



Agenda

- 1. 2010 Full Year Performance
- 2. 2010 Financial Overview
- 3. Operational Excellence
- 4. Outlook

2010 - Delivery in a Challenging Year

- Moderating pace of decline as the year progressed
- Outturn in line with November guidance
- Step-up in development activity; €0.6 billion spend
- Robust cash generation; €0.7 billion operating cash inflow
- Year-end Net Debt under €3.5 billion [2009: €3.7 Bn]
- Full Year dividend unchanged at 62.5 cent



Moderating Pace of Decline through 2010

	H1 2010	Q3 2010	Q4 2010	FY 2010
Like-for-like Sales	(10%)	(4%)	(2%)	(7%)
€Bn				
EBITDA 2010	0.50	0.70	0.4	1.6
EBITDA 2009	0.65	0.75	0.4	1.8
% Change	(20%)	(7%)	flat	(10%)





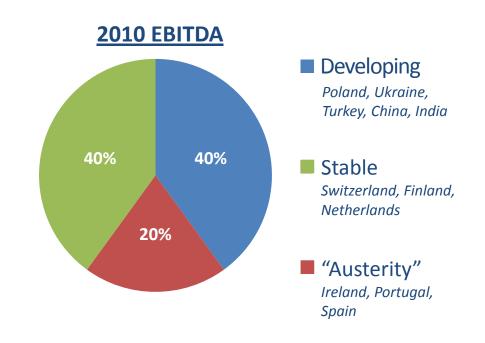
2010 Outcome – In Line With Guidance

				<u>P</u>	<u>BT</u>
€ m	<u>EBITDA</u>	<u>Impairment</u>	<u>Disposals</u>	Pre Impairment	Post Impairment
November IMS	1,600	(100)	50	620-650	520-550
Actual 2010	1,615	(124)	55	658	534



Europe Materials – Balanced Footprint

€m	% chg	<u>2010</u>	2009
Sales	(3%)	2,665	2,749
EBITDA	(3%)	423	434
Op. profit*	(2%)	251	257
EBITDA margin		15.9%	15.8%
Op. margin*		9.4%	9.3%



GRH

^{*} includes Restructuring € 33m (2009: € 70m) and Impairment € nil (2009: € 9m)



Europe Materials – Operational Delivery in 2010



2010 Results

- Scale*: Cement c13m tonnes; Aggs c52m tonnes; RMC c10m m³
- Cement Volumes: FI +19%; CH +8%; PL +3%; PT -7%; UA -10%; EI -23%
- Pricing: Competitive in all regions but input costs relatively stable



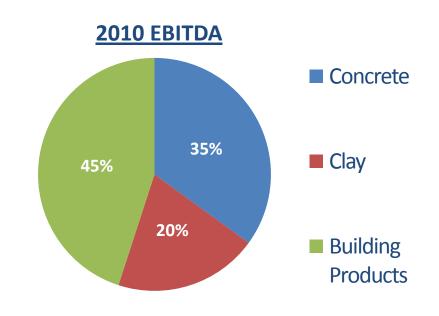
2010 Highlights – Operational Excellence

- Procurement: Further savings in 2010
- Clinker Factor: On-track towards medium-term target of 75%
- Energy: Investing to accelerate Alternative Fuel usage in 2011



Europe Products – Solid Performance Except for Concrete

€m	% chg	2010	2009
Sales	(6%)	2,817	3,002
EBITDA	(30%)	198	283
Op. profit*	(91%)	11	116
EBITDA margin		7.0%	9.4%
Op. margin*		0.4%	3.9%



GRH

^{*} includes Restructuring € 16m (2009: € 41m) and Impairment € 54m (2009: € 19m)



Europe Products – Operational Delivery in 2010



2010 Results

- Concrete: Structural very difficult; Architectural more resilient
- Building Products: Solid results in light-side products
- Clay: Improved performance from UK brick



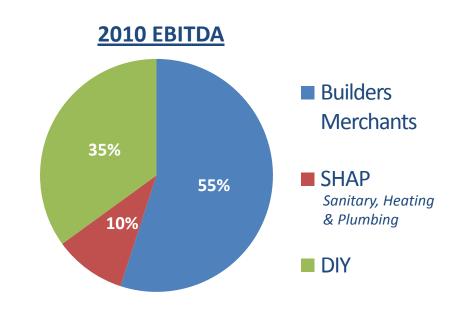
2010 Highlights – Significant Portfolio Adjustments

