

GCAA Mid Year



Mark Towe, CEO Oldcastle

Agenda

- CRH History
- Oldcastle Overview
- US Construction Economic Background
- Industry Response
- Industry Issues

CRH Overview: The International Building Materials Group

- 1970: Merger of Irish Cement and Roadstone; Sales \$37.6M, 95% Ireland
- Now: 35 countries; 3,600+ locations; 75,000 people; 2010 Sales \$24+B
- Evenly balanced across geographies, products and sector end-use
- Market Cap c.\$17.5B, a building materials sector leader worldwide
- Group Sales:
 - Americas 45%
 - Europe 40%
 - Emerging Markets 15%

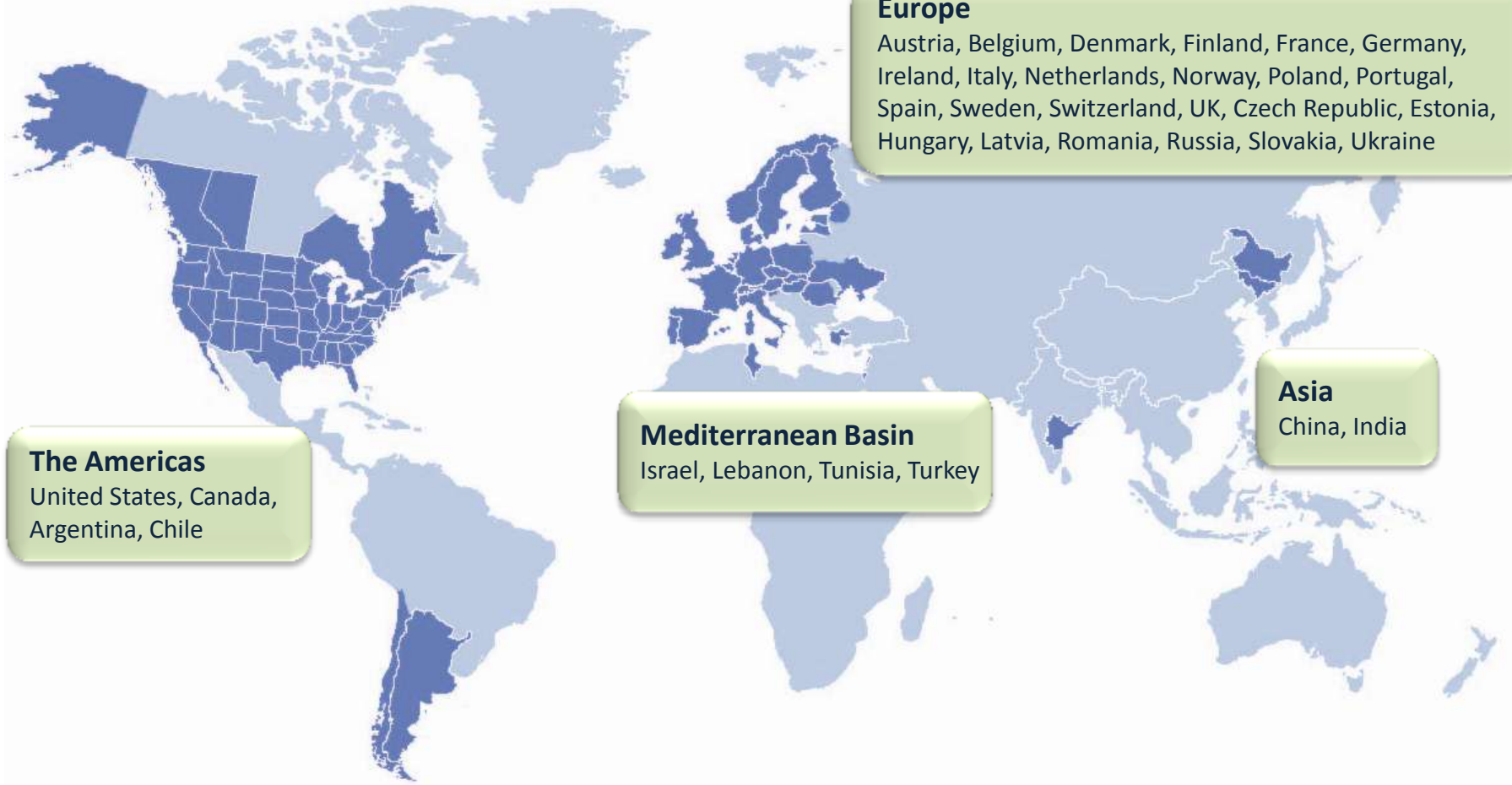


*Conversion done in 2011 Rates

Listed: Dublin (CRH.I), London (CRH.L) and NYSE (CRH)

CRH – An International Group

35 Countries Worldwide



The Americas

United States, Canada,
Argentina, Chile

Europe

Austria, Belgium, Denmark, Finland, France, Germany,
Ireland, Italy, Netherlands, Norway, Poland, Portugal,
Spain, Sweden, Switzerland, UK, Czech Republic, Estonia,
Hungary, Latvia, Romania, Russia, Slovakia, Ukraine

Mediterranean Basin

Israel, Lebanon, Tunisia, Turkey

Asia

China, India

CRH – A Balanced Portfolio

Providing Building Materials for Our World

Materials



Aggregates
Cement
Asphalt
Ready Mix

Products



Products for
Construction Solutions

Distribution



Home Centers
General Merchants
Specialized Distribution

Early Cycle
New

Servicing the breadth of construction

Late Cycle
RMI

Oldcastle Inc. History

- Oldcastle, Inc. formed in 1978
- First North American investment made on Nov. 1, 1978, with purchase of Amcor, Inc., a producer of concrete products with plants in Utah, Idaho and Colorado
- Entry into aggregates industry occurred in 1985 with the purchase of Callanan Industries in Albany, NY
- Precast Group joined in 1980; Glass in 1990; Architectural in 1991; Distribution in 1996 and Metal Products in 2006

Oldcastle Today

- \$11 billion in sales
- In all 50 states, 4 Canadian provinces, Argentina, Chile
- 2,000 locations and 30,000 employees



Oldcastle – Today

Leading Industry Positions



- No. 1 in asphalt and paving
- No. 3 in aggregates
- Top 5 ready-mix concrete



- No. 1 Masonry
- No. 1 Hardscapes
- No. 1 Specialized Precast
- No. 1 Brick – Northeast



