



2020 Results



Agenda

Market Backdrop & Trading Performance

Financial Performance

Strategy Update

Outlook

ESG Update



Key Messages

- Continued growth in profit, margin & cash despite lower activity levels
- Robust & flexible balance sheet; Net Debt/EBITDA 1.3x ... significant pipeline of opportunities
- Increasing cash returns to shareholders ... 25% increase in FY dividend ... recommencing share buyback; ~\$0.3bn to end June
- Well positioned to capitalise on the next growth cycle



2020 Financial Highlights

Sales

\$27.6bn



-2% LFL

EPS

\$2.43



+19%

EBITDA

\$4.6bn



+5% LFL

Cash Flow

\$3.9bn



+1%

EBITDA Margin

16.8%



+120bps LFL

Net Debt/EBITDA

1.3x



-0.4x





Market Backdrop & Trading Performance

North America – Market Backdrop

- Resilient demand backdrop ... construction deemed essential in most markets
- Good momentum in US Infrastructure ... state & federal funding underpinned
- Robust Residential demand ... New-Build & RMI ... Non-Residential impacted by COVID-19 restrictions
- Positive pricing environment



Americas Materials – Trading Performance

- Robust performance despite lower volumes
- Disciplined commercial management
- Margin improvement across all product lines
 - ... Cement, Aggregates, RMC & Asphalt
- Performance driven by ...
 - ... solutions driven business model
 - ... operational agility
 - ... cost control

2020	\$m	LFL Chg
Sales	11,273	-3%
EBITDA	2,405	+10%
Margin	21.3%	+260bps



Building Products – Trading Performance

- Varied delivery across key businesses ...
 - ... Building Envelope impacted by lower Non-Res activity
 - ... Infrastructure Products resilient
 - ... record performance in Architectural Products
- Continued strong operating leverage
- Increasing importance to CRH (now 25% of EBITDA)
 - ... fastest growing division over last 5 years
 - ... EBITDA CAGR +10% LFL; margins +610bps; returns +430bps

2020	\$m	LFL Chg
Sales	7,173	+4%
EBITDA	1,170	+8%
Margin	16.3%	+70bps



Europe – Market Backdrop

- Europe significantly impacted by the pandemic
- However ... resilient construction demand in CEE
- Western Europe impacted by COVID-19 restrictions in H1 ... recovery gathered pace in H2
- Continuing YoY price improvement across key markets



Europe Materials – Trading Performance

- Solid performance in a challenging environment
... profits & margins ahead in H2
- 3rd consecutive year of price recovery in Europe
- Good commercial management & cost control
... LFL margin 100bps ahead ex-UK

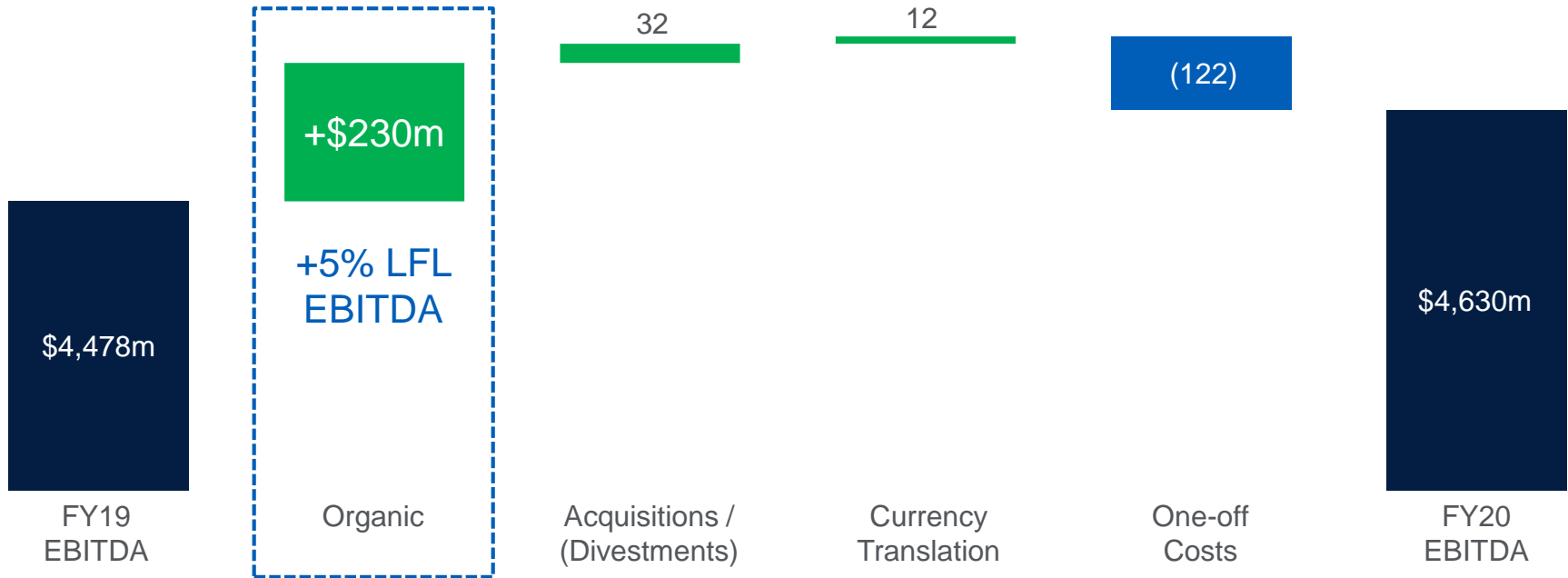
2020	\$m	LFL Chg
Sales	9,141	-5%
EBITDA	1,055	-7%
Margin	11.5%	-20bps