- Insulation sale agreed (c€240m Sales); completion Q1'11
- Exited Italian concrete (c€10m Sales); D&V disposal ongoing
- Focussing on core growth platforms in developed Europe



Europe Distribution – Ongoing Margin Delivery

€m	% chg	2010	2009
Sales	(2%)	3,566	3,633
EBITDA	+5%	214	204
Op. profit*	(1%)	135	137
EBITDA margin		6.0%	5.6%
Op. margin*		3.8%	3.8%



GRH

^{*} includes Restructuring € 4m (2009: € 15m) and Impairment € 8m (2009: € nil)



Europe Distribution – Operational Delivery in 2010



2010 Results

- Full Year Operating Profit down 1%; H1 down 21%, H2 up 17%
- B.Merchants/SHAP: Strong performance in AT/CH/DE
- DIY: Resilient in difficult Benelux market



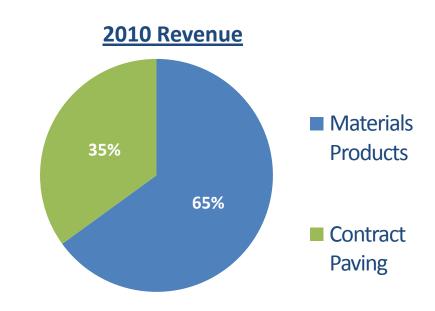
2010 Highlights – Operational Excellence & Development

- Benefits of excellence programmes evident in margins
- Bauking step-up to 98% extends DE position; adds c€380m Sales
- SHAP addition in Belgium; exited DIY in Spain



Americas Materials – Outcome per August Guidance

€m	% chg	2010	2009
Sales	+3%	4,417	4,280
EBITDA	(16%)	566	670
Op. profit*	(29%)	288	407
EBITDA margin		12.8%	15.7%
Op. margin*		6.5%	9.5%



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^{*} includes Restructuring € 17m (2009: € 28m) no Impairment in either 2010 or 2009



Americas Materials – Operational Delivery in 2010



2010 Results	Aggs 111m tons	Asphalt 42m tons	<u>RMC</u> 6.5m yd ³	<u>Paving</u>
Volumes (LFL)	(4%)	(5%)	(8%)	LFL Sales (10%)
Prices (LFL)	+1%	+1%	(5%)	
• Δ EBITDA (\$185m)	flat	(\$65m)	(\$25m)	(\$95m)



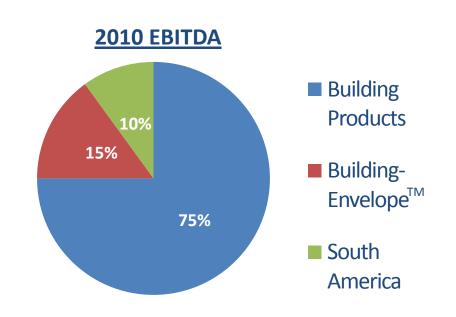
2010 Highlights – Excellence Programmes & Development

- Strong commercial action in highly competitive markets
- Benefits from procurement and operational excellence programmes
- €0.25Bn on 18 acquisitions adds c0.6Bn tonnes Aggregates reserves



Americas Products – Varied Outcomes by Business

€m	% chg	<u>2010</u>	2009
Sales	(3%)	2,469	2,536
EBITDA	(11%)	154	173
Op. profit*	n/m	(24)	23
EBITDA margin		6.2%	6.8%
Op. margin*		(1.0%)	0.9%



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^{*} includes Restructuring € 29m (2009: € 47m) and Impairment € 40m (2009: € 13m)



Americas Products – Operational Delivery in 2010



2010 Results

- Building Products: APG flat, Precast down, Ivy impairment
- BuildingEnvelopeTM: Significant declines, c95% NonRes
- Canada: Solid growth; South America: A good year



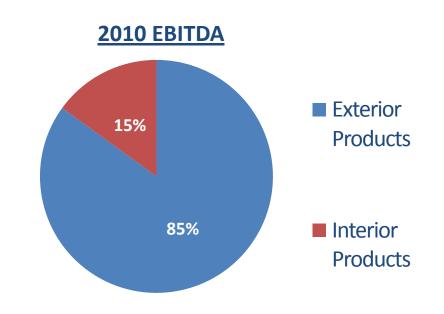
2010 Highlights – Organisation & Portfolio Adjustments