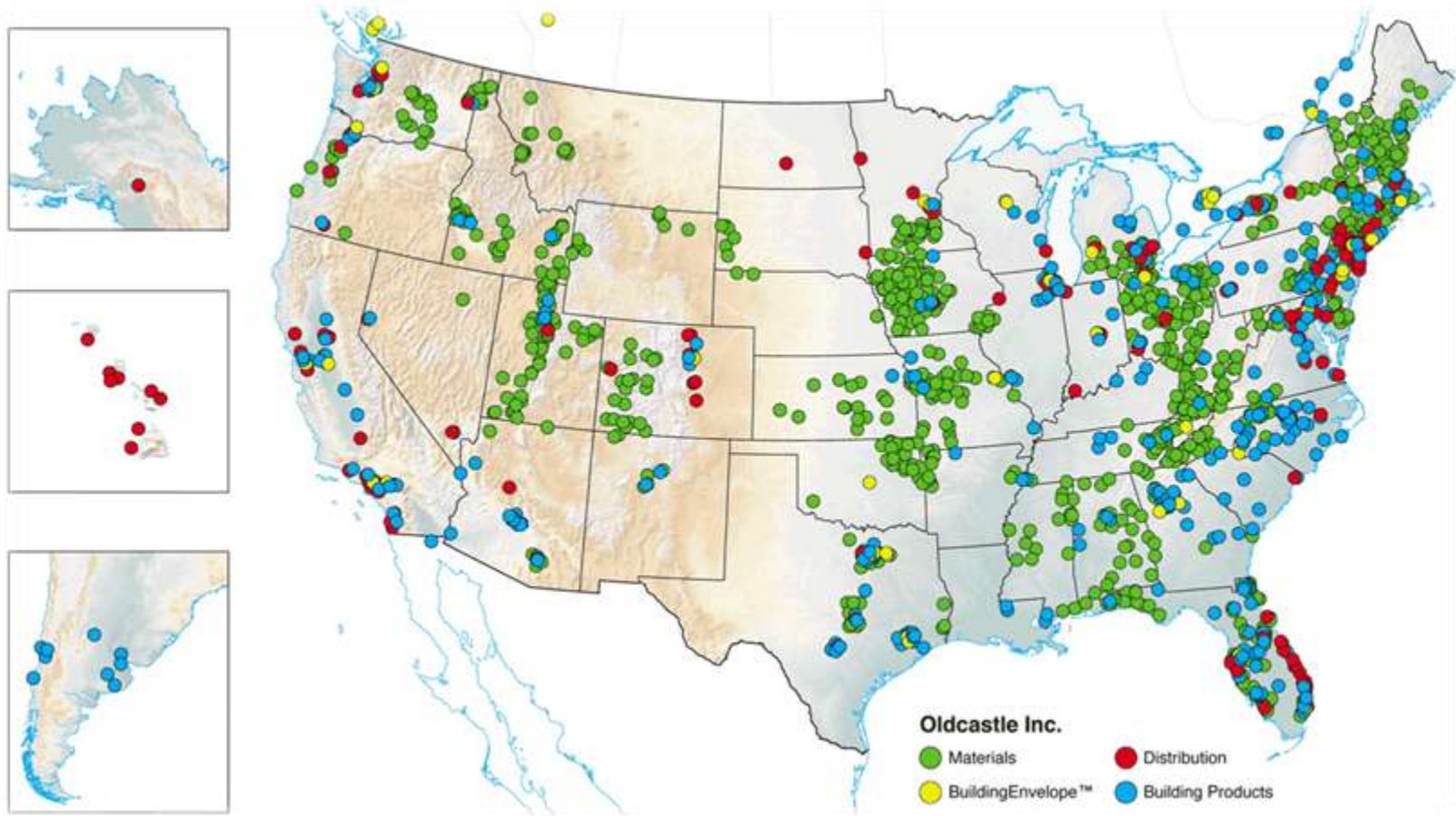
- No. 1 Integrated distributor of roofing, siding, drywall and ceiling systems



- No. 1 Engineered Architectural Aluminium Glazing Systems
- No. 1 Engineered Glass Products

Broad footprint: 50 States, 4 Canadian Provinces, Chile, Argentina

Broad Geographic Footprint



\$11 billion sales | 2,000 locations | 30,000 employees

Materials

Aggregates



Asphalt



Readymix



Paving & Construction



Precast Products

Precast Utility



Modular Structures/
Building Products



Utility Boxes



Concrete Pipe



Concrete
Accessories



Architectural Products

Masonry

- Architectural block
- Grey block
- Clay brick



Hardscapes

- Pavers
- Retaining walls
- Patio Products



Lawn & Garden

- Decorative stones
- Mulch
- Fencing



Specialty

- Concrete roof tile
- Decorative precast
- Concrete mix



Distribution

Roofing/ Siding

- Residential and commercial roofing
- Siding and windows



Interior Products

- Gypsum wallboard
- Steel studs
- Acoustical ceiling systems



BuildingEnvelope™

Architectural Glass

- Solar-control
- Hurricane-resistant
- Blast-resistant
- Structural



Engineered Curtain Wall

- Photovoltaic wall
- Custom unitized



Architectural Windows

- Blast-mitigation
- Hurricane-impact
- Operable
- Fixed



Skylights

- Photovoltaic skylights
- Custom skylights
- Vaults
 - Canopies
 - Domes
 - Barrel vaults



