID | TOP |
| Local community engagement approach | Precautionary approach and formal channels (grievance mechanisms or community groups and councils) for local community engagement | Precautionary approach and formal channels (grievance mechanisms or community groups and councils) for local community engagement | - | LOW | MID | TOP |
| Conducts community impact assessment prior to settling in new areas | Not Disclosed | Company applies the principles of Free, Prior and Informed Consent (FPIC) | - | LOW | MID | TOP |
| Distribution of Benefits | | | | | | |
| Local procurement policy | Yes | Yes | - | LOW | MID | TOP |
| Extent of local hiring | Over 90% of workforce is local | Over 90% of workforce is local | - | LOW | MID | TOP |
| Programs to support local communities | Community development projects and philanthropic programs to support local communities | Community development projects and philanthropic programs to support local communities | - | LOW | MID | TOP |
| Investment in community development | | | | | | |
| Year | Value of investment in community development (USD millions) | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| 2018 | 5.41 | | | | | |
| Conflict & Human Rights | | | | | | |
| Human rights policy | Policy aligned with UN Declaration of Human Rights or equivalent | Policy aligned with UN Declaration of Human Rights or equivalent | - | LOW | MID | TOP |

| | | | | | | |
|---|---------------|---|---|-----|-----|-----|
| Ethical conduct policy covers contract security providers | Not disclosed | Policy covers all security providers and compliance is ensured by audit | - | LOW | MID | TOP |
| Violence and conflict policy | Not disclosed | Policy articulated | - | LOW | MID | TOP |
| Monitors the effectiveness of its human rights policy | No evidence | Company has defined a structured monitoring process and sets targets, and reports achievement against targets | - | LOW | MID | TOP |
| Employee training on human rights protection | Yes | Yes | - | LOW | MID | TOP |

CONTROVERSIES

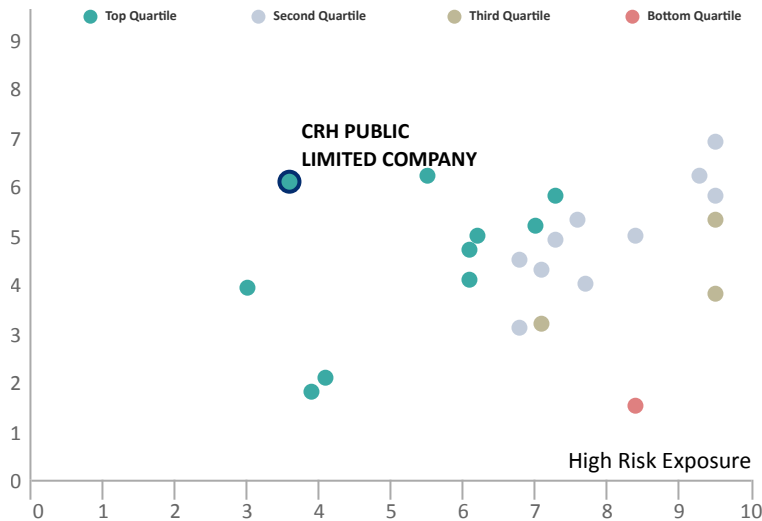
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.



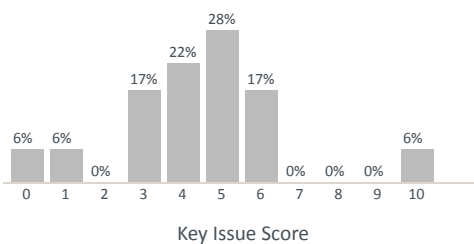
Toxic Emissions & Waste

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 9.5 | 0.0 | ●●●● | 12.0% | Jul 17, 2025 |

Strong Risk Management



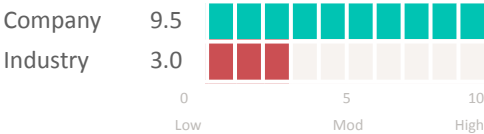
KEY ISSUE SCORE DISTRIBUTION*



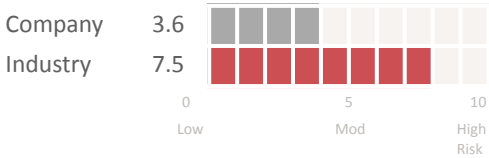
TOP 5 INDUSTRY LEADERS

| | |
|--|-----|
| CRH PUBLIC LIMITED COMPANY | 9.5 |
| Heidelberg Materials AG | 5.8 |
| Cemex, S.A.B. de C.V. | 5.6 |
| China National Building Material Company Limited | 5.5 |
| MARTIN MARIETTA MATERIALS, INC. | 5.0 |

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT

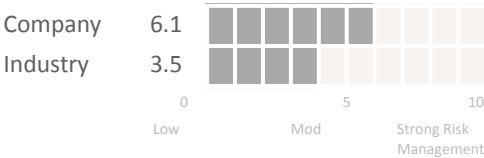


Drivers of Risk Exposure

Business Types



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



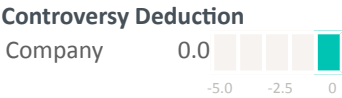
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--|-----|
| AMBUJA CEMENTS LIMITED | 3.3 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 3.3 |
| SHREE CEMENT LIMITED | 2.8 |
| ULTRATECH CEMENT LIMITED | 1.3 |
| Amrize AG | 0.1 |

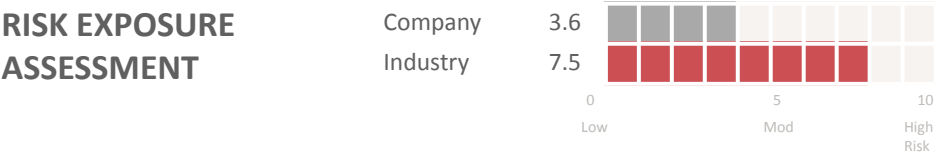
METHODOLOGY NOTE

Companies are evaluated on the potential environmental contamination and toxic or carcinogenic emissions arising from their operations and the strength of their environmental management systems.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]



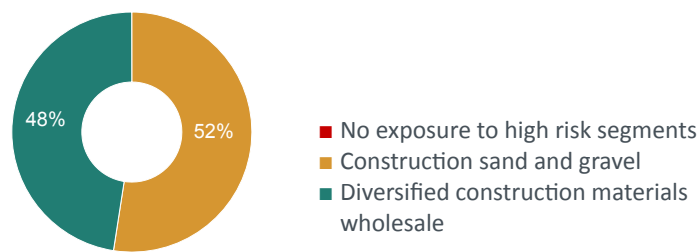
EXPOSURE



Key Drivers of Risk Exposure

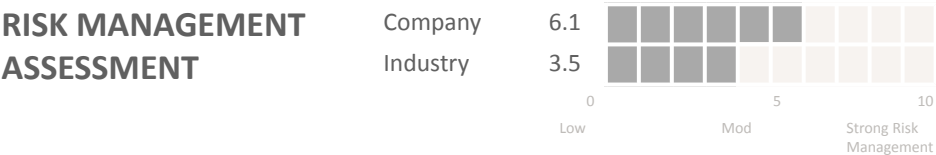
Exposure to: Risk of increased compliance costs and liabilities associated with damaging health, property; risk of losing access to markets due to community opposition or heightened regulatory hurdles

Business Types : This represents the portion of the company's revenues derived from lines of business that are High Risk (typically generate large amounts of toxic emissions), Medium Risk (typically generate moderate amounts of toxic emissions), and Low Risk (typically generate low amounts of toxic emissions).



Source: Toxics Release Inventory (US Environmental Protection Agency); National Emissions Inventory (US Environmental Protection Agency); Risk-Screening Environmental Indicators (US Environmental Protection Agency); US Economic Census; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT



| Description | Company Practice | Best Practice | Practices Score ² | | | |
|---|-------------------------|-------------------------|------------------------------|-----|-----|-----|
| Governance and Strategy | | | | | | |
| Existence of Environmental Management System (EMS) | ISO 14001 or equivalent | ISO 14001 or equivalent | - | LOW | MID | TOP |
| Percentage of sites with an environmental management system certified to ISO 14001 or similar | 88.00% | | | | | |
| Disclosure around the number or percentage of sites with HAZWOPER or ISO 14001 certification | Disclosed | Disclosed | - | LOW | MID | TOP |
| Evidence of regular environmental impact audits | Yes | Yes | - | LOW | MID | TOP |
| Evidence of audits across all locations of operations | Not Disclosed | Yes | - | LOW | MID | TOP |
| Evidence of annual environmental impact audits | Not Disclosed | Yes | - | LOW | MID | TOP |

Targets

| | | | | | | |
|--|----------------------|----------------------|---|-----|-----|-----|
| Aggressiveness of toxic emissions and waste reduction target | 2 | | | | | |
| Track record of achieving toxic emissions targets | Met previous targets | Met previous targets | - | LOW | MID | TOP |

Toxic Emissions and Waste Reduction Targets

| Baseline Year | Target Year | Target Description | Target Reduction (%) |
|---------------|-------------|---|----------------------|
| 2006 | 2020 | Reduction of average specific particulate emissions from clinker production g/t clinker | 80.00% |
| 2006 | 2020 | Reduction of average specific NOx emissions from clinker production g/t clinker | 22.00% |

Performance

Toxic releases performance relative to peers7.80

Air Emissions: NOx Performance

| | |
|--------------------------------------|--------|
| 3 Year Average Intensity | 1.10 |
| Average Annual % Change in Intensity | -5.85% |

Air Emissions: NOx Performance

| Year | NOx Emissions | NOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2024 | 38,500 | 1.13 |
| 2023 | 36,100 | 1.01 |
| 2022 | 38,300 | 1.15 |

| Year | NOx Emissions | NOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2021 | 42,900 | 1.38 |
| 2020 | 42,600 | 1.54 |
| 2019 | 44,600 | 1.58 |
| 2018 | 40,700 | 1.33 |
| 2017 | 38,500 | 1.27 |
| 2016 | 40,200 | 1.41 |
| 2015 | 28,500 | 1.10 |
| 2014 | 13,736 | 0.60 |
| 2013 | 14,885 | 0.60 |
| 2012 | 13,823 | 0.56 |
| 2011 | 18,043 | 0.77 |
| 2010 | 17,883 | 0.78 |
| 2009 | 17,730 | 0.71 |
| 2008 | 24,051 | 0.83 |
| 2007 | 26,383 | |

Air Emissions: SOx Performance

| | |
|--------------------------------------|---------|
| 3 Year Average Intensity | 0.27 |
| Average Annual % Change in Intensity | -23.08% |

Air Emissions: SOx Performance

| Year | SOx Emissions | SOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2024 | 7,300 | 0.21 |
| 2023 | 10,800 | 0.30 |
| 2022 | 9,500 | 0.29 |
| 2021 | 16,300 | 0.53 |
| 2020 | 15,900 | 0.58 |
| 2019 | 15,900 | 0.57 |
| 2018 | 14,600 | 0.48 |
| 2017 | 13,600 | 0.45 |
| 2016 | 20,900 | 0.73 |
| 2015 | 8,900 | 0.34 |
| 2014 | 7,400 | 0.32 |
| 2013 | 2,869 | 0.12 |
| 2012 | 3,090 | 0.13 |

| Year | SOx Emissions | SOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2011 | 2,441 | 0.10 |
| 2010 | 2,436 | 0.11 |
| 2009 | 2,510 | 0.10 |
| 2008 | 2,917 | 0.10 |
| 2007 | 3,513 | 0.11 |

Air Emissions: Mercury Performance

| | |
|--------------------------------------|--------|
| 3 Year Average Intensity | 0 |
| Average Annual % Change in Intensity | -6.05% |

Air Emissions: Mercury Performance

| Year | Quantities | Intensity |
|------|------------|-----------|
| 2024 | 502 | 0 |
| 2023 | 443 | 0 |
| 2022 | 471 | 0 |
| 2021 | 579 | 0 |
| 2020 | 657 | 0 |
| 2019 | 738 | 0 |
| 2018 | 617 | 0 |

Air Emissions: Particulate Matter Performance

| | |
|--------------------------------------|-------|
| 3 Year Average Intensity | 0.11 |
| Average Annual % Change in Intensity | 0.07% |

Air Emissions: Particulate Matter Performance

| Year | Quantities | Intensity |
|------|------------|-----------|
| 2024 | 4,200 | 0.12 |
| 2023 | 3,700 | 0.10 |
| 2022 | 3,700 | 0.11 |
| 2021 | 3,900 | 0.13 |
| 2020 | 4,700 | 0.17 |
| 2019 | 5,500 | 0.20 |
| 2018 | 5,400 | 0.18 |
| 2017 | 5,800 | 0.19 |
| 2016 | 7,600 | 0.27 |
| 2015 | 2,800 | 0.11 |

| Year | Quantities | Intensity |
|------|------------|-----------|
| 2014 | 3,200 | 0.14 |
| 2013 | 644 | 0.03 |
| 2012 | 1,096 | 0.04 |
| 2011 | 3,931 | 0.17 |
| 2010 | 4,433 | 0.19 |
| 2009 | 4,222 | 0.17 |
| 2008 | 5,924 | 0.20 |
| 2007 | 5,631 | |

Air Emissions: VOC Performance

| | |
|--------------------------------------|--------|
| 3 Year Average Intensity | 0.06 |
| Average Annual % Change in Intensity | 19.82% |

Air Emissions: VOC Performance

| Year | VOC Emissions | VOC Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2024 | 2,123 | 0.06 |
| 2023 | 2,449 | 0.07 |
| 2022 | 1,440 | 0.04 |
| 2021 | 1,214 | 0.04 |
| 2020 | 1,367 | 0.05 |
| 2019 | 5,021 | 0.18 |
| 2018 | 2,371 | 0.08 |

Air Emissions: Metals (Ni,Cr,VI,Pb,Co) Performance

| | |
|--------------------------------------|-----------|
| 3 Year Average Intensity | 0.09 |
| Average Annual % Change in Intensity | 41377.49% |

Releases to Water: Water Effluents Performance

| | |
|--------------------------|---|
| 3 Year Average Intensity | 0 |
|--------------------------|---|

Releases to Land: Non-hazardous Waste Performance

| | |
|--------------------------------------|--------|
| 3 Year Average Intensity | 13.83 |
| Average Annual % Change in Intensity | -8.47% |

Releases to Land: Non-hazardous Waste Performance

| Year | Non-hazardous Waste Quantities | Non-hazardous Waste Intensity (tons/ USD million sales) |
|------|--------------------------------|---|
| | | 27.86 |

| Year | Non-hazardous Waste Quantities | Non-hazardous Waste Intensity (tons/ USD million sales) |
|------|--------------------------------|---|
| | | 21.86 |
| | | 12.75 |
| | | 18.51 |
| | | 9.05 |
| | | 13.94 |
| | | 9.05 |
| | | 18.51 |
| 2024 | 476,000 | 13.94 |
| 2023 | 323,000 | 9.05 |
| 2022 | 614,000 | 18.51 |
| 2018 | 791,000 | 25.83 |
| 2017 | 715,000 | 23.61 |
| 2016 | 473,000 | 16.54 |
| 2015 | 339,000 | 13.13 |
| 2014 | 1,100,000 | 48.07 |
| 2013 | 1,100,000 | 44.41 |
| 2012 | 1,000,000 | 40.62 |
| 2011 | 1,100,000 | 46.97 |

Releases to Land: Hazardous Waste Performance

| | |
|--------------------------------------|---------|
| 3 Year Average Intensity | 0.96 |
| Average Annual % Change in Intensity | -18.27% |

Releases to Land: Hazardous Waste Performance

| Year | Hazardous Waste Quantities | Hazardous Waste Intensity (tons/ USD million sales) |
|------|----------------------------|---|
| | | 2.20 |
| | | 1.78 |
| | | 1.29 |
| | | 1.09 |
| | | 0.84 |
| | | 0.97 |
| | | 0.84 |
| | | 1.09 |
| 2024 | 33,000 | 0.97 |
| 2023 | 30,000 | 0.84 |

| Year | Hazardous Waste Quantities | Hazardous Waste Intensity (tons/ USD million sales) |
|------|----------------------------|---|
| 2022 | 36,000 | 1.09 |
| 2018 | 63,000 | 2.06 |
| 2017 | 66,000 | 2.18 |
| 2016 | 48,000 | 1.68 |
| 2015 | 23,000 | 0.89 |
| 2014 | 7,000 | 0.31 |

CONTROVERSIES

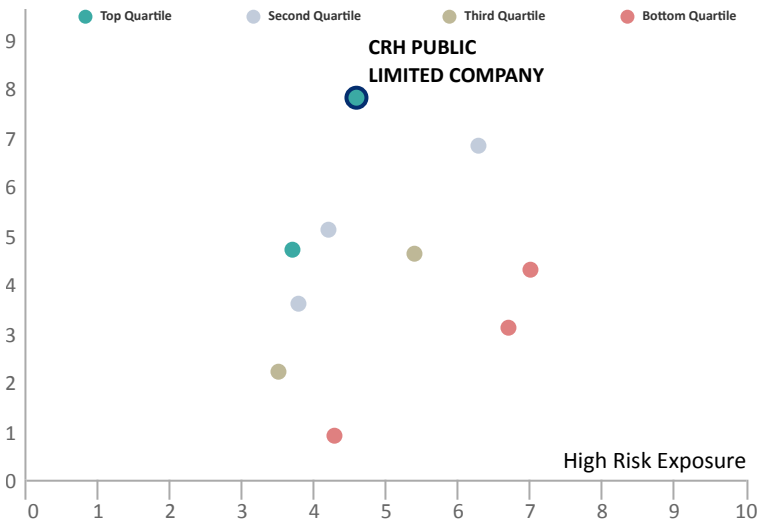
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.



