

UBS European Conference 2011



MYLES LEE

CHIEF EXECUTIVE

15TH NOVEMBER 2011

Agenda

- CRH Overview & Strategy
- CRH YTD Trading & FY Outlook
- CRH Share Listing Amendments
- Wrap-up
- Contact Us

CRH OVERVIEW & STRATEGY

CRH Overview

CRH a diversified, international building materials Group

Scale 35 countries; 3,600 locations; 75k people; Sales €17+Bn (2010)

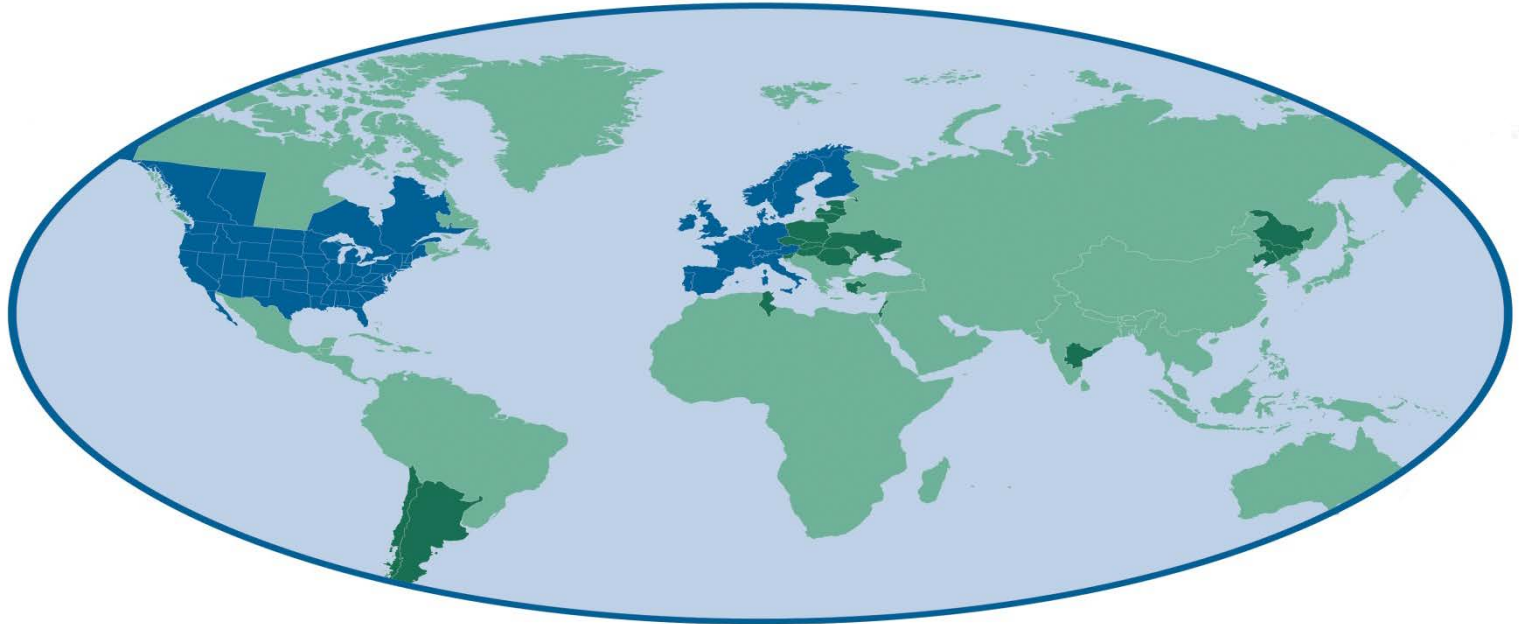
Long-term record of delivering superior shareholder return

Listed London (CRH LN), Dublin (CRH ID), and NYSE (CRH US)

Market Cap c£8Bn (c€10Bn); a sector leader worldwide

Debt Rating best in sector from S&P (BBB+) and Moody's (Baa1)

