Climate for change

Interim Results
Monday 3rd September 2007
Forward Looking Statements

This presentation contains certain forward-looking statements. Actual results may differ materially from those projected or implied in such forward-looking statements. Such forward-looking information involves risks and uncertainties that could affect expected results.
First Half Highlights

- Turnover up 34.4% to €908.4m.
- Operating Profit up 29.8% to €114.2m.
- Basic earnings per share up 30.4% to 52.7c.
- Total investment of €102.9m comprising capex of €73.4m to support organic expansion, and €29.5m of acquisitions.
- Total net debt now stands at €246.7m.
- Strong growth in Panels, Boards and Access Floors.
- North American Panels operations strengthened by the acquisition of Coldmatic business in Canada, now re-branded Kingspan.
- Consolidated position in the growing UK Offsite market with acquisition of Potton and Pace around the turn of the year.
- Entry into the emerging high growth Solar Thermal market.
# First Half Highlights

<table>
<thead>
<tr>
<th></th>
<th>H1-2006</th>
<th>H1-2007</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€’mn</td>
<td>€’mn</td>
<td>+34.4%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>88.0</td>
<td>114.2</td>
<td>+29.8%</td>
</tr>
<tr>
<td>Operating margin %</td>
<td>13.0%</td>
<td>12.5%</td>
<td>-50bp</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>83.4</td>
<td>108.2</td>
<td>+29.7%</td>
</tr>
<tr>
<td>Earnings per share</td>
<td>€’cent</td>
<td>€’cent</td>
<td>+30.4%</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>6.00</td>
<td>8.00</td>
<td>+33%</td>
</tr>
</tbody>
</table>
## Profit & Loss

### H1-2007

<table>
<thead>
<tr>
<th></th>
<th>H1-2006</th>
<th>H1-2007</th>
<th>Pre-Acquisition</th>
<th>YonY Growth</th>
<th>Acquired</th>
<th>Total</th>
<th>Total YonY growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>675.9</td>
<td>908.4</td>
<td>897.6</td>
<td>33%</td>
<td>10.8</td>
<td>908.4</td>
<td>34%</td>
</tr>
<tr>
<td>Costs of sales</td>
<td>(458.5)</td>
<td>(626.8)</td>
<td>(618.1)</td>
<td>(8.7)</td>
<td>(626.8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>217.4</td>
<td>281.6</td>
<td>279.5</td>
<td>29%</td>
<td>2.1</td>
<td>281.6</td>
<td>30%</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>32.2%</td>
<td>31.0%</td>
<td>31.1%</td>
<td>19.1%</td>
<td>31.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td>(129.4)</td>
<td>(167.4)</td>
<td>(164.8)</td>
<td>(2.6)</td>
<td>(167.4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Profit</strong></td>
<td>88.0</td>
<td>114.2</td>
<td>114.7</td>
<td>30%</td>
<td>(0.5)</td>
<td>114.2</td>
<td>30%</td>
</tr>
<tr>
<td>Net Interest</td>
<td>(4.6)</td>
<td>(6.0)</td>
<td></td>
<td></td>
<td>(6.0)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit before Tax</strong></td>
<td>83.4</td>
<td>108.2</td>
<td></td>
<td></td>
<td>108.2</td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>Tax</td>
<td>(15.4)</td>
<td>(18.5)</td>
<td></td>
<td></td>
<td>(18.5)</td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td><strong>Net Profit after tax</strong></td>
<td>68.0</td>
<td>89.7</td>
<td></td>
<td></td>
<td>89.7</td>
<td></td>
<td>32%</td>
</tr>
</tbody>
</table>

Basic EPS (€'cents)  40.4  52.7  52.7  30%
Diluted (€'cents)    39.4  51.4  51.4  30%
Dividend per share (€'cents)  6.00  8.00  8.00  33%
# Cashflow Statement