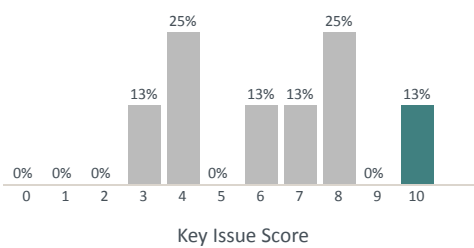
Biodiversity & Land Use

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 10.0 | 0.0 | ●●●● | 10.0% | May 19, 2025 |

Strong Risk Management



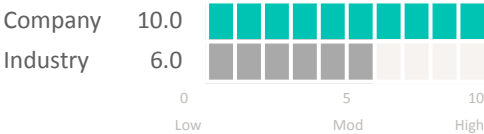
KEY ISSUE SCORE DISTRIBUTION*



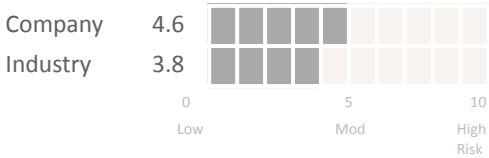
TOP 5 INDUSTRY LEADERS

| | |
|----------------------------|------|
| CRH PUBLIC LIMITED COMPANY | 10.0 |
| Heidelberg Materials AG | 8.0 |
| Holcim AG | 7.9 |
| Asia Cement Corporation | 6.8 |
| Cemex, S.A.B. de C.V. | 5.7 |

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

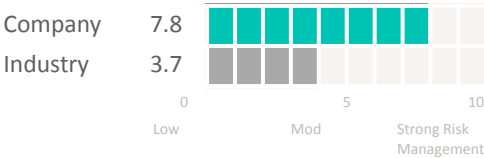
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



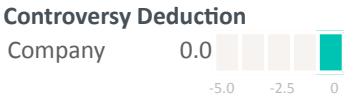
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|---------------------------------|-----|
| Asia Cement Corporation | 6.8 |
| Cemex, S.A.B. de C.V. | 5.7 |
| MARTIN MARIETTA MATERIALS, INC. | 4.3 |
| Amrize AG | 3.6 |
| VULCAN MATERIALS COMPANY | 3.4 |

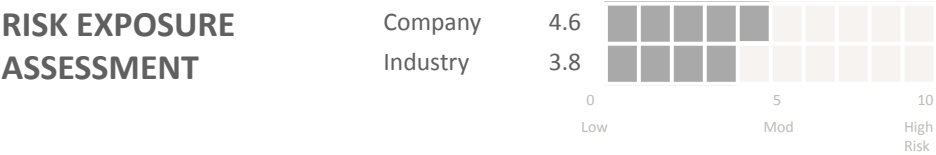
METHODOLOGY NOTE

Companies are evaluated on the potential impact of their operations on biodiversity in their areas of operation and their efforts to manage the environmental impact of their operations.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]



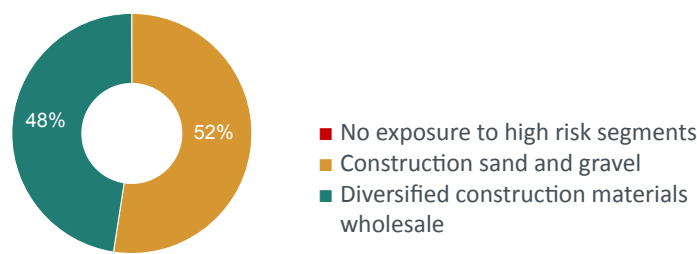
EXPOSURE



Key Drivers of Risk Exposure

Exposure to: Regulatory risk of decreased access to resources due to over-exploitation and depletion of natural resources, and operational risk of disruptions to production processes due to disputes around access rights to key resources

Business Types : Percentage of operations with high/moderate/low impact in biodiversity and traditional land use



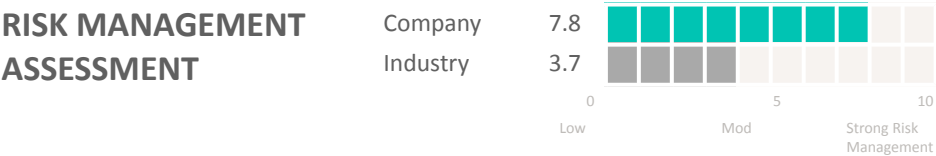
Source: The Corporate Ecosystem Services Review (World Resources Institute); Refinitiv; MSCI ESG Research; company disclosures

Business Locations : Percentage of operations in areas with high/moderate/low sensitivity of biodiversity, based on the number of protected species and extent of local community dependence on traditional land use



Source: WRI Global Forest Watch; UNDP Human Development Report; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT



| Description | Company Practice | Best Practice | Practices Score ² | | | |
|---|---|---|------------------------------|-----|-----|-----|
| Clear policy on | | | | | | |
| Policy on sustainable management of natural resources and raw materials | Yes | Yes | - | LOW | MID | TOP |
| Commitment to minimize disturbances on biodiversity | Yes | Yes | - | LOW | MID | TOP |
| Commitment to reclaim habitat on disturbed land | Yes | Yes | - | LOW | MID | TOP |
| Programs & Structures | | | | | | |
| Scope of ongoing land restoration efforts | Concurrent restoration efforts occur at all operational sites | Concurrent restoration efforts occur at all operational sites | - | LOW | MID | TOP |
| Extent of programs to protect ecosystems | Reserves or develops areas under its control such as sensitive areas or wetlands to preserve local species at major sites | Creates reservations, wetlands for protection and plants indigenous vegetation at all major sites | - | LOW | MID | TOP |
| Biodiversity and community impact assessment | | | | | | |
| Conducts biodiversity impact assessments | Yes | Yes | - | LOW | MID | TOP |

CONTROVERSIES

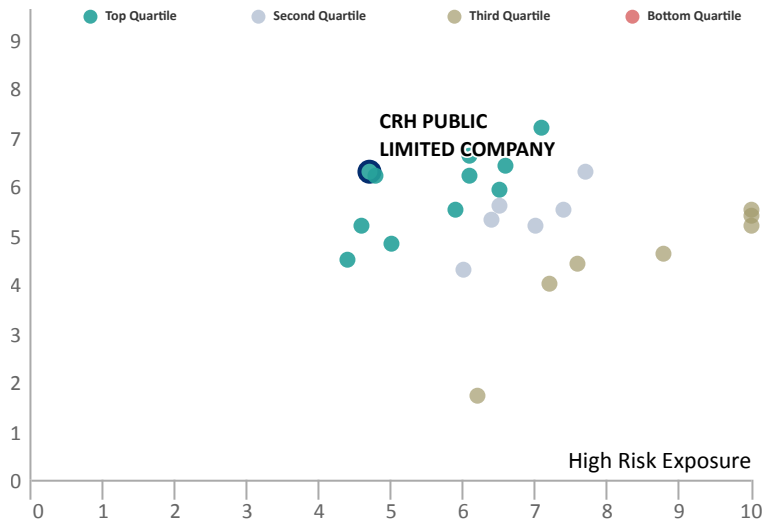
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.



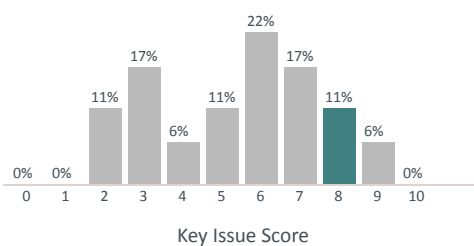
Health & Safety

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 8.6 | 0.0 | ●●●● | 10.0% | Jul 15, 2025 |

Strong Risk Management



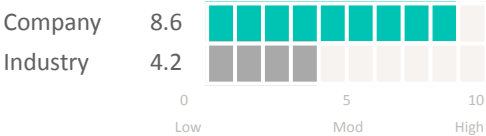
KEY ISSUE SCORE DISTRIBUTION*



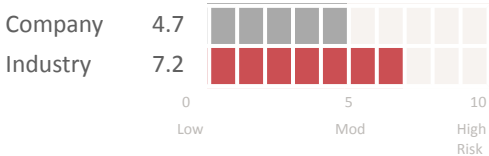
TOP 5 INDUSTRY LEADERS

| | |
|--|-----|
| CRH PUBLIC LIMITED COMPANY | 8.6 |
| The Siam Cement Public Company Limited | 8.4 |
| CHINA JUSHI CO., LTD | 7.6 |
| TCC Group Holdings CO., LTD. | 7.1 |
| Cemex, S.A.B. de C.V. | 6.8 |

KEY ISSUE ASSESSMENT



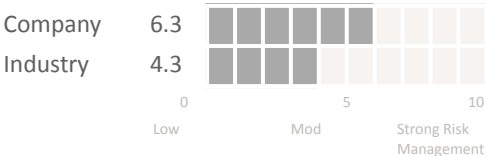
RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



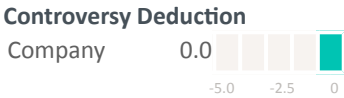
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|------------------------------------|-----|
| ANHUI CONCH CEMENT COMPANY LIMITED | 2.8 |
| Amrize AG | 2.5 |
| ULTRATECH CEMENT LIMITED | 2.5 |
| SHREE CEMENT LIMITED | 2.4 |
| AMBUJA CEMENTS LIMITED | 2.2 |

METHODOLOGY NOTE

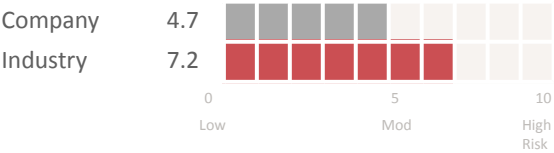
Companies are evaluated on their management of workplace safety and the workplace safety standards in the industries and regions in which they operate.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]



EXPOSURE

RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Risk of accidents that can lead to production disruptions, litigation, and liabilities

Business Types : Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



Source: US Occupational Health & Safety Administration (OSHA); UK Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR); US Bureau of Labor Statistics; Refinitiv; MSCI ESG Research; company disclosures

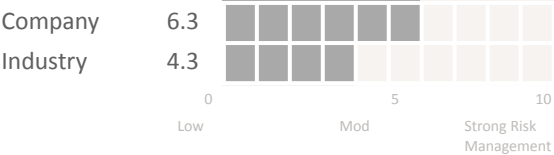
Business Locations : Percentage of operations in countries with high/moderate/low employee fatality rates (total fatalities per 100,000 employees)



Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT



| Description | Company Practice | Best Practice | Practices Score ² | | | |
|---|---|--|------------------------------------|-----|--|-----|
| Governance and Strategy | | | | | | |
| Percentage of operations having health and safety management systems certified to recognized standard | 55.00% | | | | | |
| Evidence of health and safety management system certified to recognized standard | Yes | Yes | - | LOW | | TOP |
| What executive body is responsible for H&S strategy and performance? | | | | | | |
| Board-level committee is responsible for health and safety strategy | Yes | Yes | - | LOW | MID | TOP |
| Health & safety policy | | | | | | |
| Scope of health and safety policy | Yes | Yes | - | LOW | MID | TOP |
| Applicability of health and safety policy to contractors | Yes | Yes | - | LOW | MID | TOP |
| Targets | | | | | | |
| Target to improve health and safety performance | Zero target | Non-zero target (contractors included) | - | LOW | MID | TOP |
| Other H&S Metric | | | | | | |
| Year (YYYY) | Other Health & Safety Metric Description | | Other Health & Safety Metric Value | | Details | |
| 2024 | Group lost time injuries (LTI) rate per 1 million working hours (Severity Rate) | | 30.00 | | | |
| 2023 | Lost time injuries (LTI) rate per 1 million working hours (Severity Rate) | | 27.00 | | | |
| 2022 | Lost time injuries (LTI) rate per 1 million working hours (Severity Rate) | | 35.00 | | | |
| 2021 | | | 29.00 | | Severity rate per 1m work-hours directly and indirectly employed | |
| 2020 | | | 39.00 | | Severity rate per 1m work-hours directly and indirectly employed | |
| 2019 | | | 34.00 | | Severity rate per 1m work-hours directly and indirectly employed | |
| Operations | | | | | | |
| Health & safety performance relative to peers | | | 6.82 | | | |

Lost Time Incident Rate

| Year | Lost Time Incident Rate | Lost Time Incident Rate (per million hours) | Lost Time Incident Rate Unit | Details |
|------|-------------------------|---|------------------------------|------------------|
| 2024 | 1.10 | 1.10 | per million hours | |
| 2023 | 1.00 | 1.00 | per million hours | |
| 2022 | 1.20 | 1.20 | per million hours | |
| 2021 | 1.20 | 1.20 | per million hours | |
| 2020 | 1.40 | 1.40 | per million hours | |
| 2019 | 1.30 | 1.30 | per million hours | |
| 2018 | 1.70 | 1.70 | per million hours | |
| 2017 | 1.70 | 1.70 | per million hours | Direct employees |
| 2016 | 1.90 | 1.90 | per million hours | Direct employees |
| 2015 | 1.93 | 1.93 | per million hours | Direct employees |
| 2014 | 1.04 | 1.04 | per million hours | Direct employees |
| 2013 | 2.84 | 2.84 | per million hours | Direct employees |
| 2012 | 1.49 | 1.49 | per million hours | Direct employees |
| 2011 | 2.54 | 2.54 | per million hours | Direct employees |
| 2010 | 1.84 | 1.84 | per million hours | Direct employees |
| 2009 | 1.88 | 1.88 | per million hours | Direct employees |
| 2008 | 2.63 | 2.63 | per million hours | Direct employees |
| 2007 | 3.36 | 3.36 | per million hours | Direct employees |

