

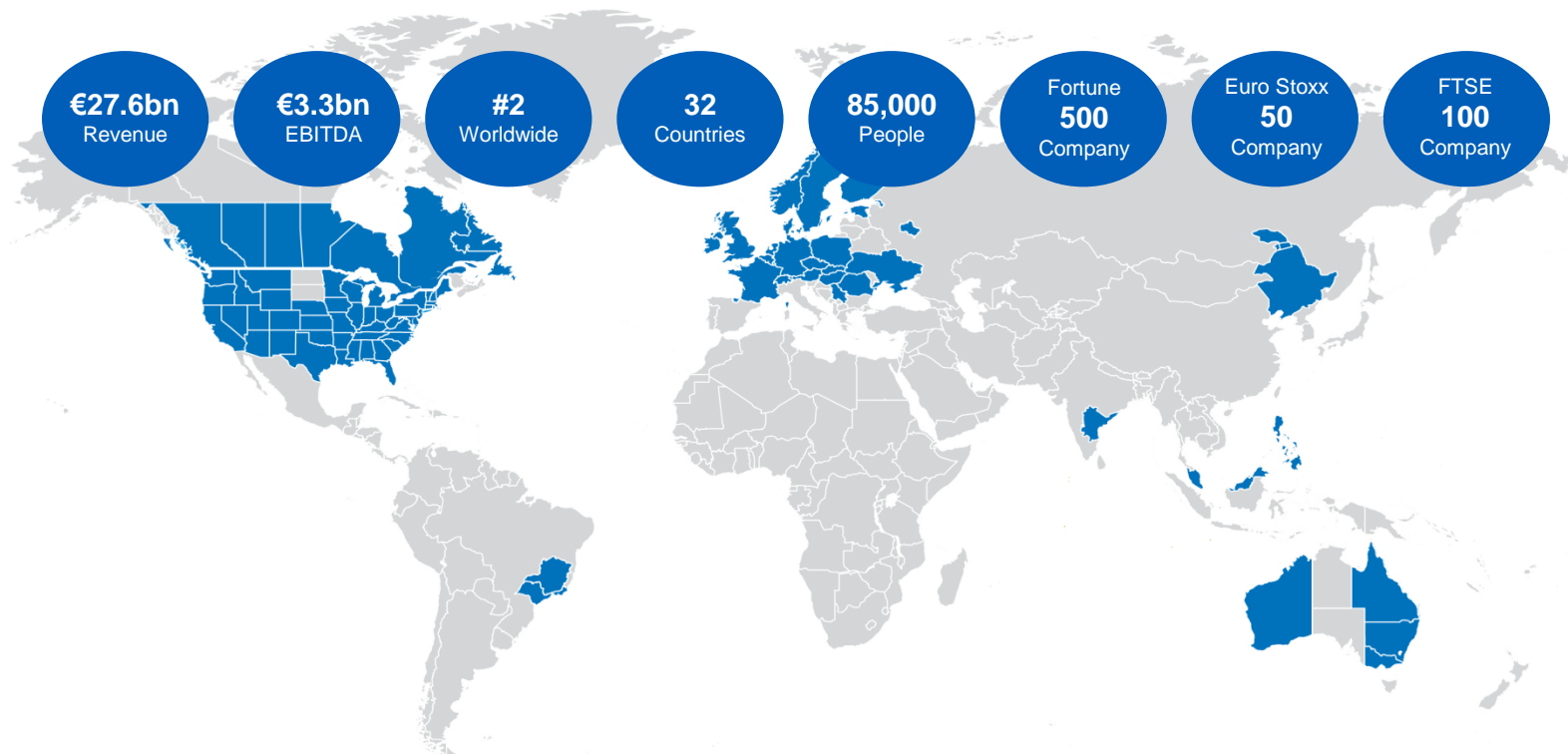


A Global Leader in Building Materials

May 2018



A Global Building Materials Group



Why Invest in Building Materials?

