



2022 Results



Agenda

Market Backdrop & Trading Performance

Financial Performance & Capital Allocation

Sustainability Update

Accelerating Integrated Solutions

Listing Considerations & Outlook



Key Messages

Financial Delivery

- Strong performance ... further growth in sales, EBITDA, EPS, cash & returns
- Margin expansion despite significant cost inflation
- Strongest balance sheet in Group history ... optionality for further value creation
- FY dividend +5% ... announcing \$3bn share buyback over next 12 months

Strategy Update

- \$3.3bn invested in solutions-focused acquisitions ... strong pipeline of opportunities
- New organisational structure ... facilitating superior growth
- Raising sustainability ambitions ... updated decarbonisation targets validated by SBTi to be in line with the new 1.5°C framework
- Recommending transition to US primary listing in 2023



2022 Financial Highlights

Sales

\$32.7bn



+12%

EBITDA

\$5.6bn



+13%

Margin

17.2%



+10bps

EPS

\$3.50



+14%

Cash Flow

\$4.4bn



+4%

Returns

13.3%



+100bps





Market Backdrop & Trading Performance

Market Backdrop – North America

~75% of Group EBITDA

- US Infrastructure robust ... federal funding underpinned; state budgets strong
- New-build single-family Residential softer ... but strong multi-family & resilient RMI
- Good demand in key Non-Residential segments ... manufacturing, utilities & energy
- Supportive pricing environment



Americas Materials – Trading Performance

- Further profit growth despite cost headwinds & adverse weather
- Successful delivery of end-to-end solutions offering
- Strong commercial discipline & cost control
- Backlogs ahead ... positive momentum in Infrastructure activity

		% Change	
	\$m	Total	LFL
Sales	14,324	+15%	+12%
EBITDA	2,748	+6%	+5%



Building Products – Trading Performance

- Integrated solutions continues to drive performance
- Significant portfolio activity ...
 - ... reshaping & repositioning into higher growth opportunities
 - ... outdoor living & critical utility infrastructure
- Breadth of products & services continues to expand & deepen customer offering
- Integration of Barrette progressing well ... performing in line with expectations & good synergy delivery

		% Change	
	\$m	Total	LFL
Sales	7,823	+26%	+11%
EBITDA	1,510	+52%	+18%



Market Backdrop – Europe

~25% of Group EBITDA

- Infrastructure demand underpinned by government & EU funding
- New-build Residential activity softer ... but RMI resilient
- Good demand in Non-Residential segments
- Positive pricing momentum



Europe Materials – Trading Performance

- Good performance despite challenging energy cost environment
- Resilient activity levels in Central & Eastern Europe
- Significant currency headwinds
- 5th consecutive year of positive pricing

