



2021 Results



Agenda

Market Overview

Financial Performance & Capital Allocation

Strategic Positioning

2022 Outlook



Key Messages

- Another year of record delivery
... margins ahead despite inflationary environment
- Strong cash generation
... significant financial strength & flexibility
- Disciplined capital allocation
... \$2bn invested in acquisitions & expansionary capex
... \$1.8bn cash returned to shareholders
- Agreed \$3.8bn divestment of Building Envelope business



... performance underpinned by integrated solutions strategy



2021 Financial Highlights

Sales

\$31.0bn



+12%

EBITDA

\$5.35bn



+16%

Margin

17.3%



+50bps

EPS

\$3.29



+35%

Cash Flow

\$4.2bn



+7%

Returns

12.3%



+220bps

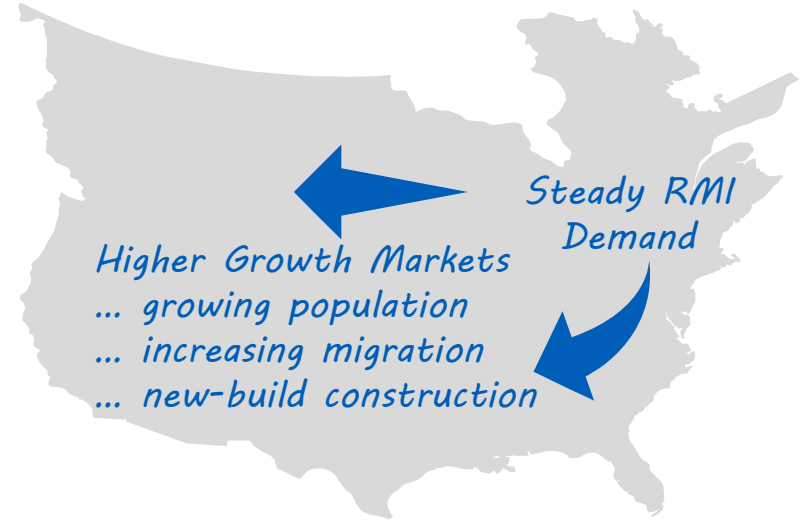




Market Overview

No. 1 in North America

- Largest provider of integrated building materials
... in the most profitable construction market in the world
- Repositioned in recent years
... NE & Midwest – resilient RMI activity
... South & West – migration driving new-build growth
- Attractive end-markets
... robust Infrastructure funding backdrop
... strong Residential demand (new & RMI)
... Non-Residential activity recovering



Americas Materials – Trading Performance

- Record performance ... sales & EBITDA
- Volumes & prices ahead across all lines of business
- Margin expansion amid inflationary environment
- Positive demand backdrop ... healthy backlogs

	\$m	LFL
Sales	12,407	+6%
EBITDA	2,588	+7%
Margin	20.9%	+20bps



Building Products – Trading Performance

- Continued delivery across key businesses ...
 - ... Architectural Products – ahead of record PY
 - ... Infrastructure Products – strong demand
 - ... Building Envelope – Non-Res activity improving
- Integrated solutions strategy continuing to deliver
 - ... 9th consecutive year of margin expansion
- Good demand in Residential & utilities Infrastructure
 - ... attractive growth areas

	\$m	LFL
Sales	7,993	+5%
EBITDA	1,352	+8%
Margin	16.9%	+30bps



No. 1 in Europe

- Western Europe ... stable & developed
... resilient RMI demand
... the centre of sustainable construction innovation
- Eastern Europe ... higher growth
... strong Infrastructure & Residential activity
... emerging demand for end-to-end solutions
... well positioned to benefit from government stimulus



Europe Materials – Trading Performance

- Sales & EBITDA well ahead of PY and 2019
- Progressive margin management amid inflationary environment
- Positive underlying construction demand
 - ... Infrastructure growth in major markets
 - ... robust Residential demand
 - ... Non-Residential showing signs of recovery

