

BUSINESS MODEL & STRATEGY

Who We Are

- Kingspan is the global leader in high performance insulation and building envelopes. Kingspan differentiates itself through its relentless development of innovative and patent-protected proprietary technology.
- Kingspan helps its customers to build in an energy efficient manner that both reduces running costs and also meets environmental regulations and greenhouse gas emissions targets. Improving building performance, construction methods and ultimately people's lives, is what drives Kingspan forward around the world.
- Founded in Kingscourt, Co Cavan in Ireland in 1965, the Company has expanded into a global business operating in over 70 countries, employing more than 10,000 people.

5

Business Divisions

Effective from January 2017

10,000+

Employees Globally

101

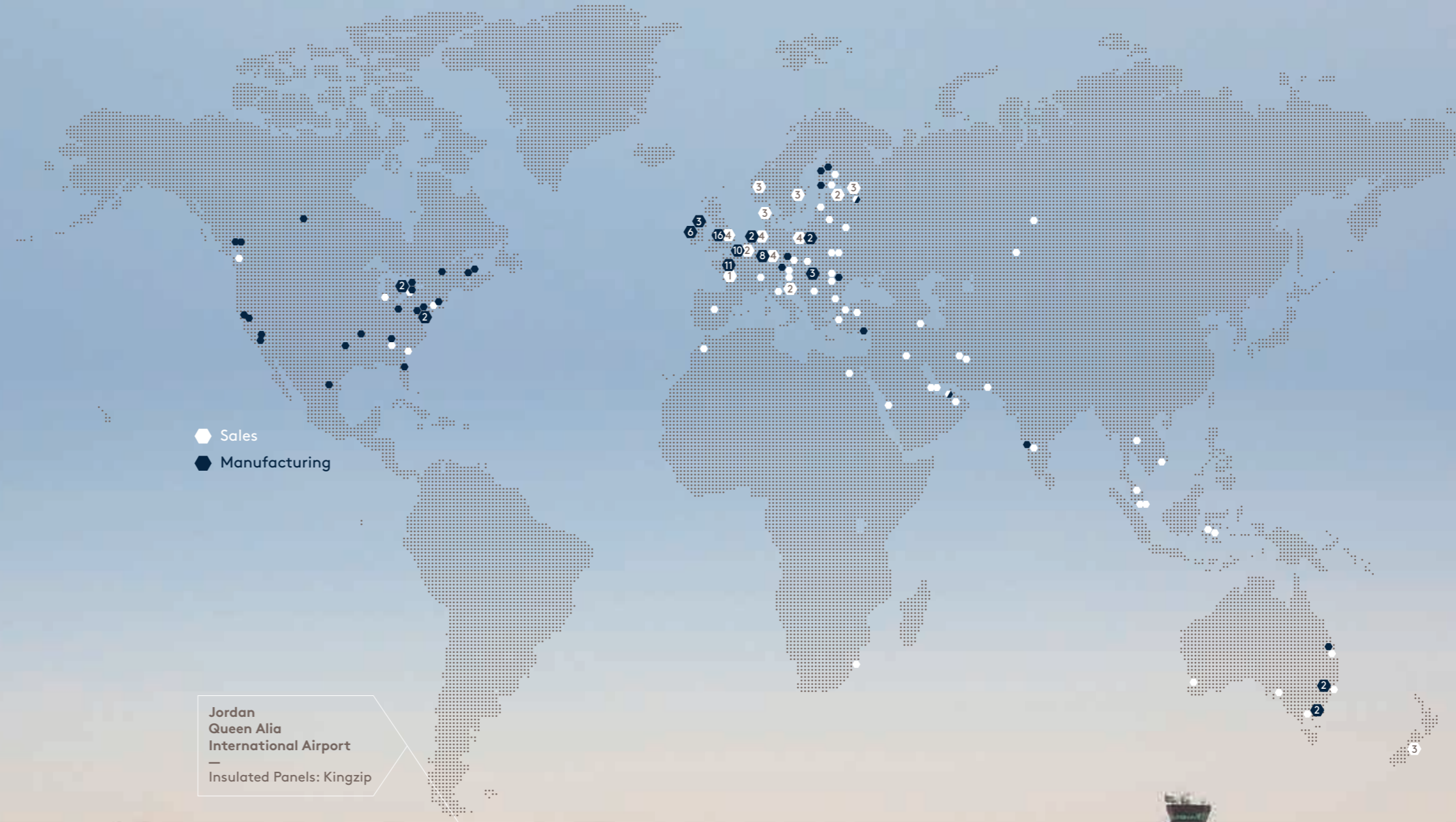
Manufacturing Facilities

1

Global Innovation Centre (Ireland)

13

Regional R&D Centres (Worldwide)