Financial Performance

2020 components of performance ...



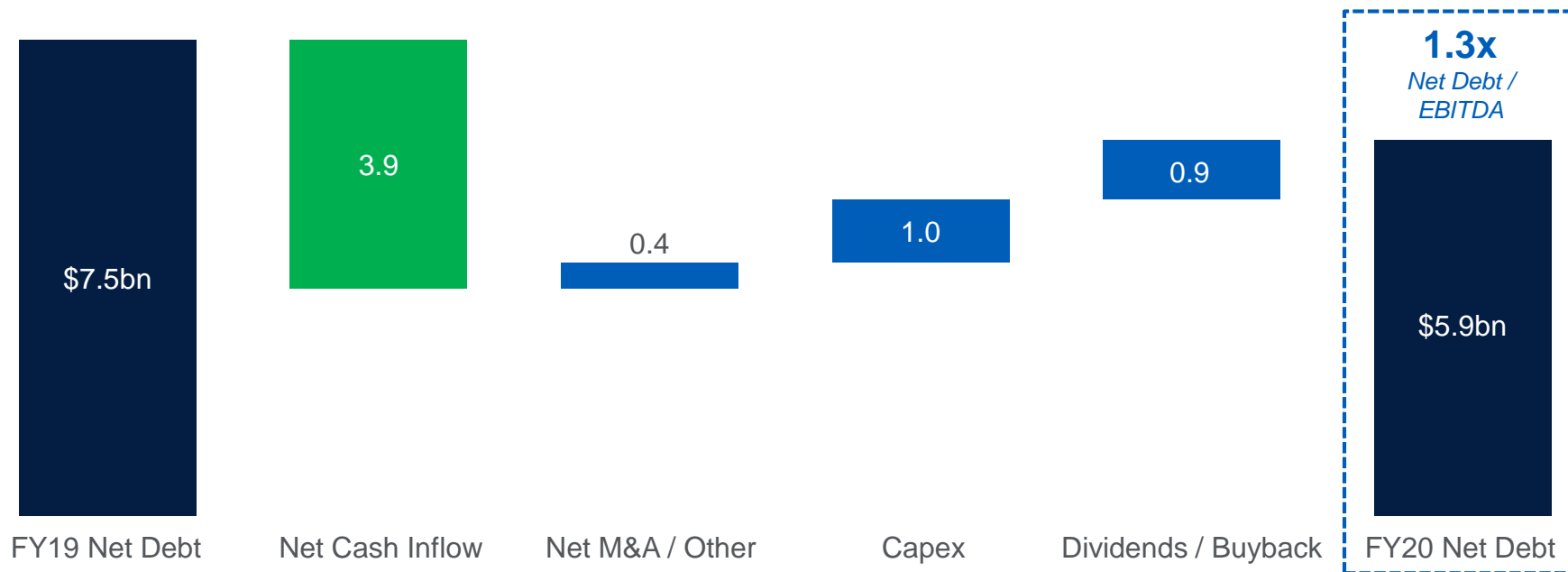
Continuing strong cash conversion ...