- Organisational realignment: APG + Precast + MMI → Building Products
- Leveraging cross-business synergies
- Sale of Ivy Steel business (c\$100m Sales)



Americas Distribution – Good Margin Recovery

€m	% chg	2010	2009
Sales	+6%	1,239	1,173
EBITDA	+54%	60	39
Op. profit*	+147%	37	15
EBITDA margin		4.8%	3.3%
Op. margin*		3.0%	1.3%



GRH

^{*} includes Restructuring € 1m (2009: € 4m) no Impairment in either 2010 or 2009



Americas Distribution – Operational Delivery in 2010



2010 Results

- Exterior Products: Sales up 8%; margins improved
- Interior Products: Sales down 12%; profits flat



2010 Highlights – Operating Leverage

- Refocussing Interior Products segment towards Res markets
- Rationalisation largely complete; excellence programmes delivering



2010 Actions – Setting a Solid Base for 2011

Operational Excellence – continued delivery

Commercial Excellence – sustained focus

Portfolio – ongoing disposals

Development – H2 step-up

Costs – optimisation continues

Cash – robust generation





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CRH 2010 Financials

€m	% chg	<u>2010</u>	2009
Sales	(1%)	17,173	17,373
EBITDA	(10%)	1,615	1,803
Op. Profit*	(27%)	698	955
EBITDA Margin		9.4%	10.4%
Op. Margin*		4.1%	5.5%

€ cent	% chg	<u>2010</u>	2009
EPS	(31%)	61.3	88.3
DPS		62.5	62.5
Dividend Cover		1.0x	1.4x

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^{*} includes Restructuring € 100m (2009: € 205m) and Impairment € 102m (2009: € 41m)



Strong Working Capital Control

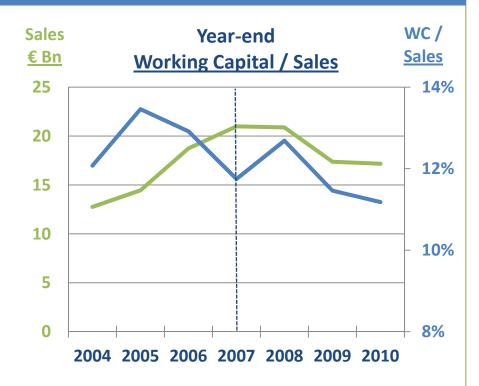
2007 – 2010 Delivery

Receivables: DSO's down

O Payables: DPO's up

Inventory: Turns stable

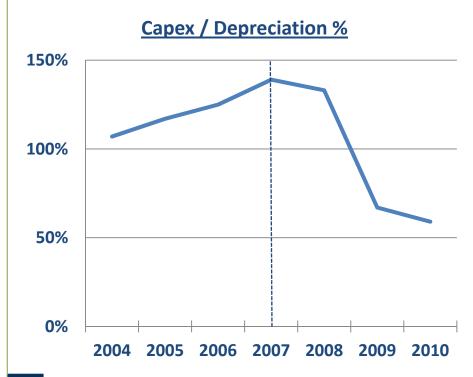
Ongoing reductions in difficult markets







Continuing Capex Restraint



Well-invested pre-downturn

Including major cement upgrades

Multiple small projects

Ability to scale to market conditions

CRH



Continued Strong Cash Generation – €2.4 Bn over 3 years

		<u>2010</u>	2009	2008
Inflows (€m)	Profit before tax	534	732	1,628
	Depreciation/Amortisation	917	848	824
	Working capital	256	661	(62)
		1,707	2,241	2,390
Outflow (€m)	Dividends (pre-Scrip)	(438)	(386)	(369)
	Capital expenditure	(466)	(532)	(1,039)
	Tax / Other	(138)	(163)	(411)
		(1,042)	(1,081)	(1,819)
Operating cash i	nflow (€ m) €2.4 billion	665	1,160	571