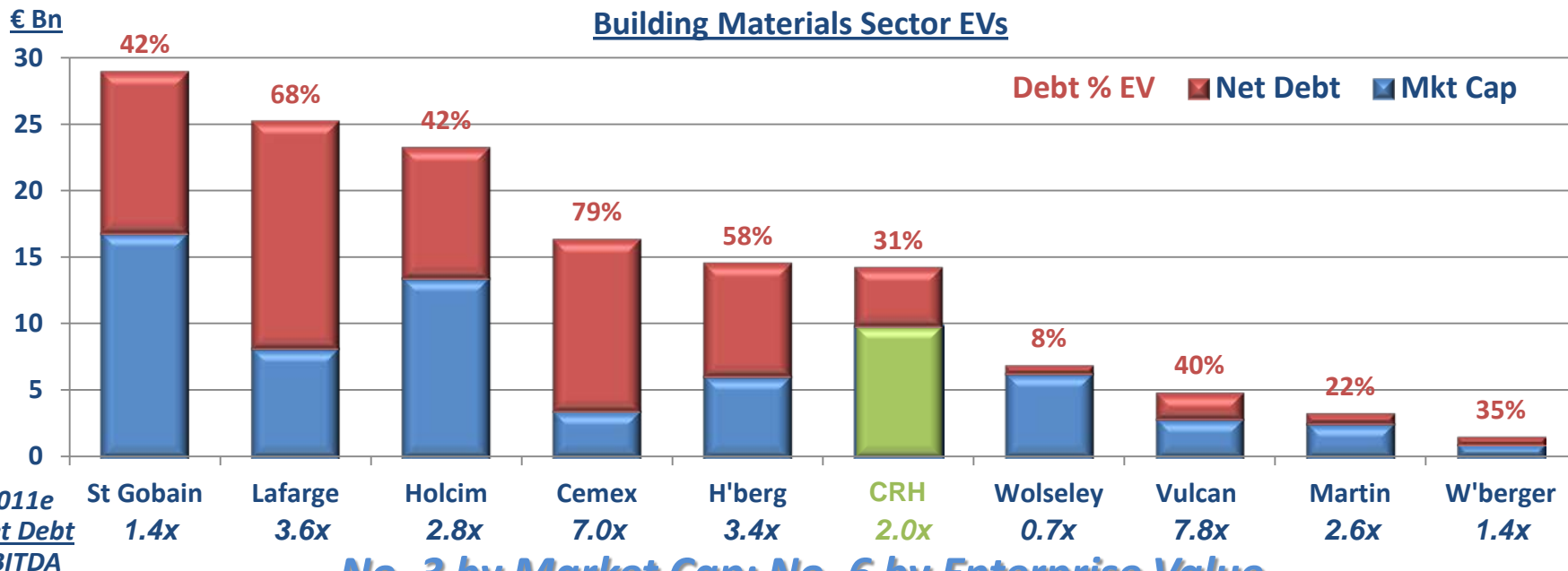
CRH – An International Group – 35 Countries



Strong developed world base (85% Group EBITDA)

Growing presence in developing economies (15% Group EBITDA)

CRH – A Sector Leader Worldwide



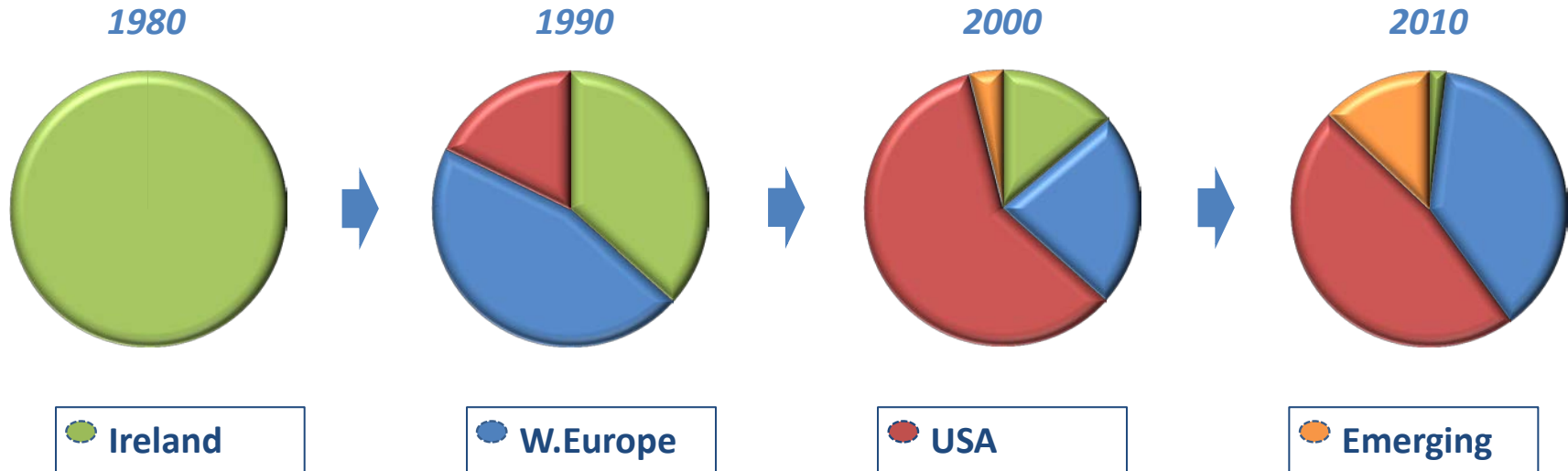
No. 3 by Market Cap; No. 6 by Enterprise Value
Flexible Balance Sheet

