



# Investor Update

April 2022



# Agenda

Integrated Solutions

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Sustainability

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Portfolio

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Capital Allocation



# CRH – A global leader in building materials solutions

- Leading provider of value-added materials, products & solutions
- Attractive sector exposures ... ~40% Infrastructure; ~35% Residential; ~25% Non-Residential
- Consistent growth in recent years ...  
5-year CAGR: Revenue +6%; EBITDA +11%; Cash +10%
- Compound annual TSR of >15% since 1970



*\* Financial performance on a Continuing Operations basis*

# CRH – an integrated provider of building solutions

Reshaped & repositioned ... from base materials to integrated solutions

## Products & Services



Aggregates



Lime



Cement



RMC



Infra  
Concrete



Asphalt



Paving



Outdoor  
Living



Infra  
Products



Constr.  
Access.

## Our approach to integrated solutions ...

- **End-to-end solutions:** Uniquely integrating materials, products & services
- **Business model:** Evolving to address the future needs of construction & to help deliver a more resilient built environment
- **Large scale projects:** Full-service offering for large scale horizontal construction on & below ground
- **Customer connected:** Becoming more deeply embedded with customers & increasing barriers to switching

... Integrated solutions now 65% of global sales

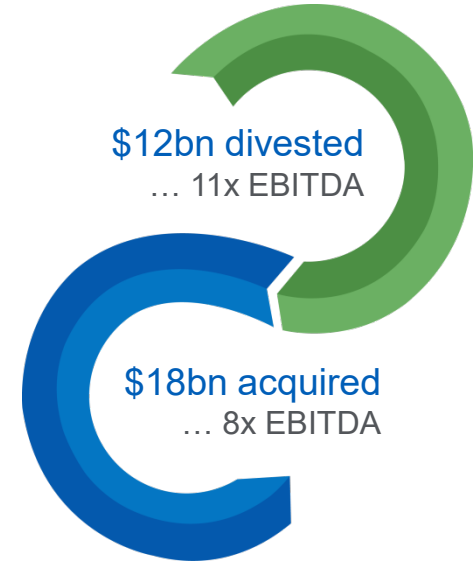




# A reshaped & repositioned business ...

- Active portfolio management ... a continuous process
- Building a structurally better business ...
  - ... simpler, leaner & more focused
  - ... less cyclical & less capital intensive
  - ... higher margins, returns & cash
- Focusing on markets with the best mix of growth, cash & returns
- Disciplined & value-focused approach

Active portfolio management (to-date)  
(2014-2022)



... creating value through active reallocation of capital

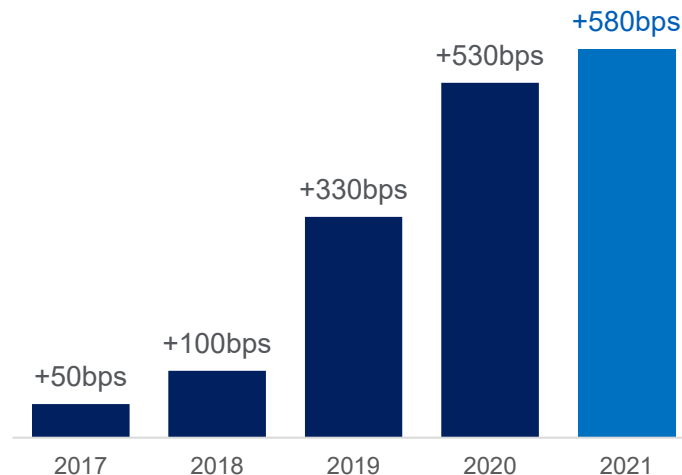


# Continuous business improvement ...

... at the heart of all we do ...

- Growth underpinned by mindset of continuous business improvement
- Leveraging scale & expertise from across the Group ... co-ordinated centrally, but ... executed locally
- Deeply embedded in all aspects of our business ... delivering higher profits, margins, returns & cash

+580bps EBITDA margin expansion  
(2017-2021 cumulative)



... building a structurally better business



# Drivers of Performance

## Growth through the cycle

- High quality building solutions businesses ... #1 in attractive, developed construction markets
- Portfolio balanced across Infra, Residential and Non-Residential
- Bolt-on acquisition strategy fuels additional organic growth
- Recognised leader in sustainable solutions

## Disciplined value creation

- Owner-mindset approach to capital allocation
- Robust cash generation & strong balance sheet provides optionality for future value creation
- Active M&A strategy with strong track record of value creation
- Increasing cash returns to shareholders

## Strong global leadership team

- Best-in-class operators ... relentless focus on continuous business improvement (CBI)
- Disciplined reshaping & repositioning of CRH
- Strong operational delivery
- Focused on long-term value creation for all stakeholders



