



AGM 2018

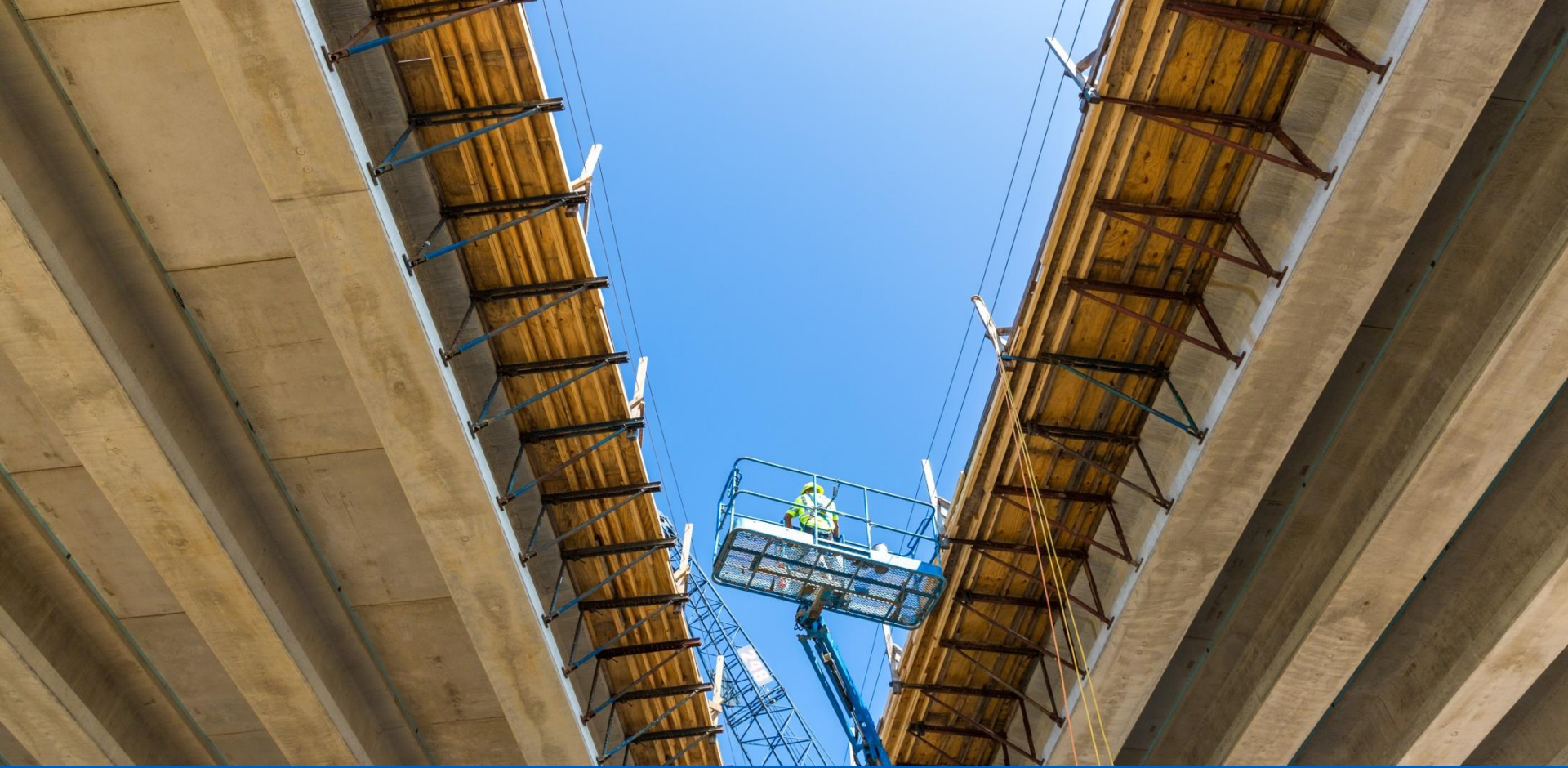


Agenda

Our Business ... Rock Solid

Performance in last 5 Years

Delivering Returns in CRH



Our Business ... Rock Solid

Why invest in Building Materials?