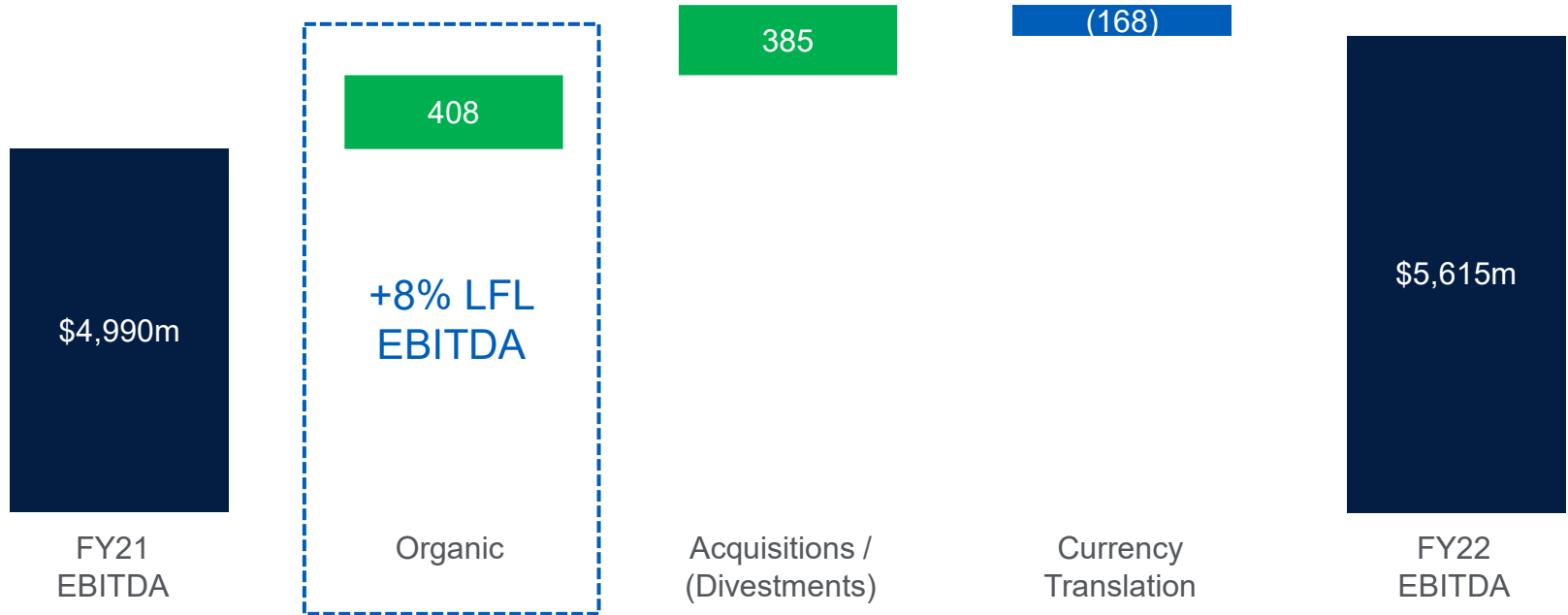
		% Change	
	\$m	Total	LFL
Sales	10,576	-	+11%
EBITDA	1,357	-4%	+8%



