Interim Results 2023

Agenda

2023 Interim Results

Well Positioned for Future Growth

2023 Outlook

US Primary Listing Update

Key Messages

- Record H1 performance … EBITDA +14%; Operating Cash Flow +61%
- Further margin expansion … +90bps
- Accelerating share buybacks … $1bn in H1; further $1bn in Q3
- Continued delivery … expect FY EBITDA of ~$6.2bn
- Overwhelming support for transition to US primary listing … effective 25 September

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Financial Highlights

Sales	EBITDA	Margin	EPS	Cash Flow
$16.1bn	$2.5bn	15.6%	$1.58	$1.0bn
+8%	+14%	+90bps	+31%	+61%

Trading Performance

Americas Materials Solutions – Trading Performance

- Continued strong performance & margin delivery
  … good commercial discipline & cost control
- Unique strategy delivering superior growth & performance
- Robust Infrastructure funding backdrop
- Positive momentum … backlogs ahead

		Change	
	$m	**Total**	**LFL**
Sales	6,059	+9%	+8%
EBITDA	925	+13%	+12%
Margin	15.3%	+50bps	+60bps

Americas Building Solutions – Trading Performance

- Strong profit growth & further margin expansion
  … good contribution from recent acquisitions
- Positive momentum in key Non-Residential segments
  … water, energy & onshoring of manufacturing
- Resilient Residential RMI demand
  … Barrette acquisition integrating well

		Change	
	$m	**Total**	**LFL**
Sales	3,809	+21%	+1%
EBITDA	810	+25%	+3%
Margin	21.3%	+80bps	+40bps

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Europe Materials Solutions – Trading Performance

- Good delivery despite softer underlying activity levels & adverse weather conditions
- EBITDA & margin ahead of PY
- Strong commercial management & disciplined cost control
- 6 consecutive years of pricing progress

		Change	
	$m	**Total**	**LFL**
Sales	4,792	-	+5%
EBITDA	625	+13%	+14%
Margin	13.0%	+140bps	+100bps

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Europe Building Solutions – Trading Performance

- Performance impacted by subdued Residential activity & extended winter weather conditions
- Resilient Infrastructure & Non-Residential demand
- Disciplined commercial management & cost control
- Expect improving trends in H2

		Change	
	$m	**Total**	**LFL**
Sales	1,476	-4%	-6%
EBITDA	160	-15%	-16%
Margin	10.8%	-160bps	-130bps