# Experienced & talented leadership team



**Albert Manifold**  
Chief Executive  
Joined 1998



**Jim Mintern**  
Group Finance Director  
Joined 2002



**Randy Lake**  
Chief Operating Officer  
Joined 1996



**Dan Stover**  
President,  
Americas Materials  
Joined 1999



**Gina Jardine**  
Chief HR Officer  
Joined 2019



**Onne van der Weijde**  
President,  
Europe Materials  
Joined 2018



**David Dillon**  
Executive Vice President,  
Chief of Staff  
Joined 1998



**Isabel Foley**  
Group General Counsel  
Joined 2020



**Nathan Creech**  
President,  
Building Products  
Joined 2011

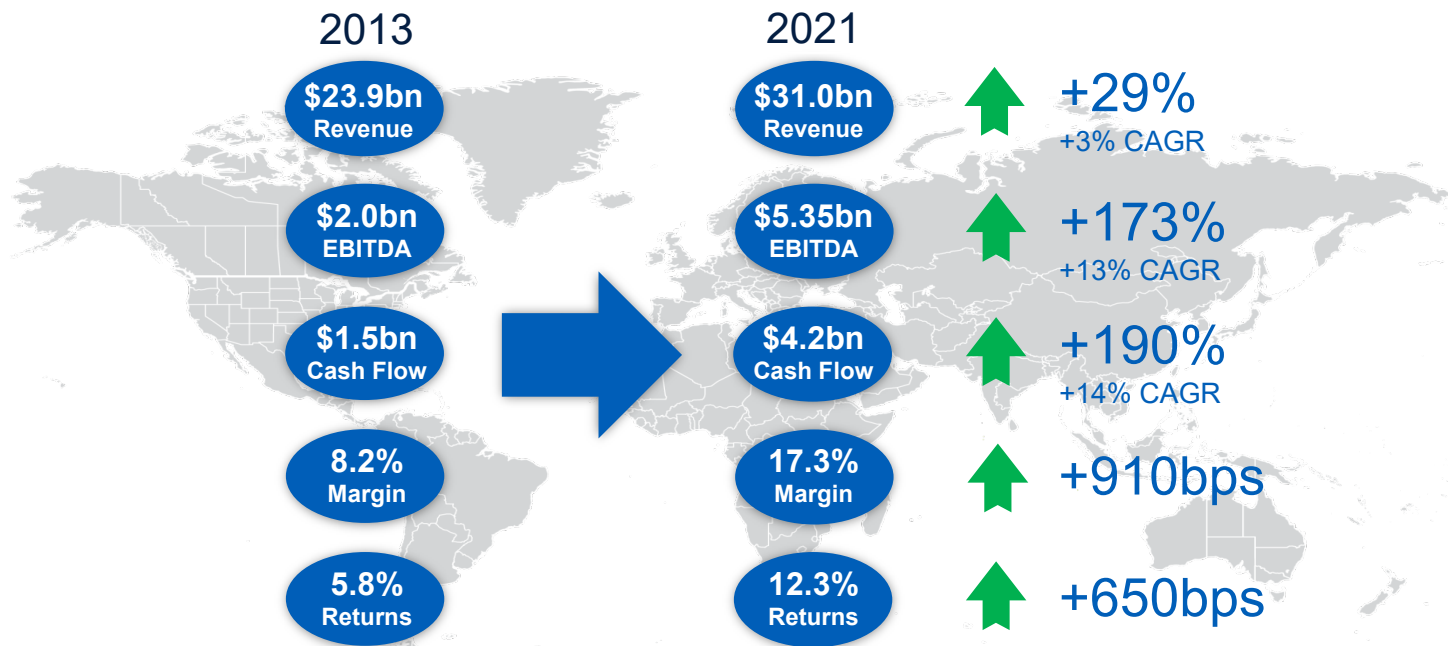


**Juan Pablo San Agustín**  
Chief Innovation &  
Sustainability Officer  
Joined 2020



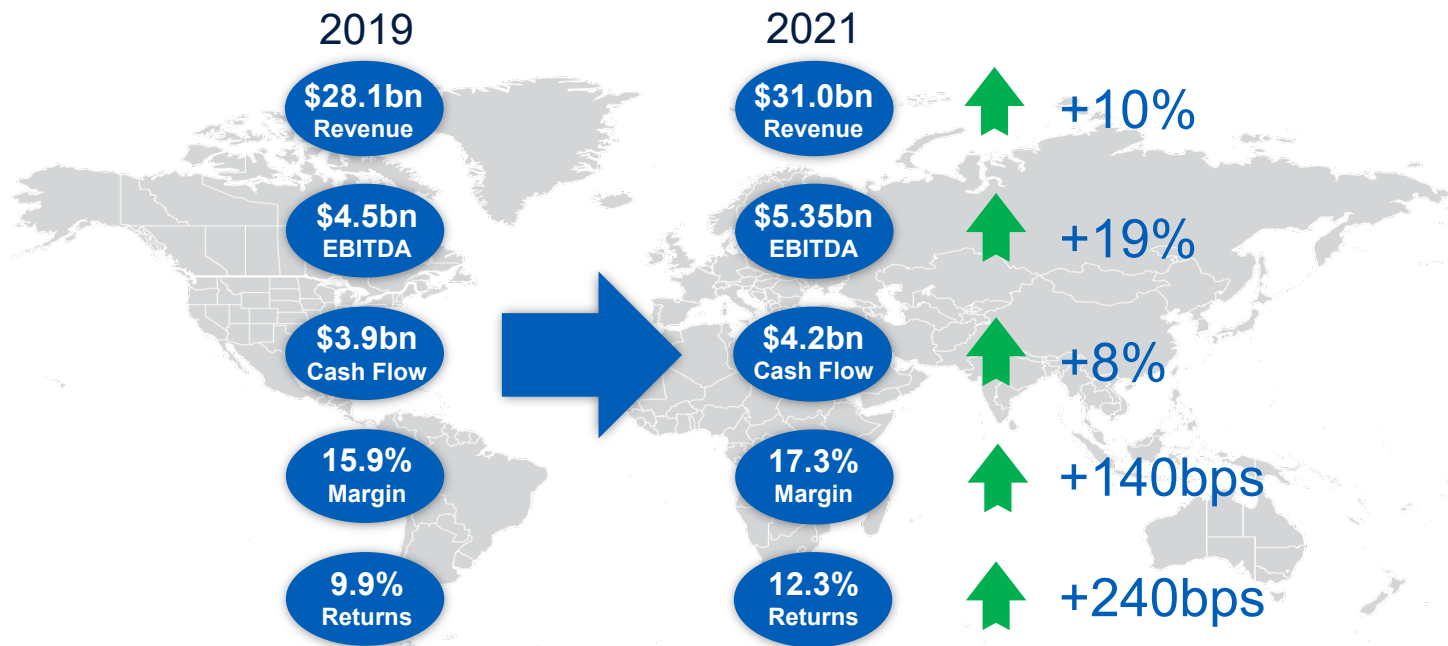


# Performance *through* the cycle ...



... industry leading performance

... And performance within the cycle ...



... industry leading performance

# We cannot stand still ...

- We have delivered superior performance to-date ... but we are focused on the future
- Factors driving construction demand in recent years ...
  - ... significant Infrastructure needs
  - ... Residential underbuild
  - ... Non-Residential recovery
- But climate change is reshaping the world of construction ... and we too must adapt



... our world is changing

# How are we positioning for the changing needs of construction?

## Four key drivers of growth...

- 1 World population projected to grow by ~2bn by 2050  
... ~70% in urban environments, an increase of ~50%
- 2 Economic development will continue to drive investment  
in infrastructure, residential & commercial projects
- 3 Growing need for a more sustainable built environment  
... conserving, protecting & transporting scarce resources
- 4 Recurring repair & maintenance needs  
... maintaining & upgrading the ever-growing built environment



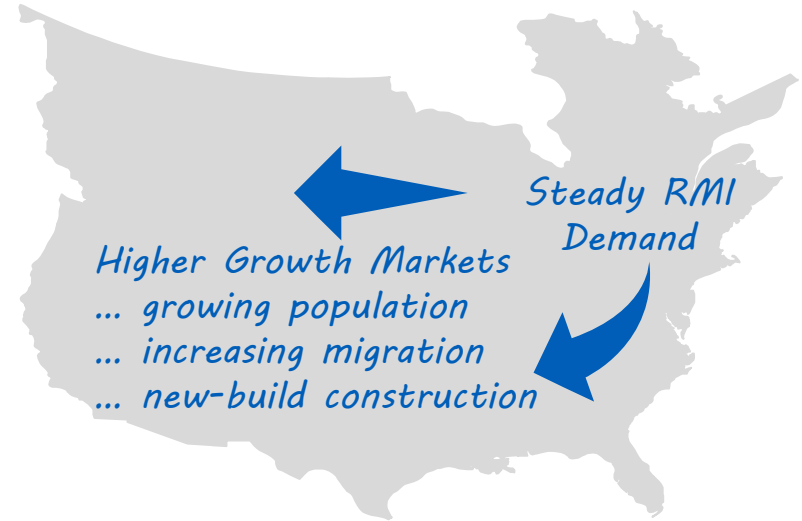
... developed world footprint & strong market positions