<table>
<thead>
<tr>
<th></th>
<th>H1-2006</th>
<th>H1-2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Profit</strong></td>
<td>88.0</td>
<td>114.2</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>18.9</td>
<td>19.5</td>
</tr>
<tr>
<td><strong>Amortisation</strong></td>
<td>1.3</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Pension Contributions</strong></td>
<td>(1.8)</td>
<td>(1.5)</td>
</tr>
<tr>
<td><strong>Working Capital Increase</strong></td>
<td>(32.4)</td>
<td>(63.5)</td>
</tr>
<tr>
<td><strong>Interest Paid</strong></td>
<td>(4.3)</td>
<td>(5.5)</td>
</tr>
<tr>
<td><strong>Taxation Paid</strong></td>
<td>(7.7)</td>
<td>(9.8)</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>3.1</td>
<td>9.4</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>65.1</td>
<td>65.3</td>
</tr>
<tr>
<td><strong>Acquisitions</strong></td>
<td>(11.2)</td>
<td>(29.5)</td>
</tr>
<tr>
<td><strong>Net Capital Expenditure</strong></td>
<td>(24.9)</td>
<td>(73.4)</td>
</tr>
<tr>
<td><strong>Dividends Paid</strong></td>
<td>(15.0)</td>
<td>(20.8)</td>
</tr>
<tr>
<td><strong>Cash Flow Movement</strong></td>
<td>14.0</td>
<td>(58.4)</td>
</tr>
<tr>
<td><strong>Debt Translation</strong></td>
<td>(0.8)</td>
<td>(0.7)</td>
</tr>
<tr>
<td><strong>Decrease / (increase) in Net Debt</strong></td>
<td>13.2</td>
<td>(59.1)</td>
</tr>
<tr>
<td><strong>Net Debt at start of Year</strong></td>
<td>(163.5)</td>
<td>(187.6)</td>
</tr>
<tr>
<td><strong>Net Debt at end of Period</strong></td>
<td>(150.3)</td>
<td>(246.7)</td>
</tr>
</tbody>
</table>
## Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>H1-2006</th>
<th>FY-2006</th>
<th>H1-2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Growth</td>
<td>17.0%</td>
<td>17.5%</td>
<td>34.4%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>108.1</td>
<td>236.0</td>
<td>136.2</td>
</tr>
<tr>
<td>ROCE</td>
<td>24.5%</td>
<td>26.4%</td>
<td>26.3%</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>18.5%</td>
<td>18.2%</td>
<td>17.1%</td>
</tr>
<tr>
<td>Dividend cover - declared</td>
<td>6.7</td>
<td>4.7</td>
<td>6.6</td>
</tr>
<tr>
<td>Working capital % sales</td>
<td>12.8%</td>
<td>15.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Working capital days</td>
<td>36</td>
<td>35</td>
<td>40</td>
</tr>
<tr>
<td>Gearing: (Net Debt/Shareholder's Funds)</td>
<td>32.6%</td>
<td>34.3%</td>
<td>39.7%</td>
</tr>
<tr>
<td>Debt Cover - Debt/EBITDA</td>
<td>0.74</td>
<td>0.79</td>
<td>0.93</td>
</tr>
<tr>
<td>Interest Cover - EBITDA/Net Interest</td>
<td>23.5</td>
<td>26.7</td>
<td>22.7</td>
</tr>
<tr>
<td>Free Cash Flow Growth</td>
<td>36.0%</td>
<td>16.3%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>
Capital Expenditure – €73.4mn

- Insulated Panels: €18.9mn
- Insulation Board: €37.7mn
- Environmental & Renewables: €7.7mn
- Off-Site & Structural: €8.0mn
- Access Floors: €1.1mn
Sales by Geographic Market