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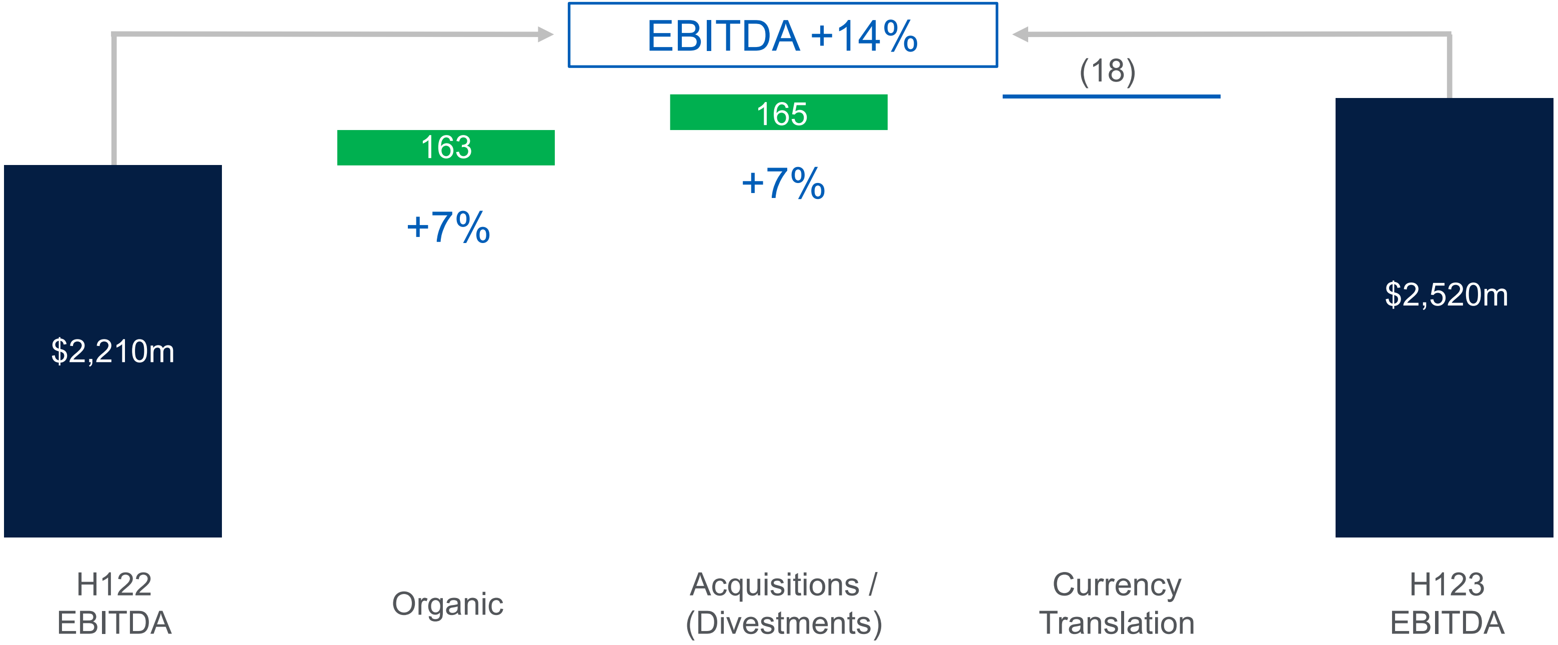
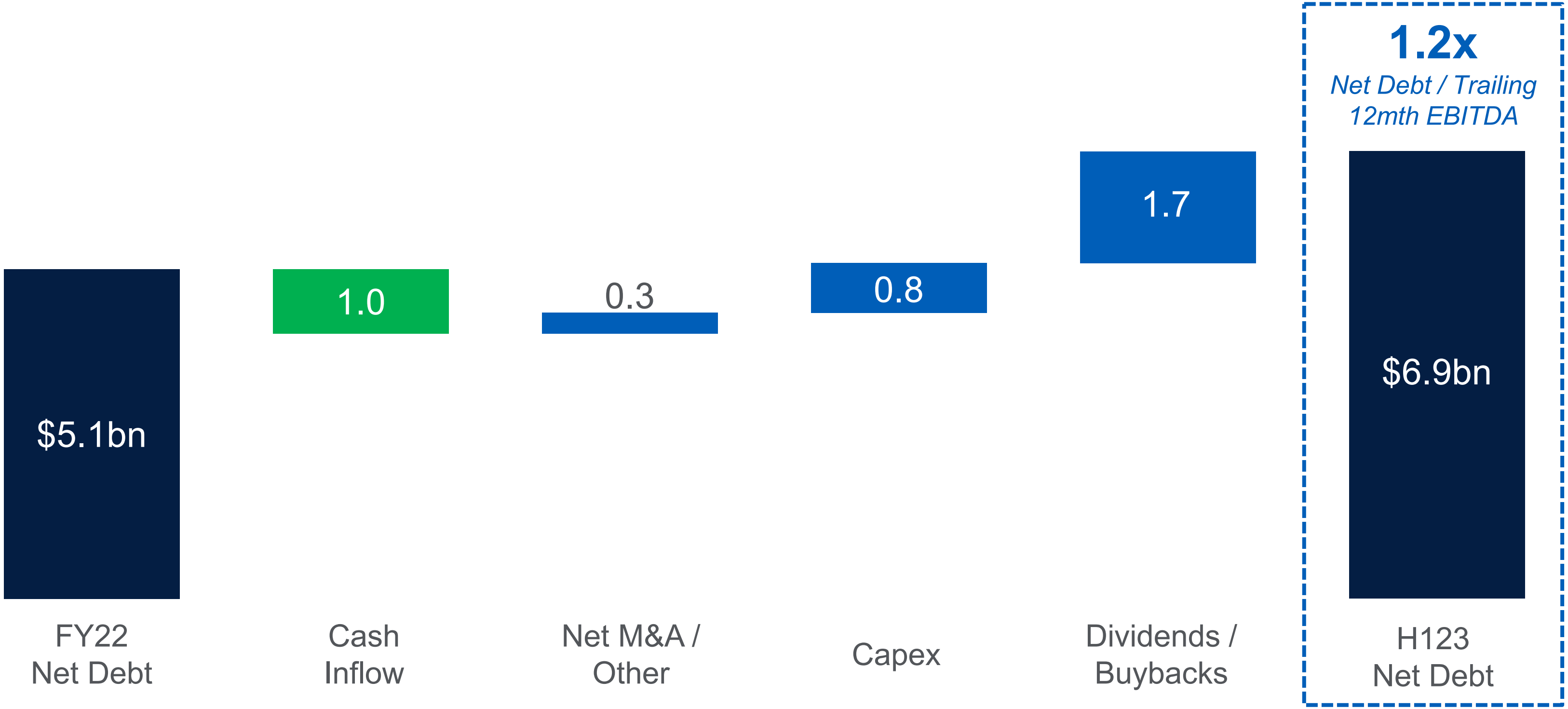
Financial Performance & Capital Allocation