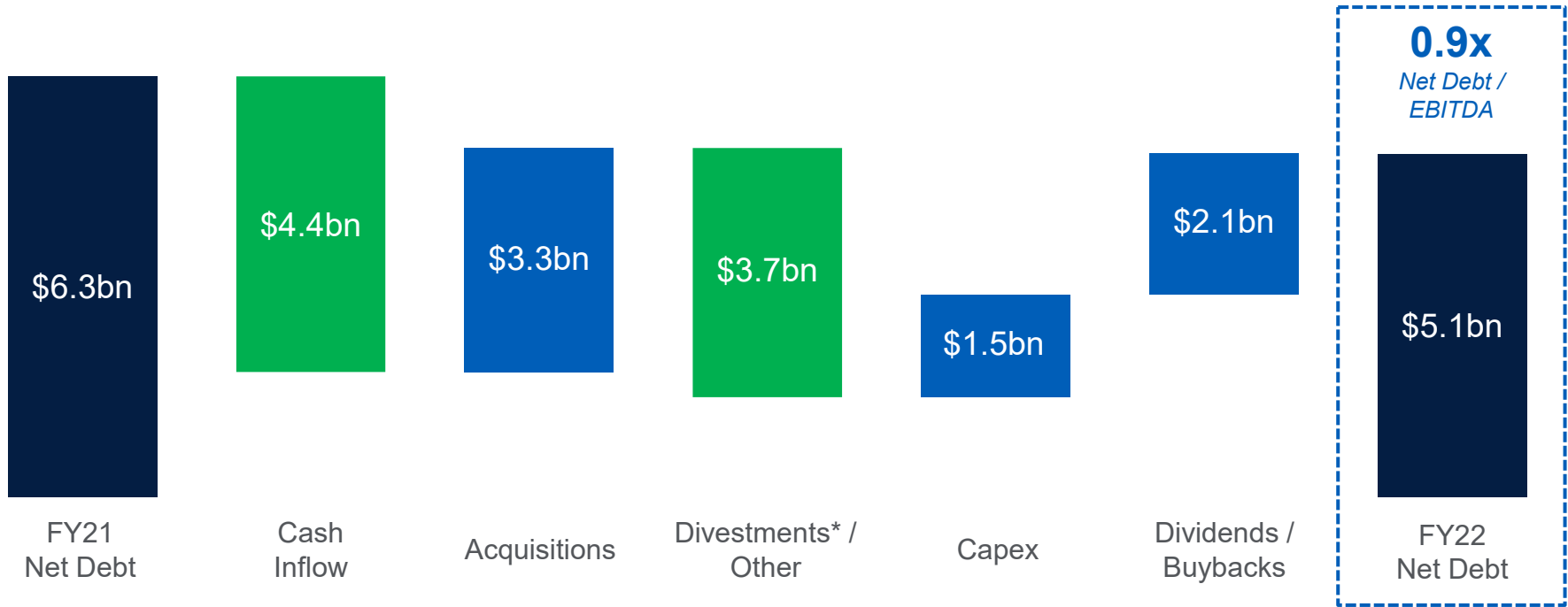


Financial Performance & Capital Allocation

Strong Organic Delivery ...

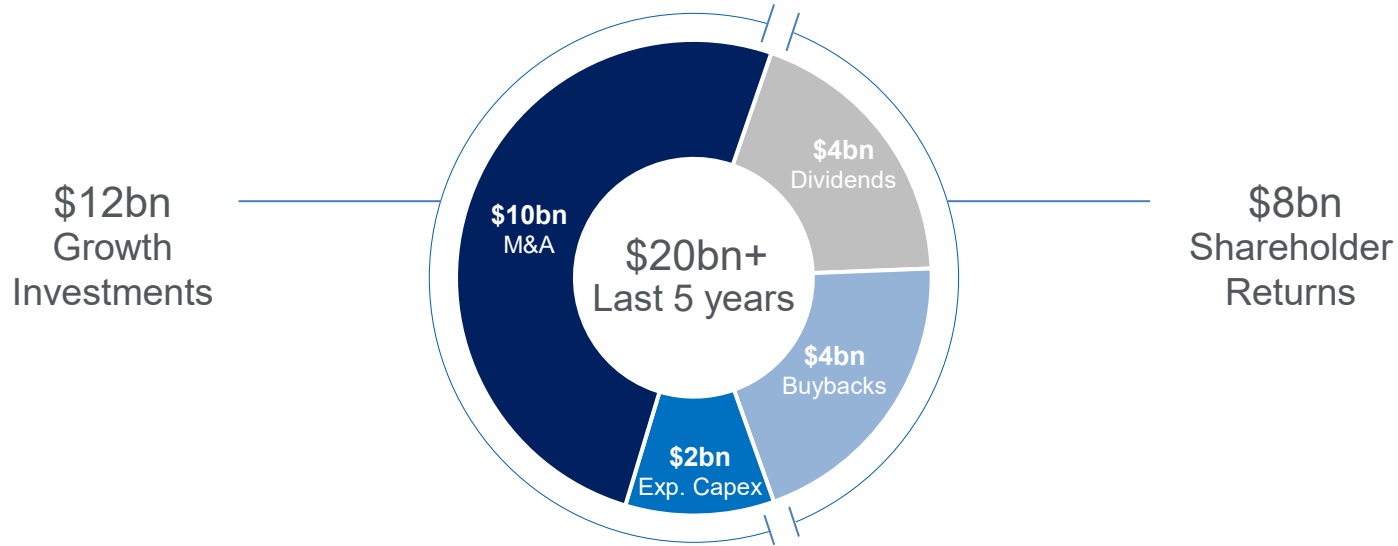


Strongest Balance Sheet in Group History ...



*Net of \$0.4bn one-off tax charge on the profit on divestment of the Building Envelope business

Progressive, Disciplined Capital Allocation



... expect **~\$30bn+** financial capacity in the next 5 years



Increasing Share Buybacks ...

Strong history of cash returns ...