Fatalities

| Year | Contractor Fatalities | Employee Fatalities | Fatalities | Details |
|------|-----------------------|---------------------|------------|---|
| 2024 | 3 | 1 | 5 | Fatalities, directly employed: 1; Fatalities, indirectly employed: 3 ; Fatalities, involving on-site 3rd parties: 1 |
| 2023 | 0 | 4 | 5 | Fatalities: Employees 4, contractors 0, Third party 1 |
| 2022 | 4 | 1 | 5 | fatalities include contractor4 Employee1 Third party 0 |
| 2021 | 1 | 1 | 4 | fatalities include : 1 contractor , 2 third party ,1 employee |
| 2020 | 2 | 1 | 3 | Fatalities include: employees 1, contractors 2, and third-parties 0. |
| 2019 | 0 | 0 | 1 | Fatalities include: employees 0, contractors 0, and third-parties 1. |
| 2018 | 3 | 3 | 6 | Fatalities include: employees 3, contractors 3, and third-parties 0. |
| 2017 | 7 | 4 | 11 | Fatalities include: direct and joint-venture employees 4, and contractors 7, and third-parties 0. |
| 2016 | 3 | 3 | 8 | Fatalities include: employees 0, contractors including joint-venture contractors 3, and third-parties 0. |

| Year | Contractor Fatalities | Employee Fatalities | Fatalities | Details |
|------|-----------------------|---------------------|------------|--|
| 2015 | 3 | 0 | 3 | Fatalities include: employees 0, contractors including joint-venture contractors 3, and third-parties 0. |
| 2014 | 2 | 4 | 6 | Fatalities include: joint-venture employees 4, contractors 2, and third-parties 0. |
| 2013 | 7 | 2 | 10 | Fatalities include: employees 2, contractors 7, and third-parties 1. |
| 2012 | 1 | 5 | 7 | Fatalities include: direct and associated company employees 5, contractors 1, and third-parties 1. |
| 2011 | 8 | 5 | 13 | Fatalities include: direct and joint-venture employees 5 and contractors 8, and third-parties 0. |
| 2010 | 5 | 4 | 9 | Fatalities include: direct and joint-venture employees 4 and contractors 5, and third-parties 0. |
| 2009 | 4 | 5 | 2 | Fatalities include: employees 5, contractors including joint-venture contractors 4, and third-parties 2. |
| 2008 | 7 | 8 | 17 | Fatalities include: direct and joint-venture employees 8 and contractors 7, and third-parties 2. |
| 2007 | 4 | 10 | 17 | Fatalities include: direct and joint-venture employees 10, contractors 4, and third-parties 3. |

CONTROVERSIES

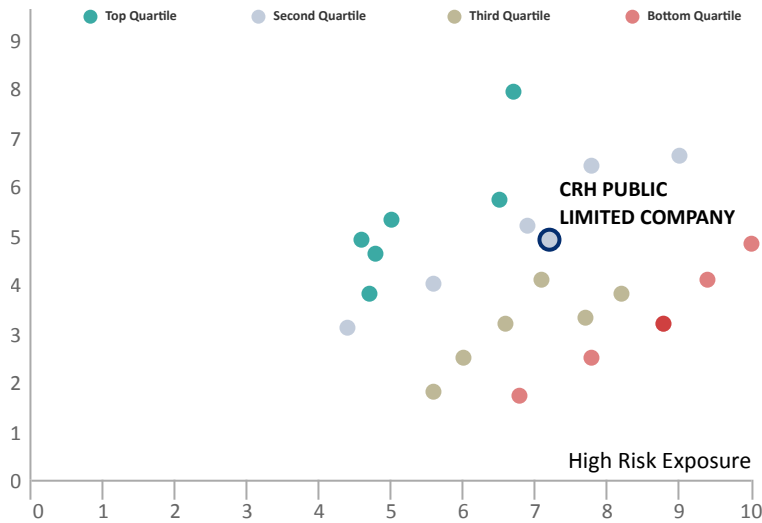
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.



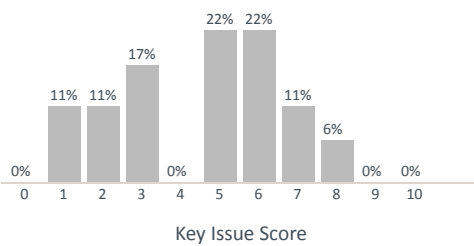
Labor Management

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 4.7 | 0.0 | ●●● | 10.0% | Jul 14, 2025 |

Strong Risk Management



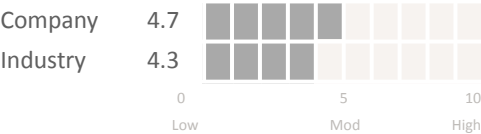
KEY ISSUE SCORE DISTRIBUTION*



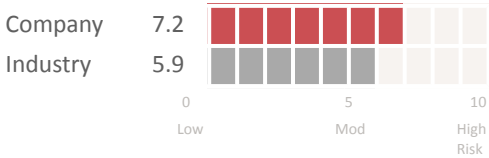
TOP 5 INDUSTRY LEADERS

| | |
|--|-----|
| TCC Group Holdings CO., LTD. | 8.2 |
| Asia Cement Corporation | 7.3 |
| The Siam Cement Public Company Limited | 6.8 |
| CHINA JUSHI CO., LTD | 6.2 |
| VULCAN MATERIALS COMPANY | 6.1 |

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

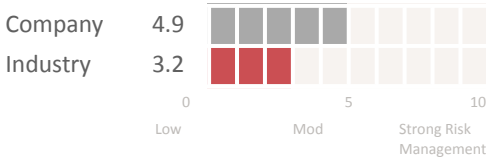
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Controversy Deduction



BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--------------------------|-----|
| Holcim AG | 2.6 |
| ULTRATECH CEMENT LIMITED | 1.8 |
| GRASIM INDUSTRIES LTD | 1.7 |
| Heidelberg Materials AG | 1.4 |
| SHREE CEMENT LIMITED | 1.4 |

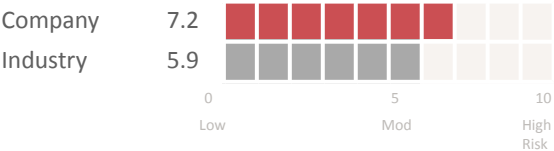
METHODOLOGY NOTE

Companies are evaluated on the complexity of their workforce (size, labor intensity, and regions of operation), employee relations, strength of worker protections, and employee engagement efforts.

* [For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Risk of workflow disruptions due to labor unrest, or reduced productivity due to poor job satisfaction

Business Types : Percentage of operations in business segments with high/moderate/low labor intensities, as measured by average sales per employee of industries



Source: MSCI ESG Research; Refinitiv; company disclosures

Business Locations : Percentage of operations in countries with high/moderate/low likelihood of labor unrest (based on historic precedent)



Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosures

Additional Drivers of Exposure

Collective bargaining negotiation expected in next 12 months: Not Disclosed

Layoffs Events

Major Layoffs: No

Size and Composition of Workforce

Number of employees: 79,800

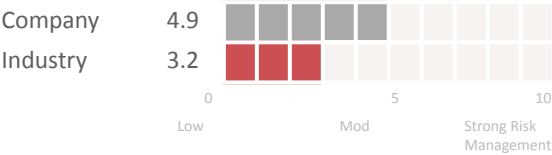
Number of Employees

| Year | Number of employees | Part time workers (%) | Contract or temporary workers (%) | Estimated Part time/contract % |
|------|---------------------|-----------------------|-----------------------------------|--------------------------------|
| | 79,800 | | | |
| 2024 | | 3.00% | | |

| Year | Number of employees | Part time workers (%) | Contract or temporary workers (%) | Estimated Part time/contract % |
|------|---------------------|-----------------------|-----------------------------------|--------------------------------|
| 2023 | 78,500 | 3.00% | | |
| 2022 | 75,838 | | | |
| 2021 | 77,446 | | | |
| 2020 | 77,099 | 2.00% | | |
| 2019 | 86,951 | | | |
| 2018 | 90,000 | | | |
| 2017 | 85,363 | | | |
| 2016 | 82,889 | | | |
| 2015 | 74,186 | | | |
| 2014 | 75,706 | | | |
| 2013 | 75,642 | | | |
| 2012 | 76,175 | | | |
| 2011 | 76,433 | | | |
| 2010 | 76,418 | | | |
| 2009 | 79,822 | | | |
| 2008 | 93,572 | | | |

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT





| Description | Company Practice | Best Practice | Practices Score ² |
|--|---|---|------------------------------|
| Strategy | | | |
| Percentage of workforce covered by trade unions/ collective agreements | 19.00% | | |
| Estimate Key: Percentage of workforce covered by trade unions/ collective agreements | Reported | Reported | -LOWMIDTOP |
| Evidence of collective agreements | Yes | Yes | -LOWTOP |
| Employee stock ownership plan (ESOP) or employee stock purchase plan (ESPP) | ESOP or ESPP but scope of coverage is unknown | Sector-leading number of employees eligible for ESOP and/or ESPP | -LOWMIDTOP |
| Scope of workforce eligibility for variable performance-based component to pay | No evidence of variable incentive pay for non-officer staff | Strong performance-based incentive pay structure covers all employees | -LOWMIDTOP |
| Non-compensation benefits including pension and retirement | No evidence | Benefits cover all employees | -LOWMIDTOP |

Performance

| | |
|---|---------------|
| External recognition as employer of choice (last three years) | Not Disclosed |
| Company witnessed strikes / lock-outs in the last three years | No |

External recognition - details

| Year | Awarding authority name | Title of the Award |
|------|-------------------------|--|
| 2022 | Forbes | #360 World's Top Female-Friendly Companies |

Employee turnover

| Year | Annual employee turnover (%) | Details |
|------|------------------------------|--------------------------------------|
| 2024 | 14.00% | |
| 2023 | 15.00% | |
| 2022 | 17.00% | |
| 2021 | 15.00% | |
| 2020 | 12.00% | |
| 2019 | 13.00% | |
| 2018 | 21.00% | |
| 2017 | | |
| 2016 | | No SR 2016 avaiable on 16th Mar 2017 |

Employee Productivity

| Year | Profit per employee (USD '000) |
|------|--------------------------------|
| 2024 | 42 |
| 2023 | 41 |
| 2022 | 51 |
| 2021 | 31 |
| 2020 | 15 |
| 2019 | 24 |
| 2018 | 31 |
| 2017 | 26 |

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.

APPENDIX

CONTENTS

ADDITIONAL ESG ISSUES

CONTROVERSIES DETAIL

ADDITIONAL CORPORATE GOVERNANCE CONTENT

KEY METRIC & SCORE CHANGES

CEO PAY CHARTS

DIRECTOR VOTES

SHAREHOLDER/MANAGEMENT PROPOSALS

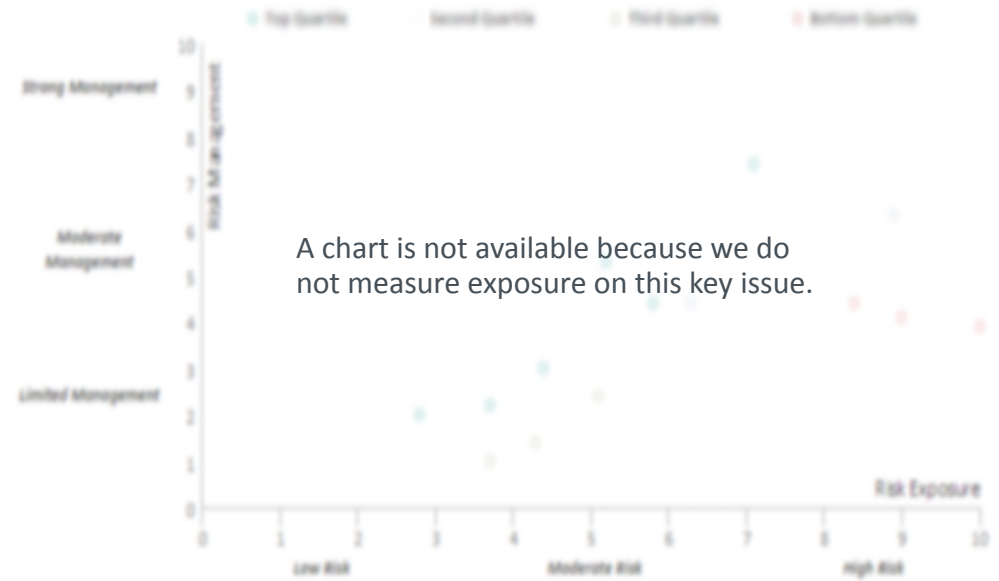
GOVERNANCE STANDARDS

DIRECTOR PROFILES



Anticompetitive Practices

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 5.0 | 0.0 | N/A | | Jul 11, 2022 |



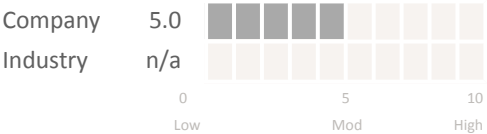
TOP 5 INDUSTRY LEADERS

| | |
|------------------------------------|-----|
| ANHUI CONCH CEMENT COMPANY LIMITED | 5.0 |
| Amrize AG | 5.0 |
| Asia Cement Corporation | 5.0 |
| CHINA JUSHI CO., LTD | 5.0 |
| CRH PUBLIC LIMITED COMPANY | 5.0 |

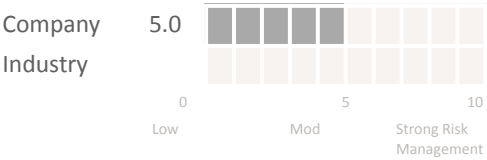
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--|-----|
| The Siam Cement Public Company Limited | 5.0 |
| VULCAN MATERIALS COMPANY | 5.0 |
| SHREE CEMENT LIMITED | 4.2 |
| ULTRATECH CEMENT LIMITED | 4.2 |
| AMBUJA CEMENTS LIMITED | 3.7 |

KEY ISSUE
ASSESSMENT



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

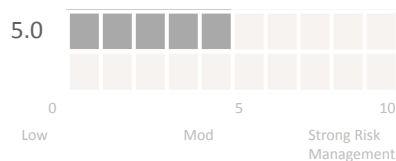


METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory risks relating to anti-competitive practices. Companies successfully avoiding incident score "5", while companies that have faced controversies in the last three years score lower, based on the severity and type of controversy. This Key Issue is discontinued effective November 2020.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

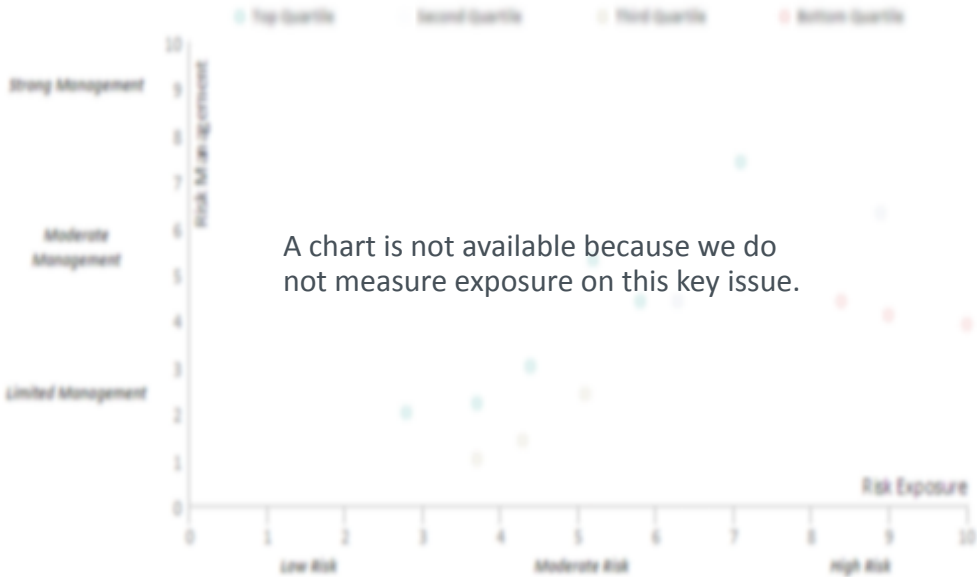
Company
Industry





Business Ethics & Fraud

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 5.0 | 0.0 | N/A | | Sep 16, 2020 |



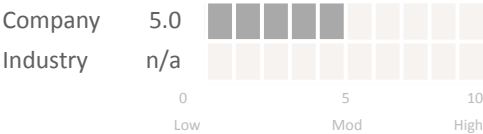
TOP 5 INDUSTRY LEADERS

| | |
|------------------------------------|-----|
| ANHUI CONCH CEMENT COMPANY LIMITED | 5.0 |
| Amrize AG | 5.0 |
| Asia Cement Corporation | 5.0 |
| CHINA JUSHI CO., LTD | 5.0 |
| CRH PUBLIC LIMITED COMPANY | 5.0 |

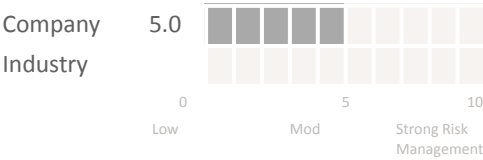
BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--------------------------|-----|
| VULCAN MATERIALS COMPANY | 5.0 |
| AMBUJA CEMENTS LIMITED | 4.2 |
| Cemex, S.A.B. de C.V. | 4.2 |
| Heidelberg Materials AG | 4.2 |
| Holcim AG | 4.2 |