Strong Organic Delivery & Acquisition Contribution



Strong & Flexible Balance Sheet



Efficient & Disciplined Capital Allocation

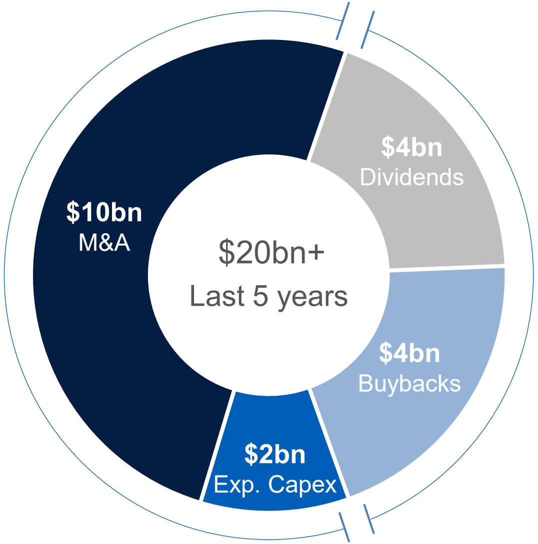
$12bn
Growth Investments

Expansionary Capex

- ✓ Expanding capacity in high growth markets
- ✓ Low risk, high returning investments

Acquisitions

- ✓ Strong pipeline of opportunities
- ✓ Disciplined & value-focused approach



$8bn
Cash Returns

Progressive Dividend

- ✓ 50+ years of uninterrupted dividend delivery
- ✓ Pay-out ratio of 40-50% through the cycle

Share Buybacks

- ✓ Flexible & efficient allocation of capital
- ✓ Significant step-up of buybacks in 2023