Natural demand for construction products driven by:

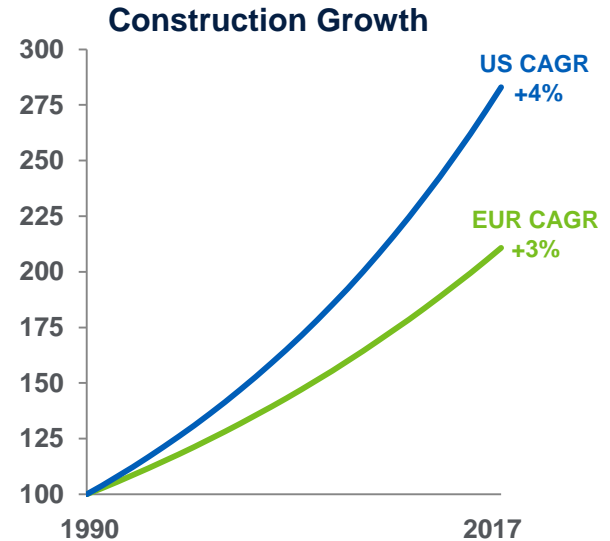
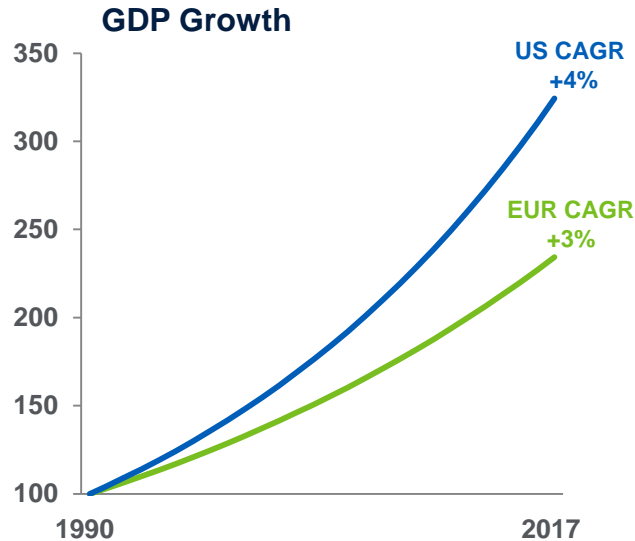
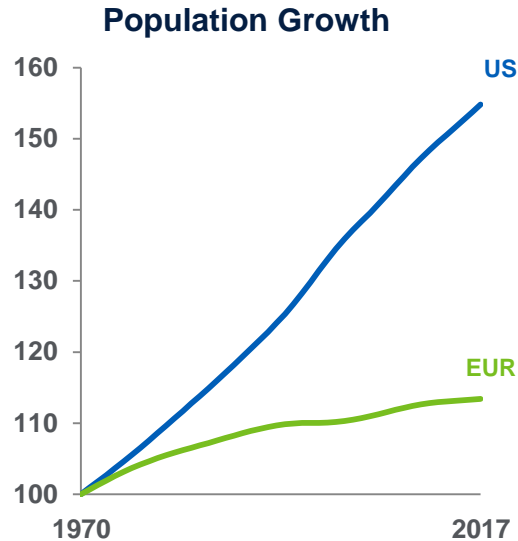
- Population growth
- Economic development
- New-build and repair, maintenance & improvement

The Industry is fragmented:

- Opportunities for acquisitions ... room to grow
- Significant benefits of scale ... locally, regionally, globally

... Long-term drivers of construction growth

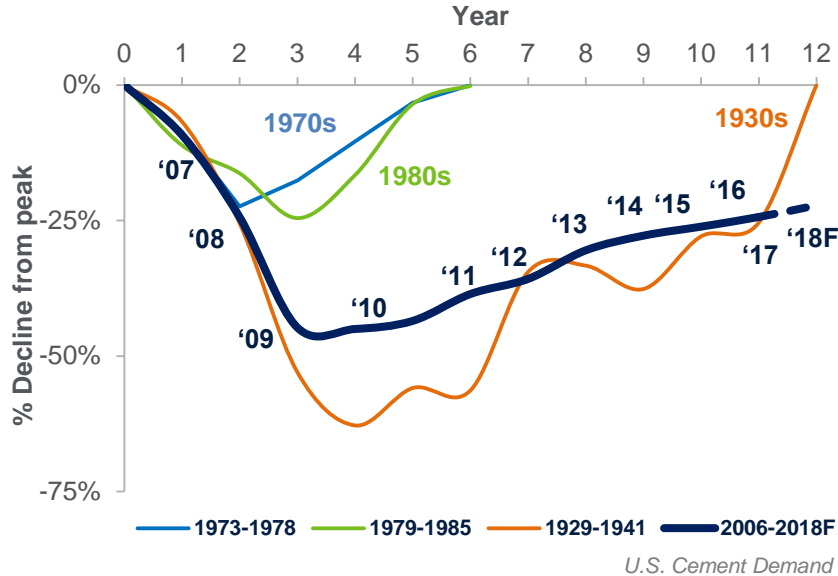
Why Invest in Building Materials?



