Sanford C. Bernstein
Strategic Decisions Conference

CRH

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Agenda

- **CRH Overview**
- **Development Strategy**
- **Cost Reduction Action**
- **CRH Full Year Outlook**
- **CRH Strengths**

CRH Overview

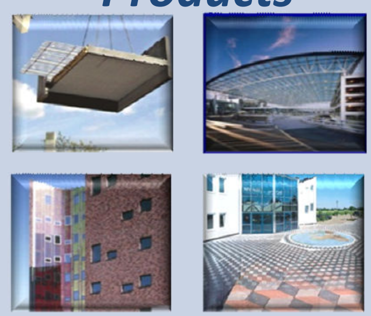
- **CRH** .... a diversified, international building materials Group
- **Scale** .... 36 countries; 3,600 locations; 76k people; Sales €18+Bn (2011)
- **Market Cap** ....c£9Bn (c€11Bn); a sector leader worldwide
- **Listed** ....London (LSE), Dublin (ISE), and New York (NYSE)
- **Indices** .... FTSE 100, ISEQ, Euro Stoxx 50, Euro Stoxx Select Div 30, DJSI
- **Debt Rating** .... best in sector from S&P (BBB+) and Moodys (Baa2)

CRH Balance – exposure to multiple demand drivers

Materials

Cement & Aggregates
Asphalt & Paving
Readymixed Concrete

Products



Products for
Construction Solutions

Distribution

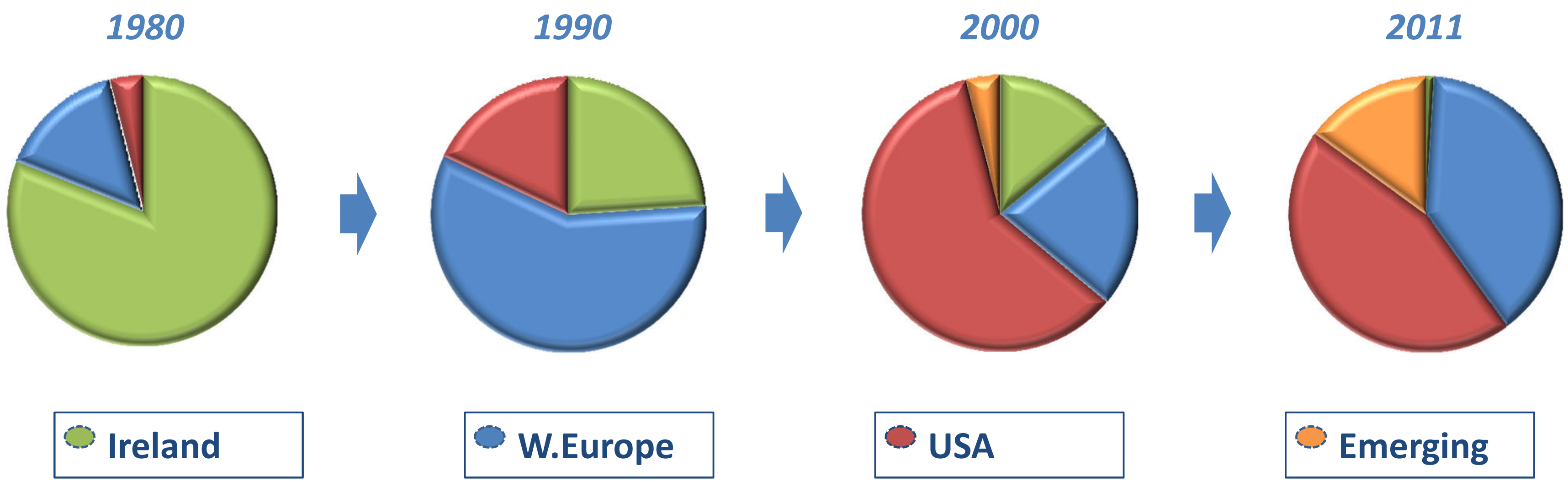
General Merchants
Specialised Distribution
Do-It-Yourself

Early Cycle
New

Servicing the breadth of construction

Late Cycle
RMI

CRH Balance – Expanding Geographic Footprint



Present in 36 countries ...

