ADVANCED HYBRID TECHNOLOGY...

IT’S IN THE CORE.

Kingspan 2014 Full Year Results
23rd February 2015
Forward Looking Statements
This presentation contains certain forward-looking statements including, without limitation, regarding 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

<table>
<thead>
<tr>
<th>Product Line</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulated Panels</td>
<td>59%</td>
</tr>
<tr>
<td>Insulation Boards</td>
<td>25%</td>
</tr>
<tr>
<td>Access Floors</td>
<td>8%</td>
</tr>
<tr>
<td>Environmental</td>
<td>8%</td>
</tr>
</tbody>
</table>
## 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>€ 1.9 Billion</td>
<td>INSULATED PANELS 59%</td>
<td>Energy Efficiency &amp; Conversion 85%</td>
<td>UK 36%</td>
<td>Commercial &amp; Industrial 60%</td>
<td>Newbuild 70%</td>
<td>Direct 75%</td>
<td>Retail</td>
<td>€ 149 Million</td>
</tr>
<tr>
<td>€ 1.9 Billion</td>
<td>INSULATION BOARDS 25%</td>
<td></td>
<td>Mainland Europe 35%</td>
<td></td>
<td></td>
<td></td>
<td>Distribution</td>
<td></td>
</tr>
<tr>
<td>€ 1.9 Billion</td>
<td>ENVIRONMENTAL 8%</td>
<td>North America 15%</td>
<td></td>
<td>Residential 20%</td>
<td></td>
<td></td>
<td>Leisure</td>
<td></td>
</tr>
<tr>
<td>€ 1.9 Billion</td>
<td>ACCESS FLOORS 8%</td>
<td>Rest of World 10%</td>
<td>Ireland 4%</td>
<td>Office &amp; Data 20%</td>
<td>Refurbishment 30%</td>
<td>Via Distribution 25%</td>
<td>Food</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Manufacturing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Data Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

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

- 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 to achieve an average annual return on investment of ca. 15%
5 Year Financial Performance

Revenue (€’m) (CAGR 12.2%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,193.2</td>
<td>1,546.9</td>
<td>1,628.7</td>
<td>1,776.8</td>
<td>1,891.2</td>
</tr>
</tbody>
</table>

Trading Profit (€’m) (CAGR 19.8%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>72.0</td>
<td>95.7</td>
<td>107.7</td>
<td>122.8</td>
<td>148.5</td>
</tr>
</tbody>
</table>
2014 In Summary

- **Insulated Panels** sales up 7% and trading profit up 18%, reflecting continuing penetration gains, a positive business mix and an improvement in end markets in key regions.

- **Insulation Boards** sales up 8% and trading profit up 35%, with a good performance in the UK and Benelux in particular and continued penetration growth of Kooltherm across key markets.

- **Environmental** sales up 2% with a stable performance overall.

- **Access Floors** sales were in line with prior year (H2 +7%) with solid US activity overall, particularly data related, and a recovery in UK office volumes.

- **Revenue** up 6% to €1.89bn

- **Trading Profit** up 21% to €149m

- **Basic EPS** up 21% to 62.6c
## Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (€m)</td>
<td>1,891.2</td>
<td>1,776.8</td>
<td>+6%</td>
</tr>
<tr>
<td>Trading Profit (€m)</td>
<td>148.5</td>
<td>122.8</td>
<td>+21%</td>
</tr>
<tr>
<td>EBITDA (€m)</td>
<td>189.3</td>
<td>162.5</td>
<td>+16%</td>
</tr>
<tr>
<td>Earnings per share (cent)</td>
<td>62.6</td>
<td>51.7</td>
<td>+21%</td>
</tr>
<tr>
<td>Total Dividend (cent)</td>
<td>16.25</td>
<td>14.00</td>
<td>+16%</td>
</tr>
<tr>
<td>Free Cashflow (€m)</td>
<td>109.3</td>
<td>78.2</td>
<td>+40%</td>
</tr>
<tr>
<td>Net Debt (€m)</td>
<td>125.5</td>
<td>106.7</td>
<td>+18.8m</td>
</tr>
<tr>
<td>Trading Margin</td>
<td>7.9%</td>
<td>6.9%</td>
<td>+100bps</td>
</tr>
<tr>
<td>Net Debt/EBITDA</td>
<td>0.66x</td>
<td>0.66x</td>
<td></td>
</tr>
<tr>
<td>ROCE</td>
<td>13.4%</td>
<td>12.3%</td>
<td>+110bps</td>
</tr>
</tbody>
</table>
Trading Profit & Margin Progression