# Value Drivers – North America

- Strong population growth ... +30m people every decade
- Good demand momentum ...
  - ... Infrastructure funding underpinned ... Federal & State
  - ... significant Residential needs ... New & RMI
  - ... Non-Residential activity recovering
- Attractive footprint
  - ... NE & Midwest – resilient RMI activity
  - ... South & West – migration driving new-build growth



# Value Drivers – Europe

- Western Europe ... stable & developed  
... resilient RMI demand  
... advancements in sustainable construction
- Eastern Europe ... higher growth  
... significant new-build Infrastructure & Residential needs  
... supportive regulatory environment for sustainable solutions  
... good opportunities for value-accretive M&A
- Significant government support for Infrastructure





Integrated Solutions

# Construction is changing ...

## Becoming less impactful on our world ...

- Less intrusive on communities
- Faster construction times
- Safer, cleaner ... and better
- Reducing harmful emissions
- More efficient & flexible
- Increasing offsite manufacturing
- More resilient & longer lasting
- Increasing circularity






# Customers' needs are changing ...

## Addressing complex challenges through ...

- Simplified supply chains & logistics
- Improved quality, reliability & security of supply
- Collaborative partnerships to create innovative, value-added products & services
- End-to-end integrated building solutions

## And we too are changing ...

### Developing products & solutions that build ...

- Quicker ...  ... reducing construction times
- Cleaner ...  ... more circular & less intrusive on communities
- Better ...  ... improving the efficiency & safety of buildings
- More reliably ...  ... longer lasting & more resilient
- Cheaper ...  ... increasing offsite manufacturing

... making complex construction safer, simpler & more sustainable



# Investing in innovative, sustainable solutions

... at the forefront of demand for sustainable products & solutions

- Uniquely positioned for long-term growth  
... the **leading producer of sustainable building materials**
- **Working closely with customers** to understand existing, evolving & emerging demand for sustainable solutions
- Integrating materials, products & services ... value-added solutions across the **value chain & construction lifecycle**
- Increasing focus on **products with enhanced sustainability attributes** ... aligned with evolving environmental policy standards

~\$1bn

invested on innovation  
within CRH every 10 years

\$250m

committed for new  
innovation venture fund

60+

ongoing innovation  
projects



# Customer insights on integrated solutions ...



Grant Kai  
Civil Engineer Associate

L.A. International Airport Project



Paul Ajegba  
Director, Michigan DOT

I-69 Freeway Reconstruction



Ryszard Dąbek  
President, MONTING

Warsaw Tower Projects



# Water Infrastructure Solutions

- Water ... a vital utility for life  
... urgent need to manage water scarcity & excess
- Essential to upgrade & build new water infrastructure  
... 2.2m miles of underground water pipes in the US  
... aging & underfunded network  
... average water pipe 45 years old  
... ~6bn gallons of treated water lost every day
- CRH water infrastructure solutions ...  
... design & engineering capabilities  
... concrete, plastics, composite materials  
... retention, detention, treatment & transportation  
... potable, storm & waste water





## Solutions in Action

- Custom-built stormwater management system for LAX airport
- Bespoke solution to capture, clean & infiltrate 45,000ft<sup>3</sup> of water
- Highly specified project with numerous stakeholders
- Provided products, design & engineering services – one-stop-shop

Los Angeles,  
United States

Play  
Customer  
Video

CRH

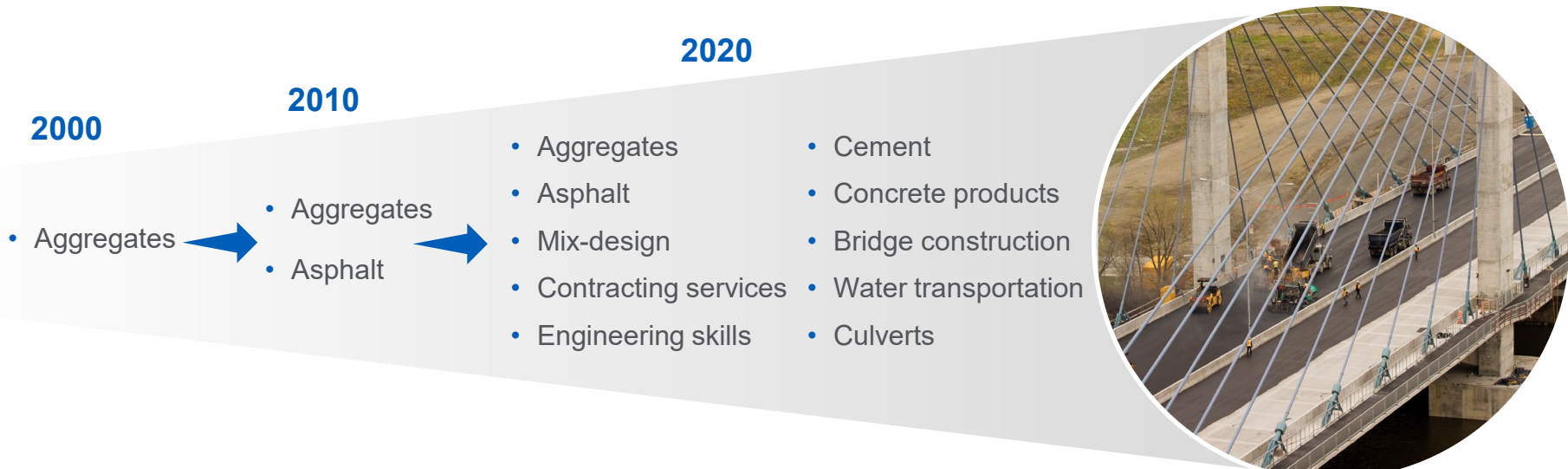


# Road Infrastructure Solutions

- CRH ... #1 roadbuilder in the US
- Full-service, end-to-end offering across entire project lifecycle ... design, manufacture, install, maintain & recycle
- Uniquely combining ...
  - ... breadth of materials, products & services
  - ... design, innovation & engineering expertise
- Bespoke solution for every project
  - ... capability to adapt materials, products & services
- Delivering higher quality & better value to customers