Natural demand for construction products driven by:

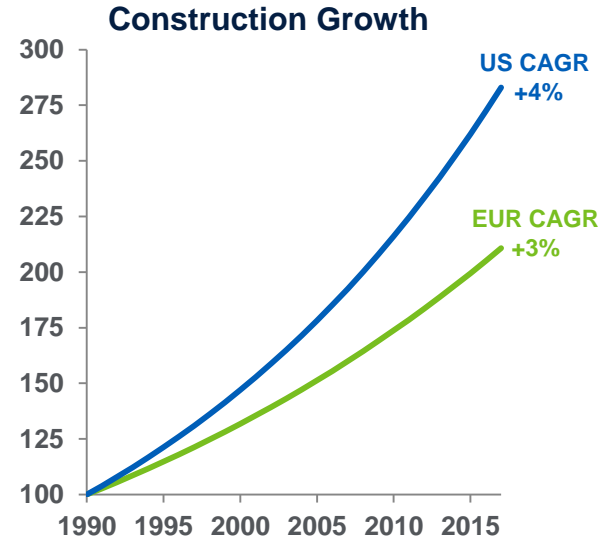
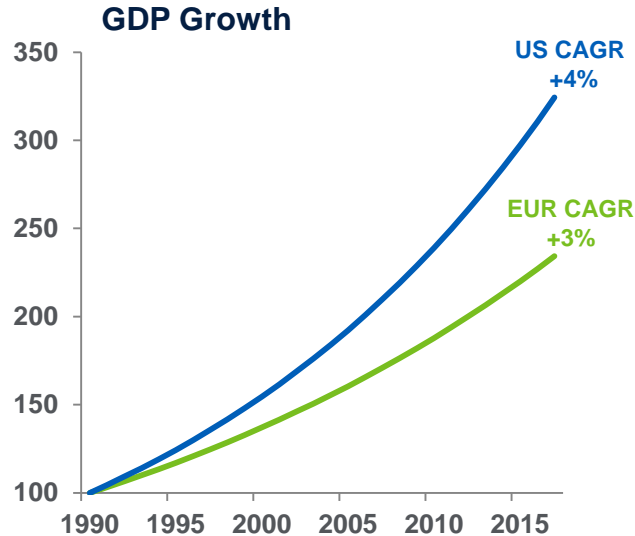
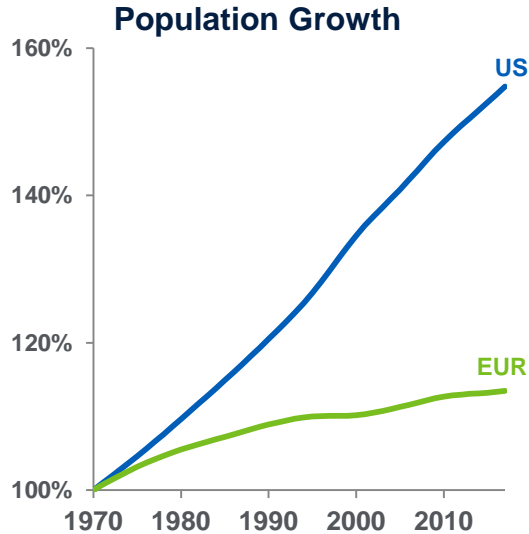
- Population Growth
- Economic Development
- New-Build and Repair, Maintenance and Improvement

The Industry is fragmented:

- Opportunities for acquisitions... room to grow
- Significant benefits of scale...

... Long-term drivers of construction growth

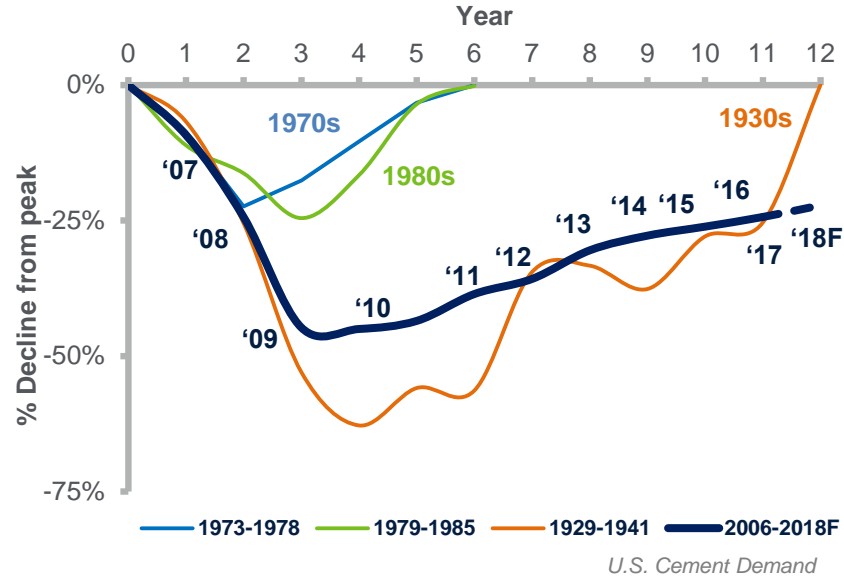
Why invest in Building Materials?



