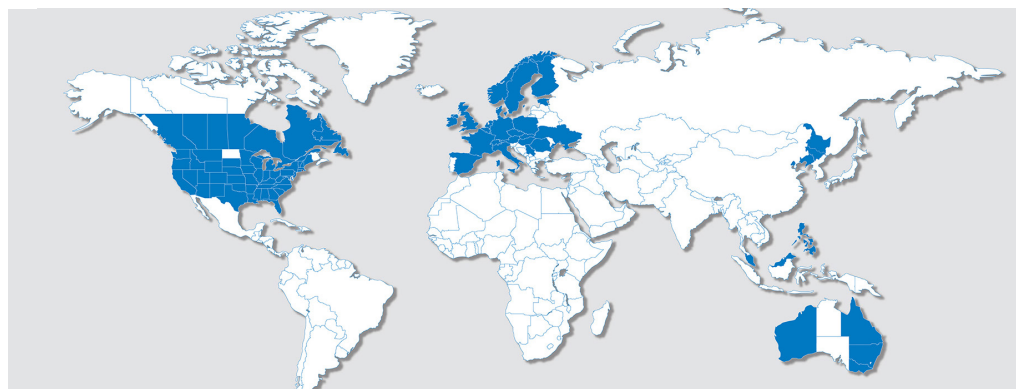


## What is CRH?

CRH is the leading building materials business in the world. Our global footprint spans 28 countries, on four continents, employing c.71,000 people at c.3,200 operating locations, CRH is ranked among sector leaders by Environmental, Social and Governance (ESG) rating agencies. Our materials, value-added products and integrated 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% Group Sales in 2021

1,605

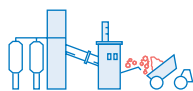
2

Operating Locations

Countries

Aggregates • Cement • Paving and Construction Services • Readymixed Concrete • Asphalt

### Europe Materials



~34% Group Sales in 2021

1,120

20

Operating Locations

Countries

Aggregates • Cement • Lime • Paving and Construction Services • Infrastructural Concrete • Readymixed Concrete • Asphalt

### Building Products



~26% Group Sales in 2021\*

430

19

Operating Locations

Countries

Architectural Products • 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. Since 1970, CRH has delivered an industry leading compound annual Total Shareholder Return (TSR) of 15.5%.



### Sustainable business model

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



### Contributing to a lower carbon world

CRH's commitment to tackle climate change and decarbonise its operations includes a Science Based Targets Initiative (SBTI) approved 25% reduction in absolute group-wide emissions by 2030.



### 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.



### Building Solutions

CRH's breadth of materials, products and services, together with its balanced exposure to construction end use demand, provides a unique opportunity to deliver integrated solutions for customers.



### 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 share buyback programmes, every capital allocation decision at CRH is assessed on its ability to deliver maximum value for shareholders.



### 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?

We manufacture and supply a range of integrated building materials, products and innovative end-to-end solutions, which can be found throughout the built environment in a wide range of construction projects from major public infrastructure to homes and commercial buildings. By combining our materials, products and services, including recycled end-of-life materials, into integrated solutions which can be delivered more efficiently and sustainably, CRH is uniquely positioned to meet the needs of its customers and address the evolving trends in global construction markets.