- An embedded part of our capital allocation strategy
- \$4.1bn buybacks last 5 years
... >10% of market cap
- Long track record of dividend delivery
... 39 years of growth & stability
- Strongest balance sheet in Group history ...
0.9x net debt / EBITDA ... & strengthening

... value creation to continue

- ~\$30bn+ financial capacity in the next 5 years
- Demonstrating confidence in outlook & continuing strong cash generation
- Strong pipeline of growth opportunities ...
continued delivery of successful M&A strategy
- Committed to progressive dividend policy & investment grade credit rating

... returning **\$3bn** over next 12 months





Sustainability Update

Leading the Way in Carbon Reduction

- Raising our ambition & accelerating efforts with new carbon reduction target
- Now targeting 30% reduction in absolute carbon emissions by 2030
- Targets validated by SBTi to be in line with the updated 1.5°C framework
- Bottom-up roadmaps in place across all our businesses with dedicated teams in place



-30%

reduction in carbon emissions by 2030
(vs. 2021 levels)



SCIENCE
BASED
TARGETS



Delivering a More Circular Built Environment



Advancing circularity for environmental, financial & societal benefits



Preserving scarce natural resources & prolonging the life of reserves



Reducing costs while providing equivalent or superior product quality



Circularity in 2022

42mt recycled materials

#1 recycler – *of any material* – in the US

World #1 in asphalt recycling

Ambition of 50% recycled asphalt in the next decade

36% alternative fuels usage

Leading the industry in fossil fuel substitution



Accelerating Integrated Solutions

Why Solutions?

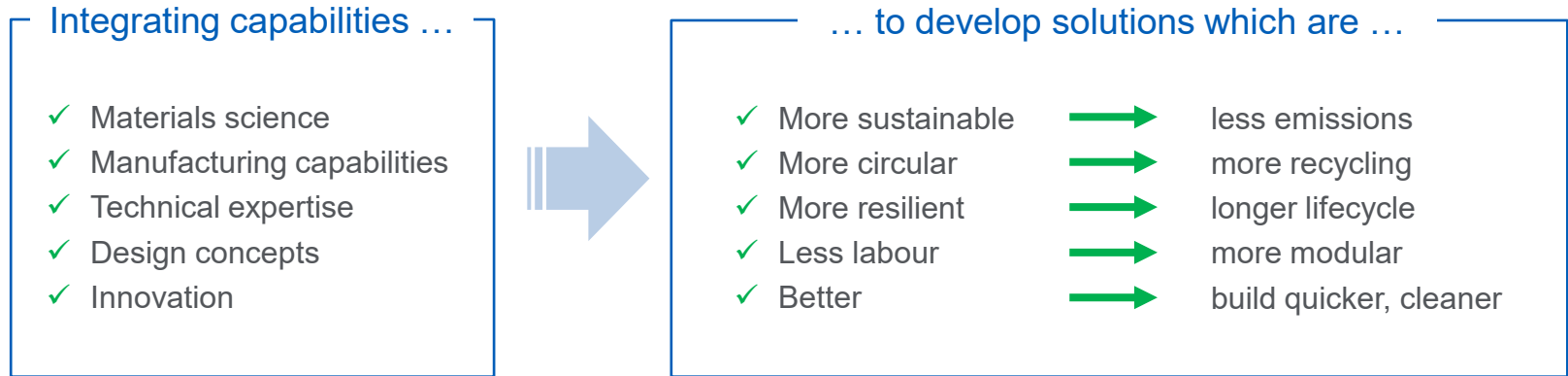
- The world around us is changing ... 2 billion more people by 2050 with 70% urbanisation
- Significant backlog of aging infrastructure
- We cannot continue producing harmful emissions & consuming scarce resources at our current pace ... society & regulators are demanding action
- Businesses have a responsibility to help change the way we build our world for the decades ahead



... value-added solutions is the way forward

How Do Solutions Work?

- Integrating planning, design, manufacturing & delivery of essential materials, products & services
- Customers, designers, engineers & manufacturers working together in partnership



... delivering simple solutions that lower costs

How Are Solutions Going to Evolve?