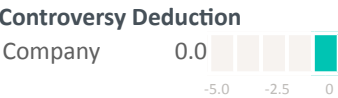
KEY ISSUE
ASSESSMENT



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

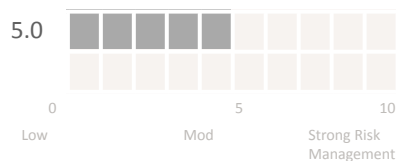


METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory or legal risks or loss of investor confidence due to ethics issues such as fraud, executive misconduct, or insider trading. Companies successfully avoiding incident score "5", while companies that have faced controversies in the last three years score lower, based on the severity and type of controversy. This Key Issue is discontinued effective November 2020.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

Company
Industry

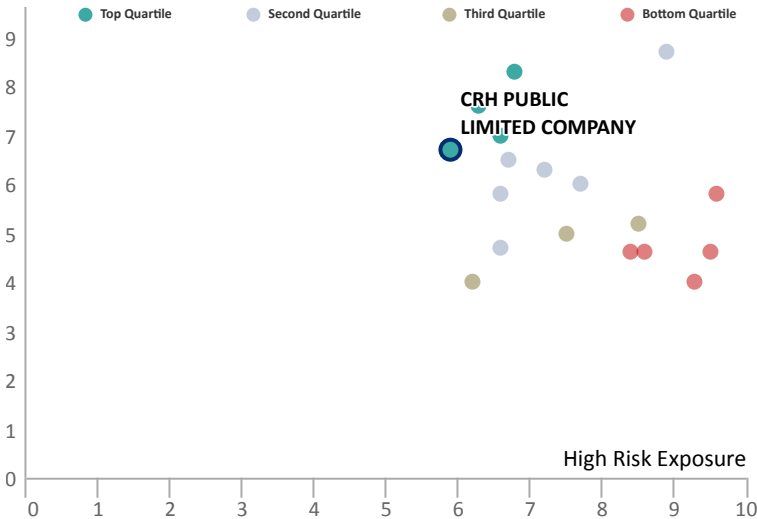




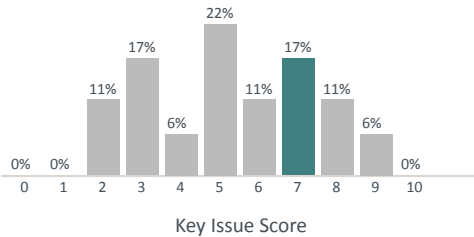
Corruption & Instability

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 7.8 | 0.0 | ●●●● | 0.0% | May 19, 2025 |

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



TOP 5 INDUSTRY LEADERS

| | |
|--|-----|
| TCC Group Holdings CO., LTD. | 8.5 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 8.3 |
| CRH PUBLIC LIMITED COMPANY | 7.8 |
| Heidelberg Materials AG | 7.4 |
| The Siam Cement Public Company Limited | 6.8 |

BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--|-----|
| China National Building Material Company Limited | 3.2 |
| SHREE CEMENT LIMITED | 3.2 |
| AMBUJA CEMENTS LIMITED | 3.0 |
| ANHUI CONCH CEMENT COMPANY LIMITED | 2.1 |
| CHINA JUSHI CO., LTD | 1.7 |

METHODOLOGY NOTE

This issue evaluates the extent to which companies may face regulatory risks or lost market access due to corruption scandals or political and social instability. Scores are based on reliance on government contracts

This issue does not present significant risks or opportunities to the company and with the assigned weight of 0% does not contribute to the overall ESG rating for the company.

MSCI ESG Research provides additional scores on a select set of ESG Issues for all companies on the MSCI ACWI Index and MSCI ACWI IMI Index. Every company on the index receives scores for the following ESG Issues, regardless of whether they contribute to the overall Company ESG Rating.

The additional key issue scores and data available by index are as follows:

- MSCI ACWI: Water Stress, Labor Management, Privacy and Data Security
- MSCI ACWI IMI: Carbon Emissions, Human Capital Development and Tax Transparency

We continue to provide data and scores for the discontinued Key Issues under the ESG Rating model for the MSCI ACWI Index: Corruption & Instability, Business Ethics & Fraud, Anticompetitive Practices.

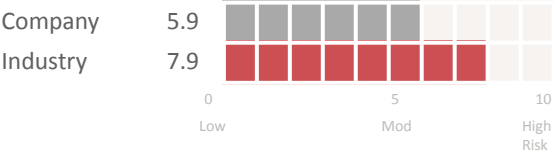


and operations in regions facing political instability or high perceived corruption levels; anti-bribery policies, programs, and transparency; and controversies. This Key Issue is discontinued effective November 2020.

*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

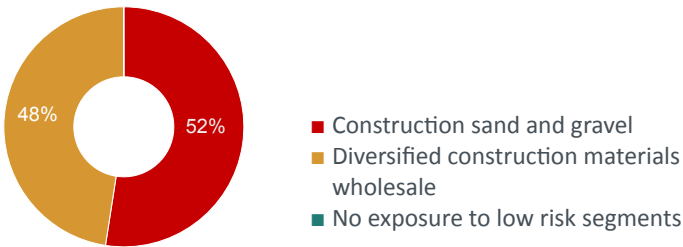
RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Regulatory risks or lost market access due to corruption scandals or political and social instability

Business Types : Percentage of operations in business segments perceived most likely to pay or receive bribes



Source: Bribe Payers Index (Transparency International); State Capture Index (Transparency International); Refinitiv; MSCI ESG Research; company disclosures

Business Locations : Percentage of operations in countries with high/moderate/low level of corruption and political instability, violence or terrorism



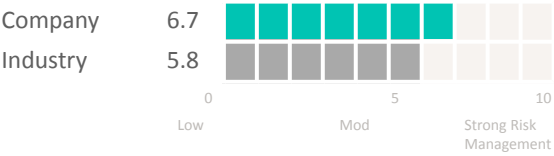
Source: Corruption Perceptions Index (Transparency International); World Governance Indicators (World Bank); Refinitiv; MSCI ESG Research; company disclosures

Additional Drivers of Exposure

Company is reliant on the government sectors for a major proportion: **Not Disclosed**

MANAGEMENT

RISK MANAGEMENT ASSESSMENT



| Description | Company Practice | Best Practice | Practices Score ² | | | |
|---|---|---|------------------------------|-----|-----|-----|
| Policies & Commitments | | | | | | |
| Executive body responsible for managing business ethics and corruption issues | Board-level committee | Board-level committee | - | LOW | MID | TOP |
| Company's bribery and anti-corruption policy | Detailed formal policy on bribery and anti-corruption | Detailed formal policy on bribery and anti-corruption | - | LOW | MID | TOP |
| Scope of anti-corruption policy for suppliers | All suppliers are required to have anti-corruption policies and programs to verify compliance | All suppliers are required to have anti-corruption policies and programs to verify compliance | - | LOW | MID | TOP |
| Business ethics policy covers facilitation payments | Policy prohibits facilitation payments | Policy prohibits facilitation payments | - | LOW | MID | TOP |
| Business ethics policy covers subsidiaries | Policy covers all subsidiaries | Policy covers all subsidiaries | - | LOW | MID | TOP |
| Commitment to external standards for ethics / anti-corruption | | | | | | |
| List of commitments to ethics and anti-corruption mandates | United Nations Global Compact | | | | | |
| | US Foreign Corrupt Practices Act | | | | | |
| | UK Bribery Act | | | | | |
| | US Foreign Corrupt Practices Act and the UK Bribery Act, UNGC | | | | | |
| | US Foreign Corrupt Practices Act and the UK Bribery Act | | | | | |
| | UNDHR,ILO | | | | | |
| World Economic Forum's Partnering Against Corruption Initiative (PACI) | Not Disclosed | Yes | - | LOW | MID | TOP |
| Transparency International's Business Principles for Countering Bribery | Not Disclosed | Yes | - | LOW | MID | TOP |
| Extractive Industry Transparency Initiative (EITI) Principles | Not Disclosed | Yes | - | LOW | MID | TOP |

Programs & Structures

| | | | | | | |
|---|---|---|---|-----|-----|-----|
| Scope of employee training on ethical standards | General statements on employee training on ethical standards | Programs covering all employees (including part-time) and contractors | - | LOW | MID | TOP |
| Internal assurance of compliance with ethical standards | Yes | Yes | - | LOW | MID | TOP |
| Provision of whistleblower protection | Policy provides whistleblowers with protection from retaliation | Policy provides whistleblowers with protection from retaliation | - | LOW | MID | TOP |
| Discloses value of political donations / lobbying expenditure | Yes | Yes | - | LOW | MID | TOP |
| Disclosure of taxes/royalties paid to governments | Yes | Yes | - | LOW | MID | TOP |

Human Rights - Policies and Programs

| | | | | | | |
|---|---|--|---|-----|-----|-----|
| Company's policy indicating support for human rights | Policy aligned with UN Declaration of Human Rights or equivalent | Policy aligned with UN Declaration of Human Rights or equivalent | - | LOW | MID | TOP |
| Extent of philanthropic programs to support local economic development (hospitals, schools, infrastructure) | Less than 1% of profit is invested in philanthropic programs supporting local communities | At least 1% of profit is invested in community development projects addressing local needs | - | LOW | MID | TOP |
| List of commitments to external mandates to protect human rights | UK Modern Slavery Act 2015 | | | | | |
| | International Labour Organization | | | | | |
| | Bill of Human Rights | | | | | |
| | UN Guiding Principles on Business and Human Rights. | | | | | |
| | Bill of Human rights | | | | | |
| | UN Guiding Principles on Business and Human Rights. | | | | | |
| | UNDHR,ILO | | | | | |
| | UNDHR,ILO | | | | | |
| | UN Guiding Principles on Business and Human Rights. | | | | | |

| | | | |
|--|------------------------------------|---|---|
| | UNDHR,ILO | | |
| | UNDHR,ILO | | |
| Policy on ethical business conduct with respect to violence and conflict | Not disclosed | Policy articulated | <div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div> |
| Extension of business ethics policy to contract security providers | Not disclosed | Policy covers all security providers and compliance is ensured by audit | <div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div> |
| Job creation - local hiring | Some efforts to hire local workers | Over 90% of workforce is local | <div><div>-</div><div>LOW</div><div>MID</div><div>TOP</div></div> |

CONTROVERSIES

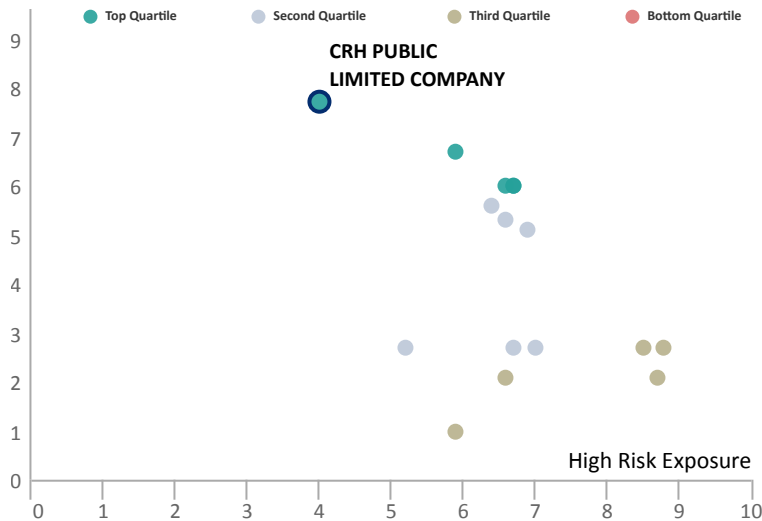
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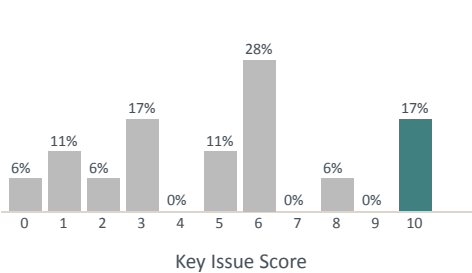
Water Stress

| Score | Change (since rating) | Quartile | Weight | Last score change date |
|-------|-----------------------|----------|--------|------------------------|
| 10.0 | 0.0 | ●●●● | 0.0% | May 19, 2025 |

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION*



TOP 5 INDUSTRY LEADERS

| | |
|--|------|
| CRH PUBLIC LIMITED COMPANY | 10.0 |
| The Siam Cement Public Company Limited | 10.0 |
| ANHUI CONCH CEMENT COMPANY LIMITED | 9.9 |
| Holcim AG | 7.8 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 6.4 |

BOTTOM 5 INDUSTRY LAGGARDS

| | |
|--|-----|
| China National Building Material Company Limited | 2.5 |
| Amrize AG | 2.1 |
| SHREE CEMENT LIMITED | 1.2 |
| AMBUJA CEMENTS LIMITED | 0.9 |
| ULTRATECH CEMENT LIMITED | 0.4 |

METHODOLOGY NOTE

Companies are evaluated on the water intensity of their operations, levels of water stress in their areas of operation and their efforts to manage water-related risks and opportunities.

This issue does not present significant risks or opportunities to the company and with the assigned weight of 0% does not contribute to the overall ESG rating for the company.

MSCI ESG Research provides additional scores on a select set of ESG Issues for all companies on the MSCI ACWI Index and MSCI ACWI IMI Index. Every company on the index receives scores for the following ESG Issues, regardless of whether they contribute to the overall Company ESG Rating.

- The additional key issue scores and data available by index are as follows:
- MSCI ACWI: Water Stress, Labor Management, Privacy and Data Security
 - MSCI ACWI IMI: Carbon Emissions, Human Capital Development and Tax Transparency

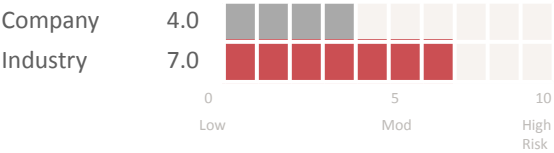
We continue to provide data and scores for the discontinued Key Issues under the ESG Rating model for the MSCI ACWI Index: Corruption & Instability, Business Ethics & Fraud, Anticompetitive Practices.