\$m	2020
EBITDA	4,630
Working Capital	196
Interest	(432)
Tax	(558)
Other	102
Operating Cash	3,938
	~85% <i>Cash Conversion</i>

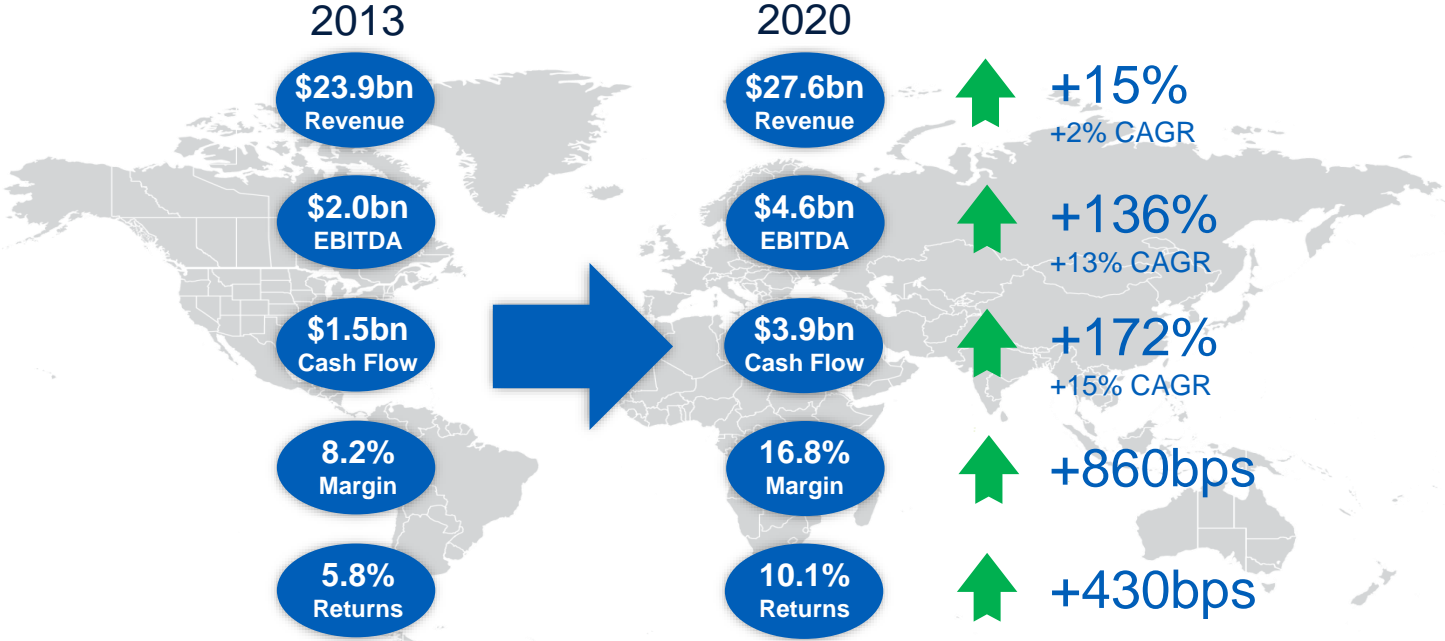
- Continuing to bolster balance sheet strength
- Optionality for future value delivery
 - ... disciplined M&A strategy
 - ... focused, value-enhancing capex
 - ... and continuing cash returns to shareholders