CRH – A Proven Business Model

- Outstanding long-term record of performance & growth
- Based on:
 - Balanced portfolio
 - Leadership positions
 - Distinct organisational approach
 - Strong cash generation
 - Rigorous capital allocation
 - Focus on shareholder returns
 - Unique dividend record

A disciplined approach to long term value creation

CRH Balance – Expanding Geographic Footprint



Strong positions in developed markets
Growing presence in emerging economies

CRH Balance – Exposure to Multiple Demand Drivers

Materials



Cement & Aggregates
Asphalt & Paving
Readymixed Concrete

Products



Products for
Construction Solutions

Distribution



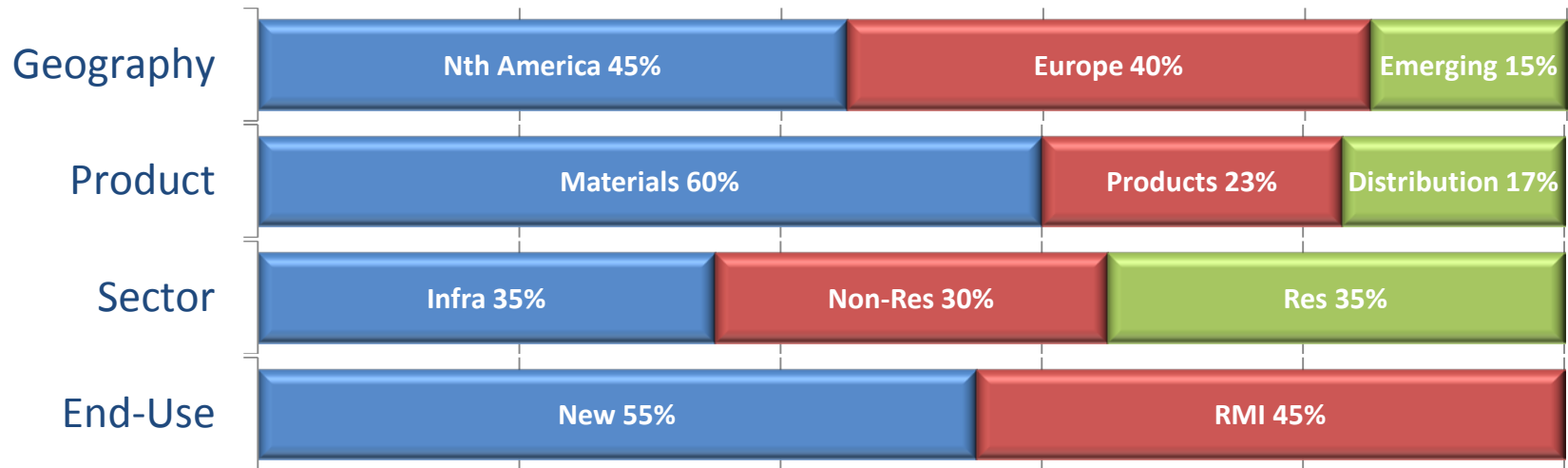
General Merchants
Specialised Distribution
Do-It-Yourself