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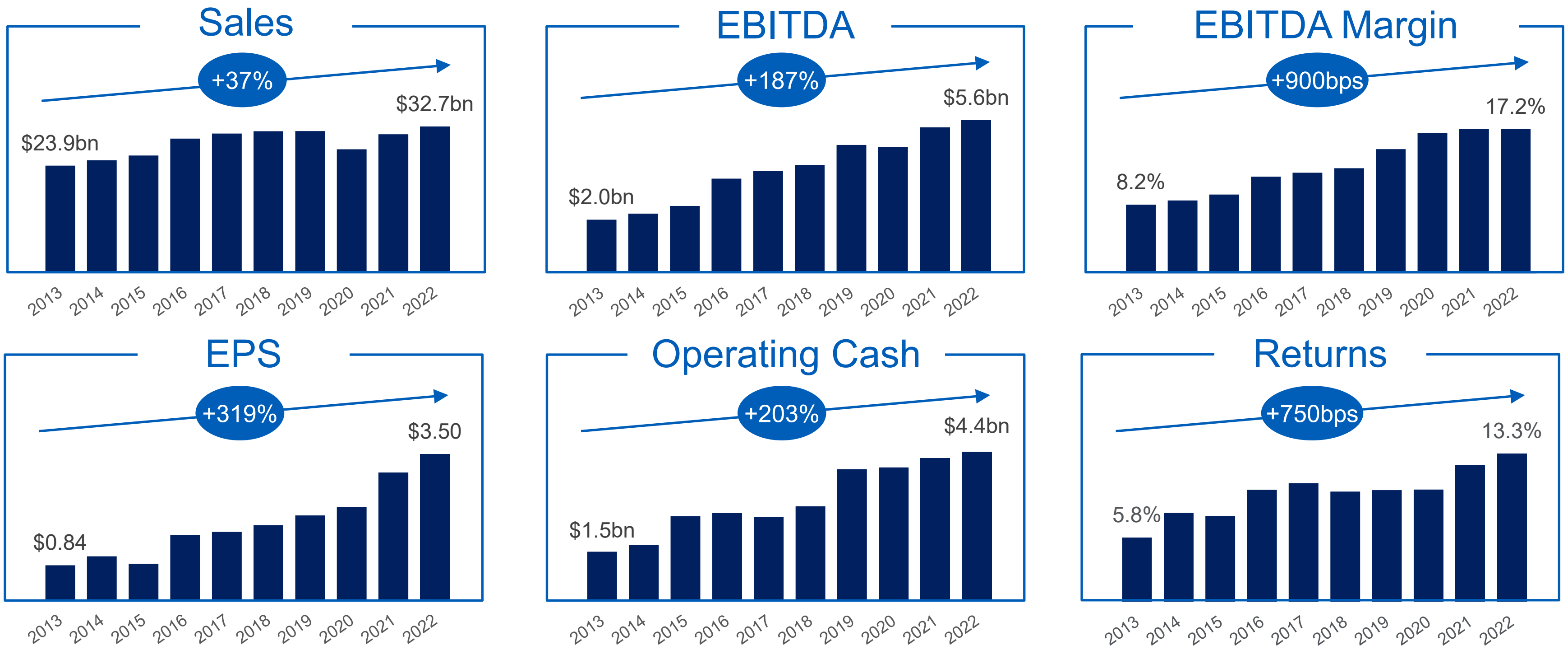
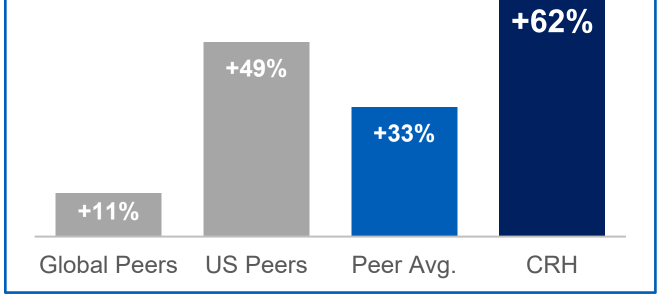
Strong Track Record of Financial Delivery

Strong Delivery Through the Cycle

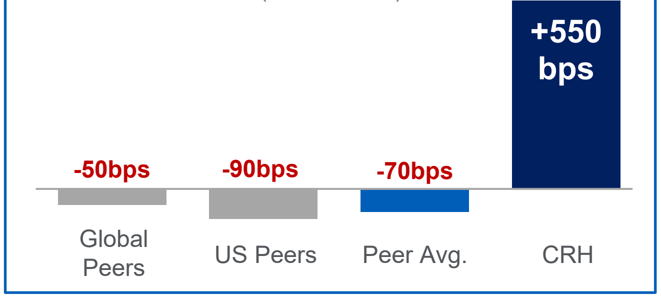


Consistent Outperformance vs. Sector Peers

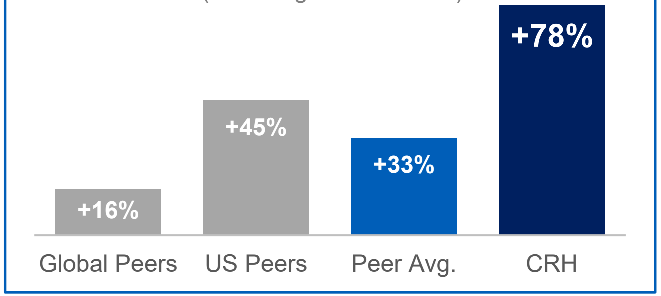
EBITDA Growth
(% Change 2017 - 2022)