Entrance Systems & Storefronts

- Aluminum doors
- Aluminum storefronts
- All-glass doors
- Retail storefronts



Oldcastle in Georgia

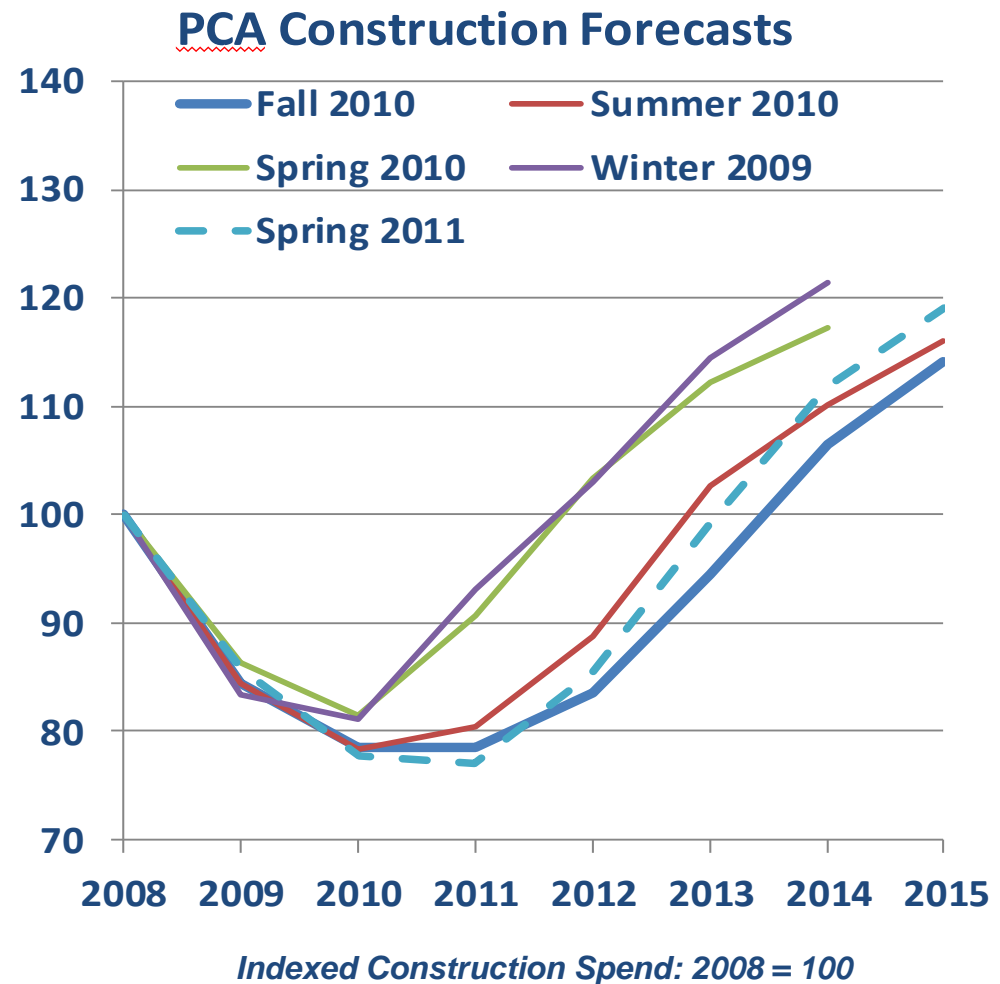
- Company headquarters in Atlanta
- Operations that cover all product categories
- 4 business offices
- 36 manufacturing/distribution facilities
- 1,100 employees

