Agenda

Integrated Solutions

Sustainability

Portfolio

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

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

… 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

… building a structurally better business

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

2017 2018 2019 2020 2021
### Drivers of Performance

<table>
<thead>
<tr>
<th>Growth through the cycle</th>
<th>Disciplined value creation</th>
<th>Strong global leadership team</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High quality building solutions businesses ... #1 in attractive, developed construction markets</td>
<td>• Owner-mindset approach to capital allocation</td>
<td>• Best-in-class operators … relentless focus on continuous business improvement (CBI)</td>
</tr>
<tr>
<td>• Portfolio balanced across Infra, Residential and Non-Residential</td>
<td>• Robust cash generation &amp; strong balance sheet provides optionality for future value creation</td>
<td>• Disciplined reshaping &amp; repositioning of CRH</td>
</tr>
<tr>
<td>• Bolt-on acquisition strategy fuels additional organic growth</td>
<td>• Active M&amp;A strategy with strong track record of value creation</td>
<td>• Strong operational delivery</td>
</tr>
<tr>
<td>• Recognised leader in sustainable solutions</td>
<td>• Increasing cash returns to shareholders</td>
<td>• Focused on long-term value creation for all stakeholders</td>
</tr>
</tbody>
</table>
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 …

**2013**
- Revenue: $23.9bn
- EBITDA: $2.0bn
- Cash Flow: $1.5bn
- Margin: 8.2%
- Returns: 5.8%

**2021**
- Revenue: $31.0bn (up 29%)
- EBITDA: $5.35bn (up 173%)
- Cash Flow: $4.2bn (up 190%)
- Margin: 17.3%
- Returns: 12.3%

+910bps (Return) +650bps (Margin)

+190% (Cash Flow) +173% (EBITDA) +29% (Revenue)

+14% CAGR (EBITDA) +13% CAGR (Revenue)

... industry leading performance
... And performance **within** the cycle …

2019

- $28.1bn Revenue
- $4.5bn EBITDA
- $3.9bn Cash Flow
- 15.9% Margin
- 9.9% Returns

2021

- $31.0bn Revenue
- $5.35bn EBITDA
- $4.2bn Cash Flow
- 17.3% Margin
- 12.3% Returns

+10%

+19%

+8%

+140bps

+240bps

... 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
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
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
• Custom-built stormwater management system for LAX airport
• Bespoke solution to capture, clean & infiltrate 45,000ft³ of water
• Highly specified project with numerous stakeholders
• Provided products, design & engineering services – one-stop-shop
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
Integrated Solutions

From base materials ... ... to integrated solutions
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
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
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)

<table>
<thead>
<tr>
<th>Global Peers</th>
<th>US Peers</th>
<th>Peer Avg.</th>
<th>CRH</th>
</tr>
</thead>
<tbody>
<tr>
<td>+18%</td>
<td>+33%</td>
<td>+24%</td>
<td>+35%</td>
</tr>
</tbody>
</table>

Margin Expansion
(2018 - 2021)

<table>
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<tr>
<th>Global Peers</th>
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<th>Peer Avg.</th>
<th>CRH</th>
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<tbody>
<tr>
<td>+320 bps</td>
<td>+130 bps</td>
<td>+240 bps</td>
<td>+480 bps</td>
</tr>
</tbody>
</table>

Operating Cash
(% Change 2018 - 2021)

<table>
<thead>
<tr>
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<th>Peer Avg.</th>
<th>CRH</th>
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</thead>
<tbody>
<tr>
<td>+39%</td>
<td>+41%</td>
<td>+40%</td>
<td>+51%</td>
</tr>
</tbody>
</table>

… 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

… delivering superior long-term value & structurally higher growth

* Organic RONA = Organic EBIT Performance / PY Net Assets
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 CO₂ 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

… uniquely positioned across the value chain

*S 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

Industry-leading reductions -25%
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 CO₂ 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
## Value creation through M&A – patient, disciplined, sustainable