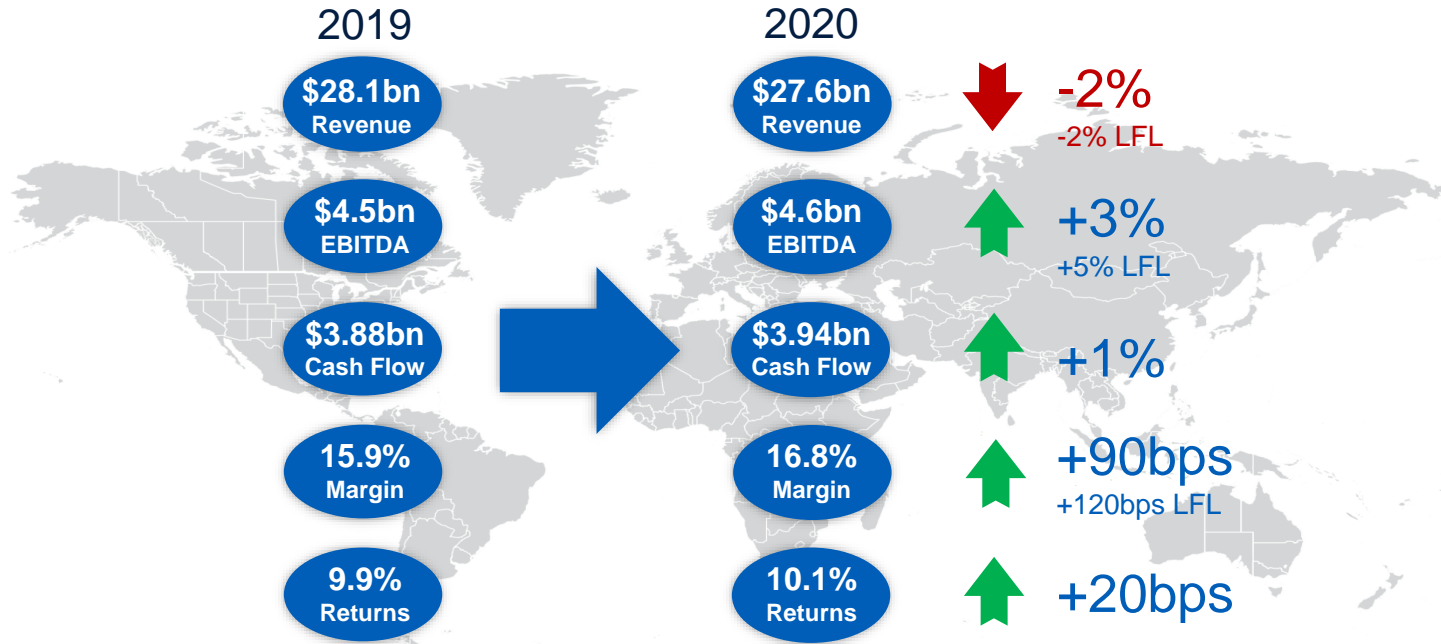
Strong cash generation & financial discipline ...



Performance *through* the cycle ...



... And now ... performance within the cycle ...





Group Strategy Update

Performance within the cycle ...

... What was behind 2020 results?

1. Protected revenues ...

... resilient in down-cycle – more public work & RMI

... embedded with customers – integrated building solutions (now ~65% of Sales)

2. Significant self-help ...

... continuous business improvement programmes

... margin-focused commercial management

... optimised production networks

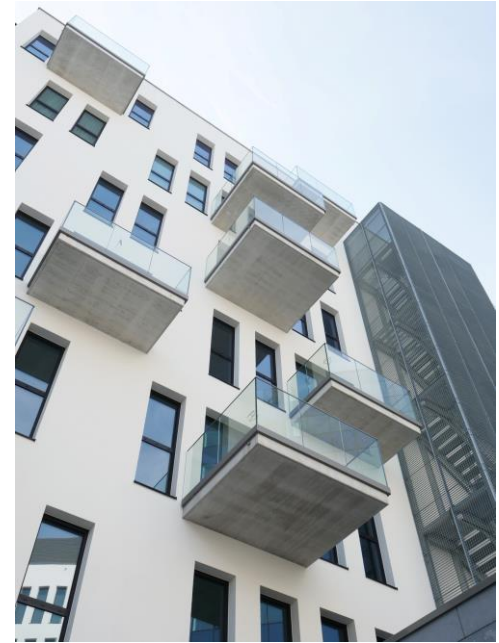
... ability to flex cost base

Delivering ... in challenging & uncertain times



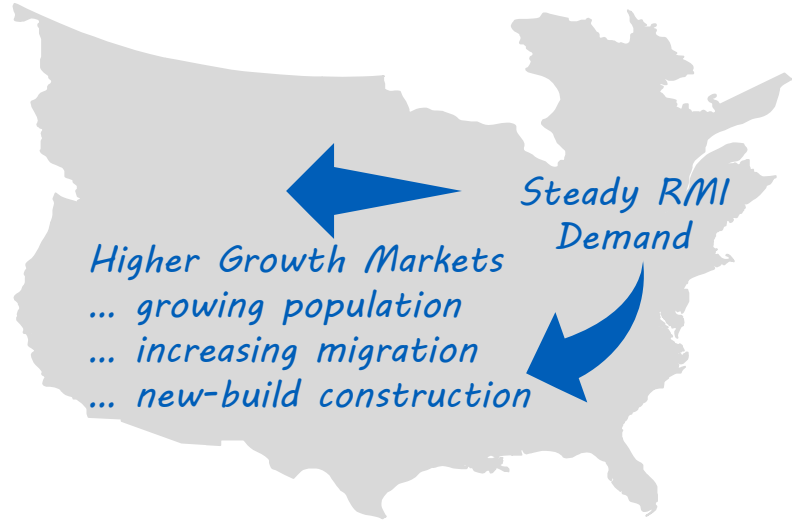
Performance through the cycle ...