... Growth underpinned by strong fundamentals

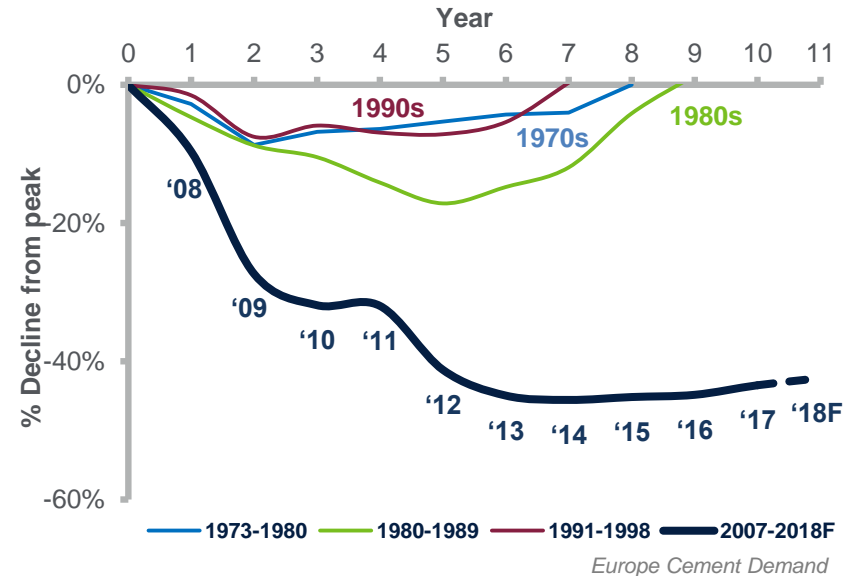
Where are we in the recovery cycle... Our main markets

U.S.



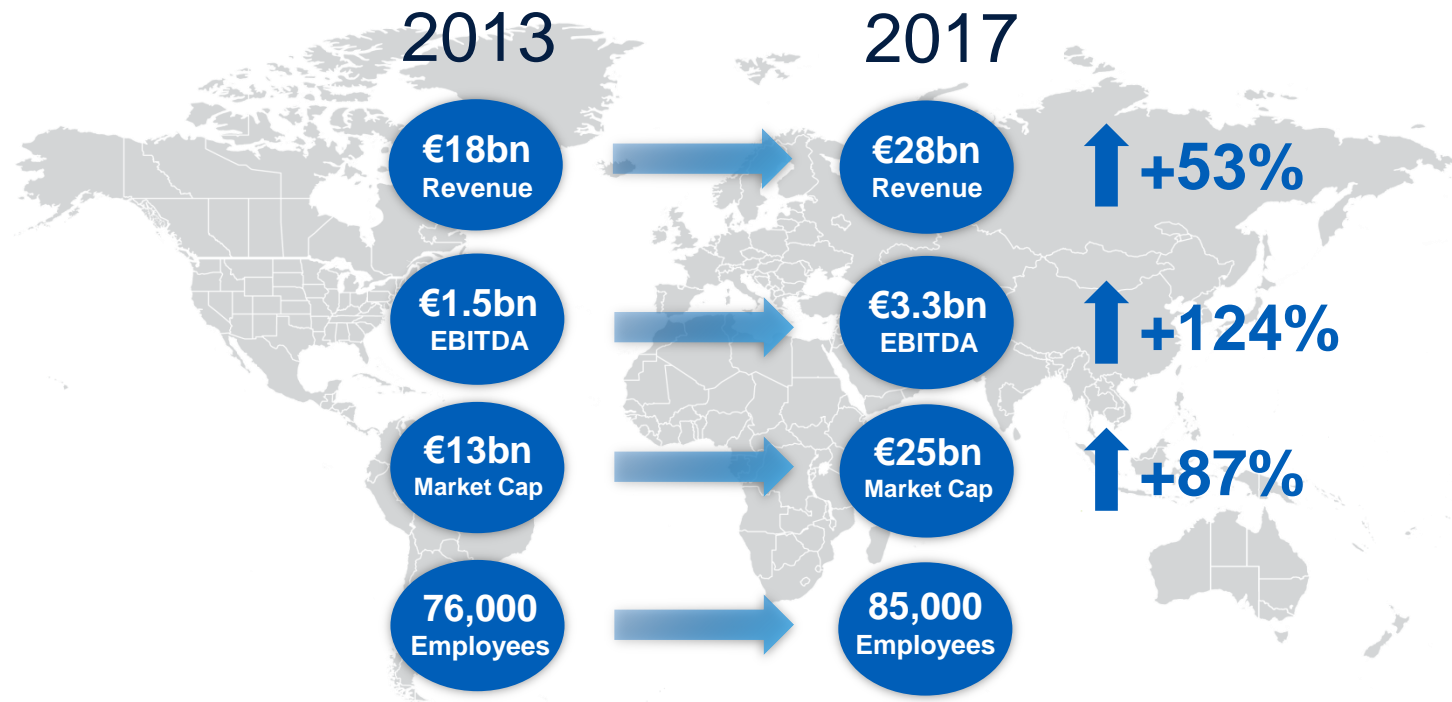
Still some way to run in the cycle...