# Road Solutions ...



From base materials ... .. to integrated solutions







CRH

Play  
Customer  
Video

## Solutions in Action

- Combined 4 projects into 1 ... a single end-to-end solution
- Shortened the construction time from 8 years to 3 years
- Applied custom asphalt mixes for the challenging Michigan climate
- Simplified, efficient & cost effective ... using recycled materials

Michigan,  
United States

# Urban construction solutions ...

- Rebuilding the world's cities ... from the centre out
- Modern architectural structures within confined footprints
- Densely populated & congested urban centres
- Strict regulatory & environmental specifications



... solving complex challenges for our customers





CRH



Play  
Customer  
Video

**Solutions  
in Action**

- Poured concrete in -30 degrees Celsius to heights of 200 metres
- Leveraged expertise & materials technology within the Group
- Used innovative products & off-site manufacturing
- Simplified logistics, improved project scheduling & lowered costs

**Warsaw,  
Poland**

# Integrated solutions strategy ...

## Unique capabilities, decades of experience ...

- #1 in North America ... #1 in Europe
- Leveraging scale & best practise from across the Group
- Providing integrated, value-added materials, products & services
- End-to-end solutions ... solving complex problems for our customers

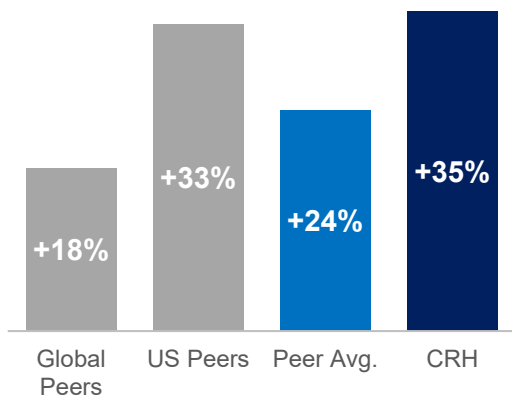
... good for CRH ... good for our customers



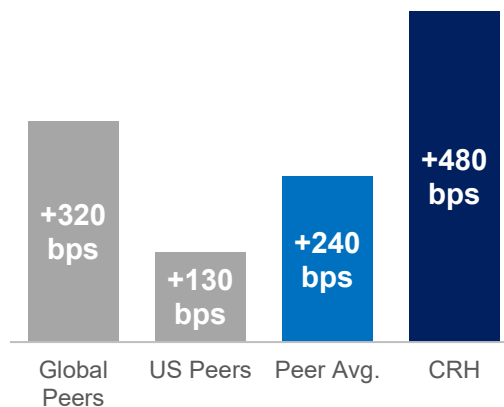


# Outperforming industry peers ...

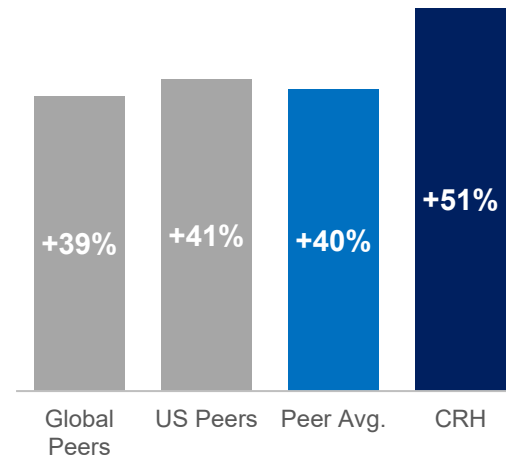
**EBITDA Growth**  
(% Change 2018 - 2021)



**Margin Expansion**  
(2018 - 2021)



**Operating Cash**  
(% Change 2018 - 2021)



... delivering superior value for shareholders

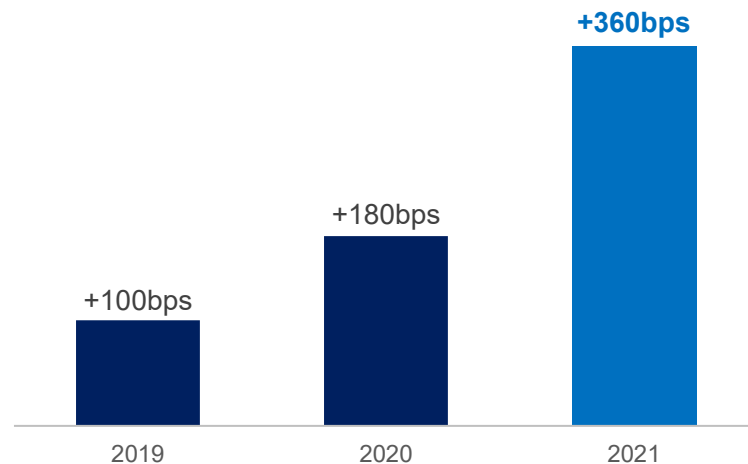


Global peers: Holcim, HeidelbergCement, Cemex  
US peers: Martin Marietta, Vulcan Materials

# Integrated solutions strategy ...

- More deeply embedded with customers  
... significant commercial & operational benefits
- Leveraging production & logistics efficiencies to drive increased profitability & asset utilisation
- Reducing waste & advancing the sustainability of construction
- Less capital intensive & higher returns

+360bps organic RONA\* improvement  
(2019-2021 cumulative)



... delivering superior long-term value & structurally higher growth



\* Organic RONA = Organic EBIT Performance / PY Net Assets



Sustainability

# Our approach to Sustainability ...



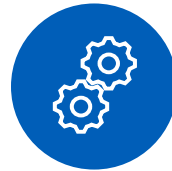
## Decarbonise

Our commitment to decarbonise our business & society



## Preserve & Conserve

Protecting scarce resources & enabling a more sustainable future



## Sustainable Solutions

Products & solutions that contribute to a more sustainable society



## People & Community

Empowering our employees & engaging with the community

# Addressing the challenges facing our world ...

- Global population to increase by ~2bn people by 2050  
... significant construction needs
- Construction industry emits ~4bn tonnes CO<sub>2</sub> p.a.
- Using scarce natural resources at an unsustainable rate

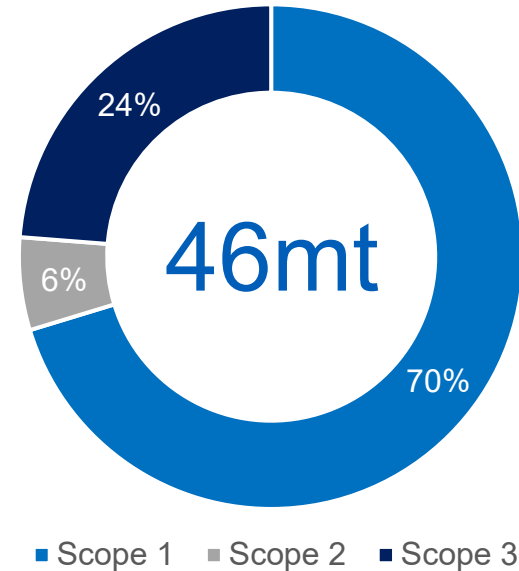


... sustainability must be at the core of construction

# Taking the lead on decarbonisation ...

- Long track record of industry-leading emissions reduction
- Raising our ambition & accelerating our efforts with best-in-class new target
- 25% reduction in absolute Group-wide emissions ... the only metric that matters
- SBTi certified & aligned with ambition to be carbon neutral by 2050