- Relentless focus on continuous business improvement ...
... year-on-year ↑ profits, margins, returns & cash
- CRH – re-shaped & repositioned ...
... simpler, leaner, solutions-focused
... strong fundamentals underpin key markets
- Cyclicalities reduced ...
... structural shift to publicly funded construction (~50% of Sales)
... significant shift to RMI in key markets (~40% of Sales)



#1 in North America ...

... the most profitable construction market in the world



- Repositioned in recent years ... by region, sector, end-use
- NE & Midwest – solid & steady; resilient RMI demand
- South & West – immigration & migration ...
... strong new-build growth
- 40% Infrastructure – publicly funded; resilient demand
30% Residential – significant under-build; robust demand
30% Non-Residential – linked to job creation & GDP growth

... Repositioned for superior growth



#1 in Europe ... and #1 in CEE

- Western Europe ...
 - ... resilient RMI demand
 - ... retrofit in urban markets
 - ... new-build construction
- Eastern Europe ...
 - ... significant Infrastructure ... EU funding
 - ... strong Residential demand
- Well positioned to benefit from government stimulus



However ...

Performing through the cycle
has not just been about ...

- Geographic repositioning
- Re-shaping the business
- Shifting to more resilient markets ...
 - ... public infrastructure
 - ... RMI
 - ... new-build residential
- Continuous business improvement



... much more has changed in CRH through the last cycle ...

CRH is changing ... because construction is changing ...

Reducing the impact of construction on our world

- Becoming less intrusive on communities
- Reducing construction times
- Building safer, cleaner ... and better
- Reducing harmful emissions
- Improving the efficiency of buildings ...
... heat, sound, light
- Increasing offsite manufacturing
- Increasing the flexibility of internal fit-outs
- Prolonging the life-cycle of buildings

... construction must become a greater contributor to circular economy

Construction is changing ... because ...

- 1) Increasing urbanisation ... global population to increase by ~2bn by 2050 ... ~70% will live in cities
- 2) Significant need to build new & upgrade existing infrastructure ... within & between urban areas
- 3) Necessity to conserve, protect & transport scarce natural resources



... all whilst facing the existential challenge of climate change

CRH has changed ...

- CRH ... is the largest recycler in North America
- Cement, Aggregates, Asphalt, Concrete (~70% of Sales) ...
... all 100% recyclable ... not one life ... but many lives
- As the largest roadbuilder in North America ...
... ~25% of every mile of road we build is from recycled materials



... CRH ... already a significant contributor to circular economy



CRH's customers are changing too ...


- **Our customers demand more ...**
 - Simplified supply chains
 - Improved quality, reliability & security of supply
 - Collaborative partnerships to create innovative, value-added products
 - End-to-end integrated building solutions

... no longer enough to dig materials out of the ground & sell them by the ton ...



CRH ... developing value-added products & integrated building solutions

Focused on developing products & solutions that build ...

- Quicker ...  ... reducing construction times
- Cleaner ...  ... less intrusive on communities
- Better ...  ... improving the efficiency & safety of buildings
- More reliably ...  ... prolonging the life-cycle of buildings
- Cheaper ...  ... increasing offsite manufacturing

... now represents ~65% of CRH revenues



Americas Materials ...

... integrating product ... solutions & services ...

Aggregates



Rock to Road

- Aggregates
- Cement
- RMC
- Concrete Products
- Asphalt & Contracting



Integrated
Solutions ...



... additional \$1bn of EBITDA p.a. vs. pure-play ... record margin levels



Architectural Products ...

... bundling branded range of products ...