Europe

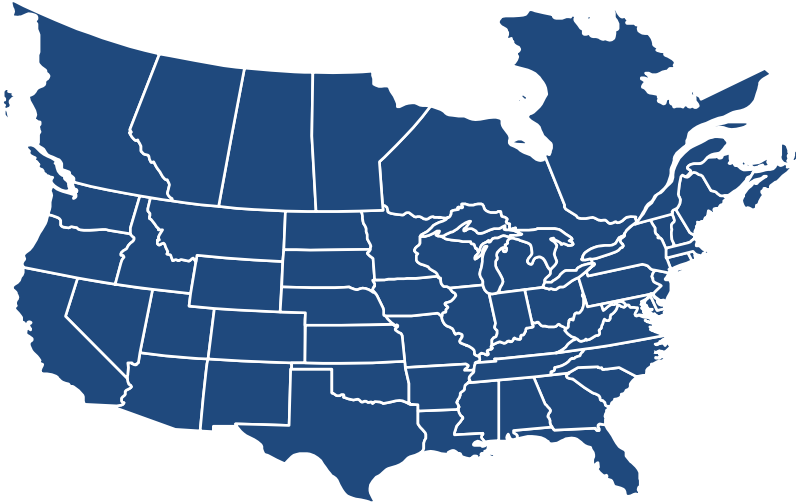


Recovery in early stages...

Our Business... Today



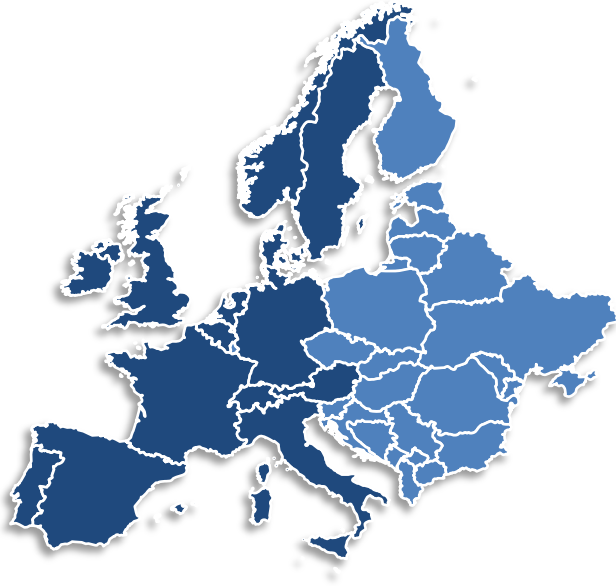
North America ... #1 Building Materials Company



- Positive fundamentals
- Population growth and good demographics
- Funded infra programmes to drive investment
- Res / Non-res exposure in high-growth states

... Strong markets ... Significant room to grow ...

Europe ... #1 Heavyside Materials Company



- Largest economic bloc
- Growing population
- Solid developed markets in West
- Growth potential in East

... Recovery underway... Leverage to deliver...

