Disclaimer

Forward Looking Statements
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The Business

> A global leader in high performance insulation and building envelopes

> Market leading positions in UK, Continental Europe, The Americas and Australasia

> Proprietary technology drives differentiation in product performance
What We Deliver

- **Excellence in Energy**
- **Architectural Inspiration**
- **Fully Integrated Envelope Solutions**
- **Building Science**
- **Comfort & Savings**
## 2017 In A Nutshell

### Products
- **63%** Insulated Panels
- **21%** Insulation Boards
- **6%** Light & Air
- **5%** Access Floors
- **5%** Environmental

### Drivers
- **85%** Energy Efficiency & Conversion
- **15%** Other

### Geography
- **44%** Mainland Europe
- **25%** United Kingdom
- **20%** Americas
- **7%** ROW
- **4%** Ireland

### Sector
- **70%** Commercial & Industrial
- **18%** Residential
- **12%** Office & Data

### End Market
- **80%** New Build
- **20%** Refurbishment

### Channel
- **70%** Direct
- **30%** Via Distribution

### Revenue
- **€3.7 Billion**

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

### Trading Profit
- **€377.5 Million**

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Brand → Specification → Differentiation
Above are based on internal estimates, and are directional rather than precise. Profit is EBITA.
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 & Façades**
Global Leadership – continue to drive worldwide reach through greenfield and consolidation

**Kingspan Solar PV**
Embryonic position presently – Global Scale Opportunity

**Kingspan Flat Roof Membrane**
Embryonic position presently – Global Scale Opportunity

**Kingspan Light & Air**
Global Scale Opportunity

**Kingspan Industrial Insulation**
Embryonic position presently – Global Scale Opportunity

**Kingspan Access Floors**
Global Leadership – continue to drive worldwide reach through greenfield and consolidation
January – March 2018*

Revenue up 8% to €895m
  +12% at constant currency
  +1% pre-acquisition & at constant currency

<table>
<thead>
<tr>
<th>Category</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulated Panels</td>
<td>+4%</td>
</tr>
<tr>
<td>Insulation Boards</td>
<td>+7%</td>
</tr>
<tr>
<td>Access Floors</td>
<td>-11%</td>
</tr>
<tr>
<td>Environmental</td>
<td>+6%</td>
</tr>
<tr>
<td>Light &amp; Air</td>
<td>+56%</td>
</tr>
</tbody>
</table>

* 01-01-2018 to 31-03-2018
Our Evolution - Revenue

CAGR 17.5%
5 Year Financial Performance

Revenue (€m) (CAGR 19.9%)

- 2013: 1,776.8
- 2014: 1,891.2
- 2015: 2,774.3
- 2016: 3,108.5
- 2017: 3,668.1

Trading Profit (€m) (CAGR 32.4%)

- 2013: 122.8
- 2014: 148.5
- 2015: 255.9
- 2016: 340.9
- 2017: 377.5
Growing ROCE

2013: 12.3%
2014: 13.4%
2015: 15.2%
2016: 17.3%
2017: 17.8%

The Word, UK Insulation
Panel & Board – Sales Volume

- Millions M2

- 2009 to 2017

- Rigid Board
- Kooltherm Board
- Insulated Panel
- Quadcore Panel
Global Organic Expansion

Nordics
Kooltherm® Facility 2019

UK
Kooltherm® Facility 2020

Perpignan, France
PIR Roofpanel Line Q4 2017

Leuze, Belgium
Door Panel Line Q2 2017

Kankaanpää, Finland
QuadCore™ Panel Line Q1 2017

California, USA
QuadCore™ Facility 2019

North East USA
New Panel Line 2019

Winchester, USA
XPS Insulation Line 2017
Kooltherm® Facility 2020

Monterrey, Mexico
QuadCore™ Panel Line Q1 2017

Dominican Republic
Duct Insulation Line 2019

Brazil
New Panel Line 2018

Novosibirsk, Russia
Mixed Panel Line 2020

Dubai, UAE
QuadCore™ Panel Line Q1 2017
PIR Ducting Insulation Q1 2017
Kooltherm® Facility 2020

Melbourne, Australia
Kooltherm® Line Q1 2017
Net Zero Energy

2012: 27 GWh (9% NZE%)
2013: 60 GWh (18% NZE%)
2014: 88 GWh (28% NZE%)
2015: 126 GWh (33% NZE%)
2016: 243 GWh (57% NZE%)
2017: 475 GWh (69% NZE%)

Total Renewable Energy GWh
Total Energy Use GWh
Nike Headquarters, Oregon, USA
Morin Facades
B’Mine Tower, Amsterdam, The Netherlands
Unideck SIPS
SNØ Indoor Ski Area, Oslo, Norway
Quadcore
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