<table>
<thead>
<tr>
<th></th>
<th>€mn</th>
<th>H1-2006</th>
<th>H1-2007</th>
<th>% change YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Republic of Ireland</td>
<td></td>
<td>126</td>
<td>145</td>
<td>↑ 15%</td>
</tr>
<tr>
<td>Britain/Northern Ireland</td>
<td></td>
<td>394</td>
<td>517</td>
<td>↑ 31%</td>
</tr>
<tr>
<td>Western Europe</td>
<td></td>
<td>66</td>
<td>78</td>
<td>↑ 18%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td></td>
<td>46</td>
<td>85</td>
<td>↑ 85%</td>
</tr>
<tr>
<td>Americas</td>
<td></td>
<td>36</td>
<td>66</td>
<td>↑ 83%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>8</td>
<td>17</td>
<td>↑ 112%</td>
</tr>
<tr>
<td><strong>Group Sales</strong></td>
<td></td>
<td>676</td>
<td>908</td>
<td>↑ 34%</td>
</tr>
</tbody>
</table>

2006

- Republic of Ireland: 58%
- Britain/Northern Ireland: 19%
- Western Europe: 10%
- Central & Eastern Europe: 7%
- Americas: 5%
- Other: 1%
- Group Sales: 10%

2007

- Republic of Ireland: 57%
- Britain/Northern Ireland: 16%
- Western Europe: 9%
- Central & Eastern Europe: 7%
- Americas: 2%
- Other: 1%
Sales by Product Group (€’mn)

% Change H1-2007 vs H1-2006

- Total Sales 34%
- Insulated Panels 47%
- Insulation Board 17%
- Off-Site & Structural 48%
- Environmental & Renewables 18%
- Access Floors 25%

Interim Results 2007
Operating Profit by Product

<table>
<thead>
<tr>
<th>Product</th>
<th>H1-2006</th>
<th>H1-2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulated Boards &amp; Panels</td>
<td>58.3</td>
<td>78.1</td>
</tr>
<tr>
<td>Off-Site &amp; Structural</td>
<td>12.6</td>
<td>14.2</td>
</tr>
<tr>
<td>Environmental &amp; Renewables</td>
<td>10.0</td>
<td>9.9</td>
</tr>
<tr>
<td>Access Floors</td>
<td>7.1</td>
<td>12.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>88.0</td>
<td>114.2</td>
</tr>
</tbody>
</table>
10 Year Growth (€’mn)

Revenue - 25% CAGR

Operating Profit* 27% CAGR

*Operating Profit stated pre-goodwill amortisation for pre IFRS periods (1998-2003)
The Group at a Glance

- Leading edge provider of innovative building materials and solutions
- Focused on achieving strong market positions in growth products/sectors
- Emphasis on continuous product and process developments
Where Kingspan Operates

- Manufacturing and distribution operations throughout Europe, North America, Australasia

- Ninety-seven locations: 59 Manufacturing and 38 Sales Offices

- Manufacturing: 17 Panels, 4 Insulation, 16 Off-Site & Structural, 4 Access Floors, 18 Environmental & Renewables
Business Model

GROWTH PRODUCTS
Ø Speed of build on-site
Ø Thermal efficiency
Ø Geographically
Ø Renewables

LEADING MARKET POSITIONS
Ø No.1 or No.2

INNOVATION & DIFFERENTIATION
Ø €40m on R&D over 5 years
Ø Key for sustaining competitive advantage

SUPERIOR MANUFACTURING ASSETS/TECHNOLOGY
Ø Ca. Euro 120m capex p.a.
Energy Directives – The Backdrop

- **Energy Performance in Buildings Directive**
  - Fully implemented by 2008

- **Energy End Use and Efficiency & Energy Services Directive**
  - 2008-2017
  - Compulsory, real targets, 1% ↓ p.a for 9yrs

- **EU Action Plan for Energy Efficiency**
  - 20% ↓ in energy usage by 2020
  - Strategy by 2009, roll-out by 2015
  - By 2012, the EU reduction will be twice what was required under Kyoto
  - “Largest savings potential lies in buildings” 57% of Energy Use