... Strong fundamentals underpin growth in our main markets

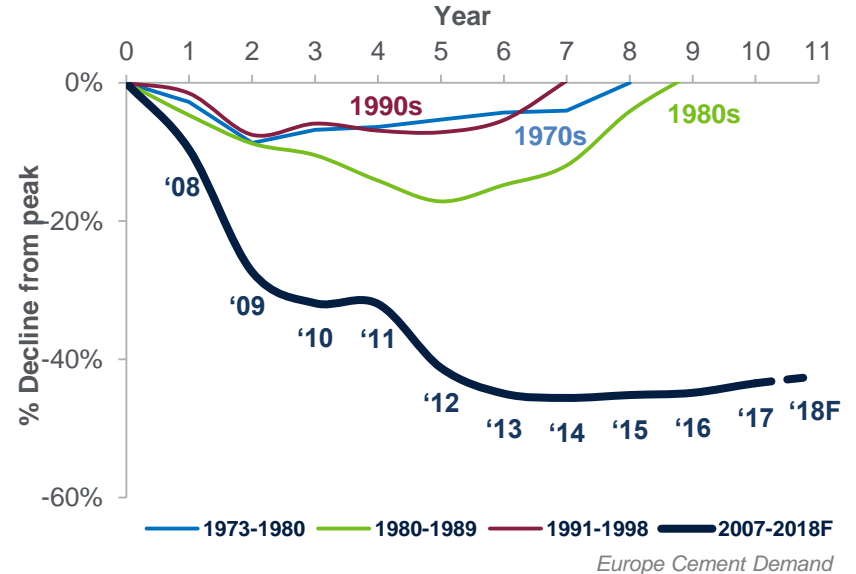
Where are we in the Recovery Cycle? Our main markets ...

U.S.



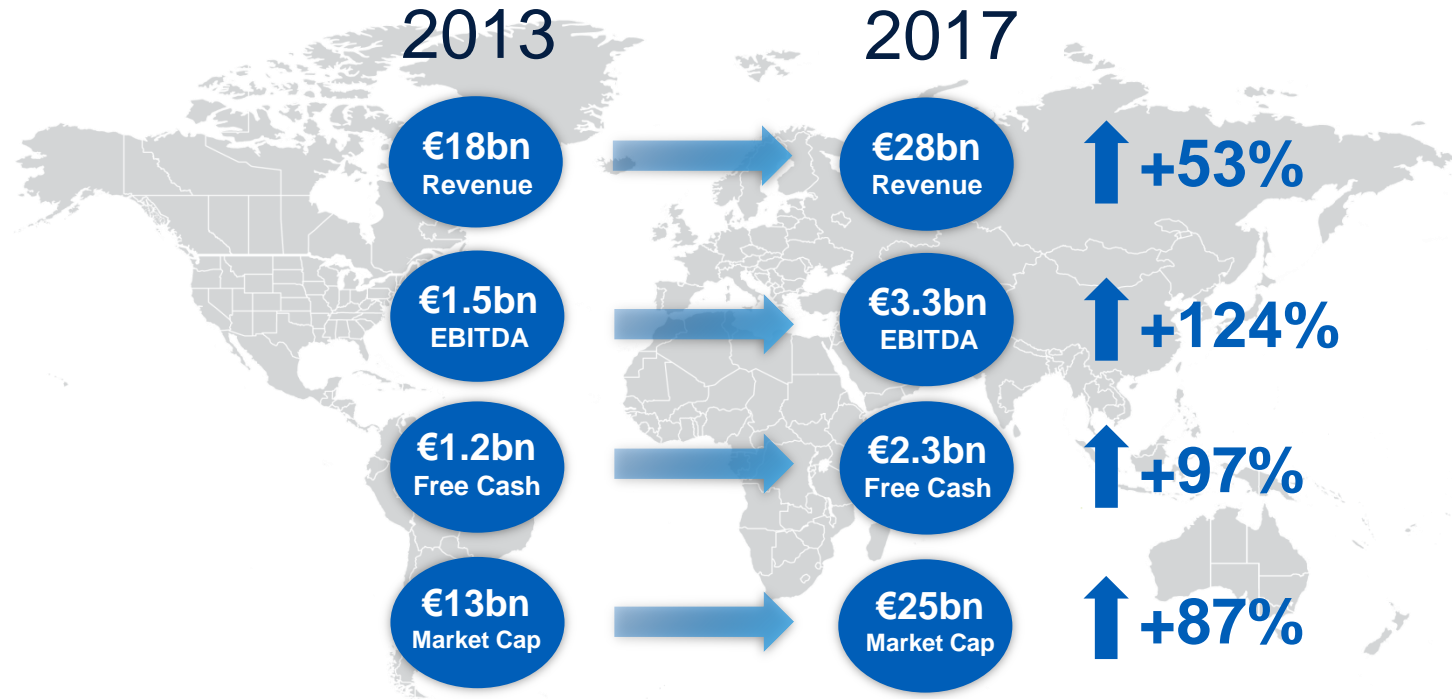
Still some way to run in the cycle ...