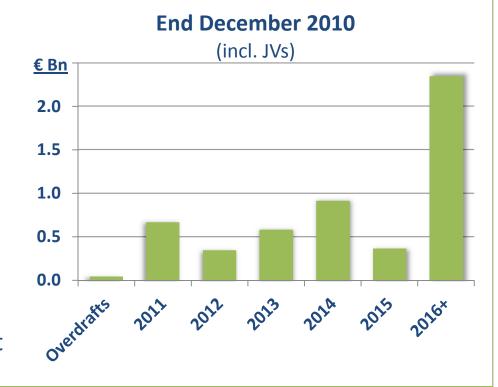
€0.25Bn Debt Reduction post €1Bn Capex & Development

	<u>2010</u>	2009	2008
Operating cash inflow (€ m)	665	1,160	571
Acquisitions and investments	(567)	(458)	(1,072)
Disposals	188	103	168
Share issues (net)	185	1,443	(355)
Translation	(221)	120	(240)
Debt decrease / (increase)	250	2,368	(928)
Year end Net Debt	3,473	3,723	6,091



Nov \$0.75Bn Bond Issue; Balanced Debt Maturity Profile

- November 2010:
 - \$0.40 Bn 10Y Notes due 2021
 - \$0.35 Bn5Y Notes due 2016
- Over 80 institutional investors
- Proceeds used to redeem:
 - \$0.09 Bn Notes due 2011
 - \$0.66 Bn Notes due 2012
- Ongoing Balance Sheet management







CRH – Well Positioned Financially

Strong Cashflow

Excellent Maturity Profile

Access to Global Capital Markets

Committed to Investment Rating

Significant Development Capacity

Gross Debt	€5.3 Bn		
Gross Cash	(€1.8 Bn)		
Net Debt	€3.5 Bn		
Cash/Undrawn facilities	€3.1 Bn		
Net Debt/EBITDA	2.2x		
EBITDA/Net Interest	6.5x		



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Operating Backdrop 2007 - 2010

- Unprecedented reductions in demand 2007 2010
 - Like-for-like revenues down 30% (c€6.5 Bn)
 - Volume declines ranging from 20% to 70%
 - Very difficult pricing environment
- Period of volatile input costs
- Poor visibility timing / severity of impact varied by business /geography

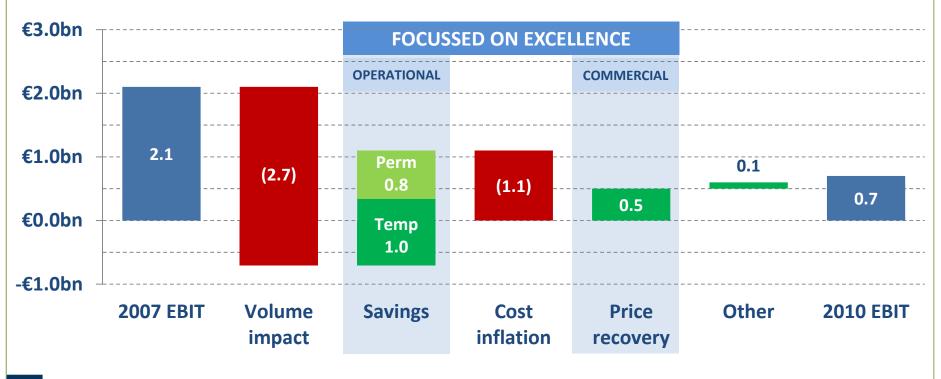


Decisive Management Action Through Downturn

P&L Impact							
Initiatives (€m)	2007	2008	2009	2010	2011	Annualised	
2007	50					50	
2008		447	398			845	
2009			450	145		595	
2010				374	51	425	
2011			€1.8 billio	on	85*	85	
Gross savings	50 (447	848	519	136	2,000	
Cost to implement	-	(62)	(205)	(100)	(36)		
Net Savings	50	385	643	419	100		



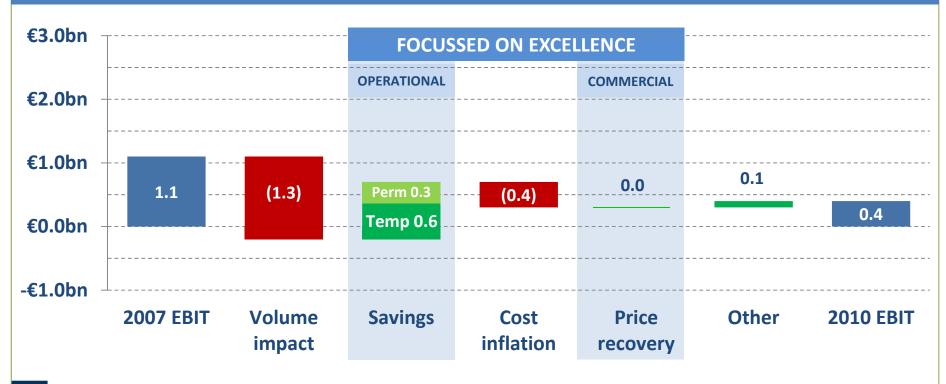
Management Response to Market Challenges