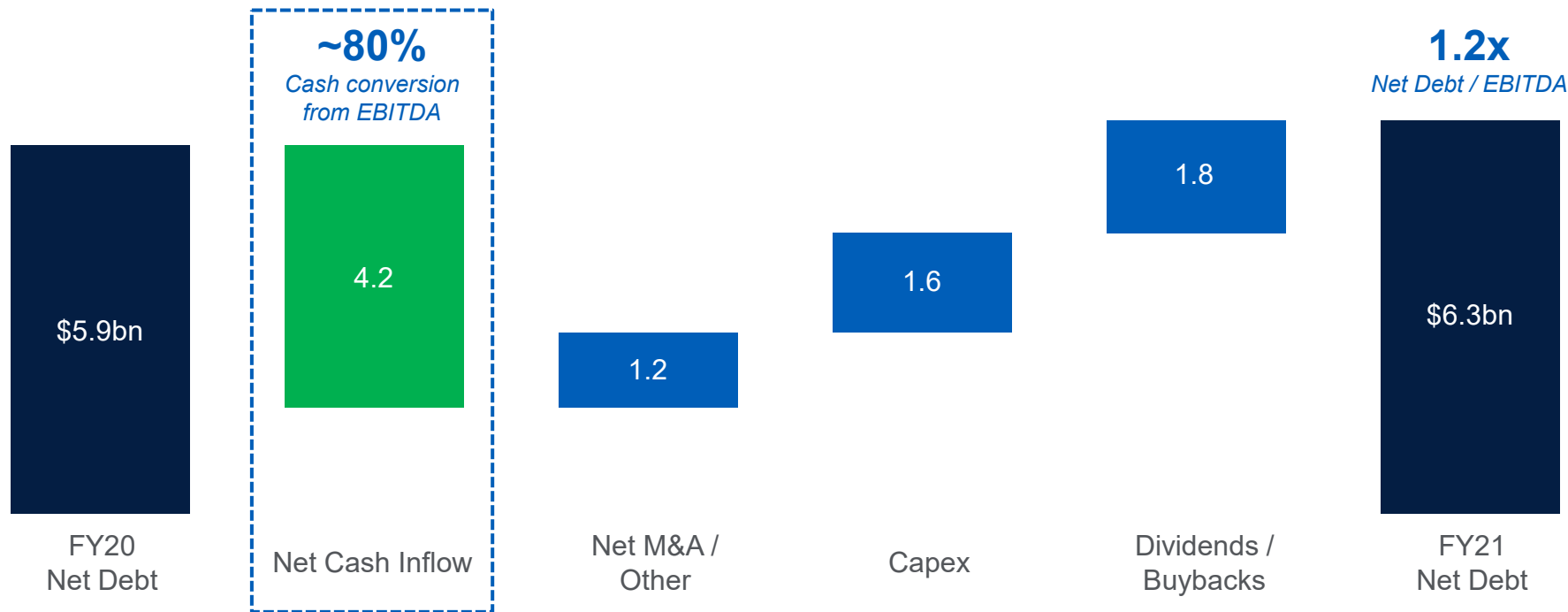
	\$m	LFL
Sales	10,581	+11%
EBITDA	1,410	+22%
Margin	13.3%	+100bps





Financial Performance & Capital Allocation

Financial strength & flexibility ...



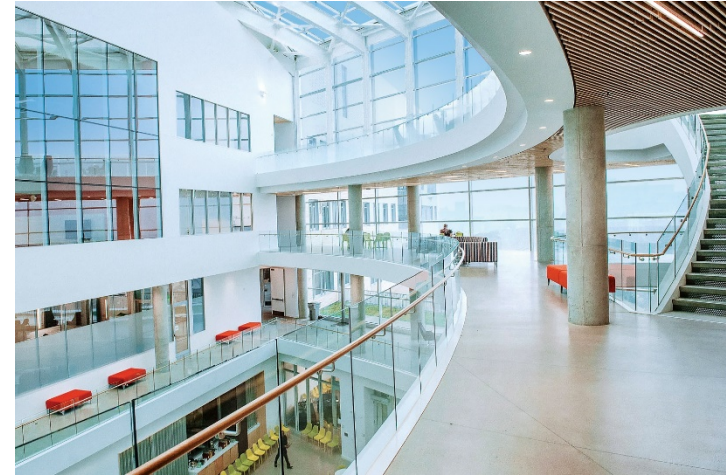
Acquisitions update ...

- Increased M&A activity as visibility improved
 - ... 20 bolt-on transactions completed
 - ... \$1.5bn invested; average multiple 7x EBITDA
- Further developing integrated solutions strategy
 - ... materials, products & services across the value chain
 - *“from products, to end-to-end solutions”*
 - *“from selling rocks, to selling roads”*
- Significant financial capacity & strong pipeline
 - ... disciplined & value-focused approach



Divestment of Building Envelope business

- Agreement reached to divest Building Envelope business ... \$3.8bn enterprise value
- Attractive valuation ... 10.5x 2021 EBITDA
- Significant opportunity for capital reallocation ... strong & active acquisition pipeline
- Closing expected in H1 2022



... shareholder value creation through active portfolio management

Capital Allocation Optionality ...