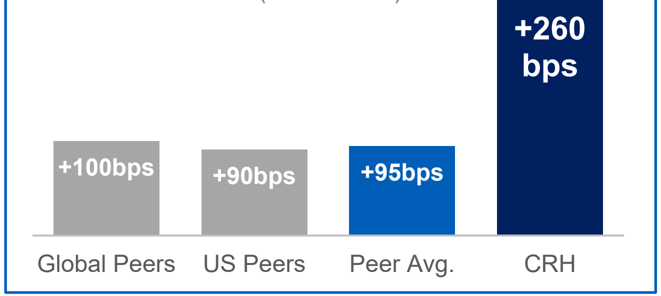
EBITDA Margin
(2017 - 2022)



Operating Cash
(% Change 2017 - 2022)



Returns
(2017 - 2022)



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Global peers: Holcim, Heidelberg Materials, Cemex
US peers: Martin Marietta, Vulcan Materials, Summit Materials, Eagle Materials

Consistent Outperformance vs. Sector Peers

EBITDA Growth

- ✓ Leading positions in attractive, high-growth markets
- ✓ Differentiated strategy delivering consistent outperformance
- ✓ Unique model provides attractive growth opportunities … organic & inorganic

EBITDA Margin

- ✓ 9 consecutive years of margin improvement
- ✓ Relentless focus on continuous business improvement
- ✓ Active portfolio management … delivering higher margins

Operating Cash

- ✓ ~$20bn generated last 5 years
- ✓ Consistently converting ~80% of EBITDA into cash
- ✓ Significant optionality for further value creation

Returns

- ✓ Consistent delivery of industry-leading returns
- ✓ Disciplined & value-focused … proven track record
- ✓ Allocating capital for short-term performance … & long-term value

Well Positioned for Future Growth

US Infrastructure …
~40% Americas sales

- $1.2tn IIJA – the most transformative public investment programme since the 1930s
- Underpinning 5+ years of robust infrastructure demand
- Road & highway funding +50%
- Significant focus on water, energy & technology … $200bn+
- Uniquely positioned … full-service offering for road & critical utility infrastructure

… CRH to be the largest beneficiary of unprecedented growth

US Non-Residential …

~30% Americas sales

- Onshoring activity to drive demand to 2030 & beyond
- $200bn+ projects announced by world's major corporations
  … bringing critical manufacturing back to the US
  … >2.5x historical annual manufacturing spend
- Underpinned by $650bn of federal funding support
- CRH – partner of choice in the world's most complex & technically challenging construction projects
- Innovative, value-added solutions … materials, products & services

100+ major projects across the US
… supporting future investment & job creation

… enabling the re-industrialisation of the US economy

US Residential …

~30% Americas sales

- Recent weakness driven by affordability challenges … rising mortgage rates & home prices
- Long-term demand underpinned
- Structural under-build over the last decade
- Aging housing stock & low inventory
- Favourable demographics & migration trends

~5m US housing deficit

Record home equity levels

Only 3 months of housing supply

40 years average house age

… fundamentals supportive of robust long-term growth

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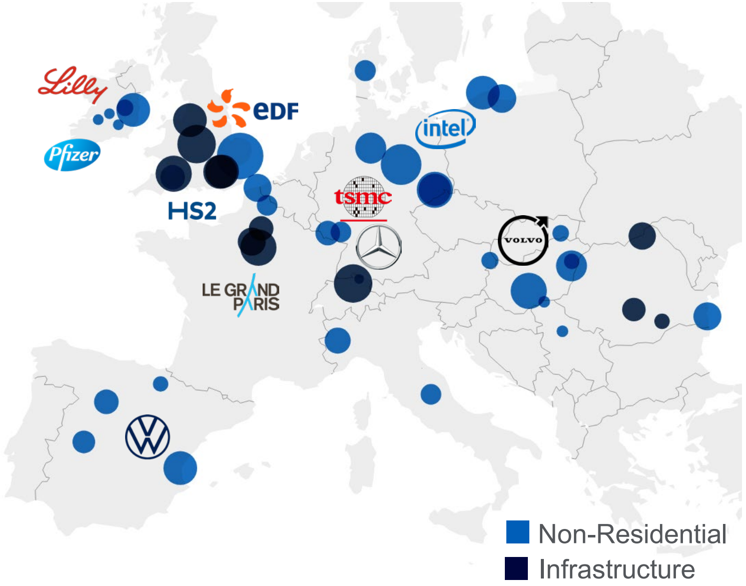
The Largest Building Materials Business in Europe …