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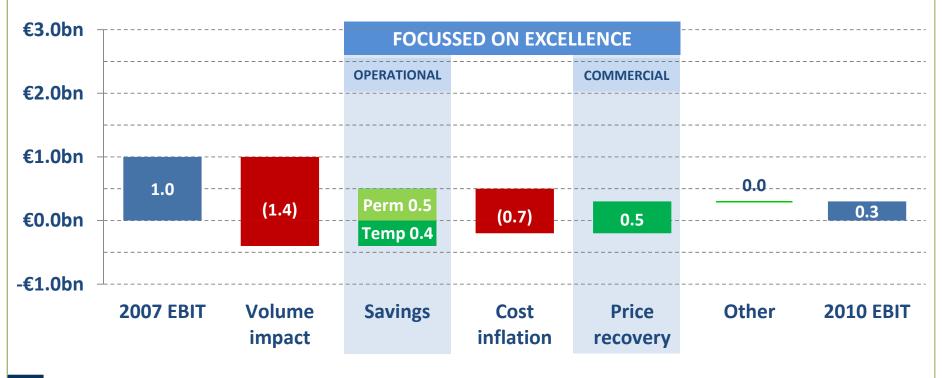
Europe – OpEx Delivery; Cost Recovery Difficult



CRH



Americas – Increasing Efficiencies & Commercial Excellence



CRH



CRH – Well Positioned Operationally

- Decisive management action through downturn
- c40% of savings are permanent in nature
- Operations are better balanced with market demand
- Positioned to deliver sustainable benefits as markets recover



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2011 Year-to-Date

- Like-for-like declines in Revenue moderated to ...
- ... 4% (Q3) and 2% (Q4) 2010 respectively
- YTD 2011 Revenue shows good improvement on 2010
- Underlying demand appears to have stabilised in past 3 months
- Early 2011 comparatives flattered by severe Spring 2010 weather



2011 Outlook

- Assuming no major market dislocations ...
- Reasonable to expect like-for-like revenue growth
- Price progress key to revenue growth and input cost recovery
- Acquisitions completed in past 8 months will add to performance
- Capacity to capitalise on a growing acquisition pipeline
- Look to a year of progress in 2011 ... and stronger upward momentum thereafter

SUPPLEMENTARY INFORMATION

CRH

CRH plc, 2010 Preliminary Results, 1st March 2011



CRH Group – Components of Performance

C 111:			Operating	Profit on	Finance	Associates	
€ million	Sales	EBITDA	Profit	Disposals	Costs	PAT	PBT
2009	17,373	1,803	955	26	(297)	48	732
Exchange	671	78	46	1	(8)	2	41
Acquisitions	304	40	26	-	(6)	-	20
Restructuring	-	105	105	-	-	-	105
Impairment	-	-	(61)	-	-	(22)	(83)
Ongoing Operations	(1,175)	(411)	(373)	28	64	-	(281)
2010	17,173	1,615	698	55	(247)	28	534
% change	(1%)	(10%)	(27%)				(27%)



Europe Materials – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	(3%)	2,665	2,749	(84)	(228)	+47	-	-	+97
EBITDA	(3%)	423	434	(11)	(73)	+4	+37	-	+21
Op.Profit*	(2%)	251	257	(6)	(70)	+2	+37	+9	+16
EBITDA Margin 15.9% 15.8%									
Op.Profit Mar	gin*	9.4%	9.3%						

^{*} includes Restructuring € 33m (2009: € 70m) and Impairment € nil (2009: € 9m)





Europe Products – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	(6%)	2,817	3,002	(185)	(213)	-	-	-	+28
EBITDA	(30%)	198	283	(85)	(109)	-	+25	-	(1)
Op.Profit*	(91%)	11	116	(105)	(93)	-	+25	(35)	(2)
EBITDA Margi	in	7.0%	9.4%						
Op.Profit Mai	rgin*	0.4%	3.9%						

