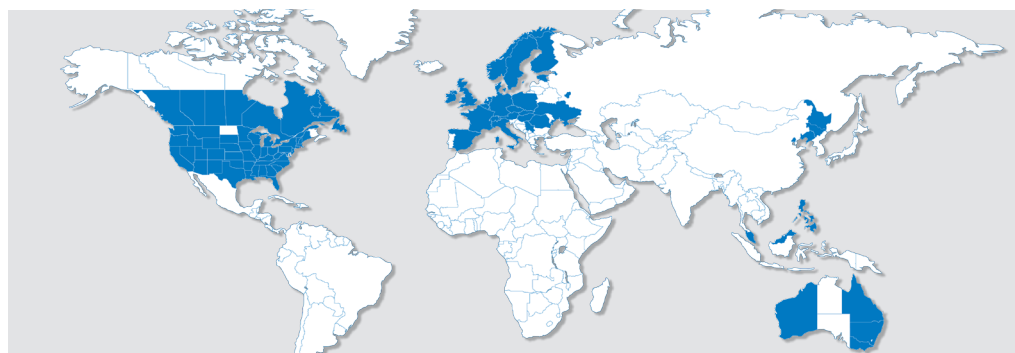


## What is CRH?

CRH is the leading building materials business in the world. Our global footprint spans 29 countries, on four continents, employing 76,600 people at over 3,100 operating locations, serving customers across the entire building materials spectrum.

CRH is ranked among sector leaders by Environmental, Social and Governance (ESG) rating agencies. Our materials, value-added products and building solutions play an important role in shaping a more sustainable built environment.



CRH operates across three integrated platforms of scale: Americas Materials, Europe Materials and Building Products.

### Americas Materials



~40% Global Sales

1,465

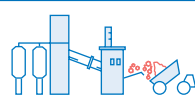
2

Operating Locations

Countries

Aggregates • Cement • Asphalt •  
Readymixed Concrete • Paving &  
Construction

### Europe Materials



~35% Global Sales

1,155

21

Operating Locations

Countries

Aggregates • Cement • Lime • Asphalt •  
Readymixed Concrete • Infrastructural  
Concrete • Paving & Construction

### Building Products



~25% Global Sales

480

19

Operating Locations

Countries

Architectural Products • Building Envelope •  
Infrastructure Products • Construction  
Accessories

## Key Characteristics



### Proven track record

Strong financial discipline is a hallmark of CRH. We have a proven track record in cash generation and returns and since 1970, CRH has delivered an industry leading compound annual Total Shareholder Return (TSR) of 15.1%.



### Sustainable business model

CRH is acutely aware of its role in advancing the global sustainability agenda and is ranked among sector leaders by leading Environmental, Social and Governance (ESG) rating agencies. To create long-term value, we embed sustainability principles in all areas of our strategy and business model.



### 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, maintenance 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.



### Scale in attractive markets

CRH is the largest building materials business in North America and in Europe.



### Experienced leadership

CRH's world class leadership team has a proven track record of performance delivery, underpinned by ongoing talent development and succession planning.

## What do we do?

CRH manufactures and supplies a range of building materials, products and innovative solutions for the construction industry. From primary materials, to products that are highly engineered and high-value-added, to integrated building solutions that enable faster, more sustainable construction, 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 2020