Europe



Recovery in early stages ...

CRH ... Performance & Growth



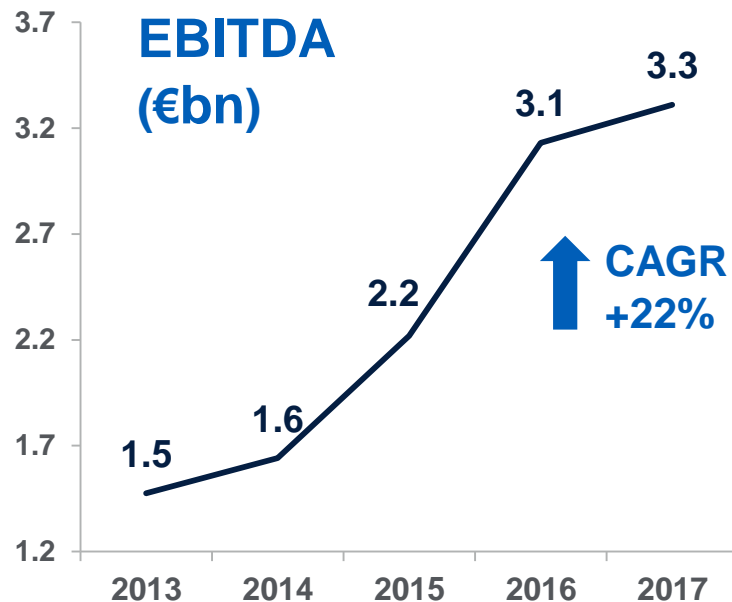
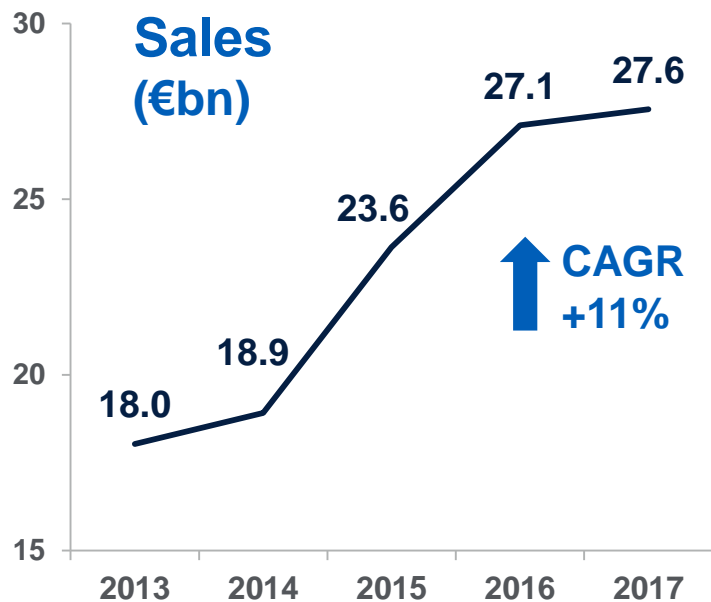
CRH ... a Better Business

- Significant portfolio review initiated in 2014 ... €4bn+ divestment proceeds
- Since then, we have reallocated capital & reshaped our business
- This also included value-accretive M&A ... €10bn acquisitions
- Increasing our exposure to higher growth markets e.g. Southern / Western U.S. and Eastern Europe
- Leading to structurally higher margins, a better business mix ... and improving returns & cash