✓ — Acquisitions

- Attractive growth markets
- Strong pipeline of opportunities
- Disciplined & value-focused

✓ — Expansionary Capex

- Expanding capacity in high growth markets
- Low risk & high returning investments

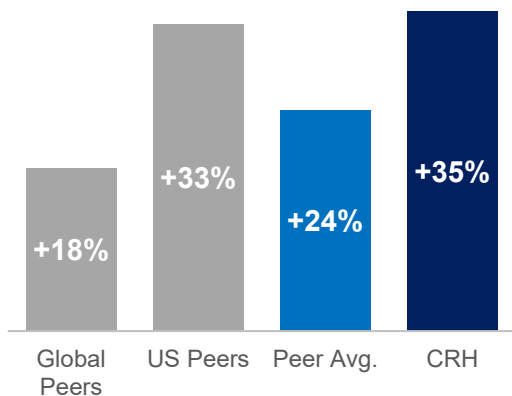
✓ — Returns to Shareholders

- Progressive dividends
- Ongoing share buyback programme
- Efficient & disciplined allocation of cash

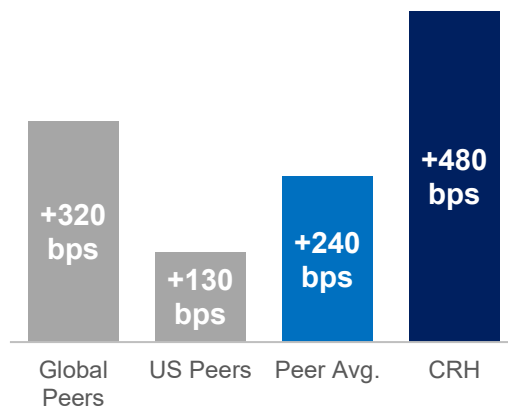
... underpinning a structurally better business

Outperforming industry peers ...

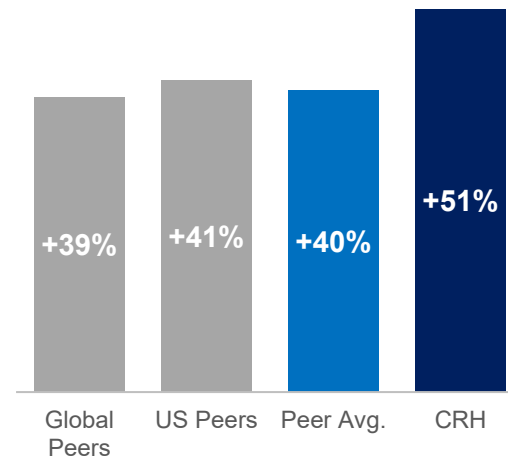
EBITDA Growth
(% Change 2018 - 2021)



Margin Expansion
(2018 - 2021)



Operating Cash
(% Change 2018 - 2021)



... delivering superior value for shareholders



Global peers: Holcim, HeidelbergCement, Cemex
US peers: Martin Marietta, Vulcan Materials



Integrated Solutions Strategy

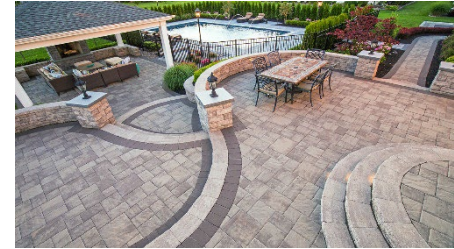
An evolving business ...



From base materials ...



... to end-to-end solutions



... value-added products & services now ~65% of sales



Integrated solutions strategy

A customer-centric approach ...

- Partnering with customers to address the changing needs of construction
- Full-service, end-to-end offering ... design, manufacture, install, maintain, recycle
- Uniquely integrating materials, products & services across the construction value chain
- Becoming more deeply embedded with customers & building barriers to switching

Integrated solutions strategy

... significant growth opportunities ...

- Focusing on higher-growth markets with attractive fundamentals
- Residential & large-scale horizontal construction ... on or below ground
- Increasing demand for sustainable products & solutions
- Evolving government policy & environmental standards

Integrated solutions strategy

... delivering superior long-term shareholder value

- Structurally higher growth & profitability
- Reduced cyclicality ... increased exposure to publicly funded construction & RMI
- Higher margins & returns ... simpler, leaner, less capital intensive
- Strong cash generation ... providing optionality for future value creation

Our guiding strategy in the re-shaping & repositioning of our business



Well positioned for future growth & value creation ...