### Trading Profit

<table>
<thead>
<tr>
<th>Year</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY '10</td>
<td>72.0</td>
</tr>
<tr>
<td>FY '11</td>
<td>95.7</td>
</tr>
<tr>
<td>FY '12</td>
<td>107.7</td>
</tr>
<tr>
<td>FY '13</td>
<td>122.8</td>
</tr>
<tr>
<td>FY '14</td>
<td>148.5</td>
</tr>
</tbody>
</table>

### Margin %

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulated Panels</td>
<td>7.3%</td>
<td>7.3%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Insulation Boards</td>
<td>6.3%</td>
<td>6.7%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Environmental</td>
<td>0.7%</td>
<td>1.0%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Access Floors</td>
<td>9.9%</td>
<td>10.5%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Group</td>
<td>6.6%</td>
<td>6.9%</td>
<td>7.9%</td>
</tr>
</tbody>
</table>
Strong Free Cash Flow

WC/Sales 13.4%

EBITDA: €189.3M
Working Capital: (€27.7M)
Provisions, Pension, Non-cash: €7.3M
Interest Payable: (€13.9M)
Tax: (€14.8M)
Net Capex: (€30.9M)
Free cash flow: €109.3M
Movement in Net Debt

<table>
<thead>
<tr>
<th>Net Debt Dec 13</th>
<th>Free Cash Flow</th>
<th>Acquisitions</th>
<th>Dividend</th>
<th>Shares issued/fx etc.</th>
<th>Net Debt Dec 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>€M</td>
<td>(€M)</td>
<td>€M</td>
<td>€M</td>
<td>€M</td>
<td>€M</td>
</tr>
<tr>
<td>106.7</td>
<td>(109.3)</td>
<td>105.0</td>
<td>25.3</td>
<td>(2.2)</td>
<td>125.5</td>
</tr>
</tbody>
</table>
Growing ROCE

- 2010: 8.6%
- 2011: 10.0%
- 2012: 10.7%
- 2013: 12.3%
- 2014: 13.4%
**Financing and Interest**

- **Decrease** in cash interest

<table>
<thead>
<tr>
<th></th>
<th>2014 €’m</th>
<th>2013 €’m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank and Loan Notes</td>
<td>13.1</td>
<td>14.0</td>
<td>(6.4%)</td>
</tr>
<tr>
<td>Non Cash Derivatives</td>
<td>0.8</td>
<td>(0.7)</td>
<td></td>
</tr>
<tr>
<td>Non Cash Pension</td>
<td>0.1</td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>14.0</td>
<td>13.6</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

- **Significant Headroom**

<table>
<thead>
<tr>
<th></th>
<th>€’m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revolving Credit Facility (undrawn)</td>
<td>300</td>
</tr>
<tr>
<td>Bi-Laterals (undrawn)</td>
<td>190</td>
</tr>
<tr>
<td>Cash</td>
<td>186</td>
</tr>
<tr>
<td></td>
<td>676</td>
</tr>
</tbody>
</table>

In addition, a €127.5m loan note agreed in December 2014 with a deferred draw until March 2015 will be used to refinance a $158m note which matures in March 2015.
Positive refinancing:

- €3.8m annualised interest saving from refinancing activity during the year
- Excluding acquisition related activity, cash interest will fall by €2m in 2015

2015 Interest Forecast

- At current rates the marginal cost of new short term debt is circa 1%. An additional €270m of gross debt could be added without increasing the €13.1m FY14 cash interest charge
Sales by Geography

<table>
<thead>
<tr>
<th>€’m</th>
<th>FY 14</th>
<th>FY 13</th>
<th>Constant Currency Change</th>
<th>YoY % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Britain &amp; Northern Ireland</td>
<td>687.4</td>
<td>595.2</td>
<td>+10%</td>
<td>+15%</td>
</tr>
<tr>
<td>Mainland Europe</td>
<td>668.0</td>
<td>693.2</td>
<td>-3%</td>
<td>-4%</td>
</tr>
<tr>
<td>Americas</td>
<td>274.1</td>
<td>231.9</td>
<td>+19%</td>
<td>+18%</td>
</tr>
<tr>
<td>Republic of Ireland</td>
<td>81.1</td>
<td>72.1</td>
<td>+12%</td>
<td>+12%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>180.6</td>
<td>184.4</td>
<td>+1%</td>
<td>-2%</td>
</tr>
<tr>
<td>Group Sales</td>
<td>1,891.2</td>
<td>1,776.8</td>
<td>+5%</td>
<td>+6%</td>
</tr>
</tbody>
</table>
Positive UK performance overall