Group Carbon Emissions  
(2020: Scope 1, 2 & 3)



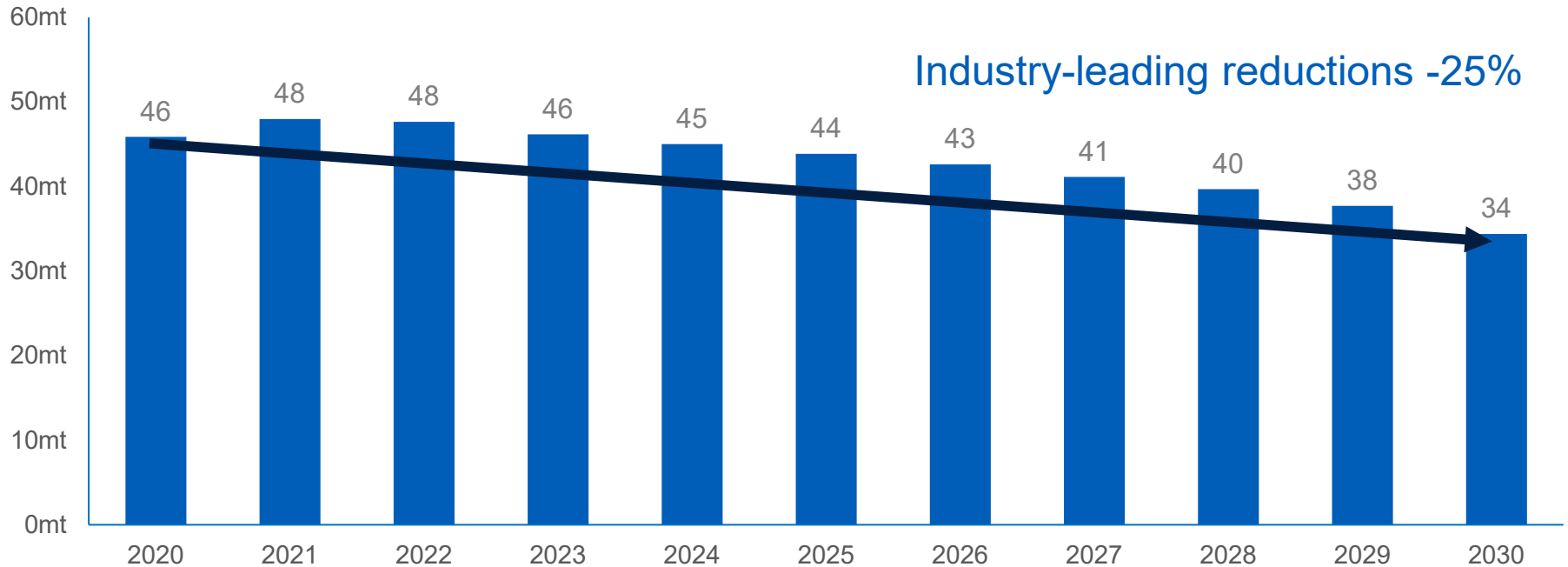
... uniquely positioned across the value chain



\* Scope 1 & 2 emissions reduction target approved by the Science Based Targets initiative (SBTi)



## Targeting Group-wide emissions reductions ...



... roadmap to 2050 ... net zero carbon



# Detailed, bottom-up roadmap ...

- Significant experience in decarbonisation
- At the leading edge for many years
- Dedicated teams in place
- Leading experts across our businesses
- Coordinated centrally, executed locally

## Key areas of focus

### Clinker substitution

pozzolans, calcined clay, etc

### Network optimisation

optimising plant footprint

### Fuel economy

recycled waste & biomass

### Fleet upgrades

vehicle electrification

### Renewables

green energy alternatives

### New technologies

materials & products

### Raw materials

decarbonated alternatives

### Scope 3 reductions

purchased goods / transport

# Investing in decarbonisation ...

- Expect ~\$150m increase in annual capex
- A net business benefit ...
  - ✓ Higher sales
  - ✓ Higher profitability
  - ✓ Offsetting future CO<sub>2</sub> costs
  - ✓ Creating superior value
- Disciplined approach with strict investment criteria ... attractive returns profile



... reducing emissions, building a better world ... and a better CRH

# Circularity in construction ...

- Significant environmental, financial & societal benefits
- Preserving scarce natural resources & prolonging the life of reserves
- Reducing the costs of construction ... for us & our customers
- Providing equivalent or superior product quality



# Building a more resilient, circular & sustainable world ...

- Advancing circularity to enable a more sustainable future
- Increasing customer demand for greater ...
  - ... **Resilience** – protecting against climate change
  - ... **Circularity** – preserving scarce natural resources
  - ... **Sustainability** – reducing the impact of construction
- Already the #1 recycler in North America
  - ... 25% of every mile of road recycled
  - ... ambition of 50% within a decade



# Developing sustainable solutions ...

- Leveraging capabilities across the construction value chain
- Delivering a more sustainable & better quality built environment ... more resilient, lower carbon, higher performing
- Collaborating & innovating to develop value-added products & solutions
- Protecting & transporting vital utilities ... essential for modern life