The global centre for construction innovation

- The most regulated & technically advanced construction market in the world
- Driving innovation & advancing sustainability
- Significant benefits of scale & value transfer from Europe to the US
- Innovating in Europe, delivering at scale in the US … recycled materials, alternative fuels, new cements, high-performance concrete, smart roads & buildings

$200bn+ high-tech manufacturing projects & significant funding for critical infrastructure



… an attractive platform for future growth

Uniquely Positioned for Future Growth …

- CRH – a differentiated strategy …
  … processing essential materials (aggregates & cement)
  … & transforming them into innovative, value-added solutions
  … to improve the way we build our world
- Strength of major markets to continue in H2 2023 …
  … & through 2024
- Despite slow Res markets, performance driven by robust Infra & increasing Non-Res momentum
- Strong & active pipeline of acquisition opportunities
- Ongoing focus on operational delivery, cash generation & disciplined capital allocation

… ~$35bn financial capacity in the next 5 years

2023 Outlook

2023 Outlook

EBITDA	Operating Cash	Net Debt / EBITDA
~$6.2bn	~$5bn	1.1x – 1.3x

… another record year for CRH …

US Primary Listing Update

US Primary Listing Update

Strong shareholder approval (>95%) to transition to US primary listing

Capitalising on strong growth opportunities (IIJA, IRA, onshoring)

Increased commercial, operational & acquisition opportunities

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2nd March 2023
Announced Board recommendation to transition to US primary listing

8 weeks of shareholder engagement

8th June 2023
EGM vote (>95% approval)

25th September 2023
ADR converts to US primary listing
de-list from Euronext
step-down LSE to standard listing

February 2024
10-K US GAAP filing; Quarterly reporting thereafter

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NYSE Listing Event

Event Format

- In-person investor presentation in New York (webcast option also available)
- Hosted by CRH senior executive team
- Monday 25 September 2023
- Registration details to follow on crh.com

Appendices

Group Components of Performance

Continuing operations

$ million	Sales revenue	EBITDA	Operating profit	Profit on disposals	Finance costs (net)	Assoc. and JV PAT[1]	Pre-tax profit
H1 2022	**14,998**	**2,210**	**1,385**	**7**	**(197)**	**8**	**1,203**
Exchange effects	(208)	(18)	(8)	-	2	-	(6)
H1 2022 at 2023 rates	**14,790**	**2,192**	**1,377**	**7**	**(195)**	**8**	**1,197**
Incremental impact in 2023 of:							
- 2022/2023 acquisitions	813	163	94	-	(53)	-	41
- 2022/2023 divestments	(86)	2	7	15	28	-	50
- Organic	619	163	149	1	73	(1)	222
H1 2023	**16,136**	**2,520**	**1,627**	**23**	**(147)**	**7**	**1,510**

[1] CRH's share of after-tax results of joint ventures and associated undertakings.

Americas Materials Solutions

$ million	H1 2022	Analysis of change Exchange	Acquisitions	Divestments	Organic	H1 2023	% Change
Sales revenue	**5,546**	(26)	111	-	428	**6,059**	+9%
EBITDA	**820**	(2)	11	-	96	**925**	+13%
Operating profit	**405**	-	(1)	-	106	**510**	+26%
EBITDA/sales	**14.8%**					**15.3%**	
Operating profit/sales	**7.3%**					**8.4%**	

Americas Building Solutions

		Analysis of change					
$ million	**H1 2022**	**Exchange**	**Acquisitions**	**Divestments**	**Organic**	**H1 2023**	**% Change**
Sales revenue	**3,150**	(13)	626	-	46	**3,809**	+21%
EBITDA	**646**	(3)	145	-	22	**810**	+25%
Operating profit	**534**	(2)	97	-	4	**633**	+19%
EBITDA/sales	**20.5%**					**21.3%**	
Operating profit/sales	**17.0%**					**16.6%**	

The table above excludes the trading performance of Building Envelope which, following its divestment, has been classified within discontinued operations.