^{*} includes Restructuring € 16m (2009: € 41m) and Impairment € 54m (2009: € 19m)





Europe Distribution – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	(2%)	3,566	3,633	(67)	(204)	+37	-	-	+100
EBITDA	+5%	214	204	+10	(11)	+4	+11	-	+6
Op.Profit*	(1%)	135	137	(2)	(12)	+3	+11	(8)	+4
EBITDA Margi	n	6.0%	5.6%						
Op.Profit Mar	gin*	3.8%	3.8%						

^{*} includes Restructuring € 4m (2009: € 15m) and Impairment € 8m (2009: € nil)





Americas Materials – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	+3%	4,417	4,280	+137	(302)	+215	-	-	+224
EBITDA	(16%)	566	670	(104)	(183)	+32	+11	-	+36
Op.Profit*	(29%)	288	407	(119)	(174)	+22	+11	-	+22
EBITDA Margi	in	12.8%	15.7%						
Op.Profit Mai	rgin*	6.5%	9.5%						

^{*} includes Restructuring € 17m (2009: € 28m) no Impairment in either 2010 or 2009





Americas Products – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	(3%)	2,469	2,536	(67)	(230)	+2	-	-	+161
EBITDA	(11%)	154	173	(19)	(51)	-	+18	-	+14
Op.Profit*	n/m	(24)	23	(47)	(42)	(1)	+18	(27)	+5
EBITDA Margi	in	6.2%	6.8%						
Op.Profit Mar	rgin*	(1.0%)	0.9%						

^{*} includes Restructuring € 29m (2009: € 47m) and Impairment € 40m (2009: € 13m)





Americas Distribution – Components of Performance

					Analysis of Change				
€m	% Chg	2010	2009	Change	Organic	Acquisitions	Restructuring	Impairment	Exchange
Sales	+6%	1,239	1,173	+66	+2	+3	-	-	+61
EBITDA	+54%	60	39	+21	+16	-	+3	-	+2
Op.Profit*	+147%	37	15	+22	+18	-	+3	-	+1
EBITDA Marg	in	4.8%	3.3%						
Op.Profit Ma	rgin*	3.0%	1.3%						

^{*} includes Restructuring € 1m (2009: € 4m) no Impairment in either 2010 or 2009





Analysis by Segment

Sales Revenue (€ m)	2010	2009	% chg
Europe Materials	2,665	2,749	(3%)
Europe Products	2,817	3,002	(6%)
Europe Distribution	3,566	3,633	(2%)
Americas Materials	4,417	4,280	+3%
Americas Products	2,469	2,536	(3%)
Americas Distribution	1,239	1,173	+6%
CRH Group	17,173	17,373	(1%)

EBITDA Profit (€m)	2010	2009	% chg
Europe Materials	423	434	(3%)
Europe Products	198	283	(30%)
Europe Distribution	214	204	+5%
Americas Materials	566	670	(16%)
Americas Products	154	173	(11%)
Americas Distribution	60	39	+54%
CRH Group	1,615	1,803	(10%)



Analysis by Segment

Operating Profit (€m)	2010	2009	% chg
Europe Materials	251	257	(2%)
Europe Products	11	116	(91%)
Europe Distribution	135	137	(1%)
Americas Materials	288	407	(29%)
Americas Products	(24)	23	n/m
Americas Distribution	37	15	+147%
CRH Group	698	955	(27%)

Profit on Disposal (€m)	2010	2009
Europe Materials	4	4
Europe Products	13	1
Europe Distribution	21	5
Americas Materials	17	17
Americas Products	-	(1)
Americas Distribution	-	-
CRH Group	55	26



Euroconstruct Forecasts – December 2010

Construction Output 2011		% change
Belgium	0	+0.7%
Denmark	0	+3.1%
Finland	0	+2.9%
France	0	+1.5%
Germany	0	+1.3%
Ireland	O	(10.7%)
Netherlands	0	+1.0%

Construction Output 2011		% change
Poland	0	+12.7%
Portugal	O	(4.1%)
Spain	U	(13.6%)
Switzerland	0	+1.1%
United Kingdom	0	+0.2%
Western Europe (EC-15)	U	(0.5%)
Eastern Europe (EC-4)	0	+7.2%



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