Benelux subdued but stable with France somewhat encouraging due to growing conversion

Strong performance in Australasia and the Gulf region with significant growth in sales

German activity stable overall

Central and Eastern European markets weakened somewhat towards year end

Turkey was weak due to fragile economic backdrop regionally

Increasing penetration in Nordic markets

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€m)</td>
<td>1,111.4</td>
<td>1,036.0</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>59%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Analysis of YoY % Change

<table>
<thead>
<tr>
<th>Currency</th>
<th>Volume</th>
<th>Price &amp; Mix</th>
<th>Acquisitions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>+3%</td>
<td>+3%</td>
<td>+1%</td>
<td>+7%</td>
</tr>
</tbody>
</table>

Hotel, Vienna, Austria

Insulated Panels
Insulated Panels (Cont.)

- Strong performance in North America, with a double digit increase in sales
- Benchmark® architectural specifications well up on prior year
- A year of progress for Kingspan Energy (integrated roof solar solution) with pipeline and specification building

Newport, Vermont, US
Insulated Panels
Insulation Boards

- Good UK performance overall
- Kooltherm® sales robust with a positive impact on margin
- Improvement in Benelux and German sales driven by rising adoption of Kooltherm®
- New facility to serve eastern region of Germany and CEE commissioned
- Ireland volumes improving with margins remaining the priority
- Optim-R® specifications growing steadily as an ultra-thin solution
- Continued growth in penetration of Kooltherm in Australasia, on target for manufacturing presence by 2016
- Pactiv and PAL acquisitions bedding down and serve as platforms for North America and Middle East

<table>
<thead>
<tr>
<th>Sales (€m)</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>477.1</td>
<td>441.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of Group Sales</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Analysis of YoY % Change

<table>
<thead>
<tr>
<th>Currency</th>
<th>Acquisitions</th>
<th>Volume</th>
<th>Price &amp; Mix</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>+2%</td>
<td>+3%</td>
<td>+2%</td>
<td>+1%</td>
<td>+8%</td>
</tr>
</tbody>
</table>

Norwich City Academy, UK
Solid year overall with an improvement in sales (H2 +7%) following a subdued H1

UK office construction improved markedly during 2014

US new office construction still at low level. Data related product innovations gaining traction

Pipeline in US indicates positive activity for late 2015 and beyond

Strong UK pipeline building for 2015 and 2016

<table>
<thead>
<tr>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€m)</td>
<td>155.1</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>8%</td>
</tr>
</tbody>
</table>

Analysis of YoY % Change

<table>
<thead>
<tr>
<th>Currency</th>
<th>Volume</th>
<th>Price &amp; Mix</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>+2%</td>
<td>+5%</td>
<td>-6%</td>
<td>+1%</td>
</tr>
</tbody>
</table>
Environmental

- Stable performance overall
- Improvement in Water solutions sales in UK
- Encouraging recent trends in fuel storage product set
- Emerging environmental service and telemetry activity
- Hot Water product segment highly competitive environment. Focus on driving down manufacturing costs
- Solar thermal volumes remain under pressure
- KW15 microwind product launched in Q4

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (€m)</td>
<td>147.6</td>
<td>144.7</td>
</tr>
<tr>
<td>% of Group Sales</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Analysis of YoY % Change

<table>
<thead>
<tr>
<th>Currency</th>
<th>Volume, Price &amp; Mix</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>+4%</td>
<td>-2%</td>
<td>+2%</td>
</tr>
</tbody>
</table>
Outlook

- Positive momentum from second half of 2014 has continued into early 2015

- The UK and US in particular are demonstrating robust growth

- Mainland Europe remains mixed and can be anticipated to remain so in the near term. The Netherlands is gradually improving, Germany is stable, and Central Europe showing pockets of weakness

Kihei, Hawaii
Insulated Panels
Continued momentum in organic profit growth

Execute and integrate new businesses:
- Joris Ide (Mainland Europe)
- Vicwest (North America)
- Pactiv (North America)
- PAL (UAE)
- Dri-Design (North America)