Strong positions in developed markets (85% EBITDA)

Growing presence in emerging economies (15% EBITDA)

Basis: Annualised EBITDA

CRH – Regional and National Leadership Positions

Europe

Top 10	Cement
Region Leader	Aggregates & RMC
No.1	Concrete Products
No. 1	Construction Accessories
Top 3	B.Materials Distribution

United States

No. 1	Asphalt
No. 3	Aggregates
Top 3	RMC
No. 1	Concrete Products
No. 2	Construction Accessories
Top 3	Roofing/Siding Distributor

Developing Economies

No. 1	Building Materials in Poland
No. 1	Cement – N. East China (26% Associate)
No. 2	Cement – Andhra Pradesh, India (50% JV)

Europe by Segment

Materials

- Eurozone 40% of revenues; Strong CEE positions; Growth platforms in China/India
- Residential 35%; Non-Residential 25%; Infrastructure 40%

Products

- Eurozone 70% of revenues; Large Benelux presence c. 1/3rd of segment
- Residential 45%; Non-Residential 35%; Infrastructure 20%

Distribution

- Eurozone 70% of revenues; Good Balance – Benelux / Germany & Austria / Switzerland
- Mainly Repairs, Maintenance & Improvement (RMI) focussed – 65%

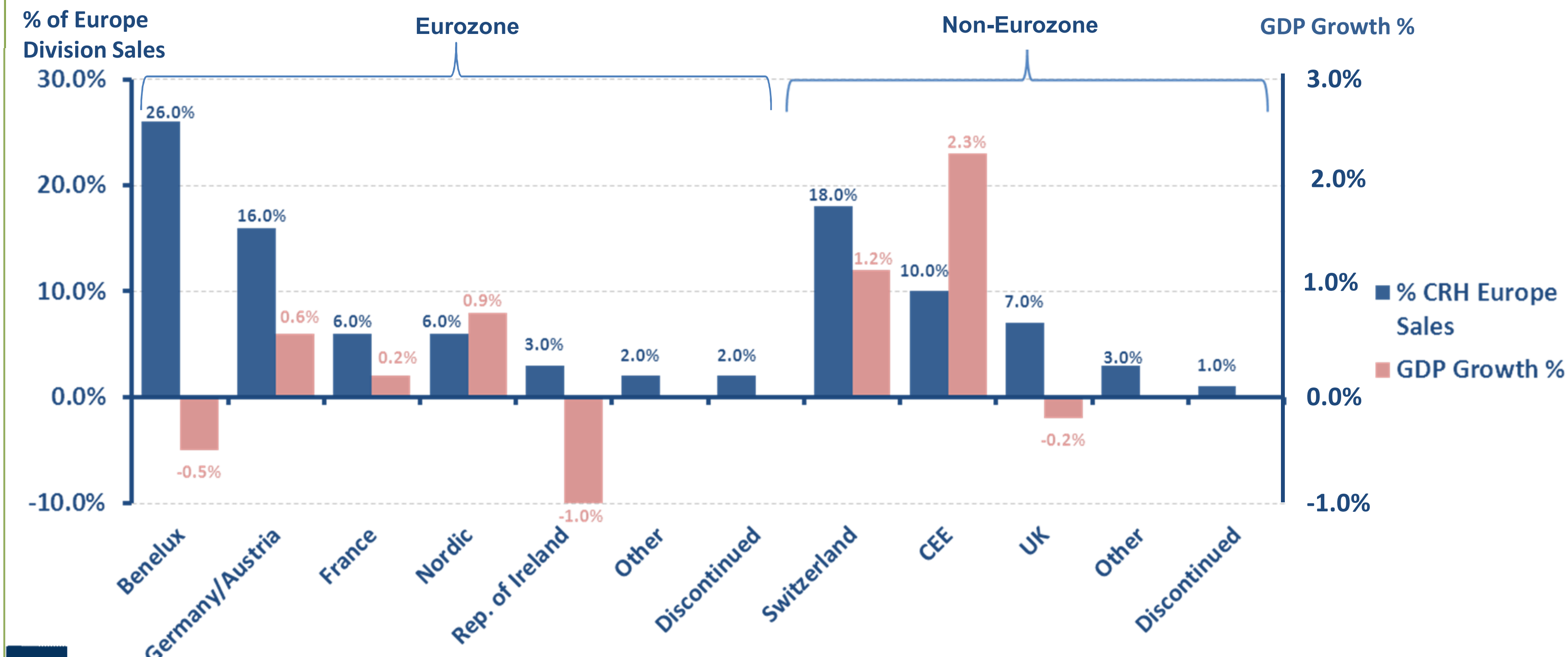
Combined Operations : 50% Res : 25% Non-Res : 25% Infrastructure