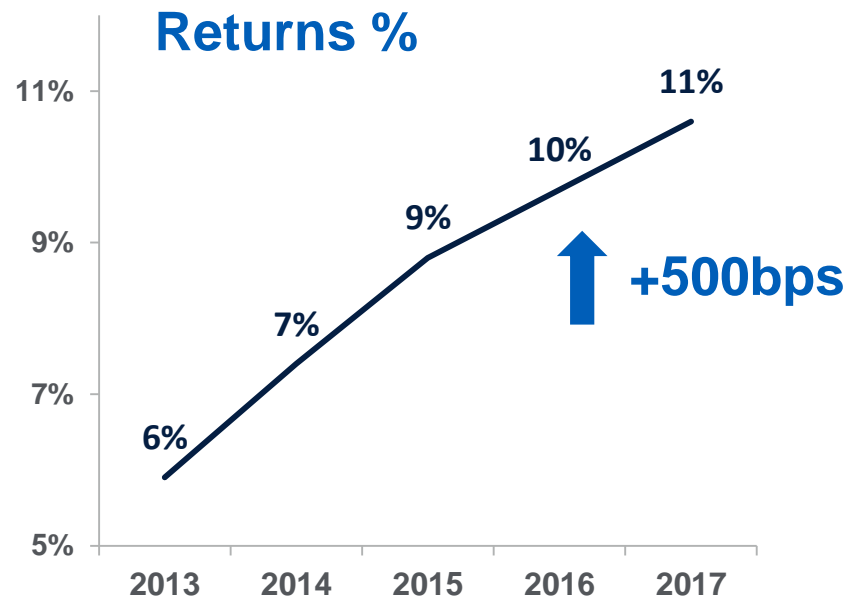
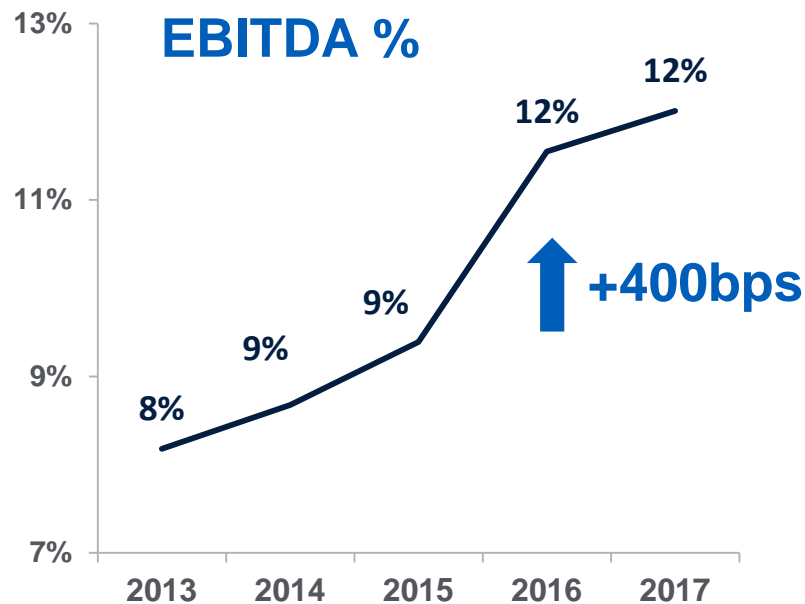
... Continuously adapting to changing markets



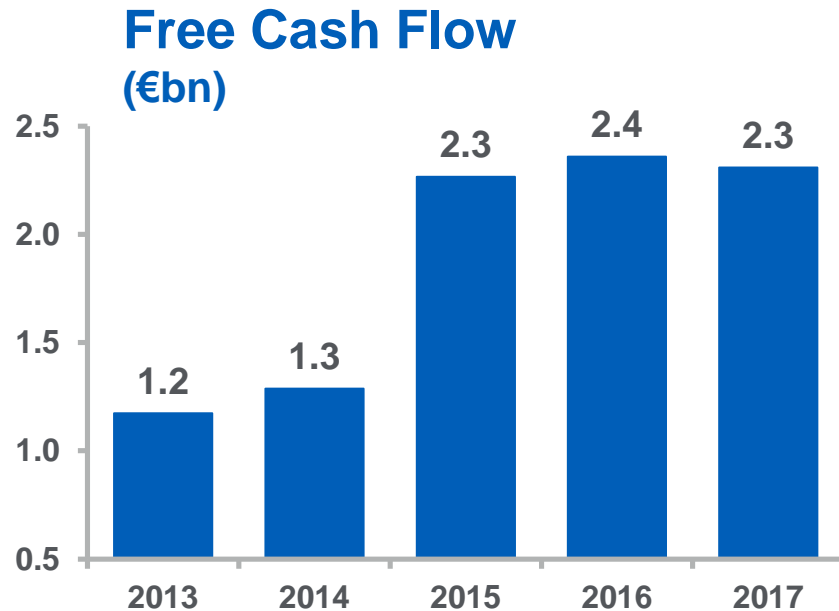
Strong growth in Sales and EBITDA ...