- Greater collaboration & stronger partnerships along the value chain
 - Accelerating innovative solutions
 - Promoting more sustainable delivery of construction projects
 - Ever-increasing circularity
 - Blended use of multiple materials (concrete, plastics, composites, metals)
 - Logistics & ongoing services / maintenance ... increasing in importance

*Manufacturers with
comprehensive
knowledge
& capabilities across
materials, products
& services
... will be the winners*



Why CRH?

- ✓ Differentiated strategy with unmatched experience of materials, products & services
- ✓ Industry leader in sustainability, recycling and innovation
- ✓ #1 in the most innovative & regulated construction markets in the world ... US & Europe
- ✓ Proven leader in delivering end-to-end integrated solutions



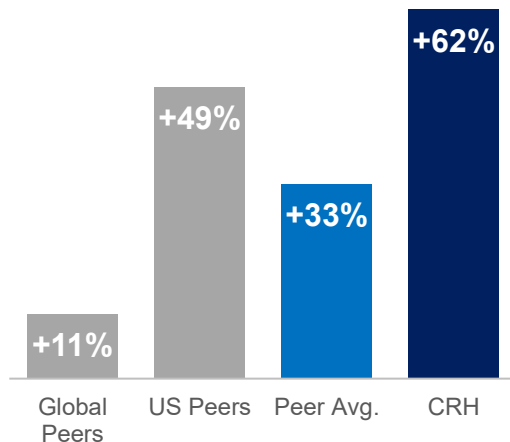
... what have solutions delivered for our business?



Industry-Leading Financial Performance

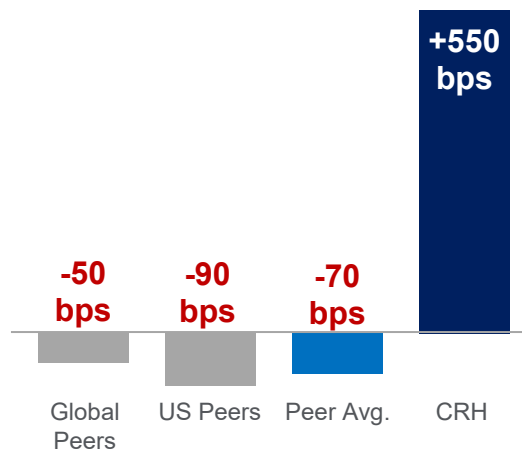
EBITDA Growth

(% Change 2017 - 2022)



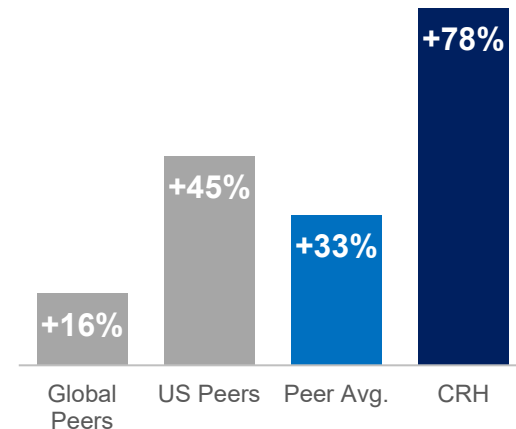
Margin Performance

(2017 - 2022)



Operating Cash

(% Change 2017 - 2022)



... & superior value for shareholders

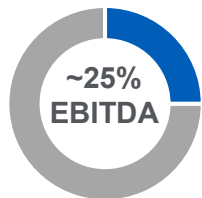


Global peers: Holcim, Heidelberg Materials, Cemex

US peers: Martin Marietta, Vulcan Materials, Summit Materials, Eagle Materials

CRH EBITDA & Margin adjusted to exclude contribution from divested Building Envelope business

We Leverage the Unique Capabilities of CRH ...



Europe

The most regulated construction market ...