Europe Divisions – €10bn Revenues

Eurozone (€bn)	Materials	Products	Distribution	Total
Benelux	0.2	0.9	1.5	**2.6**
Germany/Austria	-	0.4	1.2	**1.6**
France	-	0.3	0.3	**0.6**
Nordic	0.4	0.2	-	**0.6**
Republic of Ireland	0.3	-	-	**0.3**
Other	0.2	-	-	**0.2**
Discontinued	0.1	0.1	-	**0.2**
	1.2	**1.9**	**3.0**	**6.1**
Non-Eurozone (€bn)				
Switzerland	0.4	0.1	1.3	**1.8**
Poland / Ukraine & Other	0.8	0.2	-	**1.0**
United Kingdom	0.3	0.4	-	**0.7**
Other	0.2	0.1	-	**0.3**
Discontinued	0.1	-	-	**0.1**
	1.8	**0.8**	**1.3**	**3.9**
Reported 2011	**3.0**	**2.7**	**4.3**	**10.0**

Sales 60% Eurozone : 40% Non-Eurozone

% of Europe Division Sales and 2012 GDP Growth



**Source: GDP growth % as per EIU data July 2012*

Americas by Segment

Materials

- Construction (c. 1/3rd of sales) creates pull through for aggregates / asphalt / RMC
- Significant aggregates backing; 12.5bn tons (100+ years) reserves
- Residential 10%; Non-Residential 25%; Infrastructure 65%

Products

- Broad product offering, serving Residential (50%) and Non-Residential (40%)
- New build focus (65%) with good RMI (35%) positions

Distribution

- Good balance between Exterior (65% revenues) and Interior (35%) segments
- Exterior: Res (65%) & RMI (75%) bias ; Interior Non-Res (75%) & New (80%)

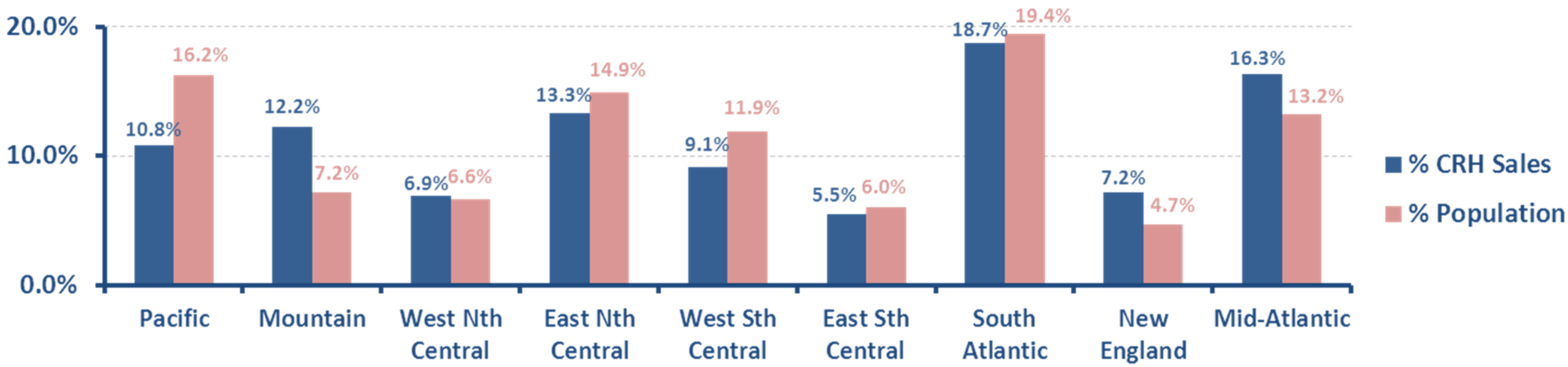
Combined Operations : 20% Res : 30% Non-Res : 50% Infrastructure

