Forward Looking Statements
This presentation contains certain forward-looking statements including, without limitation, the Group’s financial position, business strategy, plans and objectives of management for future operations. Such forward-looking information involves risks and uncertainties, assumptions and other factors that could cause the actual results, performance or achievements of the Group to differ materially from those in the forward-looking statements. The forward-looking statements in this presentation reflect views held only as of the date hereof. Neither Kingspan nor any other person gives any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this presentation will actually occur. Kingspan undertakes no duty to and will not necessarily update any such statements in light of new information or future events, except to the extent required by any applicable law or regulation.
THE BUSINESS

→ A global leader in high performance insulation and building envelopes
→ Market leading positions in UK, Mainland Europe, North America and Australasia
→ Proprietary technology drives differentiation in product performance

- 22% Insulation Boards
- 65% Insulated Panels
- 6% Access Floors
- 5% Environmental
- 2% Light & Air
WHAT WE DELIVER

Excellence in Energy

Architectural Inspiration

Fully Integrated Envelope Solutions

Building Science

Comfort & Savings
2016 IN A NUTSHELL

<table>
<thead>
<tr>
<th>Products</th>
<th>67%*</th>
<th>Insulated Panels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drivers</td>
<td>85%</td>
<td>Energy Efficiency &amp; Conversion</td>
</tr>
<tr>
<td>Geography</td>
<td>41%</td>
<td>Mainland Europe</td>
</tr>
<tr>
<td></td>
<td>27%</td>
<td>United Kingdom</td>
</tr>
<tr>
<td></td>
<td>20%</td>
<td>North America</td>
</tr>
<tr>
<td></td>
<td>8%</td>
<td>ROW</td>
</tr>
<tr>
<td></td>
<td>4%</td>
<td>Ireland</td>
</tr>
<tr>
<td>Sector</td>
<td>72%</td>
<td>Commercial &amp; Industrial</td>
</tr>
<tr>
<td></td>
<td>18%</td>
<td>Residential</td>
</tr>
<tr>
<td></td>
<td>10%</td>
<td>Office &amp; Data</td>
</tr>
<tr>
<td>End Market</td>
<td>70%</td>
<td>Newbuild</td>
</tr>
<tr>
<td></td>
<td>30%</td>
<td>Refurbishment</td>
</tr>
<tr>
<td>Channel</td>
<td>75%</td>
<td>Direct</td>
</tr>
<tr>
<td></td>
<td>25%</td>
<td>Via Distribution</td>
</tr>
</tbody>
</table>

Revenue

€3.1 Billion

Profit

€341 Million

Applications:
- Retail
- Distribution
- Leisure
- Accommodation
- Food
- Manufacturing
- Data Management
- Infrastructure

Brand → Specification → Differentiation

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

*includes 2% Light & Air
OUR STRATEGY

→ Be the leader in high performance insulation globally – proprietary and differentiating technologies

→ Be the world’s leading provider of low energy building envelopes

→ Greater geographic reach – focus on The Americas, Continental Europe and certain developing markets

→ 20% ROI target
Completing the Envelope

Kingspan Insulation Boards
Global Leadership – continue to drive worldwide reach through greenfield and consolidation

Kingspan Insulated Panels & Facades
Global Leadership – continue to drive worldwide reach through greenfield and consolidation

Kingspan Access Floors
Global Leadership – continue to drive worldwide reach through greenfield and consolidation

Kingspan Flatroof Membrane
Embryonic position presently – Global Scale Opportunity

Kingspan Light & Air
Embryonic position presently – Global Scale Opportunity

Kingspan Industrial Insulation
Embryonic position presently – Global Scale Opportunity
January – March 2017*

Revenue up 24% to €831.2m
+26% at constant currency
+14% pre-acquisition & at constant currency

<table>
<thead>
<tr>
<th>Product</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulated Panels</td>
<td>+32%**</td>
</tr>
<tr>
<td>Insulation Boards</td>
<td>+8%</td>
</tr>
<tr>
<td>Access Floors</td>
<td>+6%</td>
</tr>
<tr>
<td>Environmental</td>
<td>+13%</td>
</tr>
</tbody>
</table>

*includes 6% Light & Air

* 01-01-2017 to 30-03-2017
OUR EVOLUTION – REVENUE

CAGR = 17.5%
GROWING ROCE

2012 10.7%
2013 12.3%
2014 13.4%
2015 15.2%
2016 17.3%
PANELS & BOARD – SALES VOLUME

Millions M2

<table>
<thead>
<tr>
<th>Year</th>
<th>Panels</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td></td>
<td>32.0</td>
</tr>
<tr>
<td>2013</td>
<td>22.0</td>
<td>31.0</td>
</tr>
<tr>
<td>2014</td>
<td>23.0</td>
<td>30.0</td>
</tr>
<tr>
<td>2015</td>
<td>24.0</td>
<td>33.0</td>
</tr>
<tr>
<td>2016</td>
<td>25.0</td>
<td>42.0</td>
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</tbody>
</table>
GLOBAL ORGANIC EXPANSION

- Modesto, USA
  Quadcore Panel Line 2019

- Monterrey, Mexico
  Quadcore Panel Line 2017

- Winchester, USA
  XPS Insulation Line 2017

- Kankaanpää, Finland
  Quadcore Panel Line 2017

- Leuze, Belgium
  Door Panel Line 2017

- Perpignan, France
  PIR Roofpanel Line 2017

- Gemert, Netherlands
  SIPS Panel Line 2018

- Dubai, UAE
  Quadcore Panel Line Q1 2017
  PIR Ducting Insulation 2017

- Melbourne, Australia
  Kooltherm Line 2017

- Selby, UK
  Extruded Polystyrene Insulation Line 2018
OUR NET ZERO ENERGY PATH

NET ZERO ENERGY

Interim Target of 50% exceeded 12 October 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Renewable Energy GWh</th>
<th>Total Energy Use GWh</th>
<th>NZE%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>27</td>
<td>317</td>
<td>9%</td>
</tr>
<tr>
<td>2013</td>
<td>60</td>
<td>327</td>
<td>18%</td>
</tr>
<tr>
<td>2014</td>
<td>88</td>
<td>312</td>
<td>28%</td>
</tr>
<tr>
<td>2015</td>
<td>126</td>
<td>386</td>
<td>33%</td>
</tr>
<tr>
<td>2016</td>
<td>243</td>
<td>424</td>
<td>57%</td>
</tr>
</tbody>
</table>
Kingspan Insulation, Somerton, Melbourne, Australia
Energy Academy, Groningen, The Netherlands
Insulation
Daytona International Speedway, USA
Insulated Panels
Battery Manufacturing Facility, Reno, USA
Insulated Panels
Data Centre, Dublin
Insulated Panels, Access Floors, Insulation
Tech Campus, Cupertino, USA
Insulated Panels, Access Floors