- Exacting specifications
- Advancing sustainability
- Driving innovation



Innovation

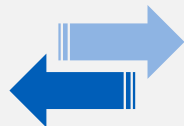
Sustainability

Talent & Expertise

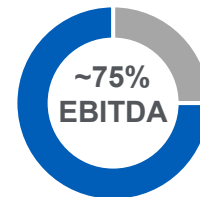
Synergy delivery

Growth platforms

Best practice



North
America



Innovations from Europe ... to end-to-end solutions of scale in N. America

Knowledge & expertise from US to EU
Outdoor Living & Utility Infra. businesses

European capabilities key to doubling
Ash Grove profitability since acquisition

Positioning CRH for the Next Decade of Growth ...

Essential Materials

Outdoor Living Solutions

Combining materials, products & value-added services ...



Planning

Innovation

Repairing

Designing

Engineering

Logistics

Maintaining

Manufacturing

Technology

Recycling



Road Solutions

... end-to-end & inter-connected

Building & Infrastructure Solutions



A Natural Evolution of our Integrated Solutions Strategy ...

... aligning our business with the future growth of our industry





Listing Considerations

Transition to a US Primary Listing

... the natural listing location for our business

Background & context

- Active reshaping & repositioning of CRH over the last decade
- Steadily increasing exposure to N. America (now ~75% of EBITDA)
- The US is expected to be a key driver of future growth for CRH

Key rationale

- Significant commercial & operational benefits ...
 - ✓ Capitalise on strong growth opportunities (IIJA, IRA, onshoring)
 - ✓ Enhancing US acquisition capabilities
 - ✓ Accelerating solutions strategy

Recommendation

- Move primary listing to the US, together with US index inclusion
- Communicating with shareholders in the coming weeks
- Further updates in April 2023

... accelerating growth, delivering higher profits, returns & cash





Outlook

North America

... favourable demand backdrop; pricing positive

- **Infrastructure** – Robust demand underpinned by significant increases in federal highway funding (~50% higher in next 5 years)
- **Non-Residential** – Key segments supported by government investment & onshoring of critical manufacturing
- **Residential** – Short-term weakness in places
... multi-family & RMI resilient
... strong long-term fundamentals



... a key driver of growth for CRH in the next decade



Europe

... softer activity levels offset by positive pricing

- **C&E Europe** – Infrastructure supported by EU funds
... CRH #1 in materials, products & services
... construction market ~70% the size of the US
... significant growth opportunities ahead
- **W. Europe** – Resilient Infrastructure & RMI
... increasing demand for end-to-end solutions
... leading in innovation, design & new technologies



... the centre for sustainable construction innovation in the years ahead



Well Positioned for 2023 & Beyond ...

- Clear growth strategy delivering superior performance ... integrated solutions a key differentiator
- Best-in-class operators focused on growing profits, margins, returns & cash
- Leading on sustainability ... decarbonisation, circularity, innovation ... uniquely positioned
- Continuously assessing, refining & re-shaping portfolio ... building out integrated solutions strategy
- Peerless capital allocation ... strongest balance sheet in Group history
- Industry-leading cash generation & conversion ... ~\$30bn+ financial capacity in the next 5 years

... another year of progress





Appendix – Accelerating Integrated Solutions

New Organisational Structure (Effective 1 Jan 2023)

FY22	Americas		Europe	
	Sales	EBITDA	Sales	EBITDA
Materials Solutions	14,324	2,748	9,349	1,246
<i>Essential Materials</i>	4,160		4,625	
<i>Road Solutions</i>	10,164		4,724	
Building Solutions	6,188	1,255	2,862	366
<i>Building & Infrastructure Solutions</i>	2,379		2,252	
<i>Outdoor Living Solutions</i>	3,809		610	
Sub-total	20,512	4,003	12,211	1,612
Group			32,723	5,615



Essential Materials ...

- Leading provider of essential building materials
... aggregates & cement
- Finite, valuable & difficult to replace
... #1 aggregates reserves in North America
... regional #1 in Europe
- High margin & heavily integrated into downstream solutions businesses
- Unique network of assets and expertise
... a trusted partner across our markets



... the fundamental platform for our solutions strategy



Road Solutions ...