Markets & solutions-driven growth



Disciplined & value-focused acquisition strategy



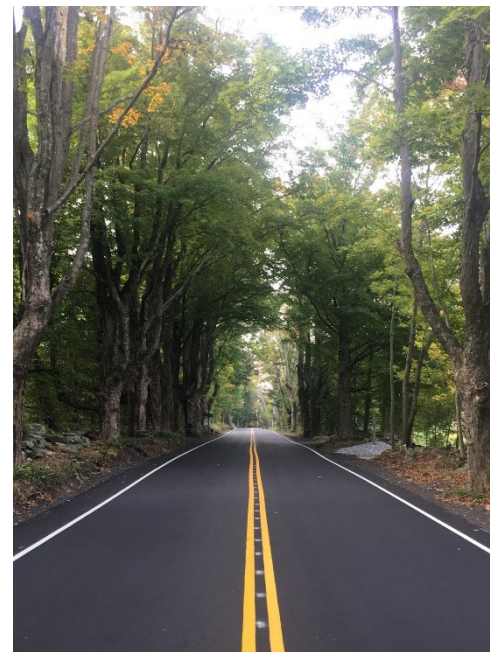
High-returning expansionary capex investments



Mindset of continuous business improvement



Increasing cash returns to shareholders



Sustainability at the core of integrated solutions strategy



Increasing demand for a more resilient & circular built environment



Collaborating with customers to develop more value-added solutions & building practices ... uniquely positioned across the value-chain



Delivering against global climate commitments ... contributing to a lower carbon & more sustainable future



Long track record of industry-leading emissions reduction ... now targeting a 25% reduction in carbon emissions* by 2030



* Absolute Scope 1 & 2 emissions



-25%

reduction in carbon emissions by 2030
(vs. 2020 levels)



SCIENCE
BASED
TARGETS

Reducing the impact of construction on our world



Recycled Materials

Protecting scarce natural resources & **prolonging the life of reserves**



Alternative Green Fuels

Replacing fossil fuels with **neutral biomass & alternative fuels**



Lower Carbon Footprint

Products that offer **enhanced sustainability attributes**



Sustainable End-Use

Innovative solutions that **withstand and protect against climate change**

Investing **~\$1bn** on innovation within CRH every 10 years ...

Dedicated research centres for sustainable construction

... now committing additional **~\$250m** for new innovation venture fund

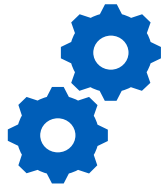
60+ ongoing innovation projects





April Investor Update

Investor Update – Agenda



Integrated
solutions



Sustainability



Portfolio



Capital
allocation

... key components of future growth strategy

Investor Update – Agenda

Integrated solutions

- Delivering value to our ...
 - ✓ **Customers** ... value-added products & services
 - ✓ **Business** ... significant growth opportunities
 - ✓ **Shareholders** ... higher returns & cash generation

Sustainability

- At the core of our strategy ...
 - ✓ Delivering a more **resilient built environment**
 - ✓ Increasing **circularity**
 - ✓ Contributing to a **lower carbon world**

Portfolio

- Continuing to re-shape & refine ...
 - ✓ Building out our **integrated solutions strategy**
 - ✓ **Complementary** businesses
 - ✓ **Higher growth** markets

Capital allocation

- Efficient allocation of capital ...
 - ✓ **Disciplined & value-focused**
 - ✓ **Growth investments** ... M&A & expansionary capex
 - ✓ **Cash returns** ... dividends & share buybacks

... key components of future growth strategy

Investor Update – Agenda



Event Format

- Live webcast
- Hosted by Albert Manifold (CEO), Jim Mintern (CFO), Randy Lake (COO)
- 2pm GMT (9am EST), Thursday 21 April 2022
- Approximately 90 minutes duration including Q&A



2022 Outlook

2022 Outlook ...

- Underlying momentum remains supportive
... favourable demand backdrop to continue
- Challenges & uncertainties remain
- Key areas of operational focus ...
 - ... commercial excellence
 - ... strong cost control
 - ... supply chain management



... another year of progress



Appendices

Group Components of Performance

\$ million	Sales revenue	EBITDA	Operating profit	Profit on disposals	Finance costs (net)	Assoc. and JV PAT ¹	Pre-tax profit
2020	27,587	4,630	2,263	9	(490)	(118)	1,664
Exchange effects	563	50	11	1	(9)	-	3
2020 at 2021 rates	28,150	4,680	2,274	10	(499)	(118)	1,667
<i>Incremental impact in 2021 of:</i>							
- 2020/2021 acquisitions	856	101	52	-	(3)	-	49
- 2020/2021 divestments	(182)	(58)	(51)	102	-	-	51
- One-offs ²	-	122	122	-	-	-	122
- Impairments	-	-	673	-	-	154	827
- Organic	2,157	505	515	7	85	19	626
2021	30,981	5,350	3,585	119	(417)	55	3,342

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

² One-offs primarily due to 2020 COVID-19 related restructuring costs.