Significant profit growth

Strong financial discipline

Increased shareholder returns

Sales

\$27.6 bn



-2%

-2% LFL

EBITDA

\$4.6 bn



+3%

+5% LFL

Profit after Tax\*

\$2.0 bn



+18%

Earnings per Share\*

243.3 cent



+19%

Operating Cash Flow

\$3.9 bn



+1%

Dividend per Share

115.0 cent



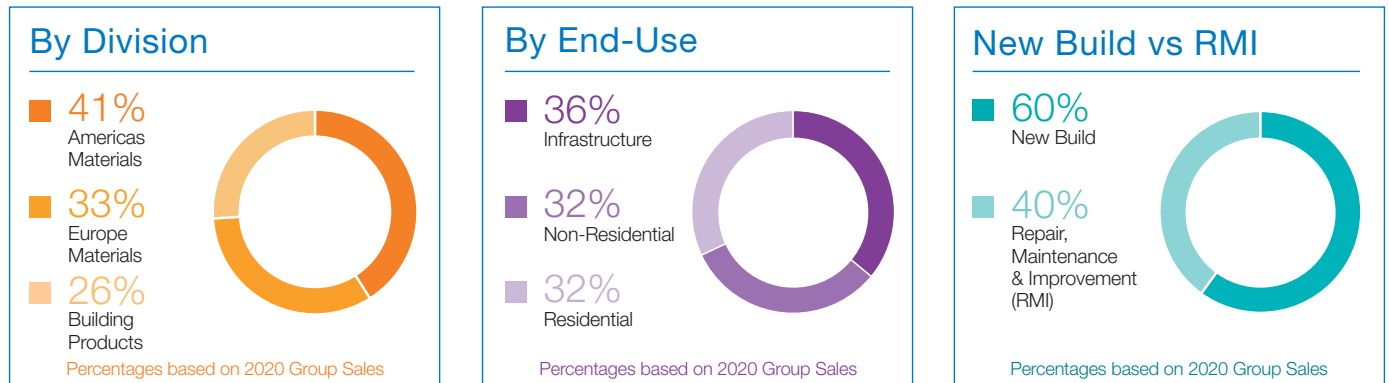
+25%

\* Pre-impairment

All references to income statement data are on a continuing operations basis.



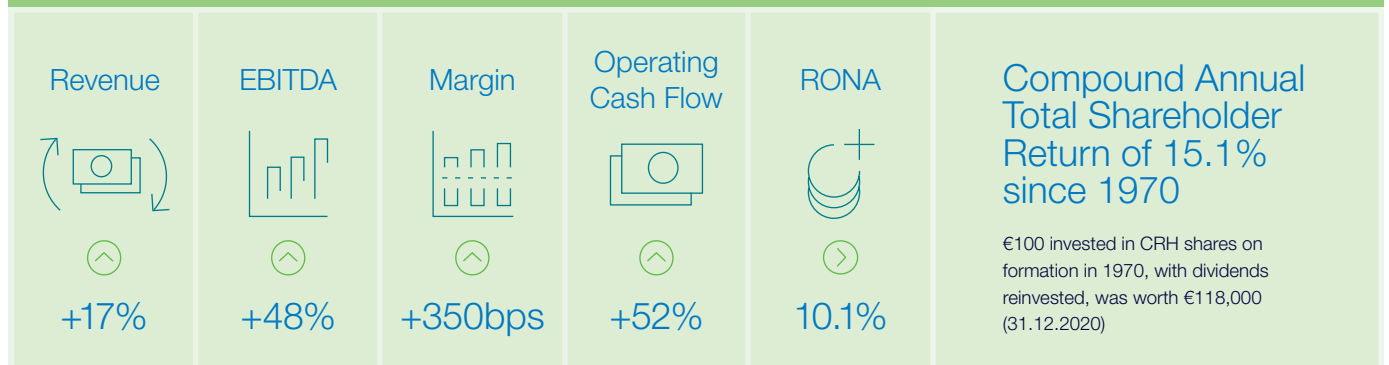
## Our Balanced Portfolio



## Leadership Positions

- #1 Building Materials in North America
- #1 Aggregates in North America
- #1 Asphalt in North America
- Top 3 Cement in Europe and North America
- #1 Concrete Products in Europe
- #1 Concrete Products in North America

## Strong Track Record of Delivering Value for Shareholders (2016-2020)



Primary Listing	London STOCK EXCHANGE	Secondary Listing (Dublin)	EURONEXT	American Depositary Receipts	NYSE
-----------------	-----------------------	----------------------------	----------	------------------------------	------

## Our Leadership



Albert Manifold  
Chief Executive



Jim Mintern  
Group Finance Director

## Media Contacts

**UK & International Powerscourt**  
Tel: +44 207 250 1446  
Email: crh@powerscourt-group.com

**Ireland Drury | Porter Novelli**

Tel: +353 1 260 5000  
Email: crhplc@drurypn.ie