Servicing the Breadth of Construction



Cement



Aggregates



Asphalt



RMC



Paving



Glass

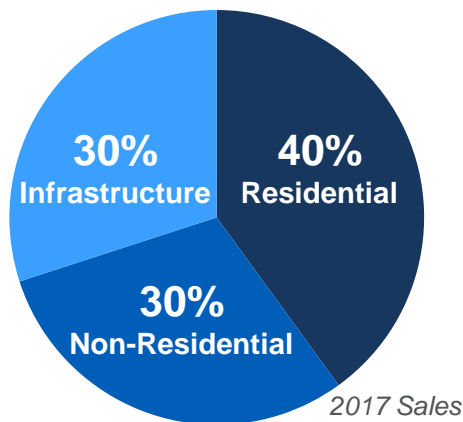


Construction
Accessories

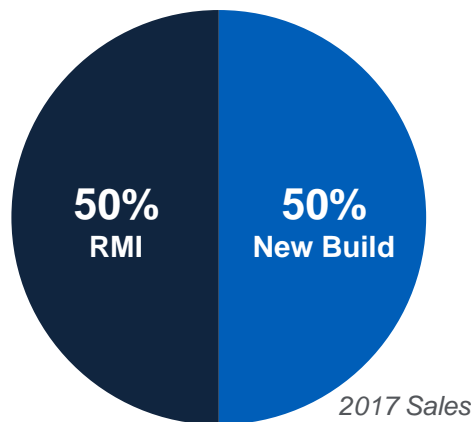


Servicing the Breadth of Demand

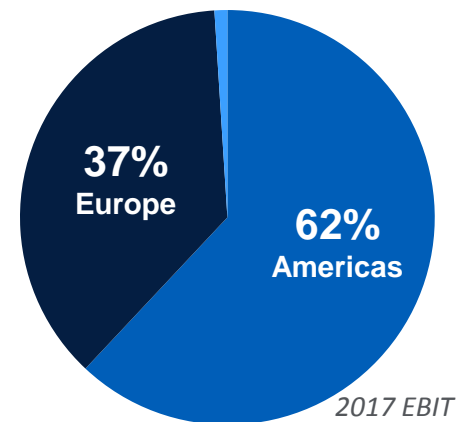
End-Use



Sector



Geography

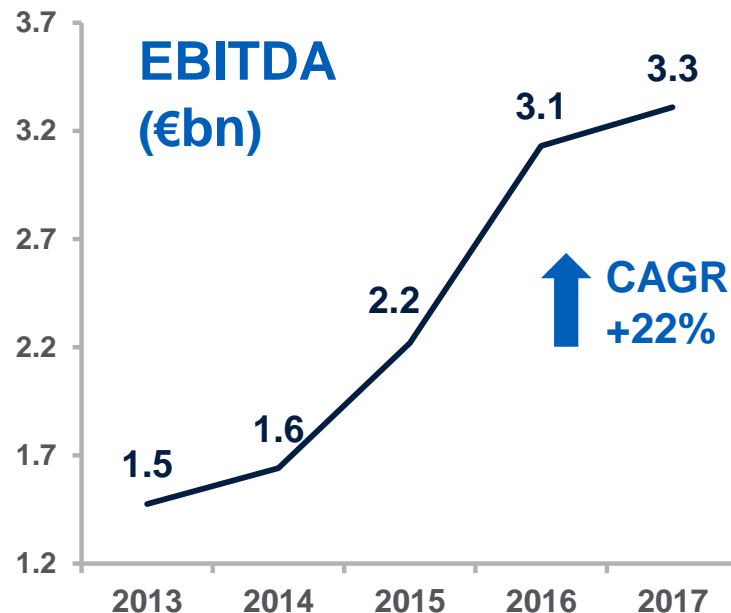
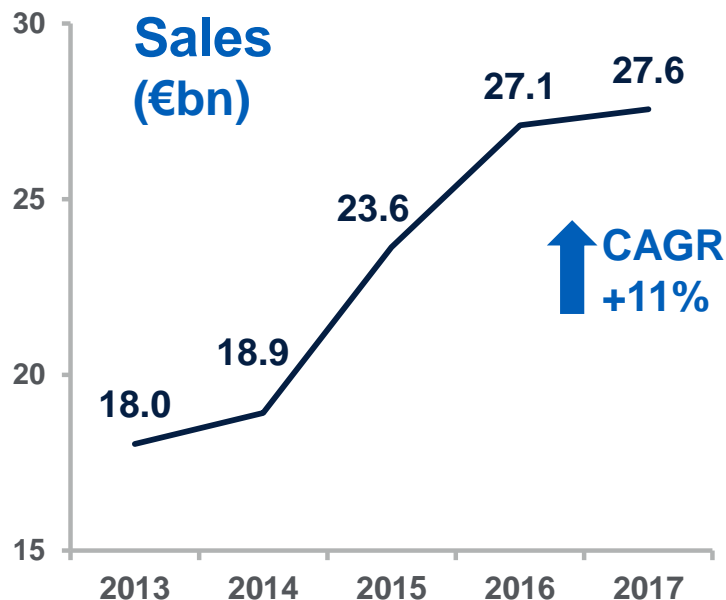