Americas Materials

Analysis of change

\$ million	2020	Exchange	Acquisitions	Divestments	Impairment/ One-offs ¹	Organic	2021	% Change
Sales revenue	11,273	73	468	(96)	-	689	12,407	+10%
EBITDA	2,405	5	30	(48)	24	172	2,588	+8%
Operating profit	1,631	(2)	3	(45)	28	173	1,788	+10%
EBITDA/sales	21.3%						20.9%	
Operating profit/sales	14.5%						14.4%	

¹ One-offs primarily due to 2020 COVID-19 related restructuring costs.



Europe Materials

Analysis of change

\$ million	2020	Exchange	Acquisitions	Divestments	Impairment ^{1/} One-offs ²	Organic	2021	% Change
Sales revenue	9,141	403	8	(57)	-	1,086	10,581	+16%
EBITDA	1,055	34	-	(5)	83	243	1,410	+34%
Operating profit	(190)	7	-	(2)	748	251	814	+528%
EBITDA/sales	11.5%						13.3%	
Operating profit/sales	(2.1%)						7.7%	

¹ Includes \$0.7 billion 2020 impairment charge.

² One-offs primarily due to 2020 COVID-19 related restructuring costs.



Building Products

Analysis of change

\$ million	2020	Exchange	Acquisitions	Divestments	Impairment/ One-offs ¹	Organic	2021	% Change
Sales revenue	7,173	87	380	(29)	-	382	7,993	+11%
EBITDA	1,170	11	71	(5)	15	90	1,352	+16%
Operating profit	822	6	49	(4)	19	91	983	+20%
EBITDA/sales	16.3%						16.9%	
Operating profit/sales	11.5%						12.3%	

¹ One-offs primarily due to 2020 COVID-19 related restructuring costs.



Summary Financial Performance

	YoY LFL Change		
	Sales	EBITDA	Margin
Americas Materials	+6%	+7%	+20bps
Europe Materials	+11%	+22%	+100bps
Building Products	+5%	+8%	+30bps
Group	+8%	+11%	+50bps



Materials Volumes & Prices

YoY % Change	Americas Materials		Europe Materials	
	Volumes	Price	Volumes	Price
Aggregates ¹	+5%	+2%	+6%	+4%
Asphalt	+8%	+3%	+4%	+5%
Cement	+5%	+5%	+10%	+1%
RMC	+4%	+5%	+8%	+1%

¹ Americas Materials aggregates pricing +4% on a mix-adjusted basis.

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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 with respect to these items. These forward-looking statements may generally, but not always, be identified by the use of words such as “will”, “anticipates”, “should”, “could”, “would”, “targets”, “aims”, “may”, “continues”, “expects”, “is expected to”, “estimates”, “believes”, “intends” or similar expressions. These forward-looking statements include all matters that are not historical facts or matters of fact at the date of this document.

In particular, the following, among other statements, are all forward looking in nature: plans and expectations regarding customer demand, government stimulus, construction activity, costs, supply chain disruption and the impact of COVID-19; expectations regarding CRH’s financial capacity, capital expenditure, acquisition pipeline and acquisition strategy; plans and expectations regarding cash returns for shareholders, including expectations regarding dividends and share buybacks; expectations regarding demand for sustainable products and solutions, CRH’s ability to develop and offer such products to customers, sustainability-related government policies and environmental standards, and the projected margins, growth rates, profitability and cash generation from sustainable solutions; plans and expectations regarding CRH’s emissions reduction targets, climate commitments and expenditure on innovation; expectations with respect to completion of transactions and the timing and amount of proceeds of agreed disposals; and plans and expectations related to reallocation of capital.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Company’s current expectations and assumptions as to such future events and circumstances that may not prove accurate.

A number of material factors could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, certain of which are beyond our control, as detailed in the section entitled “Risk Factors” in our 2020 Annual Report on Form 20-F as filed with the US Securities and Exchange Commission.

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