- Fully integrated offering across the project lifecycle ... design, manufacture, install, maintain & recycle
- Significant investment needs ... publicly funded & resilient
- #1 in sustainable road solutions ... leading on innovation & circularity
- Maximising value through the supply chain ... delivering for our customers



... fully integrated end-to-end road solutions provider



Building & Infrastructure Solutions ...

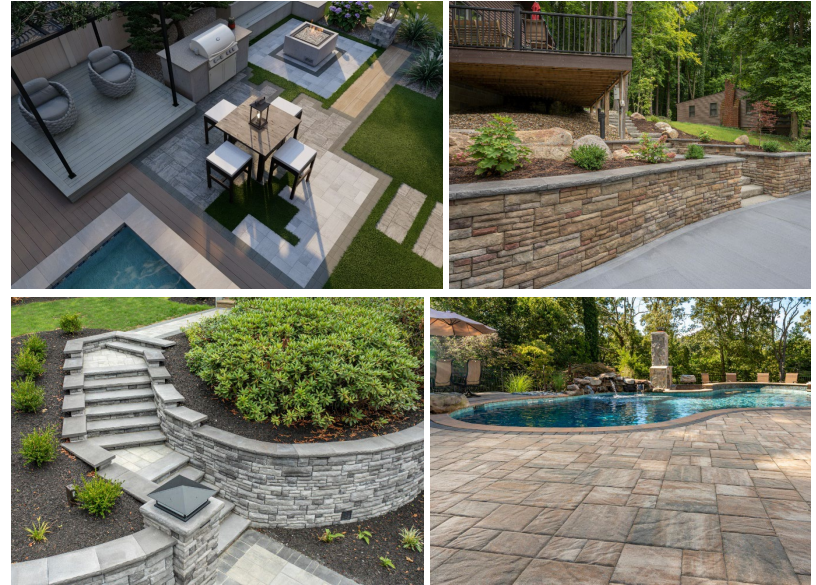
- Leading provider of critical utility infrastructure & commercial solutions
... fully integrated with essential materials
... closely connected to road solutions
- Highly engineered, specified & innovative solutions for complex construction projects
... addressing the needs of our customers
- Attractive growth profile ... structural tailwinds in onshoring & clean energy initiatives
... water, energy and telecommunications



... the trusted partner for complex construction projects

Outdoor Living Solutions ...

- Owning the backyard with innovative & bespoke sustainable solutions
- Complete customer solution
 - ... materials, products & supply-chain
 - ... digital design services, technology & logistics
 - ... fully integrated with essential materials business
- Strong growth track record ... RMI focus
- Structural growth drivers ... population, migration, suburbanisation, lifestyle changes



... a full service outdoor living solution for our customers





Appendix – 2022 Financials

Group Components of Performance

\$ million	Sales revenue	EBITDA	Operating profit	Profit on disposals	Finance costs (net)	Assoc. and JV PAT ¹	Pre-tax profit
2021	29,206	4,990	3,331	116	(399)	55	3,103
Exchange effects	(1,359)	(168)	(82)	(2)	19	(3)	(68)
2021 at 2022 rates	27,847	4,822	3,249	114	(380)	52	3,035
<i>Incremental impact in 2022 of:</i>							
- 2021/2022 acquisitions	1,739	402	275	-	(55)	-	220
- 2021/2022 divestments	(108)	(17)	(13)	(177)	47	-	(143)
- Organic	3,245	408	383	14	12	(52)	357
2022	32,723	5,615	3,894	(49)	(376)	-	3,469

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



Americas Materials

Analysis of change

\$ million	Analysis of change					2022	% Change
	2021	Exchange	Acquisitions	Divestments	Organic		
Sales revenue	12,407	(41)	511	(60)	1,507	14,324	+15%
EBITDA	2,588	(4)	44	(13)	133	2,748	+6%
Operating profit	1,788	(2)	(11)	(11)	145	1,909	+7%
EBITDA/sales	20.9%					19.2%	
Operating profit/sales	14.4%					13.3%	