Improved Margins and Returns ...



Generating Strong Cash Flows ...



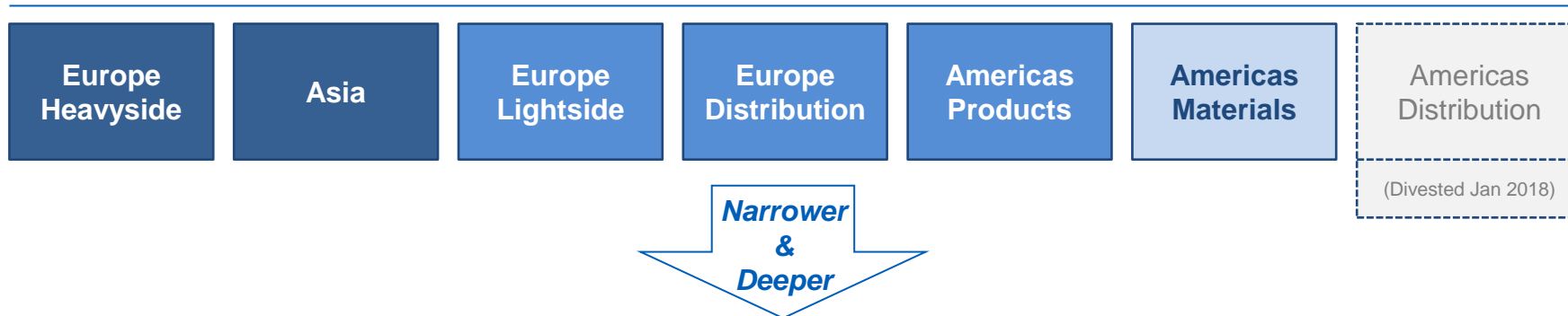
- Converting ~80% of profits into cash
- Generating €2bn+ cash p.a.
- ... before disposals



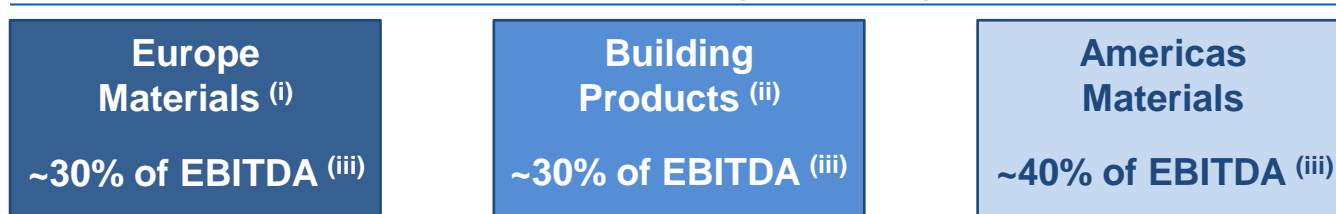
Organisation & Strategy

Building a Simpler & More Focused Business

Previous Structure



New Structure (Jan 2019)



... Further re-shaping the Group for future growth

Building Products ... Establishing a Global Platform

- Related businesses, organised under separate structures in Europe and U.S.
- Now combining regional structures to form one global platform ... together, ~30% of Group EBITDA
- Significant further opportunities for growth and value creation
- Strong track record of profitable growth ... leadership positions in high-growth segments
- Leverage our scale & capabilities ... and benefit from horizontal integration & network synergies
- Meet the changing needs of construction

... Creating value through our global scale



Strategic Review of Europe Distribution

- Leading European distributor of Building Materials ...
... €4bn sales across 6 countries in a number of different segments
- Mixed performance in recent years ... Strategic Review of the business is underway
- This will be focused on improving our margins & returns ...
... and will also explore other strategic options