Early Cycle
New

Servicing the breadth of construction

Late Cycle
RMI

CRH – The International Building Materials Group



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

CRH – 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 5 RMC

No. 1 Concrete Products

No. 1 Architectural Glass

Top 3 Roofing/Siding Distributor

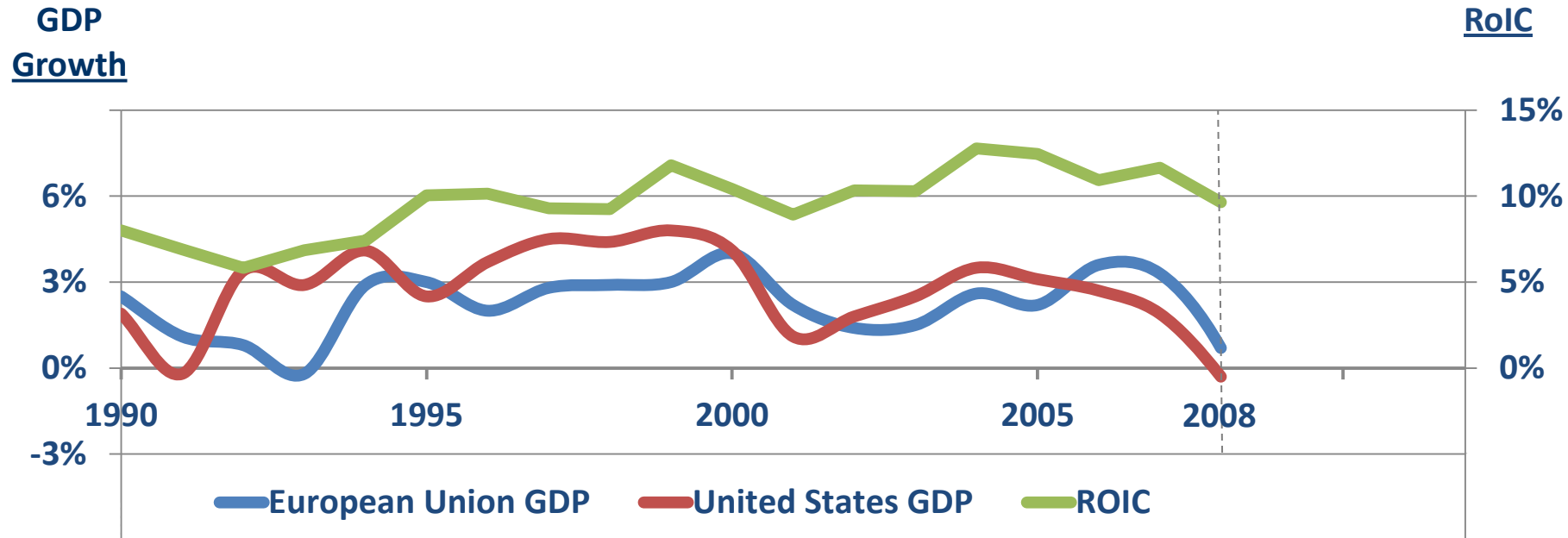
Emerging

No. 1 Building Materials in Poland

No. 1 Cement (26%) Northeastern China

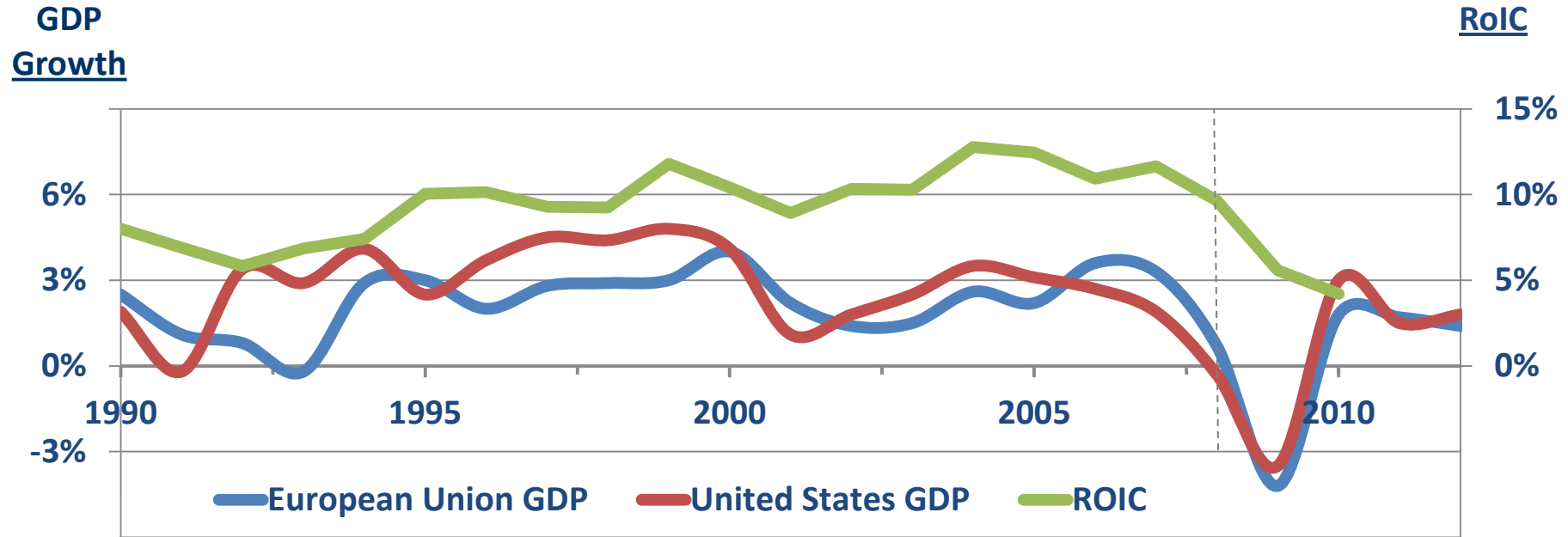
No. 2 Cement (50%) Andhra Pradesh, India

CRH Balance – The Benefits



Relative Stability of Returns in Normal Market Cycles

CRH Balance – The Benefits



Most Severe Recession Since 1930's

2008-10 Downturn - Short-term Tactical Response ...

