Efficiency

It's in the core

Kingspan AGM
1st May 2014
In a Nutshell

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Products</th>
<th>Drivers</th>
<th>Geography</th>
<th>Sector</th>
<th>End Market</th>
<th>Channel</th>
<th>Applications</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>€1.8* Billion</td>
<td>INSULATED PANELS 58%</td>
<td>Energy Efficiency &amp; Conversion 85%</td>
<td>Mainland Europe 39%</td>
<td>Commercial &amp; Industrial 60%</td>
<td>Newbuild 70%</td>
<td>Direct 75%</td>
<td></td>
<td>€123* Million</td>
</tr>
<tr>
<td></td>
<td>INSULATION BOARDS 25%</td>
<td>UK 34%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>ENVIRONMENTAL 8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ACCESS FLOORS 9%</td>
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</tr>
</tbody>
</table>

**BRAND ➔ SPECIFICATION ➔ DIFFERENTIATION**

Above are based on internal estimates, and are directional rather than precise.

* Revenue and Trading Profit rounded from actuals of €1.79bn revenue and €122.8mn trading profit.
## Performance Trend

### Revenue (€’m) (CAGR 12.3%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (€’m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1,125.5</td>
</tr>
<tr>
<td>2010</td>
<td>1,193.2</td>
</tr>
<tr>
<td>2011</td>
<td>1,546.9</td>
</tr>
<tr>
<td>2012</td>
<td>1,628.7</td>
</tr>
<tr>
<td>2013</td>
<td>1,790.3</td>
</tr>
</tbody>
</table>

### Trading Profit (CAGR 16.3%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Trading Profit (€’m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>67.1</td>
</tr>
<tr>
<td>2010</td>
<td>72.0</td>
</tr>
<tr>
<td>2011</td>
<td>95.7</td>
</tr>
<tr>
<td>2012</td>
<td>107.7</td>
</tr>
<tr>
<td>2013</td>
<td>122.8</td>
</tr>
</tbody>
</table>
## January – April 2014*

Revenue up 8% to €561m

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Insulated Panels</td>
<td>+14%</td>
</tr>
<tr>
<td>Insulation</td>
<td>+3%</td>
</tr>
<tr>
<td>Access Floors</td>
<td>-9%</td>
</tr>
<tr>
<td>Environmental</td>
<td>+1%</td>
</tr>
</tbody>
</table>

*01-01-14 to 25-04-14
Strategic Goals

- Lead the field in high performance insulation globally with proprietary and differentiating technologies
- Become the world’s leading provider of low energy building solutions – Insulate & Generate
- Achieve greater geographic balance, primarily focusing on The Americas, Western Europe and appropriate developing markets

The 3 Pillars

**Product**
Differentiated and proprietary

**Penetration**
Structural growth of high performance buildings

**Geography**
Globalisation of primary product set

Achieve an average annual return on investment of ca. 15%
Kingspan Global

<table>
<thead>
<tr>
<th>2013 REVENUE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainland Europe</td>
<td>39%</td>
</tr>
<tr>
<td>UK</td>
<td>34%</td>
</tr>
<tr>
<td>North America</td>
<td>13%</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>14%</td>
</tr>
</tbody>
</table>

Manufacturing Locations
Innovation at Work

Insulation

Insulation - Core Product Range

- Kooltherm®
- Optim-R
- XPS
- Tapered/Cut-to-fall

It's in the core
Kingspan Energy

Integrated or Plant-On Rooftop Power, combining Insulated Panel and Solar PV

Funding Options

Client
- Direct sale of system to end client

Kingspan
- Lease client roofspace for 25 years in return for a Power Purchase Agreement
- Lock-in the income streams (ROCs, FITs, PPA)
- Bundle and sell the 25 year cashflows to financial investors
- O&M Contract

2014 FY Revenue Target ca. €25m
Penetration Rates

**Insulated Panels**
- UK
- Germany
- North America

**Insulation Boards**
- UK
- Western Europe
- Australia
126,600 million kWh per year
TOTAL ENERGY SAVED BY KINGSPAN'S INSULATION SYSTEMS

EQUIVALENT TO...

- saving €4.6bn in energy costs
- saving 25m tonnes CO₂ per year
- the annual output of 90 gas-fired or 23 coal-fired power stations
- a car driven 4.375m times around the world
- over 74m barrels of oil
- up to 3 times the annual electricity consumption of Greater London
Looking Ahead

- Positive across many segments of the UK building market
- Solid in Germany, continued gradual recover across other Continental Markets
- North America remains weak in non-residential, penetration growth and higher value products will drive further advancement
- Strong backlog, and innovation pipeline, and the push towards greater energy efficiency should deliver a solid 2014
Abu Dhabi Midfield Terminal Design, UAE

Insulated Panels
Stonehenge Visitor Centre, UK

Insulation

Kingspan
WA Institute of Sport, Australia

BENCHMARK

Photo courtesy of dwp|suters + Sandover Pinder Architects
Jaguar Landrover Manufacturing Plant, Wolverhampton, UK
Kingspan Energy