---

Energy Efficiency Rating

- **Very energy efficient - lower running costs**
  - (93 - 100) A
  - (81 - 92) B
  - (66 - 80) C
  - (51 - 65) D
  - (36 - 50) E
  - (21 - 35) F
  - (1 - 20) G

Not energy efficient - higher running costs

Building Regulations – A Key Driver

England/Wales:
- New regulations effective since April 2006
- Currently, revision planned for 2010
- May be accelerated due to recent “Code for Sustainable Homes”
- Stepped approach towards “Carbon Zero” by 2016
- Improvement likely to be substantial

Northern Ireland:
- Previous Revision 1999
- Revised in line with England/Wales in November 2006
- Improvement 40%+

Ireland:
- Dwellings: Last revised January 2003
- Non-domestic: Last revised July 1998
  - Part L regulations revised July 2006
- Review anticipated 2008
- Commitment to 40-60% improvement
**Time Line to Zero Carbon**

**Ireland**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007/8</th>
<th>2010/11</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>kWh/m²/yr</td>
<td>155</td>
<td>92</td>
<td>62</td>
<td>??</td>
</tr>
<tr>
<td>BER</td>
<td>C1</td>
<td>B1</td>
<td>A3</td>
<td>A1</td>
</tr>
</tbody>
</table>

Example:

- **UK**
  - Public sector land/funds > Level 3 mandatory 2007, Level 4 mandatory 2010, Level 6 mandatory 2013
Sustainability – Non Residential

- Clear leader in providing sustainable solutions
- Driver towards energy efficient materials and solutions
- Global Property Developers’ initiatives and commitment to Carbon reduction & neutrality
- New Product launches – “EnergiPanel”
- Interdivisional product bundling
  - Solar
  - Rainwater
- Key focus of future R&D
- Kingspan’s guaranteed “over-life” energy performance
How Kingspan Performs

Roof Applications
Cradle to Grave

High performing specifications
Medium performing specifications
Poor performing specifications

Best performing roof specification
Kingspan KS1000 RW
0.82 Ecopoints

Source: BRE Rating
## The Roll Out

### Capital Expenditure: €250m over '07/'08

<table>
<thead>
<tr>
<th></th>
<th>UK</th>
<th>IRL</th>
<th>CEE</th>
<th>WE</th>
<th>North America</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panels</td>
<td>Wall Panel</td>
<td></td>
<td>•Czech Roof •Turkey</td>
<td></td>
<td>Ontario re-location</td>
</tr>
<tr>
<td>Boards</td>
<td>Greenfield PIR</td>
<td>Phenolic line</td>
<td>Poland PIR</td>
<td>Phenolic line</td>
<td></td>
</tr>
<tr>
<td>Off-Site</td>
<td>Greenfield site</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Insulated Panels

HALF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€mn)</td>
<td>248.5</td>
<td>365.2</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>37%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Analysis of YonY % change

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Organic</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+47%</td>
<td>+44%</td>
<td>+3%</td>
</tr>
</tbody>
</table>

- Ireland non-residential remains strong
- UK strong
  - Insulated Metal Roof & Wall Conversion on-track to rise from 53% to 59% in 2007
  - Growth in new product applications continues gradually
- Foodstore/Coldstore
  - Robust
  - Focus of expansion geographically with first moves into Canada / Turkey and Australia / NZ progressing well
- Benelux steady after strong 2006 recovery
Insulated Panels
Central & Eastern Europe

HALF YEAR

2006 2007

Sales (€mn) 45.6 83.4
% of Group Sales 7% 9%

Note: The above figures include Germany and Turkey

- Strong growth across entire region
- Market leadership – unique pan-regional presence
- Strong construction fundamentals - Euroconstruct growth estimates for building construction in 2007
  - Poland – 4.2%; Hungary – 3.3%; and, Czech Republic – 3.2%
- Product enhancement and differentiation
  - Firesafe®
  - Broaden applications
  - Shorter lead times
- Product Range Extension - Capex
Insulated Panels
North America