CRH Americas – $11.5bn Revenues

Region	US Census Division ($bn)	Materials	Products	Distribution	Total
West	Pacific	0.3	0.3	0.5	**1.1**
	Mountain	0.9	0.2	0.2	**1.3**
Mid - West	West North Central	0.6	0.1	0.1	**0.8**
	East North Central	0.9	0.4	0.2	**1.5**
South	West South Central	0.5	0.4	0.1	**1.0**
	East South Central	0.5	0.1	-	**0.6**
	South Atlantic	1.0	0.8	0.2	**2.0**
North - East	New England	0.6	0.1	0.1	**0.8**
	Mid-Atlantic	0.9	0.4	0.5	**1.8**
	Total US	6.2	2.8	1.9	**10.9**
	Canada	-	0.4	-	**0.4**
	South America	-	0.2	-	**0.2**
	Reported 2011	**6.2**	**3.4**	**1.9**	**11.5**

Good Balance – presence in all 50 states

% of Americas Division Sales and US Population

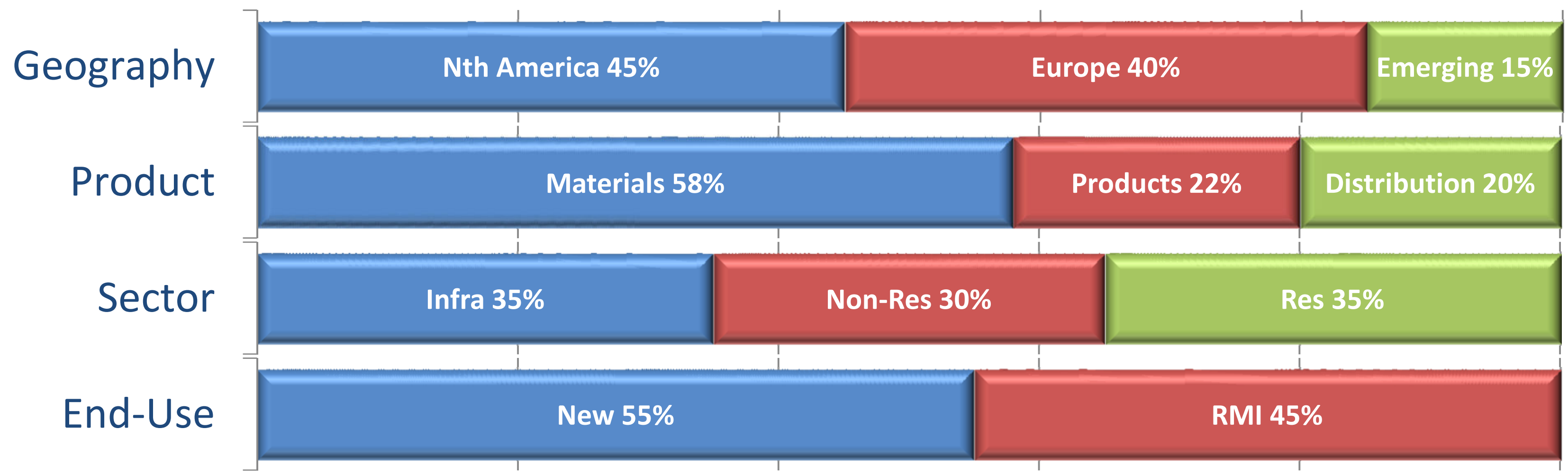


- **Pacific:** no Materials positions in California
- **Mountain :** strong Materials positions across these states
- **New England / Mid Atlantic :** good market positions
- **Other regions :** sales proportions closely match population