... Identifying opportunities to create further value

As Announced at our Recent AGM (April 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



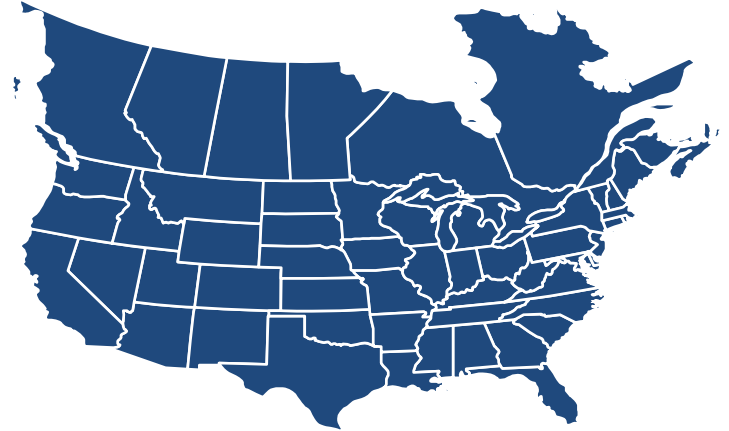
Market Outlook to 2021 ... North America

United States

- Solid fundamentals
- Funded Infra programmes to drive investment (+3% p.a.)
- Continued Res (+3% p.a.) ... Non-Res (+2% p.a.) demand
- Positive price dynamics in the marketplace

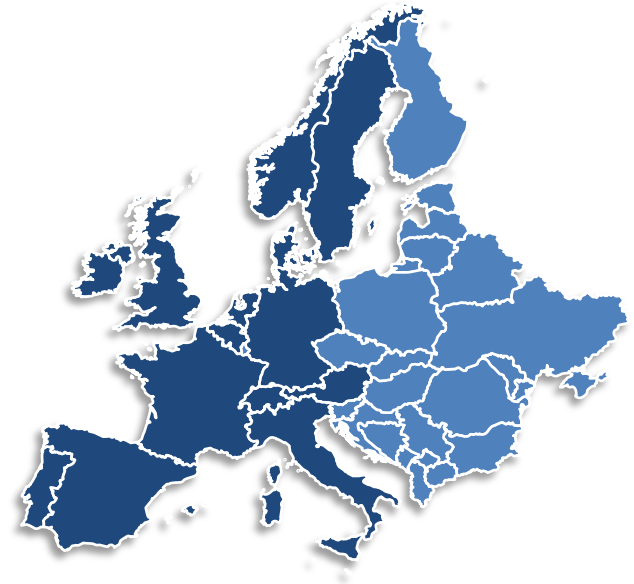
Canada

- Favourable backdrop ... construction market growth +2% p.a.
- Pricing in line with recent trends



Market Outlook to 2021 ... Europe

- Market recovery driven by residential sector
- Recovery underway across European markets (+2% p.a.) ...
 - ... Eastern Europe ... strong new-build growth (+5% p.a.)
 - ... Western Europe ... RMI focus (+1% to +2% p.a.)
- Pricing continuing to show signs of recovery



CRH by 2021 ... Higher Operating Leverage

- Recent years ... guided organic leverage of 15% to 20%
- Our improving business mix brings ...
 - ... structurally higher margins
 - ... with better cash generation
 - ... and higher returns

***Now guiding operating
leverage of 20%+***

CRH by 2021 ... Higher Margins

- Our business mix is narrower & deeper ...
... driving greater value through our operations
- Enhancing our Process efficiencies
- Leveraging our scale ... increasing Procurement savings
- Simpler, leaner structures supporting our businesses

***Targeting EBITDA margin
improvement
of 300bps by 2021***

CRH by 2021 ... Generating More Cash

- Continued strong cash conversion (FCF / EBITDA) of 70%+
- Working capital discipline
- Strong capex management ... guiding to be broadly in line with depreciation
- Continued commitment on dividends
- Maintain investment grade credit rating ...
... guiding net debt / EBITDA at 2.0x

***... provides €7bn unutilised
financial capacity by 2021 ...
... before divestments***

Efficient Capital Management ... Portfolio Review

- In 2014 ... announced a €1.5bn to €2bn divestment programme ...
... realised in excess of €4bn
- Continuously managing our asset base ...
... an embedded practice in CRH
- Delivering value through efficient recycling of capital

***Further €1.5bn to €2bn
of divestments over the
medium-term***

Capital Allocation ... Significant Optionality

- **Value-accretive Capex** ... Supporting our business ... low risk investments
- **Dividends** ... Continued commitment
- **Value-driven M&A** ... Significant opportunities
- **Surplus Cash** ... Return to shareholders

... Relentless focus on shareholder value

Key Takeaways ...