Georgia Locations

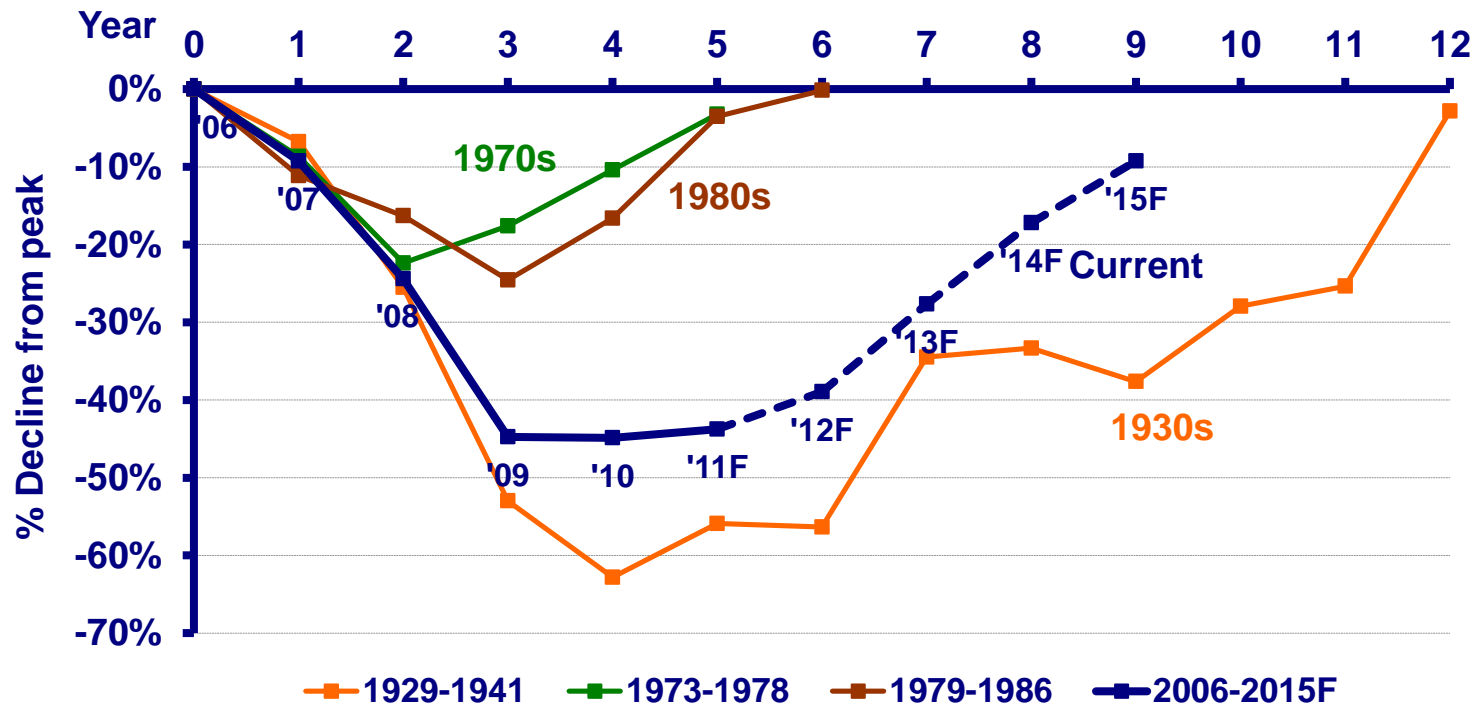


US Construction Market Backdrop

- Most severe downturn since 1930's
- All sectors impacted
- Visibility limited; hard to forecast
- Continued revision by PCA
- Latest PCA forecast shows deeper 2011 slump
- Recovery pushed out to 2012