*[For symbols and terms used in this report, refer to the Glossary section at the end of the report]

EXPOSURE

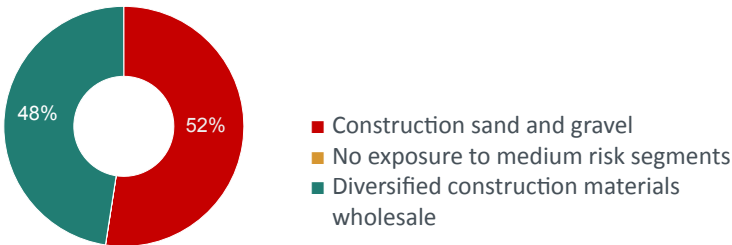
RISK EXPOSURE
ASSESSMENT



Key Drivers of Risk Exposure

Exposure to: Risk of increased cost of input, disputes around access rights to key resources or operational disruptions to production processes requiring water as a critical input

Business Types : Percentage of operations in business segments with high/moderate/low water intensity



Source: IERS' Comprehensive Environmental Data Archive (CEDA); MSCI ESG Research; Refinitiv; company disclosures

Business Locations : Percentage of operations in countries or regions with high/moderate/low percent of territory affected by oversubscription to water resources



Source: WRI Aqueduct; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT

RISK MANAGEMENT
ASSESSMENT



| Description | Company Practice | Best Practice | Practices Score ² |
|--|------------------|---------------|------------------------------|
| Governance and Strategy | | | |
| Implementation of water-efficient production processes | 7.00 | | |
| Percentage of water use from alternative water sources | 56.00% | | |
| Evidence of using alternative water sources | Yes | Yes | <div>-LOWTOP</div> |

Executive body responsible for water management strategy and performance:

| | | | |
|--|-----|-----|-----------------------|
| CEO is responsible for water management strategy and performance | Yes | Yes | <div>-LOWMIDTOP</div> |
|--|-----|-----|-----------------------|

Water Consumption/ Withdrawal Targets

| Baseline Year | Target Year | Target Description | Target Reduction (%) |
|---------------|-------------|---|----------------------|
| | 2020 | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2030 | 100% We have set a 2030 target for 100% of relevant locations to have water management plans in place. | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2030 | The target set was for 75% of such Group companies to have water management plans by 2020. In 2020, 76% of relevant Group companies reported having a water improvement or management plan thus achieving the target. | |
| | 2020 | | |
| | 2020 | | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
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| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |

| Baseline Year | Target Year | Target Description | Target Reduction (%) |
|---------------|-------------|---|----------------------|
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
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| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
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| | 2020 | | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | 2020 | | |
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| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
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| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |

| Baseline Year | Target Year | Target Description | Target Reduction (%) |
|---------------|-------------|---|----------------------|
| | 2020 | | |
| | 2020 | | |
| | 2020 | | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | 2020 | | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
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| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | | 75% of relevant companies to have water efficiency and quality programmes | |
| | 2020 | | |
| | 2020 | | |

Performance

Water performance relative to peers7.00

Water Withdrawal Performance

| Year | Freshwater Withdrawal (m3) | Freshwater Withdrawal Intensity (m3/ USD million sales) |
|------|----------------------------|---|
| 2024 | 91,176,000 | 2,670.36 |
| 2023 | 95,439,000 | 2,674.36 |
| 2022 | 100,936,000 | 3,042.98 |
| 2021 | 98,860,000 | 3,190.99 |
| 2020 | 72,534,000 | 2,629.28 |

| Year | Freshwater Withdrawal (m3) | Freshwater Withdrawal Intensity (m3/ USD million sales) |
|------|----------------------------|---|
| 2019 | 70,655,000 | 2,510.75 |
| 2018 | 81,328,000 | 2,655.61 |
| 2017 | 86,723,000 | 2,863.64 |
| 2016 | 85,844,000 | 3,002.52 |
| 2015 | 52,089,000 | 2,017.22 |
| 2014 | 34,904,000 | 1,525.20 |
| 2013 | 36,000,000 | 1,453.49 |
| 2012 | 36,000,000 | 1,462.46 |
| 2011 | 37,000,000 | 1,579.78 |

Water Consumption Performance

| Year | Freshwater Consumption (m3) | Freshwater Consumption Intensity (m3/ USD million sales) | Details |
|------|-----------------------------|--|---|
| 2024 | 61,900,000 | 1,812.93 | |
| 2023 | 62,400,000 | 1,748.55 | |
| 2022 | 81,900,000 | 2,469.09 | |
| 2021 | | | |
| 2020 | | | |
| 2019 | | | Total water consumption GWT for cement sector |
| 2018 | | | Total water consumption GWT for cement sector |
| 2017 | | | Total water consumption GWT for cement sector |
| 2016 | | | |
| 2015 | 3,100,000 | 120.05 | |
| 2014 | | | |
| 2013 | | | |

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the CRH's current involvement in prominent controversial events or alleged misconduct.

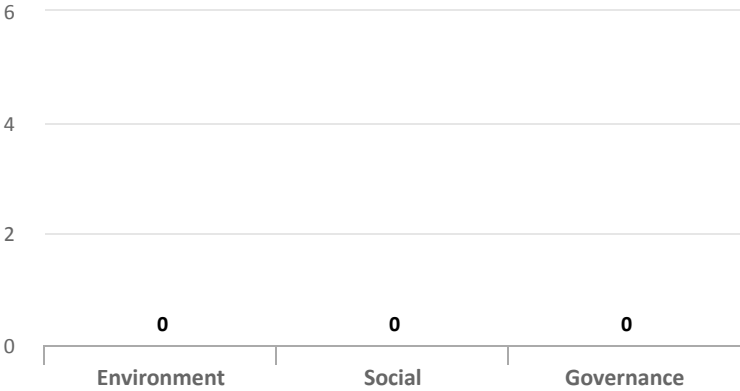
CONTROVERSIES DETAIL

Here you will find the narratives for all controversies relevant to the company. Please note while every controversy case may signal reputational risk, not every controversy is judged to pose material risks; therefore, not every controversy affects the company’s overall rating.

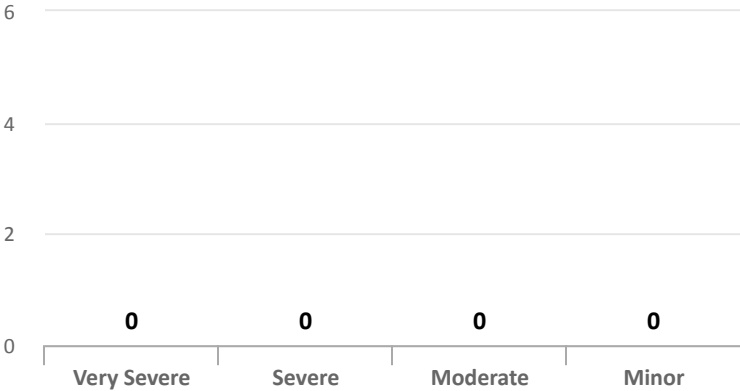
CONTROVERSY CARD

| | ASSESSMENT | | | | CONTROVERSY COUNT |
|---------------------------|----------------|--------|----------|-------|----------------------|
| | VERY SEVERE | SEVERE | MODERATE | MINOR | |
| Environment | | | | | |
| Carbon Emissions | 0 | 0 | 0 | 0 | 0 |
| Water Stress | 0 | 0 | 0 | 0 | 0 |
| Biodiversity & Land Use | 0 | 0 | 0 | 0 | 0 |
| Toxic Emissions & Waste | 0 | 0 | 0 | 0 | 0 |
| Social | | | | | |
| Labor Management | 0 | 0 | 0 | 0 | 0 |
| Health & Safety | 0 | 0 | 0 | 0 | 0 |
| Community Relations | 0 | 0 | 0 | 0 | 0 |
| Governance | | | | | |
| Corruption & Instability | 0 | 0 | 0 | 0 | 0 |
| Business Ethics & Fraud | 0 | 0 | 0 | 0 | 0 |
| Anticompetitive Practices | 0 | 0 | 0 | 0 | 0 |
| Corporate Governance | 0 | 0 | 0 | 0 | 0 |
| Corporate Behavior | 0 | 0 | 0 | 0 | 0 |

NUMBER OF CONTROVERSIES BY PILLAR



NUMBER OF CONTROVERSIES BY ASSESSMENT



CONTROVERSIES

- Very Severe:** Indicates an action by a company that results in a very large impact on society and/or the environment.
- Severe:** Indicates an action by a company that results in a large impact on society and/or the environment.
- Moderate:** Indicates an action by a company that results in a moderate impact on society and/or the environment.
- Minor:** Indicates an action by a company that results in a low impact on society and/or the environment.
- None:** There is no evidence that a company is involved in any controversy.

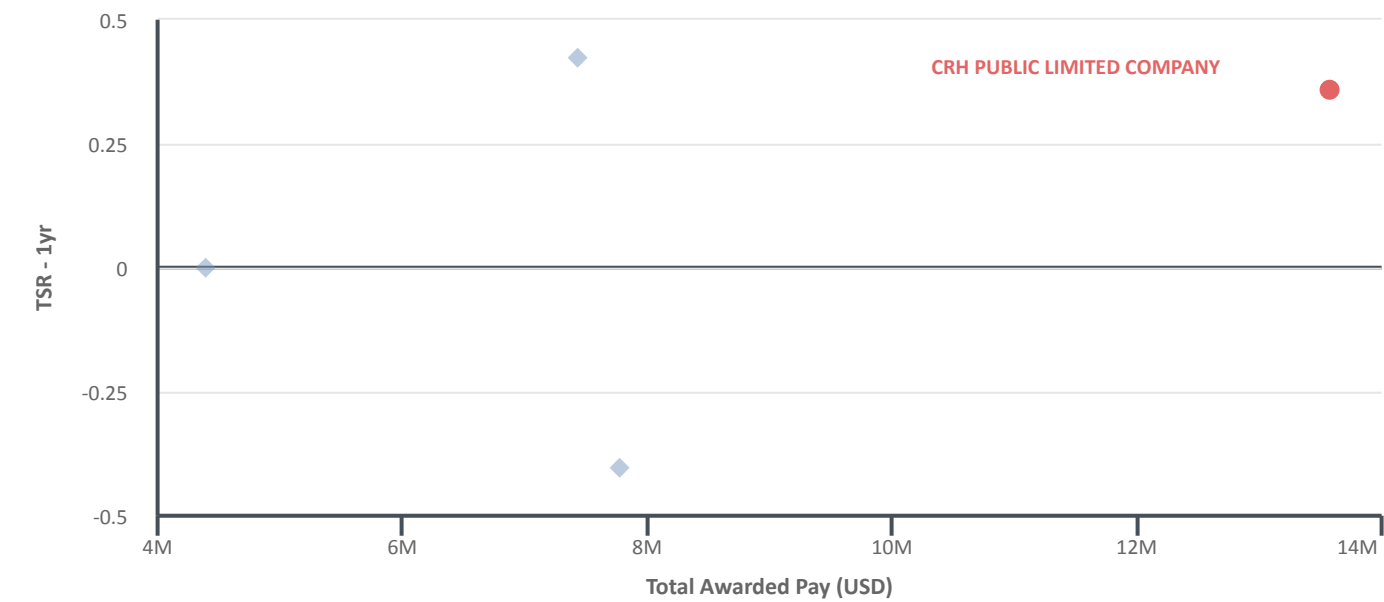
KEY METRIC & SCORE CHANGES

ALL KEY METRIC & SCORE CHANGES (SINCE JULY 2024)

| Key Metric | Key Metric Change | Date | Score Change | Change Notes |
|--|-------------------|--------------|--------------|----------------------------|
| CEO Pay Total Fixed | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Realized | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Awarded | Flag Removed | Aug 21, 2025 | 0.20 | |
| CEO Pay Total Fixed | Flag Added | Jul 24, 2025 | -0.20 | |
| CEO Pay Total Realized | Flag Added | Jul 24, 2025 | -0.20 | |
| CEO Pay Total Awarded | Flag Added | Jul 24, 2025 | -0.20 | |
| Long-Term Pay Performance Versus Peers | Flag Removed | Jun 12, 2025 | 0.20 | |
| Long-Term Pay Performance Versus Peers | Flag Added | May 21, 2025 | -0.20 | |
| Short-Term Pay Performance | Flag Removed | May 08, 2025 | 0.20 | |
| Director Equity Policy | Flag Removed | May 08, 2025 | 0.10 | |
| CEO Equity Policy | Flag Removed | May 08, 2025 | 0.20 | |
| Severance Vesting | Flag Removed | Jan 02, 2025 | 0.10 | |
| Significant Vote Against Pay Practices | Flag Removed | Aug 02, 2024 | 0.10 | AGM voting results updated |

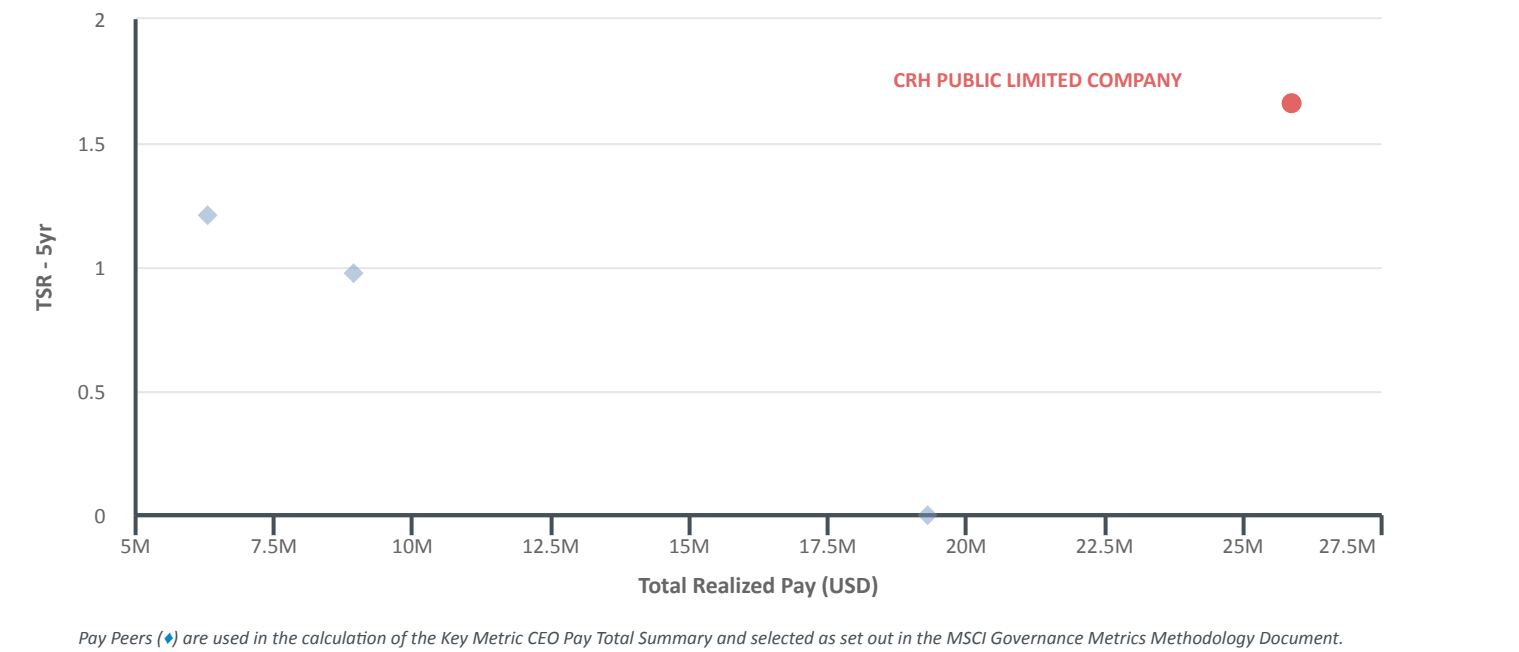
CEO PAY CHARTS

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



DIRECTOR VOTES

| Proxy Year | Name | Age | Tenure | Votes For | Votes Against, Withheld and / or Abstained |
|------------|--------------------------|-----|--------|-----------|--|
| 2025 | Badar Khan | 54 | 4 | 99.2% | 0.8% |
| 2025 | Caroline Dowling | 58 | 4 | 99.2% | 0.8% |
| 2025 | Christina Verchere | 53 | 2 | 99.6% | 0.4% |
| 2025 | Gillian Platt | 71 | 8 | 98.4% | 1.6% |
| 2025 | H. Lamar McKay | 66 | 4 | 97.1% | 3% |
| 2025 | Jim Mintern | 58 | 4 | 99.7% | 0.3% |
| 2025 | Johan Karlström | 68 | 6 | 98.7% | 1.3% |
| 2025 | Mary Rhinehart | 66 | 7 | 98.3% | 1.7% |
| 2025 | Richard (Richie) Boucher | 66 | 7 | 94.3% | 5.7% |
| 2025 | Richard Fearon | 68 | 4 | 96.2% | 3.8% |
| 2025 | Shaun Kelly | 65 | 5 | 99.2% | 0.8% |
| 2025 | Siobhán Talbot | 61 | 6 | 99.1% | 0.9% |