... Balance brings Industry-leading Returns and Cash generation

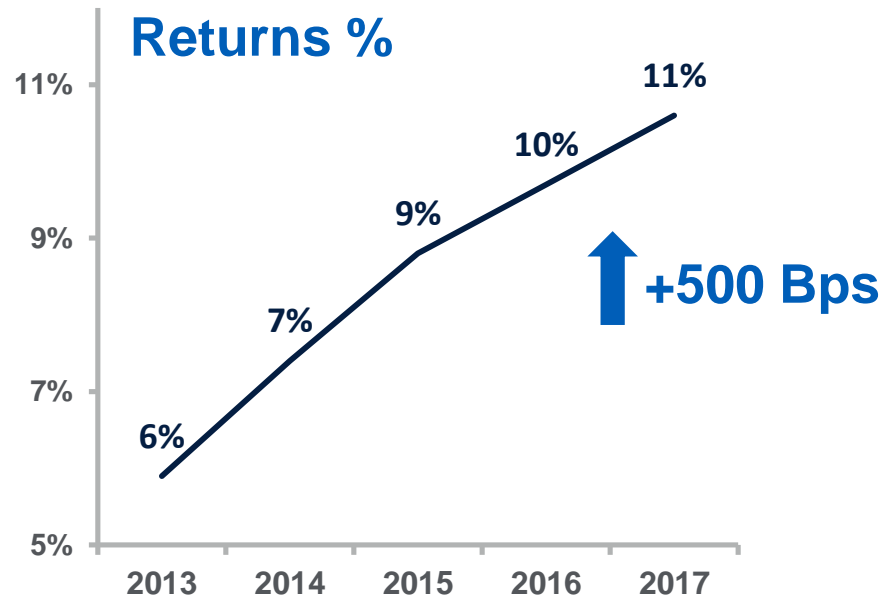
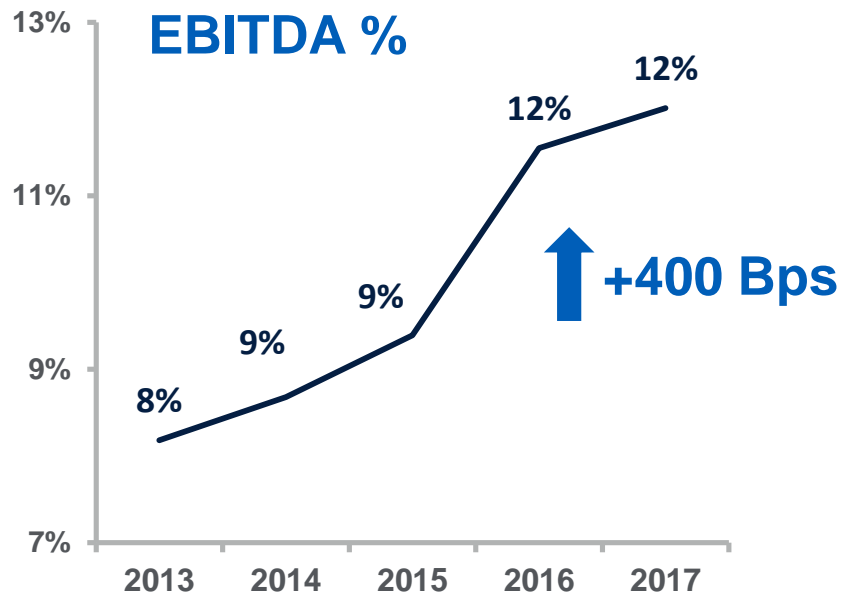


Performance in last 5 Years

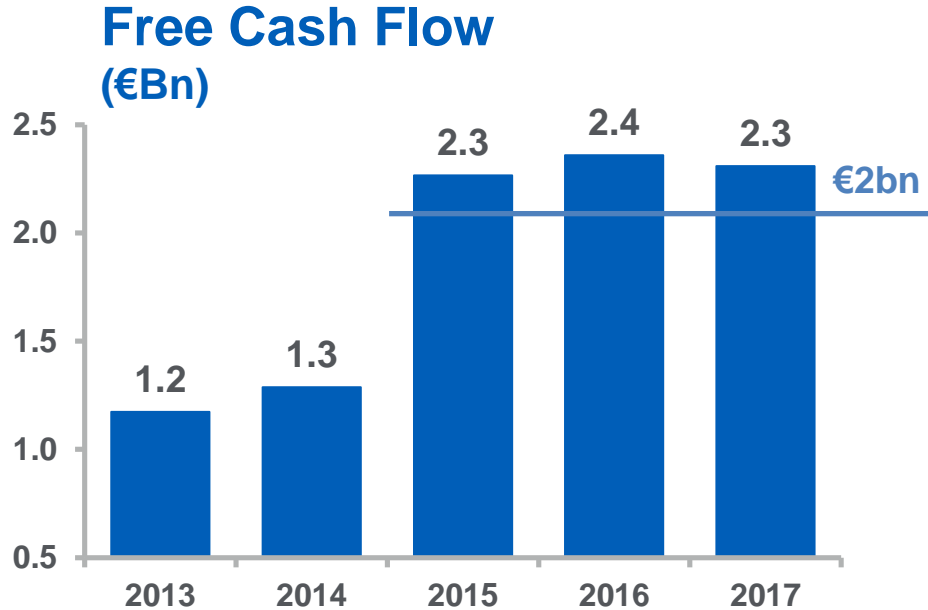
We have seen... strong growth in Sales and EBITDA ...