Grey Pavers

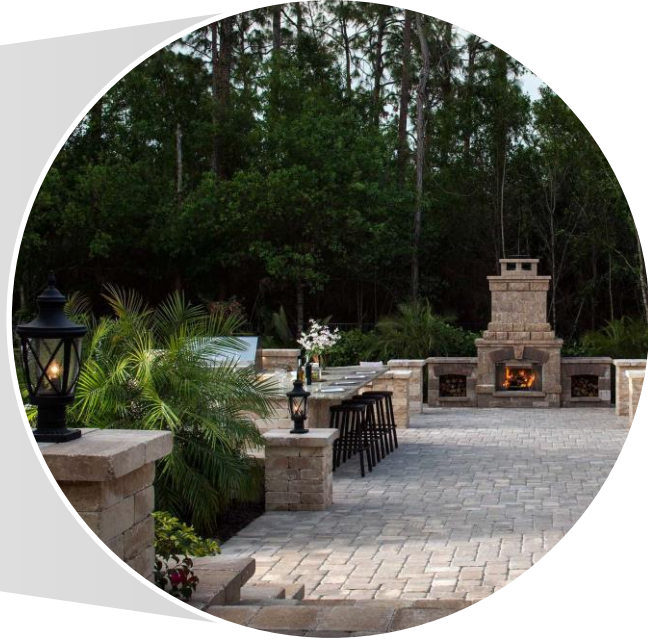


Owning the back yard

- Paving solutions
- Hardscapes
- Masonry
- Composite Decking
- Lawn & Garden



Integrated Solutions ...



... driving a 4-fold increase in EBITDA last 10 years ... record margin levels



Building Envelope ...

... end-to-end complete solutions ...

Tempered Glass



Full service offering

- Tempered Glass
- Curtain Wall
- Entrance Systems
- Framing Solutions
- Glazing Hardware



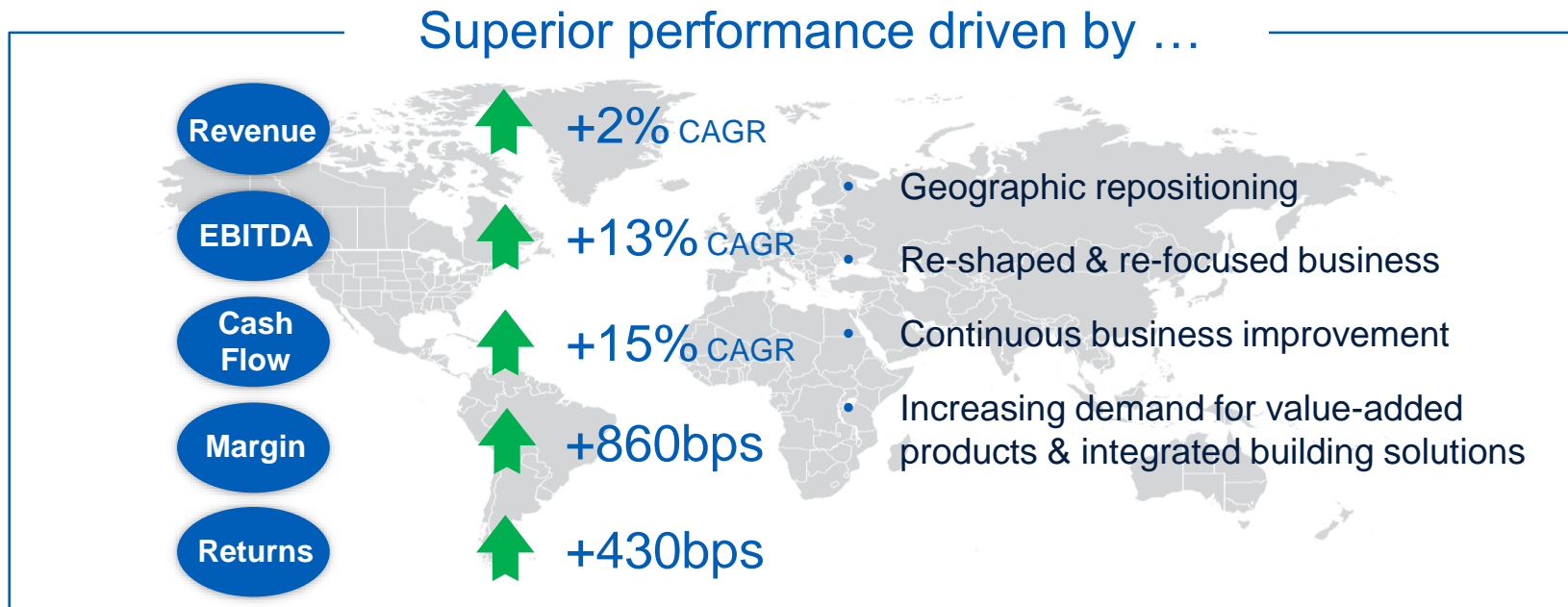
Integrated Solutions ...