- **Organisation** ... Simpler with 3 divisions ... global Building Products ... review of Europe Distribution
- **Market outlook** ... Solid fundamentals ... N. America +2% to +3% ... Europe +2%
- **Operating leverage** ... Guiding operating leverage of 20%+
- **EBITDA margins** ... Targeting EBITDA margin improvement of 300bps by 2021
- **Efficient Capital Management** ... further €1.5bn to €2bn of divestments over the medium-term
- **Cash generation** ... capacity of €7bn after capex & dividends ... before divestments
- **Capital allocation** ... value-accretive capex ... dividends ... value-driven M&A ... surplus cash returns



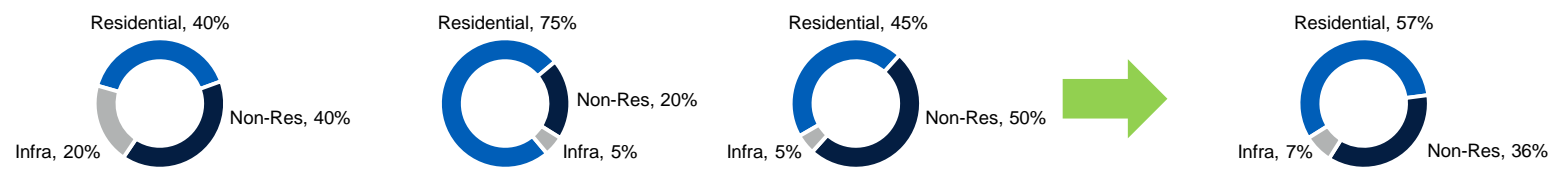
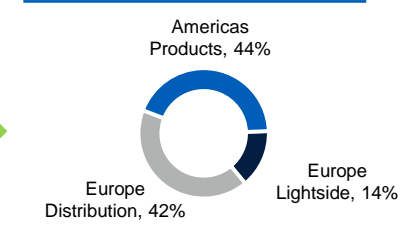
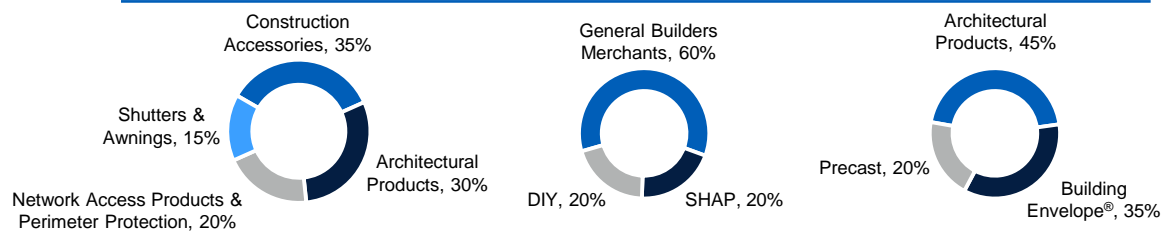
Appendices

Building Products Overview (2017)

€m	Europe Lightside	Europe Distribution	Americas Products
Sales	1,440	4,145	4,327
EBITDA	143	269	573
<i>EBITDA Margin</i>	9.9%	6.5%	13.2%
EBIT	102	207	435



Building Products
9,912
985
9.9%
744



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This document contains certain forward-looking statements with respect to the financial condition, results of operations, business, viability and future performance of CRH and certain of the plans and objectives of CRH. These forward-looking statements may generally, but not always, be identified by the use of words such as "will", "anticipates", "should", "expects", "is expected to", "estimates", "believes", "intends" or similar expressions.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Company's current expectations and assumptions as to such future events and circumstances that may not prove accurate.

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, as detailed in the section entitled “Risk Factors” in our 2017 Annual Report on Form 20-F as filed with the US Securities and Exchange Commission.

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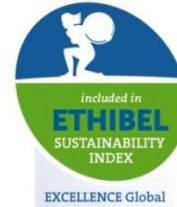
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