Well placed for US economic recovery

CRH – The International Building Materials Group

2011: Sales €18.1 Bn … EBITDA €1.66 Bn



A Balanced Business by Geography, Product, Sector and End-Use

Chart Basis: Annualised EBITDA

Agenda

CRH Overview

Development Strategy

Cost Reduction Action

CRH Full Year Outlook

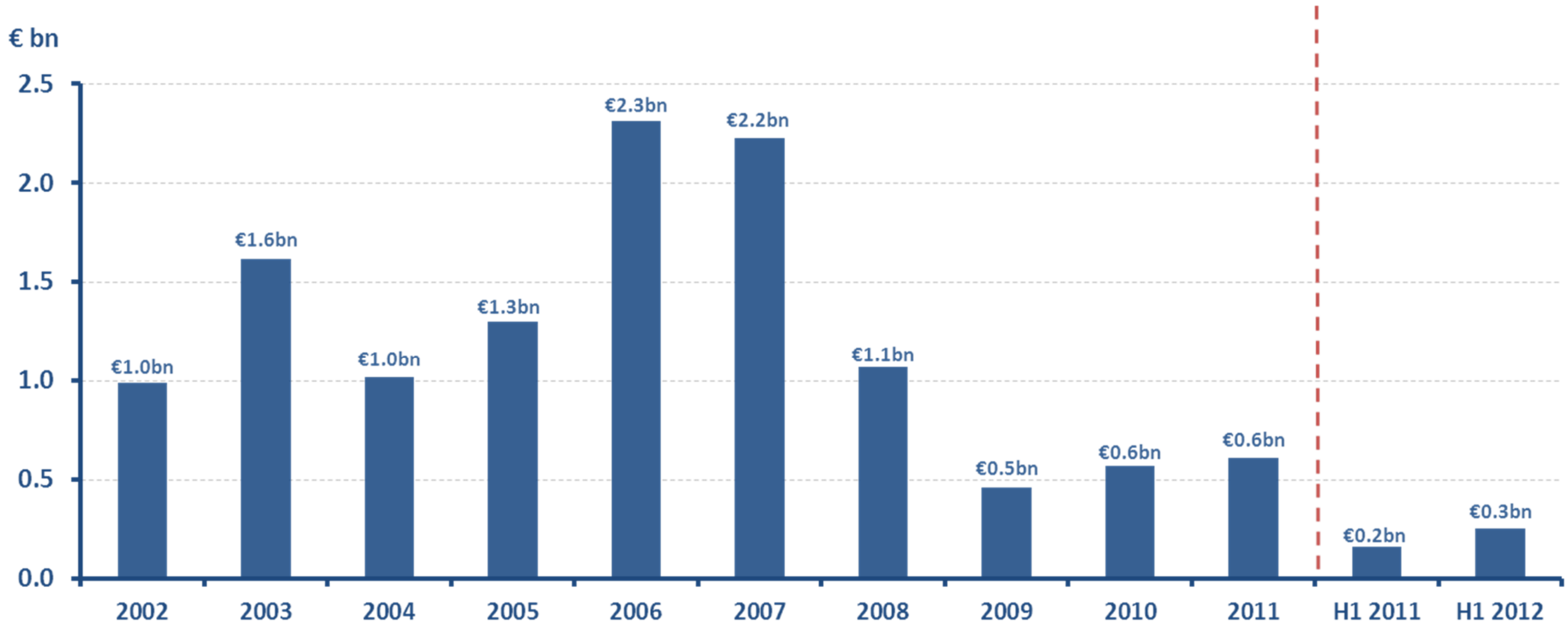
CRH Strengths

Core Elements of CRH Development Strategy

- Balance remains the key – by geography, sector end-use, new vs RMI
- Rigorous value-based approach to development
- Build & Grow approach – creating clustered groups of businesses
- Open to larger transactions – but no "bet the ranch" moves
- The priority – to deliver superior long-term returns

Returns to drive cash generation for investment and dividend pay-out

Acquisition Spend 2002 to date



2012 Acquisition Activity

- H1 spend of approx. €0.25bn (on 18 transactions)
- Further expenditure of c. €0.1bn to date in H2 (on 5 transactions)
- Cumulative year to date 2012 spend c €0.35bn
- Further €0.1bn (2 transactions) awaiting regulatory clearance