SHAREHOLDER/MANAGEMENT PROPOSALS

MANAGEMENT PROPOSALS

| Proxy Year | Proposal | Proposal Summary | Outcome | Votes For | Votes Against | Abstain/ Withheld% |
|------------|---|---|----------|-----------|---------------|--------------------|
| 2025 | Advisory Vote on Executive Compensation | Proposal 2. To approve, on an advisory basis, the compensation of the Company's Named Executive Officers for 2024 ("Say-on-Pay"): | Approved | 94.3% | 5.4% | 0.3% |
| 2025 | Advisory Vote Frequency | Proposal 3. To approve, on an advisory basis, the frequency of future "Say-on-Pay" votes: | 1 year | | | |
| 2025 | Director & Employee Comp | Proposal 4. To approve the CRH plc Equity Incentive Plan: | Approved | 96.1% | 3.6% | 0.3% |
| 2025 | Auditor Ratification | Proposal 5(a). By separate resolutions: (a) to ratify, in a non-binding vote, the appointment of Deloitte & Touche LLP ('Deloitte U.S.') as the independent registered public accounting firm of the Company for fiscal 2025. | Approved | 97.9% | 1.7% | 0.4% |
| 2025 | Auditor Remuneration | Proposal 5.(b) to authorize, in a binding vote, the Board to fix the compensation of Deloitte U.S., Deloitte Ireland LLP and other Deloitte affiliates: | Approved | 99.7% | 0.1% | 0.3% |
| 2025 | Stock Issuance | Proposal 6. To renew the annual authority of the Board to issue ordinary shares of the Company: | Approved | 96.7% | 3% | 0.3% |
| 2025 | Stock Issuance | Proposal 7. To renew the annual authority of the Board to issue ordinary shares of the Company for cash without first offering shares to existing shareholders: | Approved | 86% | 13.7% | 0.3% |
| 2025 | Other | Proposal 8. To renew the annual authority of the Board to make market purchases and overseas market purchases of ordinary shares of the Company: | Approved | 99.5% | 0.1% | 0.4% |
| 2025 | Other | Proposal 9. To determine the price range at which the Company can re-issue ordinary shares of the Company that it holds as treasury shares: | Approved | 98.8% | 0.7% | 0.4% |
| 2025 | Amend Certificate of Incorporation | Proposal 10. To amend the Company's Articles to clarify the advance notice requirements for Director nominations and other shareholder proposals: | Approved | 99.5% | 0.2% | 0.3% |
| 2025 | Amend Certificate of Incorporation | Proposal 11(a). By separate resolutions, to amend the Company's Articles to: (a) provide for a plurality voting standard in the event of contested Director elections | Approved | 99.6% | 0.1% | 0.3% |
| 2025 | Board Size | Proposal 11. (b) grant the Board sole authority to determine its size and to ensure re-election of at least the minimum number of Directors required: | Approved | 99.1% | 0.6% | 0.3% |
| 2025 | Director Compensation | Proposal 12. To amend the Company's Articles to provide the Board with the ability to determine the fees payable to the non-management Directors and make certain administrative amendments: | Approved | 98.7% | 1% | 0.3% |
| 2024 | Advisory Vote on Executive Compensation | Proposal 2. To approve, on an advisory basis, the Company's Executive Compensation for 2023: | Approved | 96.9% | 3% | 0% |
| 2024 | Auditor Ratification | Proposal 3.(a)to ratify, in a non-binding vote, the appointment of Deloitte as the independent registered public accounting firm of the Company | Approved | 99.9% | 0% | 0% |
| 2024 | Auditor Remuneration | Proposal 3.(b) to authorize, in a binding vote, the Board of Directors to fix the compensation of Deloitte: | Approved | 99.9% | 0% | 0% |
| 2024 | Stock Issuance | Proposal 4. To renew the annual authority of the Board of Directors to issue Ordinary Shares of the Company: | Approved | 96.9% | 3% | 0% |
| 2024 | Stock Issuance | Proposal 5. To renew the annual authority of the Board of Directors to Ordinary Shares of the Company for cash without first offering shares to existing shareholders: | Approved | 87.9% | 12.1% | 0.1% |
| 2024 | Other | Proposal 6. To renew the annual authority of the Board of Directors to make market purchases and overseas market purchases of Ordinary Shares of the Company: | Approved | 99.7% | 0.2% | 0.1% |
| 2024 | Other | Proposal 7. To determine the price range at which the Company can re-issue Ordinary Shares of the Company that it holds as treasury shares: | Approved | 99.5% | 0.4% | 0.1% |
| 2023 | Other | 1.Review of Company's affairs and consideration of Financial Statements and Reports of Directors (including the Governance Appendix1) and Auditors for the year ended 31 December 2022 | Approved | 98.1% | 1.4% | 0% |

| Proxy Year | Proposal | Proposal Summary | Outcome | Votes For | Votes Against | Abstain/ Withheld% |
|------------|--|--|----------|-----------|---------------|--------------------|
| 2023 | Other | 2.Declaration of a dividend on Ordinary Shares | Approved | 100% | 0% | 0% |
| 2023 | Remuneration Report (Policy & Totals In One Vote): Remuneration Report - Advisory | 3.Consideration of Directors’ Remuneration Report | Approved | 89% | 11% | 0% |
| 2023 | Auditor Remuneration | 5.Remuneration of Auditors | Approved | 99.9% | 0.1% | 0% |
| 2023 | Auditor Ratification | 6.Continuation of Deloitte Ireland LLP as Auditors | Approved | 99.2% | 0.7% | 0% |
| 2023 | Stock Issuance | 7.Authority to allot Shares | Approved | 96.5% | 3.5% | 0% |
| 2023 | Other | 8.Disapplication of pre-emption rights | Approved | 97% | 2.3% | 0% |
| 2023 | Other | 9.Authority to purchase own Ordinary Shares | Approved | 98.8% | 1.2% | 0% |
| 2023 | Other | 10.Authority to re-issue Treasury Shares | Approved | 98.8% | 0.5% | 0% |

*For Management Proposals at AGM’s held more than three years ago, please refer to the Screener tool on ESG Manager.



IRELAND



CURRENCY: EURO (EUR)

The main pillar of the Irish legislative framework is the Companies Act. Other applicable rules are the Euronext Dublin Listing Rules, the Irish Takeover Panel Act 1997, the Irish Takeover Rules 2013, the Transparency Regulations 2007 and different EU Directive and Regulations. Listed companies on the Euronext Dublin apply the UK Corporate Governance Code (UK Code) and the Irish Corporate Governance Annex. Listed companies must disclose the level of compliance with the Code in their annual statements.

In Ireland, companies have a one-tier board structure consisting of a board of directors with executive and non-executive members. The board of directors must comprise at least two directors. Directors are appointed by a shareholder vote for a term not exceeding five years. However according to the UK Code, directors should be subject to annual elections. The board of directors can appoint new members when vacancies occur. These director appointments must be ratified by shareholders at the next general meeting. There is no mandatory independence requirement set by the Companies Act, however according to the UK Code, at least half of the board members should be independent for large and mid-cap companies and at least two directors should be independent for smaller companies. The UK Code also recommends that board chair should be independent and not combined with the chief executive role. A senior independent director should be appointed.

Companies must adopt a diversity policy and must ensure that women account for 40% of the board. At least one board member must be resident in the European Economic Area.

Publicly listed companies must establish an audit committee with at least one independent member. The UK Code recommends establishing a nomination, a pay and an audit committee. The pay and the audit committees should comprise at least three members, all of whom independent. The nomination committee should have a majority of independent members.

According to regulatory requirements, companies listed in Ireland must disclose financially impactful related party transactions, which must be approved by a shareholder vote. Any interested parties cannot participate to the vote.

Irish companies must prepare a pay report and a pay policy. The pay report is subject to an annual advisory vote by shareholders. The pay policy is subject to an advisory vote at least every four years.

The Irish market is characterized by a mix of widely held companies and companies with principal shareholders holding between 10% and 30% of the share capital.

Shareholders must be notified at least 21 days in advance of a shareholders general meeting. Shareholder meetings have a quorum of two members. Shareholders representing at least 5% of the paid-up share capital can call a shareholders’ meeting. Shareholders, representing at least 3% of the voting rights, can add items to the agenda. Resolutions are approved by a simple majority of the votes cast. A higher majority of at least 75% of the votes cast is required for special resolutions such as bylaws’ amendments, changes to the company’s share capital, issuance of shares with different voting rights and related party transactions. Meeting minutes must be published within 15 days after the shareholders’ meeting.

Generally, each share carries one vote, however the bylaws can provide for non-voting shares, shares with limited voting rights, preferred financial rights or with multiple voting rights. Voting caps are also allowed.

A mandatory takeover bid is triggered when a bidder acquires more than 30% of the voting rights. A mandatory takeover bid is further triggered if an individual, initially holding between 30% to 50% of the voting rights, increases voting rights by more than 5% in 12 months.

Irish companies must disclose their annual financial statements audited by an external independent auditor. Auditors are appointed, for a one-year term, at the shareholders’ meeting. The maximum auditor tenure is 10 years. Non-audit related services should be disclosed and capped at 70% of the audit fees.

DIRECTOR PROFILES

BADAR KHAN

| | | | |
|--------------|--------------------------|------------|---|
| Age: | 54 | Financial: | No |
| Gender: | M | Risk: | No |
| Nationality: | United States of America | Industry: | Consumer Discretionary Distribution & Retail - Specialty Retail,Utilities - Multi-Utilities |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Badar Khan Non-management Director Key Skills and Experience: Large Scale Infrastructure: As Chief Executive Officer and Director of EVgo, Inc., one of the largest public electric vehicle fast charging networks in the U.S., Badar brings a depth of expertise in large-scale infrastructure. Additionally, until June of 2022, he was the President of National Grid U.S., a segment of the preeminent energy transmission and distribution company, National Grid. Innovator: His extensive leadership experience within the energy sector has been characterized by a pursuit of transformative solutions, harnessing cutting-edge technology to fundamentally reshape how individuals and businesses engage with and utilize energy. He brings that commitment to innovation at CRH. Diverse Regulatory Experience: Badar's regulatory acumen enriches the Board, equipping CRH with the knowledge necessary to adeptly navigate complex legal and environmental challenges, coupled with his experience in international energy services. Additional Skills: Governance, M&A, Talent Management, IT & Cyber Security, Safety & Sustainability, Strategy. Career Highlights: EVgo, Inc. Chief Executive Officer National Grid President, National Grid U.S President, National Grid Ventures Centrica Chief Executive Officer, Direct Energy President, Direct Energy Upstream & Trading Managing Director, British Gas Business SVP, Direct Energy U.S Northeast Other Public Company Boards: EVgo, Inc. [NASDAQ] Education: Bachelor of Engineering, Brunel University Master of Business Administration, The Wharton School of the University of Pennsylvania.

EVgo Inc - Executive, Board Member, CEO Source Date: 04/04/2025

Badar Khan has served as the Companys Chief Executive Officer since November 2023 and as a member of the Board since May 2022 Prior to becoming the Companys Chief Executive Officer Mr Khan served as a Senior Advisor with Global Infrastructure Partners a leading independent infrastructure fund manager from November 2022 until September 2023 Previously from April 2017 to June 2022 he held several roles with National Grid a multinational electricity and gas utility company including President at National Grid US from November 2019 to June 2022 during which he led the companys core US business operations including the provision of electricity natural gas and clean energy solutions to over 20 million people across Massachusetts New York and Rhode Island From April 2017 to November 2019 he was the President of National Grid Ventures a global portfolio of largescale competitive energy projects including electricity interconnectors onshore wind and solar generation competitive electricity transmission and LNG storage and oversaw the creation of National Grid Partners the companys venture capital and innovation arm Mr Khan previously worked at Centrica plc a multinational energy and services company for 14 years in the UK and US including from 2013 to 2017 as Chief Executive Officer of Direct Energy the North American subsidiary that provides electricity natural gas and home services Prior to that he was an officer of a startup private retail energy company in the US and also worked in management consulting with Deloitte Consulting Mr Khan has served on the board of directors of CRH plc a manufacturer and supplier of building materials since October 2021 He has a degree in engineering from Brunel University in London and an MBA from the Wharton School of the University of Pennsylvania EVgo believes that Mr Khan is qualified to serve as a director because of his operational expertise gained from serving as EVgos Chief Executive Officer and his extensive professional experience in the energy sector

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|------------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| EVgo Inc | Executive, Board Member, CEO | 3 | May 18, 2022 | | No | Yes | |
| CRH PUBLIC LIMITED COMPANY | Board Member | 4 | Oct 27, 2021 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Audit | Member |
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Member |
| CRH PUBLIC LIMITED COMPANY | Nomination | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.2% | 0.8% |
| EVgo Inc | 2025 | 93.3% | 6.7% |

EXECUTIVE PAY (all values USD)

| Company | Role | Tenure | Pay Year | Total Annual Pay | Total Awarded Pay | Total Realized Pay | Shares Held |
|----------|------|--------|----------|------------------|-------------------|--------------------|-------------|
| EVgo Inc | CEO | 3 | 2023 | 1,226,725 | 5,093,394 | 1,226,725 | 487,494 |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 4 | 2024 | 178,000 | 179,000 | 2,500 |



CAROLINE DOWLING

| | | | |
|--------------|---------|------------|--|
| Age: | 58 | Financial: | No |
| Gender: | F | Risk: | No |
| Nationality: | Ireland | Industry: | Technology Hardware & Equipment - Electronic Equipment, Instruments & Components |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Caroline Dowling Non-management Director Key Skills and Experience: Leadership: Caroline is the former Business Group President of Flex, a \$26 billion industry-leading, Fortune Global 500 electronics manufacturing services provider with more than 200,000 employees and operations in 30 countries. In this role she led the Telecommunications, Enterprise Compute, Networking and Cloud Data Center and the Global Services Division. Supply Chain Optimization: She brings insights to the Board that are reflective of the Group’s experience with complex supply chains. Her leadership was instrumental in propelling growth, fostering innovation, and achieving operational excellence throughout Flex. Global Technology Sector Expertise in Marketing, Retail, Sales and Service: Caroline held a wide range of senior executive roles at Flex over the course of 16 years, including President of NOVO & technical services and SVP of Global business development. She garnered extensive leadership experience in a diverse range of areas in the IT industry across all strategy, marketing and sales functions. Experienced Board Member: Current member of a number of public and private boards providing strategic guidance. Additional Skills: M&A, IT & Cyber Security, Talent Management, Compensation, Safety & Sustainability, Strategy. Career Highlights: Flex Business Group President The Dii Group Vice President of Europe Director of European Business Other Public Company Boards: DCC [LSE] IMI [LSE] Education: Diploma in Environmental, Social and Governance, Corporate Governance Institute.

DCC PUBLIC LIMITED COMPANY - Board Member, Lead Director Source Date: 06/11/2025

CAROLINE DOWLING Non-executive Director, Senior Independent Director Date of appointment: May 2019 Expertise: Caroline is a highly experienced business leader with extensive global knowledge in the technology sector, specifically electronic, technical and logistic services. Caroline was, until her retirement in February 2018, the Business Group President of Flex, an industryleading, Fortune Global 500 company with operations in 30 countries. In this role, she led the Telecommunications, Enterprise Compute, Networking and Cloud Data Centre businesses and was also responsible for managing the Global Services Division, supporting complex supply chains. Caroline was previously a non-executive director of the Irish Industrial Development Agency. Caroline’s leadership experience and areas of expertise are particularly relevant to key sectors in which DCC operates. Key external appointments: Non-executive director of CRH plc.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|-----------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 4 | Mar 22, 2021 | | Yes | Yes | |
| DCC PUBLIC LIMITED COMPANY | Board Member, Lead Director | 6 | May 13, 2019 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------|----------|
| CRH PUBLIC LIMITED COMPANY | Audit | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Member |
| DCC PUBLIC LIMITED COMPANY | Audit | Member |
| DCC PUBLIC LIMITED COMPANY | Pay | Member |
| DCC PUBLIC LIMITED COMPANY | Risk | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.2% | 0.8% |
| DCC PUBLIC LIMITED COMPANY | 2025 | 96.8% | 3.2% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 4 | 2024 | 160,000 | 182,000 | 1,000 |
| DCC PUBLIC LIMITED COMPANY | Lead Director | 6 | 2025 | 105,515 | 129,864 | 800 |
| IMI PLC | Non-Executive | | 2024 | 96,435 | 134,007 | 3,014 |

CHRISTINA VERCHERE

Age: 53

Gender: F

Nationality: United States of America

Financial: No

Risk: No

Industry: Energy - Oil, Gas & Consumable Fuels

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Christina Verchere Non-management Director Key Skills and Experience: Oil & Gas Sector Expertise: Christina brings over 25 years of experience from the capital-intensive oil and gas sector. She currently serves as Chief Executive Officer of OMV Petrom S.A. (OMVP) since 2018. OMVP is the largest integrated energy producer in Southeastern Europe and is active across the energy value chain from oil and gas production to power generation and supply. International Leadership: Prior to joining OMVP, Christina spent over 20 years working with BP where she held a variety of senior leadership positions across multiple regions, including the UK, the U.S., Canada and Indonesia and was responsible for the restructuring of BP’s Upstream business into a functional model. Additional Skills: M&A, Accounting, Internal Control and Financial Expertise, Talent Management, Safety & Sustainability, Strategy. Career Highlights: OMV Petrom Chief Executive Officer BP Regional President, Asia Pacific President and CEO, BP Canada VP Upstream Program Management Office Other Public Company Boards: OMV Petrom S.A. [BVB] Education: Master of Economics Science, University of Aberdeen.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 2 | Mar 20, 2023 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------|----------|
| CRH PUBLIC LIMITED COMPANY | Audit | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.6% | 0.4% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 2 | 2024 | 160,000 | 160,000 | 1,000 |

GILLIAN PLATT

Age: 71
Gender: F
Nationality: Canada

Financial: Yes
Risk: No
Industry: Insurance - Insurance, Capital Goods - Trading Companies & Distributors

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Gillian L. Platt Non-management Director Key Skills and Experience: Human Resources & People Development: Gillian's background in human resources and talent management brings an invaluable people perspective to the Board. During her executive career, Gillian has held several senior leadership positions across multiple industries and geographies. Most recently Gillian held the position of Executive Vice President and Chief Human Resources Officer at Finning International, Inc. (the world's largest Caterpillar equipment dealer) with global responsibility for human resources, talent development and communications. Strategy & Communications: Gillian has held considerable responsibility in strategy development and communications, and prior to her tenure at Finning International, held senior executive roles at Aviva, the multinational insurance company as Executive Vice President Human Resources and Executive Vice President Strategy and Corporate Development. Additional Skills: Governance, Compensation, Safety & Sustainability. Career Highlights: Finning International, Inc. Executive Vice President & Chief Human Resources Officer Aviva Executive Vice President, Human Resources & Corporate Affairs Executive Vice President, Strategy & Corporate Development Other Public Company Boards: Interfor Corporation [TSX] Education: Bachelor of Arts, University of Western Ontario Master of Education, University of Toronto.