Europe Materials Solutions

		Analysis of change					
$ million	**H1 2022**	**Exchange**	**Acquisitions**	**Divestments**	**Organic**	**H1 2023**	**% Change**
Sales revenue	**4,772**	(146)	21	(86)	231	**4,792**	-
EBITDA	**555**	(10)	3	2	75	**625**	+13%
Operating profit	**308**	(4)	-	7	72	**383**	+24%
EBITDA/sales	**11.6%**					**13.0%**	
Operating profit/sales	**6.5%**					**8.0%**	

Europe Building Solutions

$ million	H1 2022	Analysis of change Exchange	Acquisitions	Divestments	Organic	H1 2023	% Change
Sales revenue	**1,530**	(23)	55	-	(86)	**1,476**	(4%)
EBITDA	**189**	(3)	4	-	(30)	**160**	(15%)
Operating profit	**138**	(2)	(2)	-	(33)	**101**	(27%)
EBITDA/sales	**12.4%**					**10.8%**	
Operating profit/sales	**9.0%**					**6.8%**	

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Segment Financials

H1 2023	Americas Sales	Americas EBITDA	Europe Sales	Europe EBITDA
Materials Solutions	6,059	925	4,792	625
Essential Materials	*2,062*		*2,478*	
Road Solutions	*3,997*		*2,314*	
Building Solutions	3,809	810	1,476	160
Building & Infrastructure Solutions	*1,248*		*1,159*	
Outdoor Living Solutions	*2,561*		*317*	
Sub-total	**9,868**	**1,735**	**6,268**	**785**
Group			**16,136**	**2,520**

Summary Financial Performance

H1 2023	YoY Change Sales	YoY Change EBITDA	YoY Change Margin	YoY LFL Change Sales	YoY LFL Change EBITDA	YoY LFL Change Margin
Americas Materials Solutions	+9%	+13%	+50bps	+8%	+12%	+60bps
Americas Building Solutions	+21%	+25%	+80bps	+1%	+3%	+40bps
Americas	**+13%**	**+18%**	**+70bps**	**+5%**	**+8%**	**+40bps**
Europe Materials Solutions	-	+13%	+140bps	+5%	+14%	+100bps
Europe Building Solutions	-4%	-15%	-160bps	-6%	-16%	-130bps
Europe	**-1%**	**+6%**	**+70bps**	**+2%**	**+6%**	**+50bps**
Group	**+8%**	**+14%**	**+90bps**	**+4%**	**+7%**	**+50bps**

Materials Volumes & Prices

	Americas		Europe	
YoY % Change	Volume	Price	Volume	Price
Aggregates	-2%	+15%	-8%	+9%
Asphalt	-1%	+13%	-9%	+15%
Cement	-5%	+17%	-12%	+24%
RMC	-3%	+14%	-16%	+23%

The Leader in Sustainable Construction

Deeply embedded in all aspects of our business

#1	42mt	36%	AAA	30%
The largest recycler in North America	Recycled materials in ‘22 – double since 2014	Alternative fuels usage – leading the industry	MSCI ESG rating #1 in the sector	CO_2 reduction target by 2030 (vs. 2021 levels)

Recognitions

MSCI ESG RATINGS AAA

CCC | B | BB | BBB | A | AA | AAA

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

External frameworks

SCIENCE BASED TARGETS

CDP

SUSTAINABLE DEVELOPMENT GOALS

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

For more information please refer to our [2022 Sustainability Performance Report]

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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.

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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, including increased interest rates, inflation, price volatility, banking system instability and/or labor and materials shortages in 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, including in relation to climate change and sustainability; the impact of unfavorable weather, including due to climate change; our ability to successfully develop and integrate sustainable solutions into our business and investor and/or consumer sentiment regarding the importance of sustainable practices and products; approval or allocation of funding for infrastructure programmes; adverse political developments in various countries and regions, including war and acts of terrorism; failure to completely or successfully integrate acquisitions; indirect and direct effects of the COVID-19 pandemic; cyber-attacks, sabotage or other incidents and their direct or indirect effects on our business; delays or changes arising from the transition to U.S. primary listing; and the specific factors identified in the section entitled “Principal Risks and Uncertainties” in the Group’s interim results announcement, as well as “Principal Risks and Uncertainties (Risk Factors)” in the Group’s 2022 Annual Report on Form 20-F as filed with the US Securities and Exchange Commission.

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