... and improved Margins and Returns ...



... and have generated strong Cash Flows ...



- Converting ~80% of profits into cash
- Generating €2bn+ cash p.a.
- ... before disposals

... along with significant Cash from Disposals



**~€4bn proceeds
from disposal...**

Divestment targets exceeded ...

Significant cash generated in past 5 years...

... large acquisition spend...

... how have these acquisitions performed ?

Acquisition spend ~€8bn in 2014-16



Returns

10%

~€6.5bn

Heavyside
'Bolt-ons'



+15%

~€0.5bn



13%

~€1.2bn

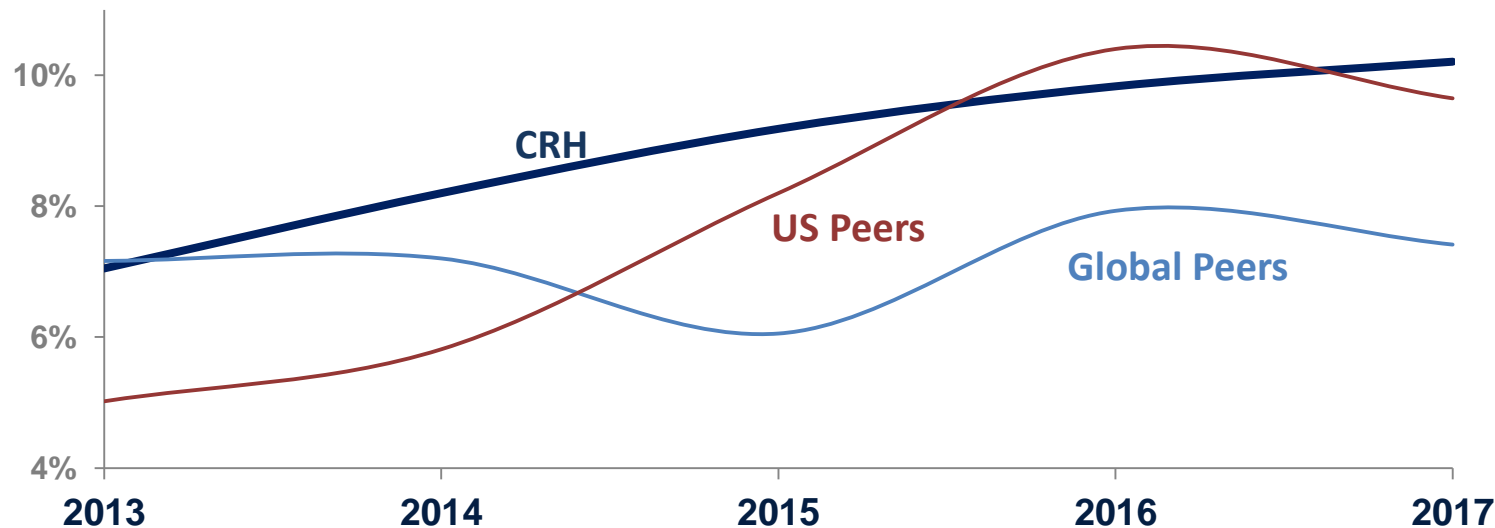
We target returns of 10% by Year 3...
... New platforms established... enhanced delivery through 'Bolt-ons'

How did CRH perform vs Industry ?

The key drivers of Shareholder Value ...