INTERFOR CORPORATION - Board Member Source Date: 03/12/2025

Ms. Platt is a non-executive director and former Senior Independent Director of CRH plc (LSE: CRH, ISE: CRG, NYSE: CRH), an Irish based building materials group and has served on that board since January 2017. From 2014 to 2016, she was the Executive Vice President and Chief Human Resources Officer at Finning International Inc. (TSX: FTT) with global responsibility for human resources, talent development and corporate communications. Prior to joining Finning, Ms. Platt was Executive Vice President, Human Resources & Corporate Affairs and Executive Vice President, Strategy & Corporate Development at Aviva, a multinational insurance company. She served as Vice President, Human Resources Planning and Development for Hudson's Bay Company and Senior Vice President, Corporate Affairs and Human Resources for Ontario Municipal Employees Retirement System. Ms. Platt holds a Bachelor of Arts from the University of Western Ontario and a Masters of Education from the University of Toronto.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 8 | Jan 01, 2017 | | Yes | Yes | |
| INTERFOR CORPORATION | Board Member | 9 | Oct 03, 2016 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Member |
| CRH PUBLIC LIMITED COMPANY | Nomination | Member |
| INTERFOR CORPORATION | Pay | Member |
| INTERFOR CORPORATION | Corporate Governance | Chair |
| INTERFOR CORPORATION | Nomination | Chair |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 98.4% | 1.6% |
| INTERFOR CORPORATION | 2025 | 97.1% | 2.9% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 8 | 2024 | 178,000 | 179,000 | 1,157 |
| INTERFOR CORPORATION | Non-Executive | 9 | 2024 | 71,021 | 136,015 | 37,973 |

H. LAMAR MCKAY

Age: 66

Gender: M

Nationality: United States of America

Financial: No

Risk: No

Industry: Energy - Oil, Gas & Consumable Fuels

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member, Lead Director Source Date: 03/28/2025

Lamar McKay Senior Independent Director & Nonmanagement Director Key Skills and Experience: Leadership: Lamar is a distinguished executive with an impressive legacy spanning over 40 years in the global energy sector. His career includes a succession of senior executive roles at BP, particularly following its strategic merger with Amoco. From April 2016 to February 2020, he served as the Deputy Group Chief Executive Officer. Throughout his tenure, Lamar spearheaded BP’s worldwide Upstream Division and was the Chairman and CEO of BP Americas. Government Relations and Regulatory Oversight: Lamar was responsible for BP’s interests in the TNK BP joint venture. His leadership was critical during his time as CEO of BP Americas, where he also served as President of the Gulf Coast Restoration Organization, guiding essential response and restoration initiatives in the aftermath of the Deepwater Horizon incident. Technical Expertise in Geological Science, Engineering and Chemical Processes: He is Nonexecutive Chair of APA Corporation, an independent energy company that explores for, develops and produces natural gas, crude oil and natural gas liquids. Capital Allocation: Deep understanding of the oil and gas sector, a sector that has many similarities to the building materials sector given its capital intensive nature along with extensive M&A experience. Additional Skills: Governance, Building Materials or Capital Intensive Industry Experience, IT & Cyber Security, Compensation, Safety & Sustainability, Strategy. Career Highlights: BP (and Amoco prior to acquisition) Deputy Chief Executive Officer Chief Transformation Officer Chief Executive, Worldwide Upstream Business Chair and President, BP Americas Executive Vice President Head of Strategy Other Public Company Boards: APA Corporation [NYSE] Education: Bachelor of Science, Mississippi State University

APA CORPORATION - Board Member, Chairman Source Date: 04/10/2025

H. LAMAR MCKAY Reasons for Nomination to Our Board: Mr. McKay spent his entire career at a major international oil and gas company. His extensive experience and global perspective assist the Board in the assessment and management of risks faced by natural gas and oil companies. Mr. McKay’s deep level of industry expertise has been critical to the Board’s ability to oversee APA’s complex capital investment and portfolio-related initiatives, including safe and on-budget maintenance turnarounds, modernization efforts, advancement of exploration and appraisal programs, and streamlining of portfolio assets. His experience as Chair of our Board includes time spent working closely with the rest of the Board, the management team, and our stakeholders. In particular, he is heavily involved in APA’s shareholder engagement and sustainability efforts. Additional Qualifications: NACD-sponsored CERT Certificate in Cyber-Risk Oversight from Carnegie Mellon University’s Software Engineering Institute. Career Highlights: BP p.l.c. (and Amoco prior to acquisition), 1980-2020 – Chief Transition Officer; Deputy Chief Executive Officer; Chief Executive, Worldwide Upstream Business; Chair and President, BP America; Executive Vice President; Head of Strategy.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|-----------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| APA CORPORATION | Board Member, Chairman | 4 | Feb 04, 2021 | | Yes | Yes | |
| CRH PUBLIC LIMITED COMPANY | Board Member, Lead Director | 4 | Dec 03, 2020 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Pay | Chair |
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Member |
| CRH PUBLIC LIMITED COMPANY | Nomination | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| APA CORPORATION | 2025 | 96.3% | 3.7% |
| CRH PUBLIC LIMITED COMPANY | 2025 | 97.1% | 3% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| APA CORPORATION | Chair | 4 | 2024 | 200,000 | 499,934 | 35,447 |
| CRH PUBLIC LIMITED COMPANY | Lead Director | 4 | 2024 | 224,000 | 224,000 | 4,000 |

JIM MINTERN

Age: 58

Gender: M

Nationality: Ireland

Financial: Yes

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Executive, Board Member, CEO Source Date: 03/28/2025

Jim Mintern Chief Executive Officer & Executive Director Key Skills and Experience: Leadership: As the Chief Executive Officer and with more than two decades at CRH and over 30 years in the construction and materials industry, Jim has a wealth of experience and a proven record of leading diverse teams across global, national and local levels to drive growth, innovation and operational excellence. Prior to becoming Chief Executive Officer, Jim served as Chief Financial Officer of CRH, overseeing the Company’s global financial operations and the strategic transition of CRH’s primary listing to the U.S. and the NYSE in 2023. Before that, he held several other senior leadership roles at operational, country, regional and divisional levels for CRH across the group. M&A: Wide-ranging M&A and capital allocation experience. Deep and comprehensive knowledge of U.S. and international markets and operating conditions. Accounting and Financial Expertise: Extensive accounting, internal control, financial management and operational experience. Fellow of Chartered Accountants Ireland. Additional Skills: Building Materials or Capital Intensive Industry Experience, IT & Cyber Security, Capital Markets, Safety & Sustainability, Strategy. Career Highlights: CRH Chief Executive Officer Chief Financial Officer Other Public Company Boards: None Education: Bachelor of Commerce/Business and Master’s in Accounting, University College Dublin.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|------------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Executive, Board Member, CEO | 4 | Jun 01, 2021 | | No | Yes | |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.7% | 0.3% |

EXECUTIVE PAY (all values USD)

| Company | Role | Tenure | Pay Year | Total Annual Pay | Total Awarded Pay | Total Realized Pay | Shares Held |
|----------------------------|------|--------|----------|------------------|-------------------|--------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | CEO | 4 | 2024 | 2,554,258 | 5,699,182 | 5,776,882 | 35,757 |

JOHAN KARLSTRÖM

| | | | |
|--------------|--------|------------|---|
| Age: | 68 | Financial: | No |
| Gender: | M | Risk: | No |
| Nationality: | Sweden | Industry: | Capital Goods - Construction & Engineering, Commercial & Professional Services - Commercial Services & Supplies |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Johan Karlström Non-management Director Key Skills and Experience: Global Construction Experience: As the former President and Chief Executive Officer of Skanska AB, a preeminent multinational construction and project development firm, Johan has a deep understanding of global markets that he brings to the board. His career encompasses a diverse array of global leadership roles across the United States and Europe, culminating in his tenure as President and Chief Executive from 2008 to his retirement. Prior to this, he was President and Chief Executive Officer of BPA (now Bravida), a publicly listed mechanical and installation group, from 1996 to 2000. Sustainability Leader: Led Skanska's Green Construction Initiative, with the aim of developing environmentally friendly solutions for their customers. This sustainability ethos continues to drive Johan's leadership in the dynamic field of construction. Additional Skills: Governance, M&A, Building Materials or Capital Intensive Industry Experience, Talent Management, Compensation, Safety & Sustainability, Strategy. Career Highlights: Skanska AB President and Chief Executive Officer BPA (now Bravida) President and Chief Executive Officer Other Public Company Boards: Sandvik AB [NASDAQ Stockholm] (former in last 5 years) Education: Master of Science, Engineering, KTH Royal Institute of Technology.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|--------------|--------|--------------|--------------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 6 | Sep 25, 2019 | | Yes | Yes | |
| Skanska AB | Executive | | Jan 01, 2008 | Jan 01, 2018 | No | Yes | |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 98.7% | 1.3% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 6 | 2024 | 160,000 | 160,000 | 2,000 |

MARY RHINEHART

Age: 66

Gender: F

Nationality: United States of America

Financial: Yes

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Mary K. Rhinehart Non-management Director Key Skills and Experience: Building Materials Sector: Mary brings a wealth of leadership and experience from within the building materials industry, having served more than 40 years with the Berkshire Hathaway group of companies. This included CEO and Chair of Johns Manville Corporation, a leading global manufacturer of premium-quality building products and engineered specialty materials, and now as NonExecutive Chair of Johns Manville and Non-Executive Chair of Ply Gem Holdings Inc., a leader in exterior building products in North America and Lead Director of CoBiz Financial. Strategic Management Expert: Prior to becoming CEO, Mary was EVP Finance and CFO at Johns Manville. She held key strategic roles as a P&L leader of several business units and key leadership roles in finance, global treasury, global supply chain, human resources and business development. Additional Skills: M&A, Capital Allocation, Accounting, Internal Control & Financial Expertise, Governance, Talent Management, Compensation, Strategy. Career Highlights: Johns Manville Chief Executive Officer and Chair SVP and CFO VP Finance VP Controller & Treasurer Other Public Company Boards: Graphic Packaging Holding Company [NYSE] Education: Bachelor of Finance, University of Colorado Master of Business Administration, University of Denver.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 7 | Oct 01, 2018 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Pay | Member |
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Member |
| CRH PUBLIC LIMITED COMPANY | Nomination | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 98.3% | 1.7% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|-----------------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 7 | 2024 | 213,000 | 213,000 | 1,296 |
| GRAPHIC PACKAGING HOLDING COMPANY | Non-Executive | | 2024 | 120,000 | 280,013 | 27,250 |



PATRICK DECKER

| | | | |
|--------------|---------------|------------|---|
| Age: | 60 | Financial: | No |
| Gender: | M | Risk: | No |
| Nationality: | Not Disclosed | Industry: | Capital Goods - Machinery, Capital Goods - Construction & Engineering |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Patrick Decker is the retired president and CEO of Xylem Inc., a leading global water technology and solutions provider, serving as president and CEO from March 2014 through Dec. 2023. Prior to leading Xylem, he served as president and CEO of Harsco Corporation, a global industrial products and services company, from 2012 until 2014. Previously, he served in various leadership roles at Tyco from 2003 until 2012, including as president, Tyco Flow Control, a global provider of industrial solutions to the energy and water sectors. Before joining Tyco, he spent 12 years with Bristol-Myers Squibb holding various financial and operational roles, predominantly in its Latin America and Asia divisions. He started his career with Price Waterhouse. Currently, Mr. Decker serves on the Board of Johnson Controls International, a global leader in smart, healthy and sustainable buildings, serving a wide range of customers in more than 150 countries. He also serves on the Board of Mass Eye and Ear, a Harvard medical teaching hospital and the world’s largest hearing and vision research center. He holds a Bachelor of Science degree in Accounting and Finance from Indiana University. He serves on the Global Dean’s Council for Kelley School of Business at Indiana University.

JOHNSON CONTROLS INTERNATIONAL PUBLIC LIMITED COMPANY - Board Member Source Date: 01/21/2025

Mr. Decker served as President and CEO of Xylem Inc., a leading water technology provider, from March 2014 until his retirement in December 2023. Prior to leading Xylem, Mr. Decker served as president and CEO of Harsco Corporation, a global industrial products company, from 2012 until 2014. Prior to Harsco, he served in various leadership roles at Tyco International from 2003 until 2012, including as president, Tyco Flow Control, a global provider of industrial solutions to the energy and water sectors. Prior to Tyco, Mr. Decker served with Bristol-Myers Squibb for twelve years in financial and operational roles, predominantly in its Latin America and Asia divisions. He started his career at Price Waterhouse LLP. Mr. Decker Serves on the advisory council for the Dean of the Kelley School of Business at Indiana University and was a founding member of the Bipartisan Council on Infrastructure. Value Delivered to our Board: Global leadership experience transforming Xylem from an industrial products company to an advanced technology, services and solutions enterprise. Extensive knowledge of emerging markets and relevant industries. Experience leading corporate sustainability initiatives, including driving and expanding Xylem’s initiatives to address water scarcity and support resilient water infrastructure. Expertise in strategy, business operations, sustainability, finance and risk management through his roles as CEO of Xylem and Harsco. Deep experience leading and integrating transformative acquisitions and executing strategic transactions.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---|--------------|--------|--------------|--------------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | | Oct 01, 2025 | | Yes | Yes | |
| JOHNSON CONTROLS INTERNATIONAL PUBLIC LIMITED COMPANY | Board Member | 1 | Jul 31, 2024 | | Yes | Yes | |
| XYLEM INC. | Executive | | Mar 17, 2014 | Dec 31, 2023 | No | Yes | |
| ENVIRI CORPORATION | Executive | | Oct 29, 2012 | Feb 28, 2014 | No | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|---|----------------|----------|
| JOHNSON CONTROLS INTERNATIONAL PUBLIC LIMITED COMPANY | Pay | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|---|------|-------|--|
| JOHNSON CONTROLS INTERNATIONAL PUBLIC LIMITED COMPANY | 2025 | 99.1% | 0.9% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|---|---------------|--------|----------|-----------|-------------------|-------------|
| JOHNSON CONTROLS INTERNATIONAL PUBLIC LIMITED COMPANY | Non-Executive | 1 | 2024 | 24,429 | 129,429 | 0 |

RICHARD (RICHIE) BOUCHER

| | | | |
|--------------|---------|------------|---------------|
| Age: | 66 | Financial: | Yes |
| Gender: | M | Risk: | No |
| Nationality: | Ireland | Industry: | Banks - Banks |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member, Chairman Source Date: 03/28/2025

Richie Boucher Independent Chair and Nonmanagement Director Key Skills and Experience: Leadership: Richie brings extensive leadership experience across the financial services sector, with a distinguished career spanning executive and board-level roles in major global institutions. He served as Chief Executive Officer of Bank of Ireland from February 2009 to October 2017, where he led the bank through a period of significant transformation and strategic growth. Financial Services: Prior to his tenure as Chief Executive Officer, Richie held key senior management positions at various banks in various geographies, including Bank of Ireland, Royal Bank of Scotland and Ulster Bank where he developed deep expertise in corporate strategy, risk management, and operational leadership. He has also served as President of the Institute of Banking in Ireland and the Irish Banking Federation, contributing to the advancement of industry standards and leadership in financial services. M&A: Comprehensive knowledge and involvement in M&A activities and strategic initiatives across U.S. and European markets. Additional Skills: Governance, Capital Allocation, Capital Markets, Talent Management, Compensation, Strategy. Career Highlights: Bank of Ireland Chief Executive Officer Royal Bank of Scotland Ulster Bank President of the Institute of Banking and the Irish Banking Federation Other Public Company Boards: Kennedy-Wilson Holdings, Inc. [NYSE] Eurobank Ergasias S.A. [ATH] (former in last 5 years) Education: Bachelor of Arts in Economics, Trinity College Dublin.