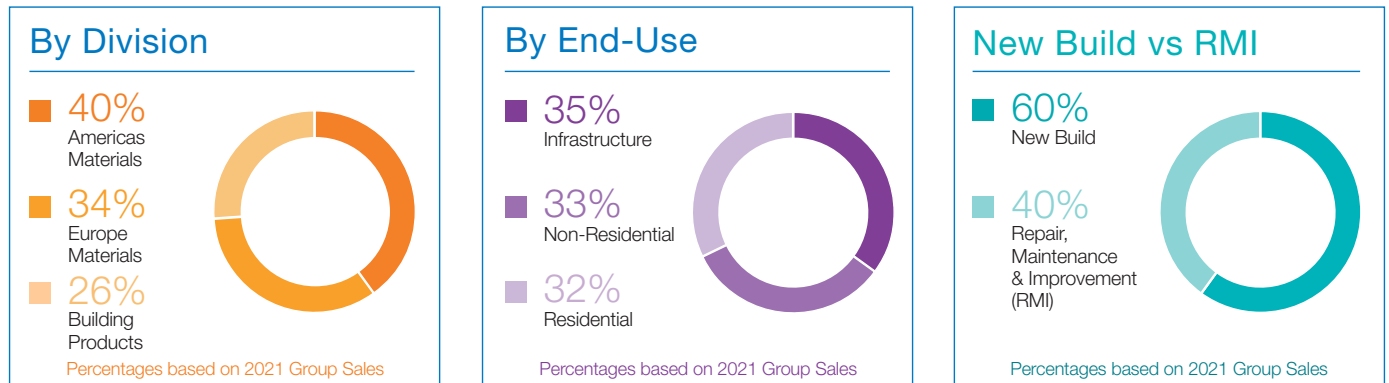
## How we performed in 2021

Record financial performance	Strong financial discipline	Increased shareholder returns
Sales \$31.0 bn	+12%	EBITDA \$5.35 bn
Margin 17.3%	+50bps	Earnings per Share** 328.8 cent
Operating Cash Flow \$4.2 bn	+7%	Dividend per Share 121.0 cent

\*2021 sales including Building Envelope business. On 28th February 2022, CRH announced it had entered into a binding agreement to divest of its Building Envelope business for an enterprise value of \$3.8 billion. On 3rd May 2022, CRH announced that the transaction was complete.  
\*\*EPS increase of 35% excludes the impact of 2020 non-cash impairment charges.



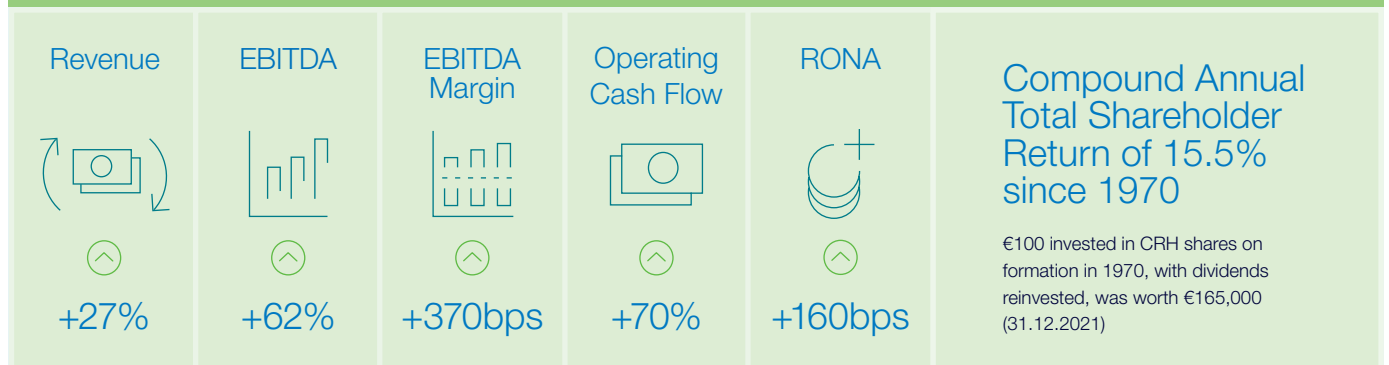
## Our Balanced Portfolio



## Leadership Positions

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

## Strong Track Record of Delivering Value for Shareholders (2017-2021)



Primary Listing	<b>London</b> STOCK EXCHANGE	Secondary Listing (Dublin)	<b>EURONEXT</b>	American Depositary Receipts	<b>NYSE</b>
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## Our Leadership



**Albert Manifold**  
Chief Executive



**Jim Mintern**  
Group Finance Director

## Media Contacts

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