ROCE c. 14%*
ROS c. 8.5%*
*Pre the integration of Joris Ide & Vicwest

Launch QuadCore

Develop next generation Kooltherm

2015 Big Rocks
New Mexico, US
*Insulated Panels*
Our Evolution – Financial

CAGR = 17%

- Focus on SPECIFICATION
  - Early introduction of high performance insulation and Building Fabrics

- The ENVIRONMENT
  - Building Codes and incentives to lower carbon emissions

- 2015 POTENTIAL pre & post acquisition
- EFFICIENCY & financial returns
Innovation Pipeline
Kingspan Insulates Better

Heat loss comparison assumes same thickness of insulation material.

Kingspan Optim-R 0.007 W/m.K
Kingspan Kooltherm® 0.020 W/m.K (0.020-0.023)\(^3\)
Kingspan IPN\(^2\) 0.020 W/m.K (0.020-0.022)\(^3\)
Kingspan PIR 0.022 W/m.K (0.022-0.027)\(^3\)

Reference Point Polyurethane 0.023 W/m.K\(^1\)
EPS 0.030 W/m.K (0.030-0.038)\(^3\)
Glass Fibre 0.031 W/m.K (0.031-0.044)\(^3\)
Rock Mineral Fibre 0.034 W/m.K (0.034-0.042)\(^3\)

Notes:
1 Heat loss for each insulant is based on the best quoted lambda value compared to rigid polyurethane insulation with a typical lambda value of 0.023 W/m.K.
2 Kingspan IPN core used in metal faced insulated panels.
3 The thermal conductivity range is based on data from insulation manufacturers websites or Agreement certificates.
4 Thermal conductivity (Lambda) W/m.K values quoted at 10°C.
Kingspan v Construction Macro

UK\(^1\)

\[\begin{array}{c}
\begin{array}{c}
\text{2009} \\
\text{2010} \\
\text{2011} \\
\text{2012} \\
\text{2013} \\
\text{2014}
\end{array}
\end{array}\]

\[\begin{array}{c}
\begin{array}{c}
\% \\
140 \\
130 \\
120 \\
110 \\
100 \\
90 \\
80 \\
70
\end{array}
\end{array}\]

US\(^2\)

\[\begin{array}{c}
\begin{array}{c}
\text{2009} \\
\text{2010} \\
\text{2011} \\
\text{2012} \\
\text{2013} \\
\text{2014}
\end{array}
\end{array}\]

\[\begin{array}{c}
\begin{array}{c}
\% \\
180 \\
160 \\
140 \\
120 \\
100 \\
80 \\
60 \\
40 \\
20 \\
0
\end{array}
\end{array}\]

Germany\(^3\)

\[\begin{array}{c}
\begin{array}{c}
\text{2009} \\
\text{2010} \\
\text{2011} \\
\text{2012} \\
\text{2013} \\
\text{2014}
\end{array}
\end{array}\]

\[\begin{array}{c}
\begin{array}{c}
\% \\
180 \\
160 \\
140 \\
120 \\
100 \\
80 \\
60 \\
40 \\
20 \\
0
\end{array}
\end{array}\]

The Netherlands\(^4\)

\[\begin{array}{c}
\begin{array}{c}
\text{2009} \\
\text{2010} \\
\text{2011} \\
\text{2012} \\
\text{2013} \\
\text{2014}
\end{array}
\end{array}\]

\[\begin{array}{c}
\begin{array}{c}
\% \\
140 \\
130 \\
120 \\
110 \\
100 \\
90 \\
80 \\
70
\end{array}
\end{array}\]

Source: Non-Residential Construction Stats Euroconstruct McGraw Hill
1. UK Insulated Panels & Rigid Board underlying sales (excluding acquisitions)
2. US Insulated Panels underlying sales (excluding acquisitions)
3. Germany Insulated Panels & Rigid Board underlying sales (excluding acquisitions)
4. The Netherlands Insulated Panels & Rigid Board underlying sales (excluding acquisitions)
All Kingspan figures are at constant currency
Driving Penetration Growth

Aim to change Building Practices / Material Choices

**Insulated Panels**

**UK**

**Germany**

**North America**

**Insulation Boards**

**UK**

**Western Europe**

**Australia**

All above relates to either Insulated Panels or Insulation Boards Penetration as a % of the respective addressable markets.