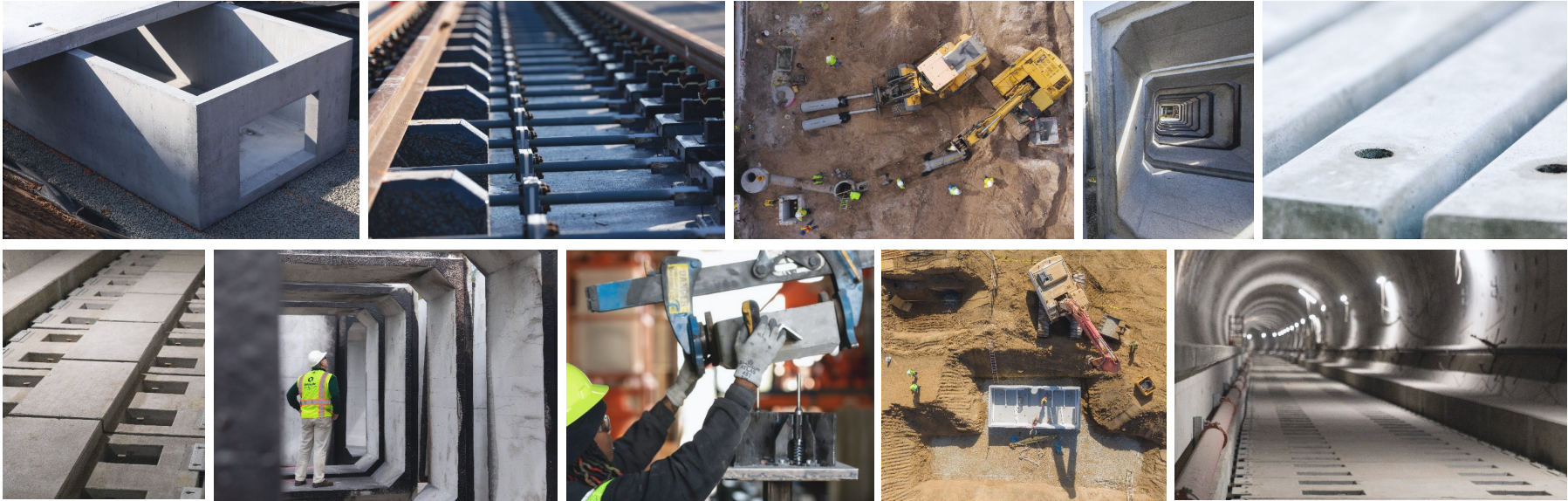


... uniquely positioned for significant growth opportunities





# Sustainable solutions ...



... that contribute to a more sustainable society



# Sustainable solutions ...



... that improve the quality of construction and our lives

# Empowering employees and communities ...



Zero harm

Working to ensure **safety & wellness** of colleagues & partners



Equality

Where everyone has **equal opportunities** to develop & progress



People

**Attracting, developing & retaining** the top talent in our industry



Community

Recognising the important **role of companies** in communities & society

... embracing our responsibility to society





Portfolio

# Value creation through M&A – patient, disciplined, sustainable

## Robust framework & focus areas



### Market & product selection

- ✓ Expand & prioritise geographic footprints
- ✓ Attractive markets – strong population growth, development opportunities, new-build & RMI demand
- ✓ Integrated service offerings to accelerate end-to-end solutions & scale capabilities



### Performance / financials

- ✓ Value-focused ... avg. 8x EBITDA since 2014
- ✓ Accretive to growth & returns
- ✓ Leadership positions in local markets
- ✓ Tangible synergies from day 1



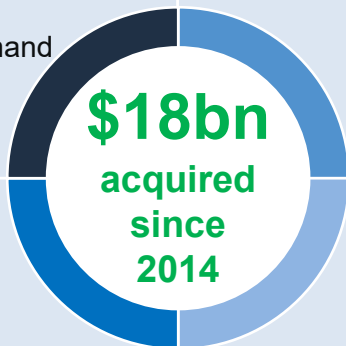
### Strategic alignment

- ✓ Continued focus on pursuing larger strategic deals to create platforms for growth
- ✓ Acquiring small to medium-sized companies that complement our existing network
- ✓ Divest assets that are no longer optimal uses of capital & reallocate to higher growth & returning opportunities



### Cultural fit

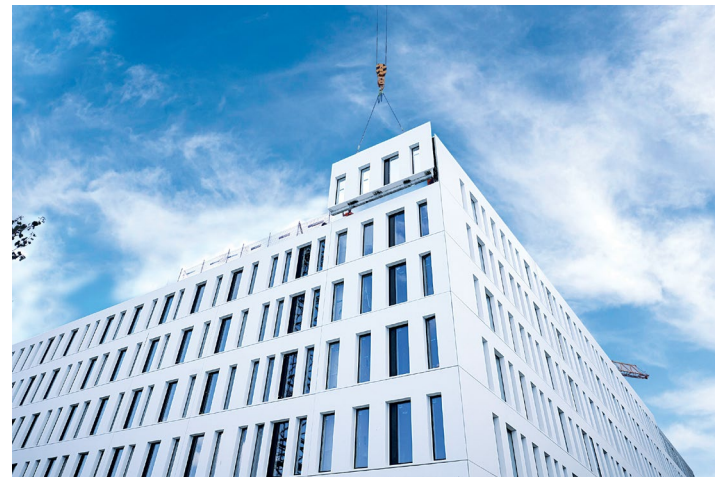
- ✓ Family-owned businesses with unique local market expertise
- ✓ Opportunities to apply our continuous business improvement philosophy to generate returns
- ✓ Openness to sustainability agenda





# Continuous Business Improvement ...

- Building better businesses ... operational, commercial & financial initiatives to maximise performance
- Continually improving & evaluating every business
- Dedicated teams implementing culture of operational excellence & continuous improvement
- Ambitious targets with discrete metrics to measure continuous improvement



... a core philosophy, deeply embedded in CRH's DNA




# Driving organic growth through M&A

## Ash Grove (2018)

- Successful integration with existing CRH network
- Significant synergy delivery
  - ... process, procurement, structural
  - ... materials self-supply & demand pull-through
- Leveraging expertise from European businesses
  - ... further opportunities ahead
- Platform for future growth & value creation
  - ... strong pipeline of bolt-on opportunities



A CRH COMPANY

	Sales	EBITDA	Margin
2021	\$1,914m	\$586m	30.6%
			
	<b>+38%</b> +8% CAGR	<b>+65%</b> +13% CAGR	<b>+510bps</b>
2017	\$1,390m	\$355m	25.5%



# Driving organic growth through M&A

## South Eastern Europe (2015)

- Vertically integrated cement, aggregates and RMC businesses ... #1 in South Eastern Europe
- Strengthening existing positions ... integrating with legacy precast & concrete product businesses
- Strong delivery from commercial excellence & performance improvement initiatives



	Sales	EBITDA	Margin
2021	€617m	€183m	29.6%
			
	<b>+60%</b> +7% CAGR	<b>+81%</b> +9% CAGR	<b>+340bps</b>
2014	€386m	€101m	26.2%

# Continuous business improvement underpins M&A growth

## Value creation in M&A

- Evaluating acquisition opportunities ...  
... Financial criteria & leadership team  
... Market expansion & full potential
- Early engagement with operational teams ...  
... driving improved performance  
... implementing systems to track KPIs
- Consistent results ...  
... operational efficiency improvements  
... data driven decisions to drive long-term returns