... driving a 12-fold increase in EBITDA last 10 years ... record margin levels



CRH ... performance in last cycle ...



... Continuing to deliver in uncertain times



Outlook

Well positioned for the next growth cycle ...

Beneficiary of bounce-back growth ...

- *Strong market positions ... well placed to benefit from government stimulus*



A stronger repositioned business ...

- *Strong & resilient geographic, sector & end-use exposures*



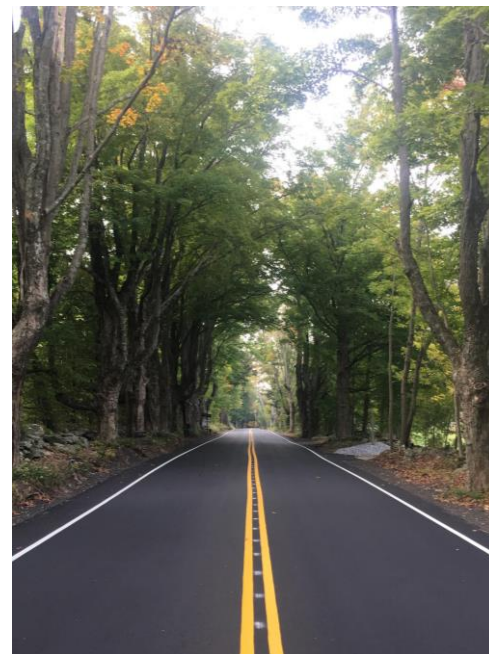
Unique portfolio of integrated building solutions ...

- *Value-added solutions for the changing needs of construction*



Strongest balance sheet in our history ...

- *Strong M&A pipeline & increasing cash returns ... discipline will be maintained*



Outlook ...

- Market recovery to continue as health situation improves
- Near-term uncertainties remain but long-term demand fundamentals remain attractive
- Expect significant support for construction activity going forward ... public & private
- Focused on continued execution of our strategy ... delivering higher margins, returns & cash



... Continuing to deliver in uncertain times





ESG Update

ESG ... fundamental to CRH business ...

Focus for 30+ years ...
embedded in strategy & business model

- Strong governance
- Board oversight ... Safety, Environment and Social Responsibility Committee
- Long history and track record of target delivery
- Stated ambition to be carbon neutral by 2050



... recognised as an industry leader by major ESG rating agencies



CRH ... a leader in sustainable construction ...

Uniquely integrating materials, value-added products and building solutions

Business structure ... diversified portfolio

- Ability to design and assemble complex multi-material building structures
- Global leader in the world's most sustainable building material ... concrete

State of the art technologies and processes to deliver 2050 ambition

- Dedicated Innovation Centre for Sustainable Construction
- >50 ongoing research and innovation projects globally
- Decades of innovation, collaboration and industry engagement



... along the entire value chain and construction life-cycle

ESG ... well on track for 2030 targets ...

2020 Highlights



... focus on delivering positive change for the future



** Net CO₂/tonne cementitious product; CRH's carbon emissions reduction roadmap to 2030 is a science-based target at a 2° scenario, aligned with the goals of the Paris Agreement; CRH also supports the UN Sustainable Development Goals.*

CRH ... strongly contributing to a better built environment ...