### Robust framework & focus areas

<table>
<thead>
<tr>
<th>Market &amp; product selection</th>
<th>Performance / financials</th>
<th>Cultural fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Expand &amp; prioritise geographic footprints</td>
<td>- Value-focused ... avg. 8x EBITDA since 2014</td>
<td>- Family-owned businesses with unique local market expertise</td>
</tr>
<tr>
<td>- Attractive markets – strong population growth, development opportunities, new-build &amp; RMI demand</td>
<td>- Accretive to growth &amp; returns</td>
<td>- Opportunities to apply our continuous business improvement philosophy to generate returns</td>
</tr>
<tr>
<td>- Integrated service offerings to accelerate end-to-end solutions &amp; scale capabilities</td>
<td>- Leadership positions in local markets</td>
<td>- Openness to sustainability agenda</td>
</tr>
</tbody>
</table>

$18bn acquired since 2014

- 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

- Tangible synergies from day 1
- Leadership positions in local markets
- Tangible synergies from day 1
- 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>EBITDA</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$1,390m</td>
<td>$355m</td>
<td>25.5%</td>
</tr>
<tr>
<td>2021</td>
<td>$1,914m</td>
<td>$586m</td>
<td>30.6%</td>
</tr>
</tbody>
</table>

+38%  
+8% CAGR

+65%  
+13% CAGR

+510bps

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

<table>
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<tr>
<th>Year</th>
<th>Sales</th>
<th>EBITDA</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>€386m</td>
<td>€101m</td>
<td>26.2%</td>
</tr>
<tr>
<td>2021</td>
<td>€617m</td>
<td>€183m</td>
<td>29.6%</td>
</tr>
</tbody>
</table>

Sales growth:
- +60% (+7% CAGR)
- +81% (+9% CAGR)
- +340bps
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

<table>
<thead>
<tr>
<th>Commercial excellence</th>
<th>Alternative fuels</th>
<th>Circular economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin expansion</td>
<td>Process improvements</td>
<td>Synergy delivery</td>
</tr>
<tr>
<td>Central coordination, local execution</td>
<td>Improved integration</td>
<td>Kiln &amp; fuel efficiency</td>
</tr>
<tr>
<td>Network optimisation</td>
<td>Pull-through demand</td>
<td>Data analytics</td>
</tr>
<tr>
<td>Global procurement</td>
<td>Operational excellence</td>
<td>Improved maintenance</td>
</tr>
<tr>
<td>Sharing best practices</td>
<td>Logistics efficiencies</td>
<td>Back-office consolidation</td>
</tr>
</tbody>
</table>
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
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

… disciplined & value-focused approach

~35% cash returns
• $3.6bn dividends
• $2.9bn share buybacks

~65% growth investments
• $9.0bn acquisitions
• $1.9bn expansionary capex
Significantly improved profitability & cash over time …

… superior growth & cash generation through the cycle
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

… 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

… delivering superior growth & value for shareholders

**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
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 …

<table>
<thead>
<tr>
<th>Attractive industry growth</th>
<th>Additional growth from bolt-on M&amp;A</th>
<th>Ongoing margin expansion</th>
<th>Continued strong cash conversion</th>
<th>Additional returns - capital allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expect to grow greater than core industry</td>
<td>• Additional organic growth driven by bolt-ons</td>
<td>• Continuous business improvement, technology &amp; improved manufacturing capabilities</td>
<td>• Relentless focus on cash management</td>
<td>• Disciplined allocation &amp; reallocation of capital</td>
</tr>
<tr>
<td>• Baseline Infra, Res &amp; Non-Res spending in N.A. &amp; Europe</td>
<td>• Recurring &amp; sustainable bolt-on strategy</td>
<td>• Achieving year-on-year margin improvement</td>
<td>• ~80% cash conversion from EBITDA</td>
<td>• Continued value creation through M&amp;A and selective disposals</td>
</tr>
<tr>
<td>• Government support for Infra investment</td>
<td>• Active reshaping &amp; repositioning to address the ever-changing needs of construction</td>
<td></td>
<td></td>
<td>• Continuing to manage balance sheet, dividend growth &amp; incremental buybacks</td>
</tr>
<tr>
<td>• Advancing construction methods &amp; sustainable solutions</td>
<td>• Provides tailwinds for organic growth in existing businesses</td>
<td></td>
<td></td>
<td>• Strong history of financial discipline</td>
</tr>
</tbody>
</table>

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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-accractive 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).