Commercial  
excellence

Margin  
expansion

Central coordination,  
local execution

Network  
optimisation

Global  
procurement

Sharing best  
practices

Alternative  
fuels

Process  
improvements

Improved  
integration

Pull-through  
demand

Operational  
excellence

Logistics  
efficiencies

Circular  
economy

Synergy  
delivery

Kiln & fuel  
efficiency

Data  
analytics

Improved  
maintenance

Back-office  
consolidation

# Benefits of continuous business improvement ...



## Shareholders ...

*Higher growth, margin expansion, increasing cash & returns, value-accretive M&A*



## Industry ...

*Embracing industry-leading safety (zero harm), equality, innovation, R&D*



## Customers ...

*Proactively addressing their needs & providing value-added integrated solutions*



## Communities ...

*Providing sustainable solutions that help build our communities in a better way*





Capital Allocation

# Relentless focus on shareholder value creation ...

Markets & solutions-driven growth



Disciplined & value-focused acquisition strategy



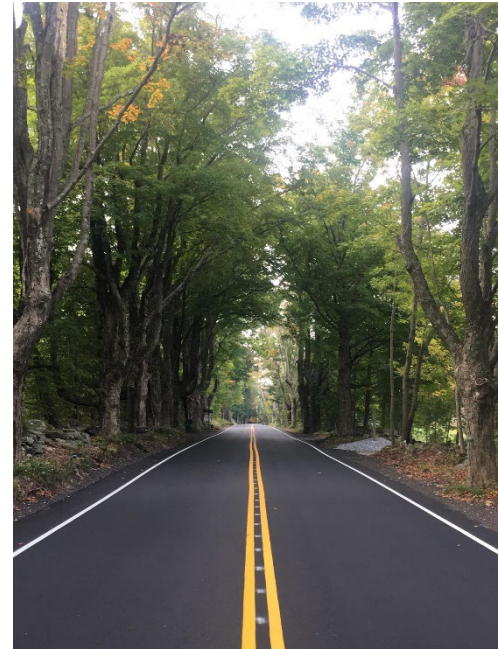
Mindset of continuous business improvement



High-returning expansionary capex investments



Continued strong cash generation



... disciplined approach to capital allocation



# Capital allocation last 5 years ...

**\$17bn**  
Operating cash  
last 5 years

## Key drivers 2017-2021

- ✓ 2.5% organic sales growth
- ✓ 3.2% acquisition growth
- ✓ 21% operating leverage
- ✓ 77% cash conversion



## ~35% cash returns

- \$3.6bn dividends
- \$2.9bn share buybacks

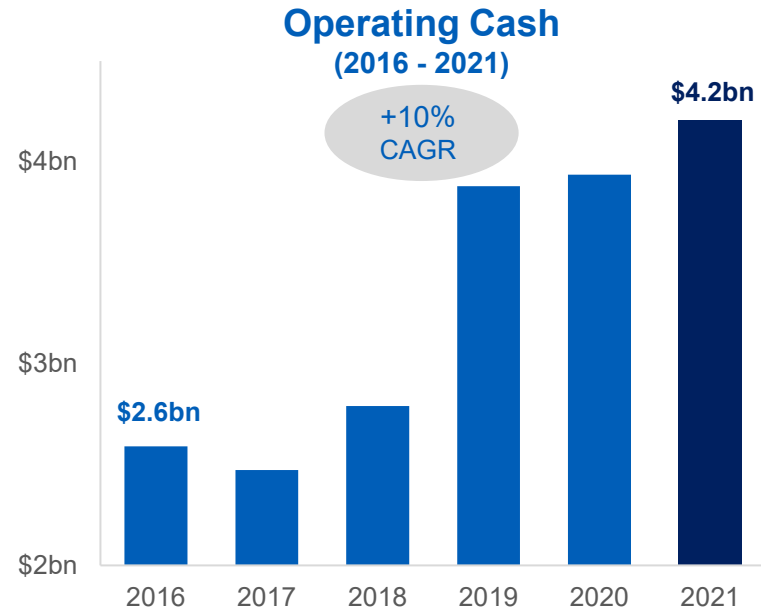
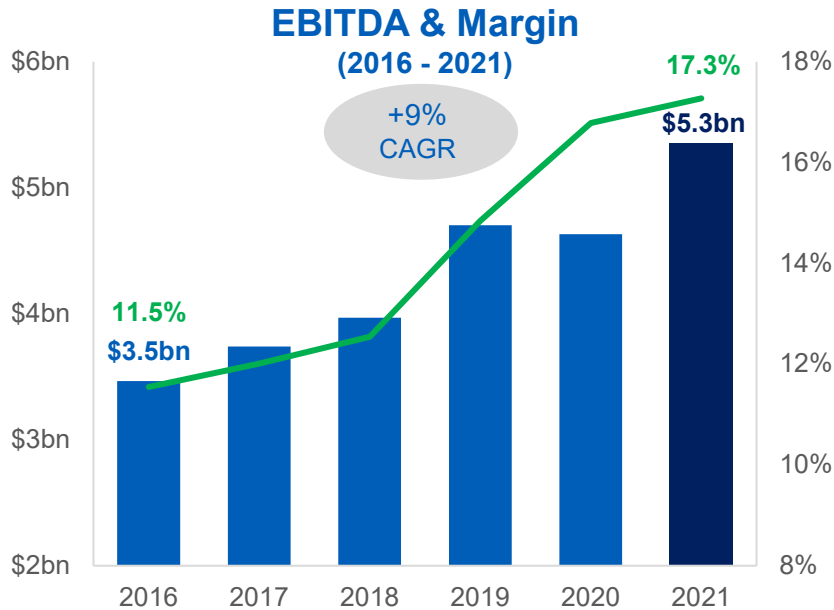