Lowering our environmental footprint

- Reducing fossil fuel usage with alternative fuels
- Protecting resources ...
36.5mt of recycled materials
- Lowering air emissions
- Increasing usage of alternative raw materials
- Powering our vehicles through renewable energy

Delivering sustainability benefits

- Building safer, cleaner, better
- Developing technology for thermal & acoustic efficiency
- Reducing construction times ...
pre-fabrication & offsite manufacturing
- Managing biodiversity & conserving local heritage
- Prolonging the life-cycle of buildings

Facilitating environmental solutions

- Designing & installing storm water management systems
- Conserving & transporting critical and scarce resources
- Partnering to install wind & solar energy infrastructure projects
- Protecting against erosion & flood damage

... creating long-term financial & societal value



Appendices

Key Components of 2020 Performance

\$ million	Sales revenue	EBITDA	Operating profit	Profit/(loss) on disposals	Finance costs (net)	Assoc. and JV PAT ¹	Pre-tax profit
2019	28,132	4,478	2,793	-189	-490	67	2,181
Exchange effects	82	12	5	-	-3	-	2
2019 at 2020 rates	28,214	4,490	2,798	-189	-493	67	2,183
<i>Incremental impact in 2020 of:</i>							
- 2019/2020 acquisitions	368	65	32	-	-8	-5	19
- 2019/2020 divestments	-413	-33	-14	205	-4	-10	177
- One-offs ²	-	-122	-122	-	-	-	-122
- Impairments	-	-	-665	-	-	-154	-819
- Organic	-582	230	234	-7	15	-16	226
2020	27,587	4,630	2,263	9	-490	-118	1,664

¹ CRH's share of after-tax results of joint ventures and associated undertakings.

² One-offs primarily due to COVID-19 related restructuring costs.



Americas Materials

Analysis of change

\$ million	2019	Exchange	Acquisitions	Divestments	Impairment/ One-offs ¹	Organic	2020	% Change
Sales revenue	11,626	-37	+43	-39	-	-320	11,273	-3%
EBITDA	2,194	-2	+8	+2	-24	+227	2,405	+10%
Operating profit	1,423	+1	+5	+5	-25	+222	1,631	+15%
EBITDA/sales	18.9%						21.3%	
Operating profit/sales	12.2%						14.5%	

¹ One-offs primarily due to COVID-19 related restructuring costs.



Europe Materials

Analysis of change

\$ million	2019	Exchange	Acquisitions	Divestments	Impairment	One-offs ¹	Organic	2020	% Change
Sales revenue	9,509	+105	+63	-27	-	-	-509	9,141	-4%
EBITDA	1,208	+14	+7	-3	-	-83	-88	1,055	-13%
Operating profit	622	+5	+1	-2	-660	-83	-73	-190	-131%
EBITDA/sales	12.7%							11.5%	
Operating profit/sales	6.5%							-2.1%	

¹ One-offs primarily due to COVID-19 related restructuring costs.



Building Products

Analysis of change

\$ million	2019	Exchange	Acquisitions	Divestments	Impairment/ One-offs ¹	Organic	2020	% Change
Sales revenue	6,997	+14	+262	-347	-	+247	7,173	+3%
EBITDA	1,076	-	+50	-32	-15	+91	1,170	+9%
Operating profit	748	-1	+26	-17	-19	+85	822	+10%
EBITDA/sales	15.4%						16.3%	
Operating profit/sales	10.7%						11.5%	

¹ One-offs primarily due to COVID-19 related restructuring costs.



Cement Volumes & Pricing

YoY % Change	Volumes	Price (LC)
Finland	=	=
France	--	+
Germany	=	+
Hungary	-	++
Ireland	+	+
Poland	--	++
Romania	++	++
Serbia	++	+

YoY % Change	Volumes	Price (LC)
Slovakia	+	+
Spain	++	--
Switzerland	-	+
Ukraine	=	=
United Kingdom	--	+
North America	=	+
Philippines	=	--
Brazil	++	++

Legend

>5%	++
2% to 5%	+
-1% to +1%	=
-5% to -2%	-
<-5%	--

Americas Materials Volumes & Prices

YoY % Change	Total		Heritage	
	Volumes	Price	Volumes	Price
Aggregates	-1%	+3%	-2%	+4%
Asphalt	-5%	-2%	-6%	-2%
RMC	-4%	+6%	-4%	+6%



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In order to utilise the “Safe Harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, CRH public limited company (the “Company”), and its subsidiaries (collectively, “CRH” or the “Group”) is providing the following cautionary statement.

This document contains statements that are, or may be deemed to be forward-looking statements with respect to the financial condition, results of operations, business, viability and future performance of CRH and certain of the plans and objectives of CRH. These forward-looking statements may generally, but not always, be identified by the use of words such as "will", "anticipates", "should", "could", "would", "targets", "aims", "may", "continues", "expects", "is expected to", "estimates", "believes", "intends" or similar expressions. These forward-looking statements include all matters that are not historical facts or matters of fact at the date of this document.

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