- Significant variable cost reductions as volumes declined
- Fixed cost savings from organisational restructuring
- Active approach to cash generation
- Reductions in working capital / capital expenditure
- More measured acquisition approach (from early '08 to early '09)

€2.0 billion of cost reductions implemented since 2007

... Combined with Structural Changes

- Increased co-ordination to maximise the benefits of CRH's operational footprint
- Group-wide initiatives focussed on:
 - Operational & Commercial excellence
 - Top line sales growth
 - Purchasing
 - Developing our people
 - Health & Safety improvements
- Review of Portfolio with resultant disposals

***Leveraging CRH's scale
to deliver sustainable benefits as markets recover***

Core Elements of Long-Term CRH Strategy Unchanged

- Balance remains the key
 - By geography, sector end-use, new build vs. repair & maintenance (RMI)
- Continued “Build & Grow” approach
 - Creating clustered groups of businesses
- Rigorous value-based approach to development
 - The priority – superior long-term returns

***Returns to drive cash generation
for investment and dividend payout***

CRH YTD TRADING & 2011 OUTLOOK

YTD (Sept) 2011: Sales +5%; EBITDA in line with 2010

- Q3 like-for-like Sales up +4%; (H1 up +5%)
- Q3 overall Sales up +3%; YTD September up +5%
- Q3 EBITDA €0.65Bn (2010: €0.7Bn)
 - E.Distribution, A.Products, A.Distribution ahead of 2010
 - E.Materials in line, E.Products and A.Materials lower
- YTD September EBITDA €1.2Bn; in line with 2010

2011 Outlook: Expect Full Year EBITDA of c€1.6 Bn

- Q4 2011 EBITDA expected to be similar to 2010 (2010: €0.4Bn)
- To give full year EBITDA of approx. €1.6Bn (2010: €1.6Bn)
- Expect €20-50 million increase in pre-impairment PBT (2010: €658 million)
- FY impairment charges expected to be significantly lower (2010: €124 million*)
- With 2011 PBT & EPS post impairment well ahead (2010: PBT €534m; EPS 61.3c)

** Comprised €102m Subsidiaries /JVs and €22m Associates*

YTD (Nov) 2011: Acquisition spend c€0.45 Bn

<u>€Bn</u>	<u>H1 2011</u>	<u>H2 to-date</u>	<u>Year-to-Date</u>
Europe / Asia	0.03	0.19	0.22
Americas	0.13	0.10	0.23
Total	0.16	0.29	0.45

H2 to-date spend well ahead of H1

- Acquisition (Aug) of VVM Cement grinding/RMC operations in Belgium
- Further bolt-on activity (4 transactions) in Americas Materials

Active pipeline across all business segments

CRH SHARE LISTING AMENDMENTS

Realignment of Ireland & UK Share Listings

- CRH's operations, profile and shareholder base have grown internationally
- Majority of trading in CRH shares is now in London (LSE and MTFs)
- November 8th announcement to realign share listings
- Premium listing on LSE retained; CRH shares to trade in GBp
- Irish listing reclassified as secondary; shares trade in Euro

Presents Opportunity for FTSE UK Index Series Inclusion

Timetable

- 8 Nov: FTSE Nationality Committee decision ... **confirmed**
- 9 Nov: CRH trading on LSE switches from EUR to GBp ... **confirmed**
- 6 Dec: Reclassification of Irish listing effective
- 7 Dec: FTSE Index Review Committee meets
- 16 Dec: New entrants into FTSE Index Series announced
- 19 Dec: New entrants trade as part of FTSE UK Index Series

WRAP-UP

CRH – Well Positioned

Financial

Strong cashflow & Credit rating

Excellent debt maturity profile

Access to global capital markets

Significant development capacity

Operational

Decisive action through downturn

c40% savings permanent in nature

Ops better balanced to demand

With sustainable benefits in a recovery

2007-2011 Actions ... Setting a Solid Base for the Future

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