Active pipeline of opportunities; maintaining a disciplined approach

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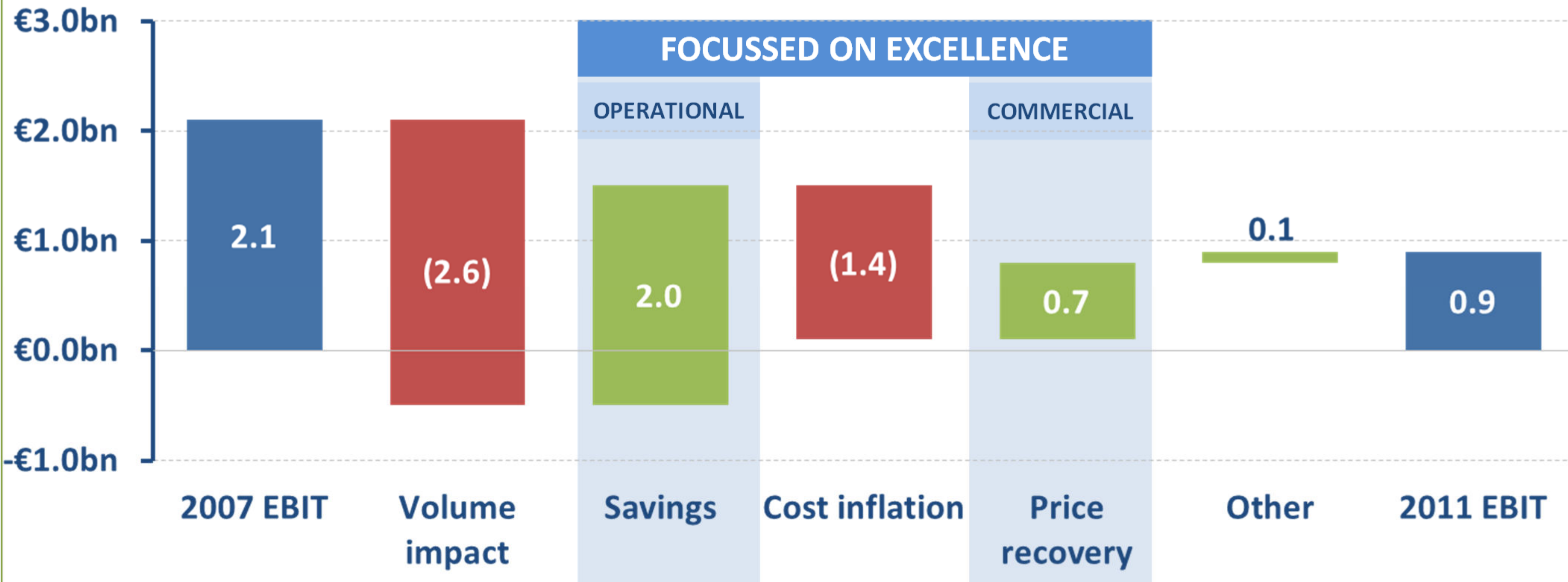
Significant Multi-Year Cost Reduction Programme

P&L Impact						
Initiatives (€m)	**2007**	**2008**	**2009**	**2010**	**2011**	**Annualised**
2007	50					50
2008		447	398			845
2009			450	145		595
2010				374	37	411
2011					117	117
Gross savings	**50**	**447**	**848**	**519**	**154**	**2,018**
Cost to implement	-	(62)	(205)	(100)	(61)	(428)
Net Savings	**50**	**385**	**643**	**419**	**93**	**1,590**

Cumulative annualised savings of €2.0bn to end 2011

CRH

Management Response to Market Challenges



Cost Savings outweighed by volume declines / cost inflation

2012 – Further Cost Reduction Initiatives

- Responding particularly to more difficult European conditions
- Sharpening our commercial focus
- Aggressively pursuing further operational efficiencies
- Identifying additional measures as market outlook evolves

Maintaining proactive approach evident since 2007

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2012 Outlook

Europe

- Eurozone problems intensified from March through mid-August
- Continuing to erode consumer and business confidence
- Expect H2 l-f-l sales to show a higher decline than H1's -5%

Americas

- Current trends suggest Q1 weather pulled forward demand
- After good early momentum US economic growth has tempered
- Expect H2 l-f-l sales growth well below H1's +8%

… expect reported Full Year 2012 EBITDA similar to last year …

CRH Focus

Cost base
Further adjusting cost base in response to evolving demand

Commercial
Sharpening commercial focus in face of ongoing margin pressures

Cash Generation
Optimising cash generation capacity - working capital & capex control

Development
Maintaining strong balance sheet for acquisition opportunities

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CRH Strengths

Proven Business Model

Disciplined approach
to long-term value creation

Balance Sheet

One of
the sector's strongest

Dividend Delivery

Unique
sector record

Acquisition Capability

Substantial capacity
for appropriate opportunities

Forthcoming Events

- Tuesday, 13th November – Interim Management Statement
- Friday, 16th November – Capital Markets Day, London
- Monday, 19th November – Capital Markets Day, New York

Updates on recent trading, full year outlook and further cost reduction measures

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