- Entry into Canadian market with two deals
  - Annualised sales of €40-45mn
  - No.1 panel producer in region
  - Performing as planned in H1

- Timing ideal – Sustainability and energy agenda now coming centre stage

- Initial emphasis on cold store (c.70% of business), followed by wall applications – conversion @ <4%

- Ongoing product range / technology transfer from Europe

- Further greenfield / acquisitions

Clear future target is U.S.
Insulation Boards

**HALF YEAR**

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€mn)</td>
<td>119.2</td>
<td>140.0</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>17%</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Analysis of YonY % change**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Organic</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+18%</td>
<td>+18%</td>
<td>+0%</td>
</tr>
</tbody>
</table>

- **Ireland robust**
- **UK experienced good growth with regulations now having an impact**
- **Additional capacity**
  - Phenolic line in Ireland operational from July 2007
- **Increasing presence in Western Europe**
  - Phenolic line capex underway, operational early 2009
- **At early stage of developing a position in Central Eastern Europe, Sales very encouraging, Green field Capex likely during 2008**

**Rigid Board penetration of UK & Ireland Insulation Markets**

- 2003: 139 31 (22%)
- 2004: 147 40 (27%)
- 2005: 156 47 (30%)
- 2006: 159 52 (33%)
- 2007: 165 60 (36%)
## Off-Site & Structural

### Structural Products
- Strong in UK
- Very strong in Ireland

### UK Off-Site sales growth strong
- Organic growth in UK
- Acquisition in UK

### Ireland Off-Site sales began well, but weakening

### Margin dilution due to
- Acquisitions
- Rising timber costs
- Rising development costs
- Ireland sales volumes

### “Lighthouse” launch
- Exceptionally positive reception

### HALF YEAR Analysis of YonY % change

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Organic</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006 Sales (€mn)</td>
<td>114.6</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>2007 Sales (€mn)</td>
<td>169.3</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>% of Group Sales</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Off-Site & Structural

Achieving the Zero Carbon Kingspan Lighthouse
Environmental & Renewables

HALF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€mn)</td>
<td>119.9</td>
<td>141.6</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>18%</td>
<td>16%</td>
</tr>
</tbody>
</table>

- Entry into high growth Solar Thermal market, complimented by acquisition of Thermomax, completed in Q3.
- Effluent Treatment sales performance steady
- Single skin Fuel Storage volumes weak
- Conversion to higher value products
  - UK bunded conversion has increased from 45% to over 50% in 2006
  - Copper → Stainless steel cylinders → Plug & play solutions
  - Increased focus on renewables, acquisition route to market
- Operational plans in place to improve margins from 2008

Analysis of YonY % change

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Organic</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>% change</td>
<td>+18%</td>
<td>+18%</td>
<td>+0%</td>
</tr>
</tbody>
</table>
Access Floors

**HALF YEAR**

<table>
<thead>
<tr>
<th>Sales (€mn)</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Group Sales</td>
<td>11%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- **Record operating performance in North America**
- **Favourable market conditions result in another year where profits advance significantly**
- **Order intake in both regions very strong**
- **North America**
  - *Office Construction strong*
  - *Penetration rising*
- **UK**
  - *Strong pipeline underpins growth*
  - *Central London office vacancy rates at lowest level since mid-2001*

**Analysis of YonY % change**

<table>
<thead>
<tr>
<th>Total</th>
<th>Organic</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>+25%</td>
<td>+21%</td>
<td>+4%</td>
</tr>
</tbody>
</table>
Future

- Continue to pursue proven strategy
- Leading market positions
- Geographic and product diversity
- Opportunities to grow within existing markets
- Commitment to R&D and product innovation

Delivering:

- Strong cash flow across businesses
- Pattern of strong earnings growth
The Entire Masterplan

Kingspan Off-Site systems provide lifetime low energy and low carbon (CO₂) emission solutions across your whole masterplan, ensuring your buildings are FUTURE-PROOFED.

Sustainable : Renewable : Affordable