## ~65% growth investments

- \$9.0bn acquisitions
- \$1.9bn expansionary capex

... disciplined & value-focused approach

# Significantly improved profitability & cash over time ...



... superior growth & cash generation through the cycle

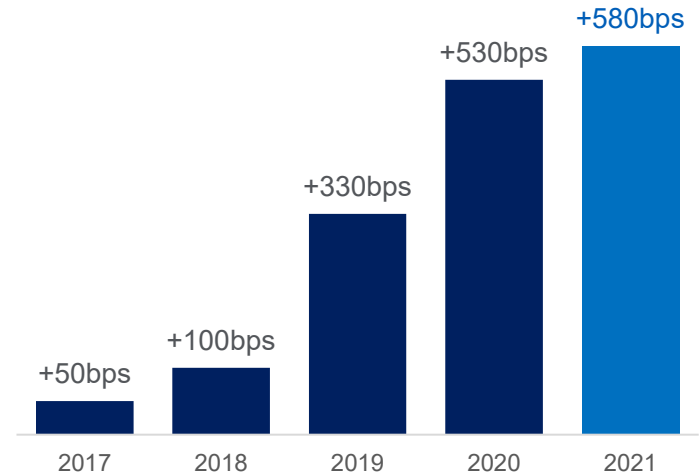


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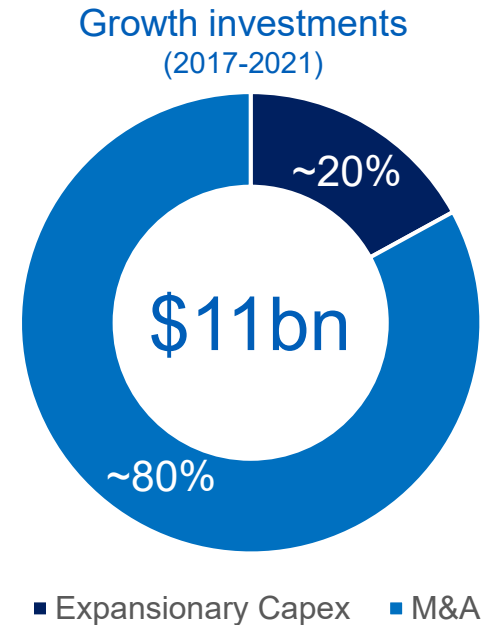
... building a structurally better business





# Investment growth ...

- Patient & disciplined approach ... strict performance & returns criteria applied
- Value-accretive M&A ... building out our integrated solutions strategy
- Low risk expansionary capex ... increasing capacity in high growth markets



# Strong & active pipeline of opportunities ...

- Fragmented industry  
... significant consolidation opportunities
- Unique bolt-on acquisition model  
... developing strong platforms for future growth
- Proven track record of value creation  
& synergy delivery
- Strong & flexible balance sheet  
... discipline will be maintained

## Acquisition priority areas

- ✓ Existing core geographies & product areas
- ✓ High growth markets with attractive fundamentals
- ✓ Complementary businesses to enhance customer offering
- ✓ Building out our integrated solutions strategy
- ✓ Residential & large-scale horizontal construction
- ✓ Integration benefits & synergy opportunities

... delivering superior growth & value for shareholders



# Organic revenue growth ...

## North America

- Infrastructure growth underpinned
- Steady Residential demand
- Non-Residential in line with economic growth
- Balanced exposure to new build & RMI

**+2% to +3%** Volumes

## Europe

- Western Europe  
... resilient RMI demand  
... evolution of sustainable construction
- Eastern Europe  
... construction activity underpinned  
... emerging demand for end-to-end solutions

**+1% to +2%** Volumes

... solid volume growth ... plus continued pricing momentum



# Significant optionality for long-term value creation ...

**~\$30bn**  
Financial capacity  
next 5 years

## Underlying assumptions

- ✓ Mid-single digit % organic sales growth
- ✓ Continued margin expansion
- ✓ Operating leverage rising to ~25%
- ✓ ~80% cash conversion
- ✓ 1.5-2.0x Net Debt/EBITDA



## Cash returns to shareholders

- Dividends – single-digit % increases
- Share buybacks – \$1.2bn current annual run-rate



## Growth investments

- Strong pipeline of opportunities
  - ... bolt-on M&A
  - ... platform M&A
  - ... expansionary capex

... disciplined & value-focused approach

# CRH – A framework for robust long-term value creation ...

## Attractive industry growth

+

## Additional growth from bolt-on M&A

+

## Ongoing margin expansion

+

## Continued strong cash conversion

+

## Additional returns - capital allocation

- Expect to grow greater than core industry
- Baseline Infra, Res & Non-Res spending in N.A. & Europe
- Government support for Infra investment
- Advancing construction methods & sustainable solutions

- Additional organic growth driven by bolt-ons
- Recurring & sustainable bolt-on strategy
- Active reshaping & repositioning to address the ever-changing needs of construction
- Provides tailwinds for organic growth in existing businesses

- Continuous business improvement, technology & improved manufacturing capabilities
- Achieving year-on-year margin improvement

- Relentless focus on cash management
- ~80% cash conversion from EBITDA

- Disciplined allocation & reallocation of capital
- Continued value creation through M&A and selective disposals
- Continuing to manage balance sheet, dividend growth & incremental buybacks
- Strong history of financial discipline







# Key Takeaways

# Key takeaways...

- ✓ **Strong growth outlook** driven by infrastructure investment & long-term residential needs
- ✓ **Leading market positions** in developed markets with attractive fundamentals
- ✓ **Rebalanced & repositioned** into resilient geographic, sector & end-use markets
- ✓ Uniquely integrated **sustainable building solutions** addressing the changing needs of construction
- ✓ **Strongest balance sheet** in the history of CRH ... strong M&A pipeline & increasing cash returns
- ✓ **Disciplined & value-focused** capital allocation strategy

... well positioned for future growth & value creation



# Disclaimer / Forward-Looking Statements (1/2)

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 plans and objectives of CRH with respect to these items.

In particular, the following, among other statements, are all forward looking in nature: plans and expectations regarding customer demand, key drivers of growth, overall economic growth in CRH’s markets and construction activity levels; expectations regarding demand for sustainable products and solutions, CRH’s ability to develop and offer such products to customers and the projected growth from sustainable solutions; plans and expectations regarding CRH’s ongoing innovation projects and new innovation venture fund; plans and expectations regarding continued development of CRH as an integrated provider of building solutions; plans and expectations regarding increasing cash returns for shareholders, including expectations regarding dividends and share buybacks; plans and expectations regarding CRH’s financial capacity, sales growth, margin expansion, leverage, cash conversion, net debt, capital expenditure, acquisition pipeline, acquisition strategy, active reallocation of capital and divestments, including expectations regarding opportunities for value-accretive mergers and acquisitions and expectations regarding CRH’s framework for transactions and acquisition priority areas; and plans and expectations regarding climate change and CRH’s decarbonisation target, including goals for Group-wide emissions reductions to reach net zero carbon by 2050 and expectations of increase in annual capital expenditure to invest in decarbonisation.

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.



## Disclaimer / Forward-Looking Statements (2/2)

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 generally in various 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; approval or allocation of funding for infrastructure programmes; adverse political developments in various countries and regions, including the ongoing geopolitical conflict in Ukraine; failure to complete or successfully integrate acquisitions; the duration of the COVID-19 pandemic; and weather conditions. There are important factors, risks and uncertainties that could cause actual outcomes and results to be materially different, including risks and uncertainties relating to CRH described under "Risk Factors" of the Company's 2021 Annual Report and Form 20 F.

You are cautioned not to place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this document. The Company expressly disclaims any obligation or undertaking to publicly update or revise these forward-looking statements other than as required by applicable law.

The forward-looking statements in this document do not constitute reports or statements published in compliance with any of Regulations 6 to 8 of the Transparency (Directive 2004/109/EC) Regulations 2007 (as amended).







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