What is CRH?
CRH is the leading building materials business in the world. Our global footprint spans 31 countries, on five continents, employing 78,000 people at over 3,100 operating locations, serving customers across the entire building materials spectrum.

What do we do?
CRH manufactures and supplies a range of building materials, products and innovative solutions for the construction industry. From primary materials that we extract, process and supply, to products that are highly engineered and high-value-added, CRH is uniquely positioned to address evolving trends in global construction markets. Our products can be found throughout the built environment in a wide range of construction projects from major public infrastructure to commercial buildings and residential structures.

How we performed in 2018

<table>
<thead>
<tr>
<th>Record profit delivery</th>
<th>Strong financial discipline</th>
<th>Significant shareholder returns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>EBITDA</td>
<td>Dividend per Share</td>
</tr>
<tr>
<td>€26.8 bn</td>
<td>€3.4 bn</td>
<td>72.0 cent</td>
</tr>
<tr>
<td>+6%</td>
<td>+7%</td>
<td>+6%</td>
</tr>
<tr>
<td>Profit after Tax</td>
<td>Earnings per Share</td>
<td></td>
</tr>
<tr>
<td>€2.5 bn</td>
<td>302.4 cent</td>
<td></td>
</tr>
<tr>
<td>+31%</td>
<td>+33%</td>
<td></td>
</tr>
<tr>
<td>Cash Flow</td>
<td>Dividend per Share</td>
<td></td>
</tr>
<tr>
<td>€2.4 bn</td>
<td>72.0 cent</td>
<td></td>
</tr>
<tr>
<td>+8%</td>
<td>+6%</td>
<td></td>
</tr>
</tbody>
</table>

Key Characteristics

- **Proven track record**: Strong financial discipline is a hallmark of CRH. We have a proven track record of cash generation and returns and since 1970, CRH has delivered an industry leading compound Total Shareholder Return (TSR) of 14.8%.
- **Scale in attractive markets**: CRH is the largest building materials company in North America and the largest heavyside materials company in Europe.
- **Long-term growth opportunity**: There is natural demand for CRH products driven by population and economic growth and the need to continually build and maintain the built environment.
- **Business breadth and balance**: CRH’s product range enables us to service infrastructure, residential and non-residential demand for repair and new build construction projects.
- **Vertically integrated**: CRH’s vertically integrated business model sets us apart in the industry. Offering a full range of products and services to customers, vertical integration delivers operational efficiencies and drives value through the supply chain.
- **Continuously improving**: CRH is relentlessly focused on building better businesses through operational and commercial excellence, coordinated and driven from the centre and delivered locally by our businesses around the world.
- **Unique acquisition model**: CRH builds and grows successful businesses by regularly acquiring small to mid-sized companies that complement our portfolio and adding larger strategic deals to create further platforms for growth.
- **Efficient capital management**: Whether a capital expenditure project, an acquisition or divestment, or the return of cash to shareholders through dividends or buybacks, every capital allocation decision at CRH is assessed on its ability to deliver maximum value for shareholders.
- **Sustainable business model**: CRH is acutely aware of its role in advancing the global sustainability agenda and is actively pursuing opportunities presented by the need for more sustainable construction methods and products.
- **Experienced leadership**: CRH’s world class leadership team has a proven track record of performance delivery, underpinned by ongoing talent development and succession planning.
Our Balanced Portfolio

By Geography
- Americas: 50%
- Europe: 48%
- Asia: 2%

By Division
- Materials: 63%
- Products: 23%
- Distribution: 14%

By End Use
- Residential: 35%
- Non-Residential: 30%
- Infrastructure: 35%

New Build vs RMI
- New Build: 55%
- Repair, Maintenance, Improvement (RMI): 45%

Leadership Positions
- #1 Building Materials in North America
- #1 Heavyside Materials in Europe
- #1 Aggregates in North America
- #1 Concrete Products in Europe
- #1 Asphalt in North America
- #1 Concrete Products in North America

Strong Track Record of Delivering Value for Shareholders (2013-2018)

- Revenue: +49%
- EBITDA: +128%
- Margin: +440bps
- Free Cash: +102%
- RONA: +370bps

Total Shareholder Return of 14.8% since 1970
- €100 invested in CRH shares in 1970, with dividends reinvested, was worth €76,000 (31.12.18)

Our Leadership

Albert Manifold
Chief Executive

Senan Murphy
Group Finance Director

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