KENNEDY-WILSON HOLDINGS, INC. - Board Member Source Date: 04/25/2025

Richard Boucher Director Committees: Capital Markets (Chair) and ESG (Chair) Mr. Boucher has served as a director of the Company since 2018. Mr. Boucher served as Group Chief Executive Officer and Executive Director of the Bank of Ireland Group from February 2009 until his retirement in October 2017. Mr. Boucher joined the Bank of Ireland Group in 2004 where he also served as the Chief Executive of Retail Financial Services Ireland and as the Chief Executive for Corporate Banking. Prior to joining the Bank of Ireland Group, Mr. Boucher served as Regional Managing Director for Corporate Banking, London and South East England for the Royal Bank of Scotland. From 2017 to May 2019, Mr. Boucher served as a member of the board of directors of Atlas Mara plc (LSE: ATMA), a financial services company that operates in Africa. During that time, Mr. Boucher also served as the chairman of Atlas Mara's remuneration committee and as a member of the risk and audit committees. Since 2018, Mr. Boucher has also served as a member of the board of directors of CRH plc (LSE: CRH), an international building materials company and since January 2020, Mr. Boucher has served as the chairman of CRH plc's board. In October 2020, Mr. Boucher also joined as a member of the board of directors of ClonBio Group Limited, a renewable energy business, and has served as chairman of ClonBio Group Limited since April 2021. Mr. Boucher also currently serves as a member of CRH plc's remuneration, risk and acquisition committees. Since 2017, Mr. Boucher has served as a member of the board of directors of Eurobank Ergasia SA (Athens: EUROB), a Greek bank, and has also served as the chairman of its risk committee and as a member of its audit committee. Mr. Boucher received his B.A. (Mod) in Economics from Trinity College. Mr. Boucher was selected to serve as a member of our Board of Directors because of his significant experience in business transactions in Europe and his deep understanding of the global capital and financial markets.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|-------------------------------|------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| KENNEDY-WILSON HOLDINGS, INC. | Board Member | 7 | Oct 31, 2018 | | Yes | Yes | |
| CRH PUBLIC LIMITED COMPANY | Board Member, Chairman | 7 | Mar 01, 2018 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Pay | Member |
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Chair |
| CRH PUBLIC LIMITED COMPANY | Nomination | Chair |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 94.3% | 5.7% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|-------------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Chair | 7 | 2024 | 769,000 | 794,000 | 23,300 |
| KENNEDY-WILSON HOLDINGS, INC. | Non-Executive | 7 | 2024 | 170,000 | 347,275 | 69,654 |



RICHARD FEARON

Age: 68

Gender: M

Nationality: United States of America

Financial: Yes

Risk: No

Industry: Capital Goods - Electrical Equipment

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Richard Fearon Non-management Director Key Skills and Experience: Chief Financial and Planning Officer: Richard brings financial leadership and risk management experience to the board. Until March 2021, he served as Vice Chairman and Chief Financial and Planning Officer of Eaton Corporation, a preeminent global power management entity, where he had an impactful tenure from 2002 and 2009, respectively. Operational Expertise: He brings a wealth of risk management expertise underpinned by his oversight of multiple critical operational and strategic functions. These include areas such as accounting, control, corporate development, M&A, capital allocation, information systems, internal audit, investor relations, strategic planning, tax and treasury functions. Diverse Leadership Experience: A wide range of industry-leading corporations and consultancies. Additional Skills: Accounting, Governance, Building Materials or Capital Intensive Industry Experience, IT & Cyber Security, Safety & Sustainability, Strategy. Career Highlights: Eaton Corporation plc Vice Chairman Chief Financial Officer and Planning Officer Transamerica Corporation NatSteel Ltd. The Walt Disney Company Booz Allen & Hamilton The Boston Consulting Group Other Public Company Boards: Avient Corporation [NYSE] Crown Holdings, Inc. [NYSE] Waters Corporation [NYSE] Eaton Corporation plc (former in last 5 years) [NYSE] Hennessy Capital Investment Corp. VI (former in last 5 years) [NYSE] Education: Juris Doctor, Harvard Law School Master of Business Administration, Harvard Business School Bachelor of Arts in Economics, Stanford University.

CROWN HOLDINGS, INC. - Board Member Source Date: 03/24/2025

richard Fearon. Mr. Fearon, the former Vice Chairman and CFO of an NYSE-listed global, diversified manufacturing company, brings to the Board comprehensive knowledge of financial accounting and extensive experience in financial reporting, corporate finance and capital markets, corporate development, strategic planning, mergers and acquisitions, risk management and investor relations. He also oversaw his company's information security program for more than 10 years and chaired its senior management committee on information security. Mr. Fearon's experience qualifies him as an "audit committee financial expert" within the meaning of SEC regulations. In addition, his service as Chairman of an NYSE-listed global provider of specialized polymers also provides significant governance experience. Mr. Fearon also serves as a director of two other NYSE-listed companies.

AVIENT CORPORATION - Board Member, Lead Director Source Date: 03/27/2025

Richard H Fearon NonExecutive Chairman of our Board since 2023 Prior to serving as Board Chair Mr Fearon served as Lead Director of our Board from 20152023 Retired Chief Financial and Planning Officer of Eaton plc Eaton a global manufacturing company Mr Fearon served as Chief Financial and Planning Officer of Eaton from 2002 and as Vice Chairman from 2009 until his retirement in 2021 In his position at Eaton Mr Fearon was responsible for the accounting control corporate development information systems internal audit investor relations strategic planning tax and treasury functions of Eaton Prior to Eaton Mr Fearon worked at several large diversified companies including Transamerica Corporation NatSteel Limited and The Walt Disney Company Qualifications Attributes Skills and Experience We believe that Mr Fearons years of experience as Eatons Chief Financial Officer together with his years of service at other large global companies enable him to provide the Board with important insight and leadership He has comprehensive knowledge of financial accounting standards and extensive experience in financial statement preparation corporate finance corporate development risk management and investor relations As an individual with extensive experience as an executive and leader at a multinational corporation Mr Fearon is particularly equipped to advise our Board on current issues facing our Company He also has significant governance expertise developed through his years as Lead Director of the Company from 2015 through 2023 as well as his service on numerous other boards He has served as NonExecutive Chairman of our Board since 2023

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|--|-----------------------------|--------|--------------|--------------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 4 | Dec 03, 2020 | | Yes | Yes | |
| CROWN HOLDINGS, INC. | Board Member | 5 | Dec 17, 2019 | | Yes | Yes | |
| EATON CORPORATION PUBLIC LIMITED COMPANY | Executive | | Sep 01, 2015 | Mar 31, 2021 | No | Yes | |
| AVIENT CORPORATION | Board Member, Lead Director | 21 | Jan 01, 2004 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| AVIENT CORPORATION | Pay | Member |
| AVIENT CORPORATION | Corporate Governance | Chair |
| AVIENT CORPORATION | Nomination | Chair |
| CRH PUBLIC LIMITED COMPANY | Audit | Member |
| CRH PUBLIC LIMITED COMPANY | Pay | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Member |
| CROWN HOLDINGS, INC. | Audit | Member |
| CROWN HOLDINGS, INC. | Corporate Governance | Member |
| CROWN HOLDINGS, INC. | Nomination | Member |
| CROWN HOLDINGS, INC. | Risk | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| AVIENT CORPORATION | 2025 | 82.8% | 17.2% |
| CRH PUBLIC LIMITED COMPANY | 2025 | 96.2% | 3.8% |
| CROWN HOLDINGS, INC. | 2025 | 95.5% | 4.5% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| AVIENT CORPORATION | Lead Director | 21 | 2024 | 257,500 | 400,824 | 142,321 |
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 4 | 2024 | 178,000 | 182,000 | 140,000 |
| CROWN HOLDINGS, INC. | Non-Executive | 5 | 2024 | 125,000 | 285,000 | 10,481 |

SHAUN KELLY

Age: 65

Gender: M

Nationality: Ireland

Financial: Yes

Risk: No

Industry: Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Shaun Kelly Non-management Director Key Skills and Experience: Global Strategist: As the Global Chief Operating Officer of KPMG International until September 2019, Shaun possesses a wealth of experience in crafting and executing robust business strategies within the competitive landscape of global markets. His leadership role encompassed both the implementation of the firm’s overarching global strategy, and the successful orchestration of a myriad of global initiatives that drove KPMG’s mission forward. Financial Management Expert: Shaun has distinguished himself in the fields of accounting, internal control, financial management, and financial reporting. His deep understanding of both U.S. and international markets, along with the intricacies of operating conditions, sets him apart as a leader in his field. Additional Skills: Governance, M&A, Talent Management, IT & Cyber Security, Compensation, Strategy. Career Highlights: KPMG Global Chief Operating Officer Partner in Charge, U.S. Transaction Services Vice Chair and Head of U.S. Tax Vice Chair Operations and Chief Operating Officer Americas Other Public Company Boards: None Education: Bachelor of Commerce and Diploma in Professional Accounting, University College Dublin Honorary Doctorate from Queen’s University Belfast.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|----------------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 5 | Dec 03, 2019 | | Yes | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------|----------|
| CRH PUBLIC LIMITED COMPANY | Audit | Chair |
| CRH PUBLIC LIMITED COMPANY | Pay | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Chair |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.2% | 0.8% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 5 | 2024 | 224,000 | 224,000 | 4,000 |

SIOBHÁN TALBOT

| | | | |
|--------------|---------|------------|--|
| Age: | 61 | Financial: | Yes |
| Gender: | F | Risk: | No |
| Nationality: | Ireland | Industry: | Food, Beverage & Tobacco - Food Products |

BIOGRAPHICAL INFORMATION

CRH PUBLIC LIMITED COMPANY - Board Member Source Date: 03/28/2025

Siobhán Talbot Non-management Director Key Skills and Experience: Business Leader: Siobhán is a distinguished business leader and was CEO and Group Managing Director of Glanbia, where she led significant transformation, creating a leading global nutrition organization operating across 32 countries with significant U.S. operations. Siobhán held this position for ten years until her retirement in December 2023. Financial Expert: Siobhán is a trained accountant and prior to her appointment as Group Managing Director of Glanbia in 2013, she held a variety of finance roles across the Group, most notably as Finance Director, a role which encompassed responsibility for Glanbia’s strategic planning. Prior to joining Glanbia, Siobhán worked as an accountant with PwC in Ireland and Australia. Additional Skills: Governance, M&A, Capital Allocation, Talent Management, Safety & Sustainability, Strategy. Career Highlights: Glanbia plc Group Managing Director Group Finance Director Deputy Group Finance Director Group Secretary Other Public Company Board: Glanbia plc [LSE] [ISEQ] (former in the last 5 years) Education: Fellow of Chartered Accountants Ireland Bachelor of Commerce, University College Dublin Diploma in Professional Accounting, University College Dublin Honorary Doctorate, University College Cork.

CORPORATE BOARDS

| Company | Role | Tenure | Appointed | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|--------------------------------|--------------|--------|--------------|--------------|---------------------------|--------------------------------|------------|
| CRH PUBLIC LIMITED COMPANY | Board Member | 6 | Dec 01, 2018 | | Yes | Yes | |
| GLANBIA PUBLIC LIMITED COMPANY | Executive | | Jul 01, 2009 | Dec 31, 2023 | No | Yes | |

BOARD COMMITTEES

| Company | Committee Type | Position |
|----------------------------|----------------------|----------|
| CRH PUBLIC LIMITED COMPANY | Audit | Member |
| CRH PUBLIC LIMITED COMPANY | Pay | Member |
| CRH PUBLIC LIMITED COMPANY | Corporate Governance | Member |
| CRH PUBLIC LIMITED COMPANY | Nomination | Member |
| CRH PUBLIC LIMITED COMPANY | Risk | Member |

VOTING RESULTS

| Company | Year | For % | Against, Withheld and / or Abstained % |
|----------------------------|------|-------|--|
| CRH PUBLIC LIMITED COMPANY | 2025 | 99.1% | 0.9% |

DIRECTOR PAY (all values USD)

| Company | Role | Tenure | Pay Year | Cash Fees | Total Awarded Pay | Shares Held |
|----------------------------|---------------|--------|----------|-----------|-------------------|-------------|
| CRH PUBLIC LIMITED COMPANY | Non-Executive | 6 | 2024 | 160,000 | 176,000 | 5,550 |



GLOSSARY

MSCI ESG RATINGS AND SCORES

FINAL ESG RATING

- Letter ratings are relative within each MSCI ESG Ratings industry. Each Final Industry-Adjusted Company Score is converted to an equivalent rating on the AAA-CCC scale.

ESG PILLARS

- the **Environment Score** represents the weighted average of all Key Issues that fall under the Environment Pillar
- the **Social Score** represents the weighted average of all Key Issues that fall under the Social Pillar
- the **Governance Score** represents the sum of score deductions derived from Key Metrics included in Corporate Governance (including Board, Pay, Ownership & Control, and Accounting) and Corporate Behavior (including Business Ethics and Tax Transparency)
- the **Environment Weight** represents the sum of the weights of all Key Issues that fall under the Environment Pillar
- the **Social Weight** represents the sum of the weights of all Key Issues that fall under the Social Pillar
- the **Governance Weight** represents the sum of the weights of Corporate Governance and Corporate Behavior, with a minimum weight set at 33% for all rated issuers

KEY ISSUES

For each industry and Company-Specific Key Issue that contributes to the final rating:

- Weight** contribution to the final rating
- Exposure** Score (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Management** Score (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Overall **Key Issue Score**

WEIGHTED-AVERAGE KEY ISSUE SCORE VS. INDUSTRY RELATIVE SCORE

- the **Weighted-Average Key Issue Score** is dynamic, reflecting changes in any underlying scores as of the Last Update date, while the **Industry Relative Score** is more static and corresponds to the Rating Date. Issues that we determine do not present material risks or opportunities to companies in a given industry receive 0% weight and do not impact the overall ESG rating.

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All averages, percentiles, and rating distributions found in the report are based on companies in the relevant MSCI ESG Ratings Industry that are constituents of the MSCI ACWI and are calculated based on industry scores as of the date of publication of this report.

ESTIMATED CARBON EMISSIONS

Carbon estimates are based on carbon intensity (carbon emissions/sales). The Estimate Key represents the source of the estimated carbon emissions data. E.CSI represents Company-Specific Intensity estimates based on previously disclosed data. E.GICSSI represents estimates based on the GICS Sub-Industry average. For E.GICSSI we set five levels of confidence (High, Moderately High, Moderate, Moderately Low, and Low). The Carbon Estimation Methodology document, available on ESG Manager, describes the estimation model in greater detail.

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We calculate the 'government support rating' for Supranationals and Development Banks based on the weighted average of member countries' Governance scores using the MSCI ESG Government Ratings methodology. These scores are based on measures of political governance (strength of institutions, corruption control, civil liberties, and human rights) and financial accountability.

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