US Cement Consumption in Recessions



US Residential & Non-Residential

Residential

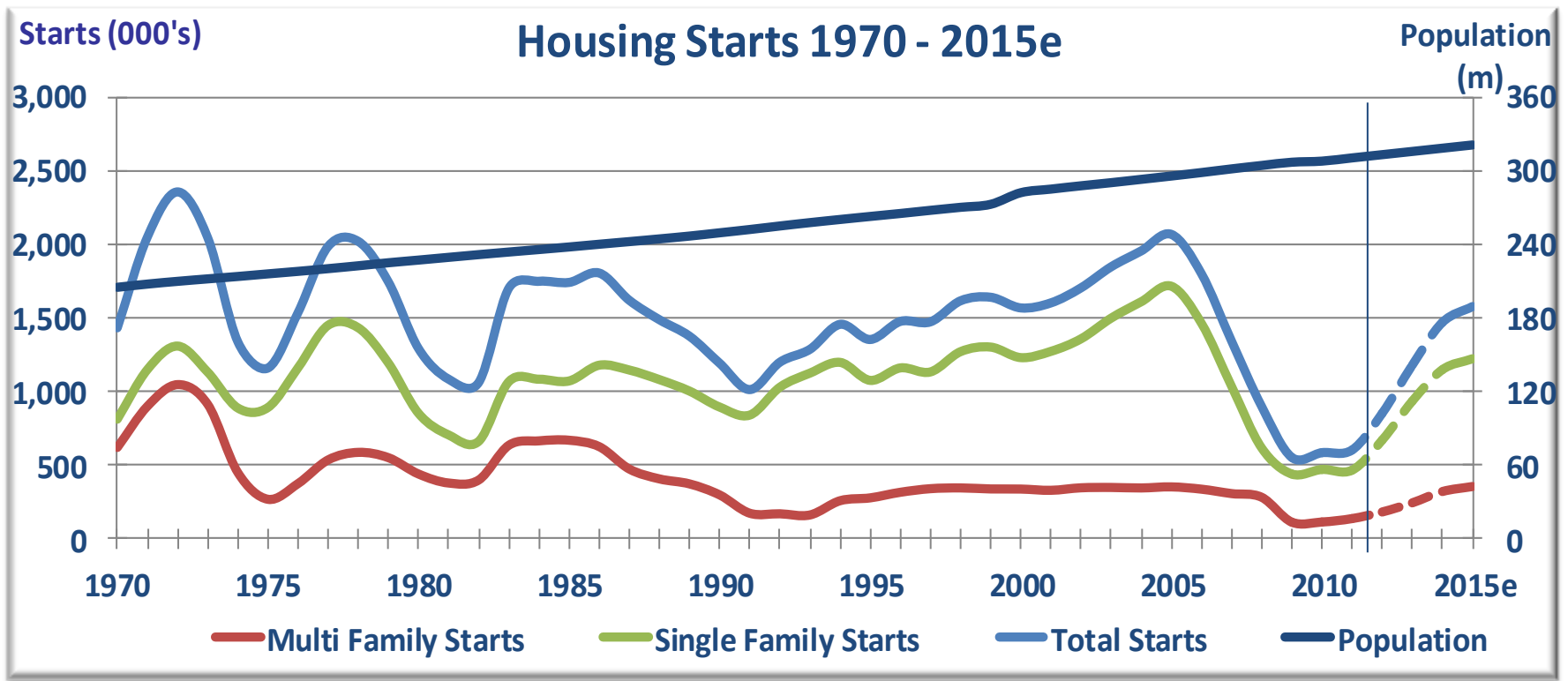
- Housing starts are not expected to record volume gains during 2011.
- High unemployment, coupled with a continuation of tight lending standards, will likely result in only modest year-over-year gains in home sales
- Bumping along the bottom; timing of recovery unclear

Non-Residential

- Significant demand pressures in 2011
- ABI lead-indicator is once again negative after briefly turning positive
- Challenging environment expected to continue into 2012