Europe Materials

Analysis of change

\$ million	Analysis of change					2022	% Change
	2021	Exchange	Acquisitions	Divestments	Organic		
Sales revenue	10,581	(1,151)	107	(44)	1,083	10,576	-
EBITDA	1,410	(157)	8	(4)	100	1,357	(4%)
Operating profit	814	(79)	1	(2)	90	824	1%
EBITDA/sales	13.3%					12.8%	
Operating profit/sales	7.7%					7.8%	



Building Products (*Continuing Operations*)

\$ million	Analysis of change					2022	% Change
	2021	Exchange	Acquisitions	Divestments	Organic		
Sales revenue	6,218	(167)	1,121	(4)	655	7,823	+26%
EBITDA	992	(7)	350	-	175	1,510	+52%
Operating profit	729	(1)	285	-	148	1,161	+59%
EBITDA/sales	16.0%					19.3%	
Operating profit/sales	11.7%					14.8%	

The table above excludes the trading performance of Building Envelope which, following its divestment, has been classified within discontinued operations.



Summary Financial Performance

	YoY Total Change		YoY LFL Change	
	Sales	EBITDA	Sales	EBITDA
Americas Materials	+15%	+6%	+12%	+5%
Europe Materials	-	-4%	+11%	+8%
Building Products	+26%	+52%	+11%	+18%
Group	+12%	+13%	+12%	+8%



Materials Volumes & Prices

YoY % Change	Americas Materials		Europe Materials	
	Volumes	Price	Volumes	Price
Aggregates	-1%	+10%	-7%	+13%
Asphalt	+3%	+20%	-9%	+20%
Cement	-3%	+12%	-9% ¹	+24%
RMC	-6%	+14%	-4%	+18%

¹ Europe Materials cement volumes were -2% excluding the Philippines & Ukraine.



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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, including but not limited to the statements under: “Key Messages” and “Market Backdrop & Trading Performance” regarding plans and expectations for share buybacks and/or dividend policy or payments, the Group’s decarbonisation targets, the execution and anticipated benefits of a transition to a U.S. primary listing, as well as expectations regarding inflation, future growth opportunities and value creation, demand, sales volumes, pricing, market trends, government funding, and macroeconomic conditions, including interest and foreign exchange rates; “Financial Performance & Capital Allocation” regarding expectations for financial capacity, credit worthiness, cash generation and returns, the timing and amount of share buybacks, and the pipeline of opportunities and future value creation; “Sustainability Update” regarding the Group’s decarbonisation targets and the Group’s work delivering a circular built environment; “Accelerating Integrated Solutions” regarding the growth of the integrated solutions strategy; “Listing Considerations” regarding the proposed transition to a U.S. primary listing and the benefits of such transition; and “Outlook” regarding expectations for Group performance, including with respect to demand, innovation trends, cash generation, balance sheet, margins, profits, shareholder value, pricing and competitive advantages.

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”, “is likely to”, “estimates”, “believes”, “intends,” “plans,” “objective,” 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.

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, and which include, among other factors: economic and financial conditions, including increased interest rates, inflation, price volatility and/or labor and materials shortages in countries and regions where we operate; the pace of growth in the overall construction and building materials sector; demand for infrastructure, residential and non-residential construction in our geographic markets; increased competition and its impact on prices; increases in energy and/or raw materials costs; adverse changes to laws and regulations, including in relation to climate change and sustainability; the impact of unfavorable weather, including due to climate change; our ability to successfully develop and integrate sustainable solutions into our business and investor and/or consumer sentiment regarding the importance of sustainable practices and products; approval or allocation of funding for infrastructure programmes; adverse political developments in various countries and regions, including war and acts of terrorism; failure to completely or successfully integrate acquisitions; indirect and direct effects of the COVID-19 pandemic; cyber-attacks, sabotage or other incidents and their direct or indirect effects on our business; and the specific factors identified in the section entitled “Principal Risks and Uncertainties” in our 2022 Full Year Results announcement and in the section entitled “Risk Factors” in our 2021 Annual Report on Form 20-F as filed with the US Securities and Exchange Commission.

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