- *Returns*
- *Cash Generated*

... Returns



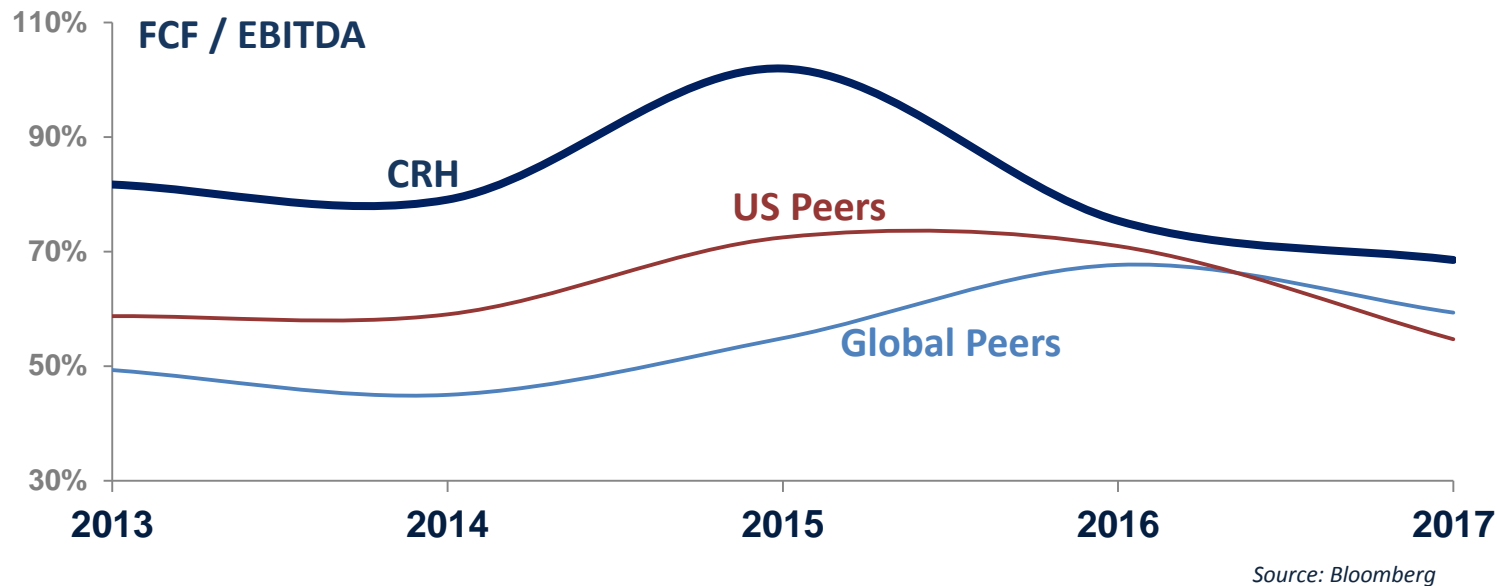
Source: Bloomberg



... Generating Industry-leading Returns ...



... Cash Generated



... Generating more Cash from Profits than Global and US Peers ...



How does this translate into Shareholder Value ?



... Total Shareholder Returns well above FTSE 100 ...



Delivering Returns in CRH

Delivering Sustainable, Superior Returns

Founded on 3 Core Principles

1. Relentless focus on Performance

- Co-ordinated & driven from the centre ... delivered locally

2. Growth

- Rigorous approach to M&A ... large & small deals
- Focussed on building integrated clusters of businesses
- Scalable acquisition model ... difficult to replicate

3. CRH – A Unique Business Model

- Extracts more value from businesses than if stand-alone

CRH – A Unique Business Model... Driving Returns from the Centre

1. Rigorous approach to Capital Allocation

2. Active Portfolio Management

3. Co-ordinating Divisional Strategies

- Shaping the Group for future growth
- Transfer of best practices across Divisions

4. Setting Strategic Targets for Operations

- Demanding Margins, Returns and Cash Improvements year over year

CRH – A Unique Business Model... Driving Returns from the Centre

1. Embedding CRH Continuous Business Improvement Processes
2. Co-ordinating Development and Strategy
3. Delivering Synergies on Integration
4. Mandating Process and Commercial Excellence across Divisions
5. Implementing Group-wide Procurement Programmes
6. Co-ordinating Customer and Market management
7. Driving value from Tax, Treasury, Insurance and other corporate processes

... Delivering the Scale Benefits of an Integrated Group ...

Where to from here ?

CRH ... 2018-2020

How do we see our markets evolving (2018-20)

U.S.

- Public Infra +3% p.a... Residential markets +4% p.a... Non-Residential markets +2% p.a
- Funded infra programmes to drive investment
- Res / Non-res exposure in high-growth states
- Delivery on integration of ~\$4bn acquisitions ... ~\$135m synergies
- Positive price dynamics in the marketplace

Europe

- Recovery underway across European markets
- Expect demand to continue to build in the coming years
- Pricing continuing to show signs of recovery

Asia

- Expect market stabilisation in 2018

What to expect from CRH

Our priorities going forward ...

- Relentless focus on Performance
- Disciplined Growth
- Continue to manage our Portfolio
- Value-focussed Capital Allocation policy



In the coming months ...

- We will set out the scale of the ambition we have for the Group in the years ahead, with a focus on ...
 - Shareholder Value
 - Cash Generation
 - Capital Allocation Policy

Commitment to continued improvement in shareholder returns



The Road Ahead...