Timing and pace of US Res and Non-Res recovery remains unclear

US Res – PCA forecasts accelerating recovery from 2012

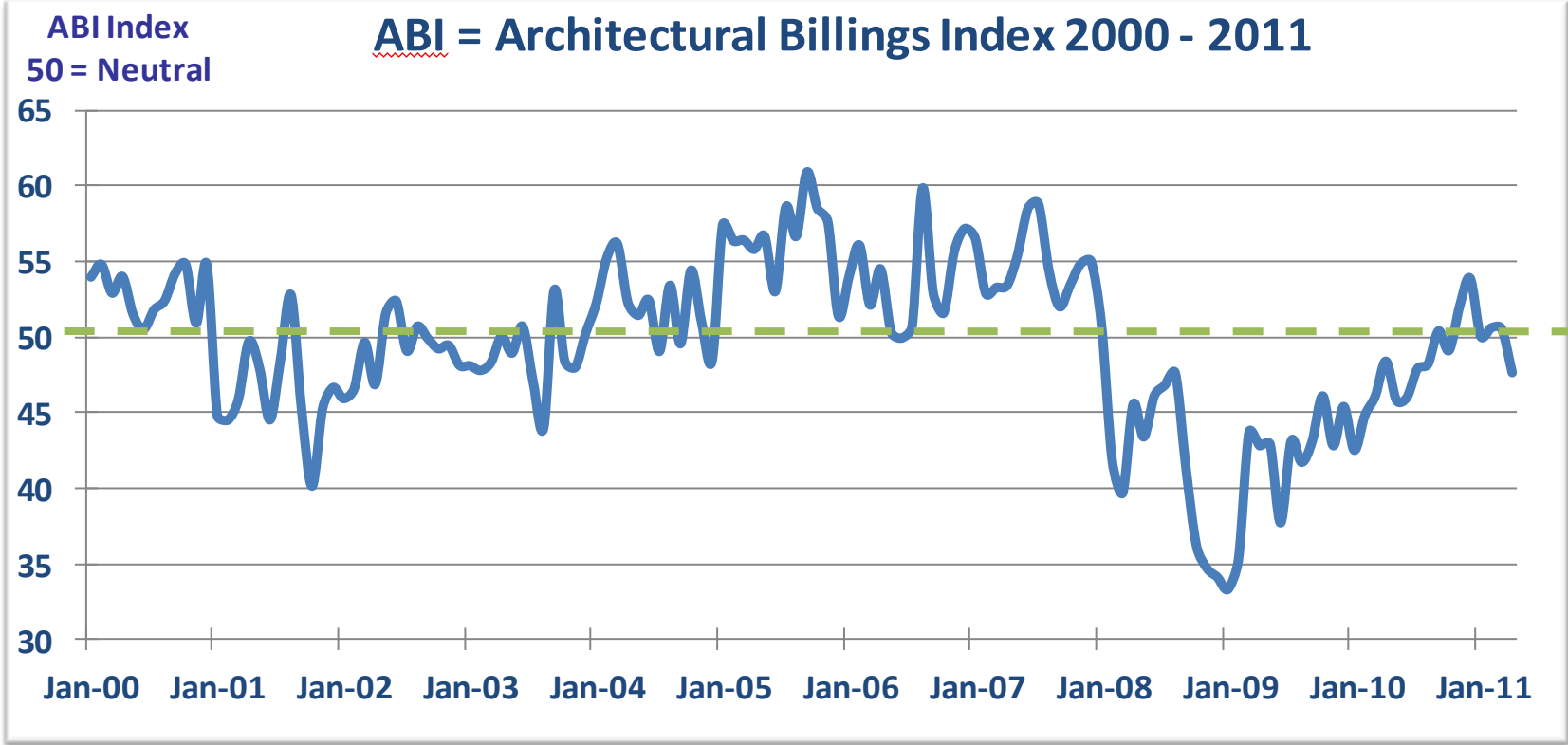


Source: 1970 – 2015 US Census Bureau; 2009 – 2015 PCA (Spring 2011)

Annual starts/'000 population: 1.8 (2010e) ... vs ... 6.5 (1970 – 2007)



US Non Res – ABI low (Jan-09); back to neutral (Sep-10)



Source: ABI April 2011

12-18 month leading indicator of Non Res activity
First positive reading (Sep-10) in 32 months



Tactical Response

- Workforce reductions
- Significant variable costs reductions as volumes declined
- Fixed cost savings from administrative restructuring
- Sold idle assets
- Majority of the savings are non reoccurring
- Benefit from recovery

Industry Issues

- Funding
- Energy
- Regulation
- Image
- People Commitment

Funding

- Federal Highway Bill
- State Financials
- 2012 Presidential Election
- Industry Participation Critical

Energy

- Diesel Pricing
 - June 2009- \$2.48
 - June 2010- \$2.64
 - April 2011- \$3.51
- Challenge to pass costs to customers
- Continue to stress efficiency



Regulations

- Regulatory Avalanche
- EPA reducing by half PM 10 Standard
 - Health risk doesn't justify a change
- MSHA Aggressive Agenda
 - Credit for excellent compliance and safety record
- Stay involved in the process

Image

- Industry Perceptions
- Community Participation
 - Open Tours
 - Involvement in local political arena
- Continue to Move Green

People Commitment

- #1 Asset
- Workforce Reductions
 - Impact to existing people
- Must continue to develop talent
- Must continue to recruit talent
- Realize and study the younger generation views

Be Positive!