GLOBAL REACH

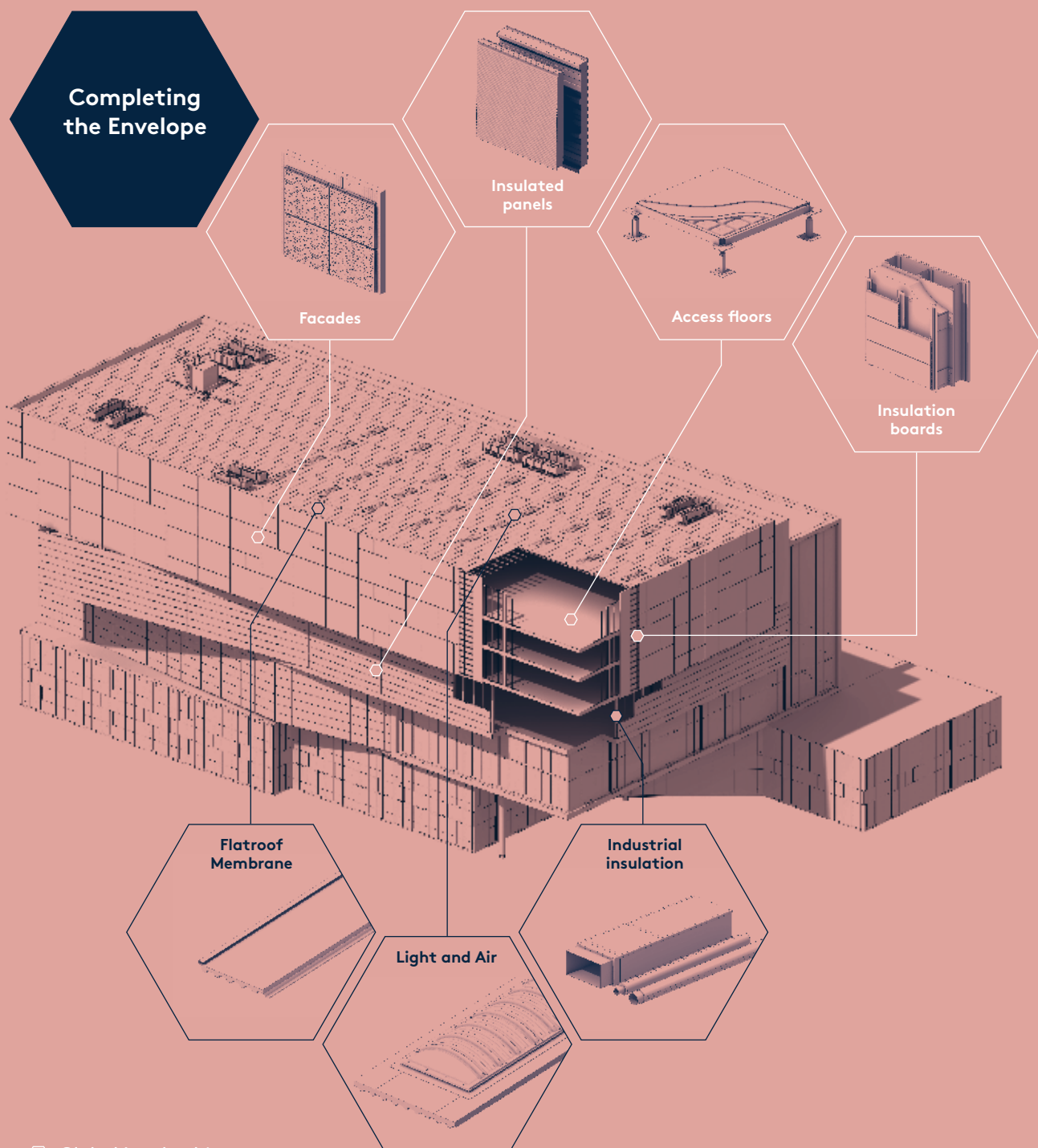
Kingspan Locations

- | | | |
|--|--|--|
| Africa
Egypt
Morocco
South Africa | Belgium
Bosnia
Bulgaria
Croatia
Czech Republic
Denmark
Estonia
Finland
France
Germany
Hungary
Ireland
Italy
Kazakhstan
Latvia
Lithuania
Macedonia
Montenegro
Netherlands
Northern Ireland
Norway
Poland | Romania
Russia
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
United Kingdom
Ukraine |
| Asia
Hong Kong
India
Indonesia
Malaysia
Pakistan
Singapore
Thailand
Vietnam | Australasia
Australia
New Zealand | Middle East
Iran
Iraq
Saudi Arabia
Turkey
UAE
Qatar |
| Europe
Albania
Austria
Azerbaijan | | Americas
Canada
Mexico
USA |

BUSINESS MODEL & STRATEGY

Kingspan manufactures a suite of complementary building envelope solutions for both the new build and refurbishment markets.

Completing the Envelope



○ Global Leadership
○ Embryonic position presently

AT A GLANCE

The Company manages its business through 5 operating divisions:

- > Insulated Panels
- > Insulation Boards
- > Access Floor Systems
- > Environmental
- > Light & Air*

INSULATED PANELS

A global leader in the design, development and manufacture of products and solutions for advanced building envelopes. Providing thermally efficient and airtight insulated panel building envelopes, integrated solar PV and smart lighting systems, and world-class customer and technical support in sustainable building design and realisation. All of our products and systems are backed by extensive testing and guarantees, and by 50 years of experience.

timber systems. A wide product range suitable for a variety of applications in the domestic, non-domestic, new-build and refurbishment sectors.

ACCESS FLOOR SYSTEMS

The world's largest supplier of raised access flooring, providing the most cost effective way of creating flexible space and convenient distribution of building services in a range of high-end architectural finishes.

INSULATION BOARDS

Manufacturing insulation boards, pipe insulation and engineered

Our wide range of custom manufactured datacentre airflow systems, including structural ceilings, airflow panels and containment, work together to maximise datacentre performance.

ENVIRONMENTAL

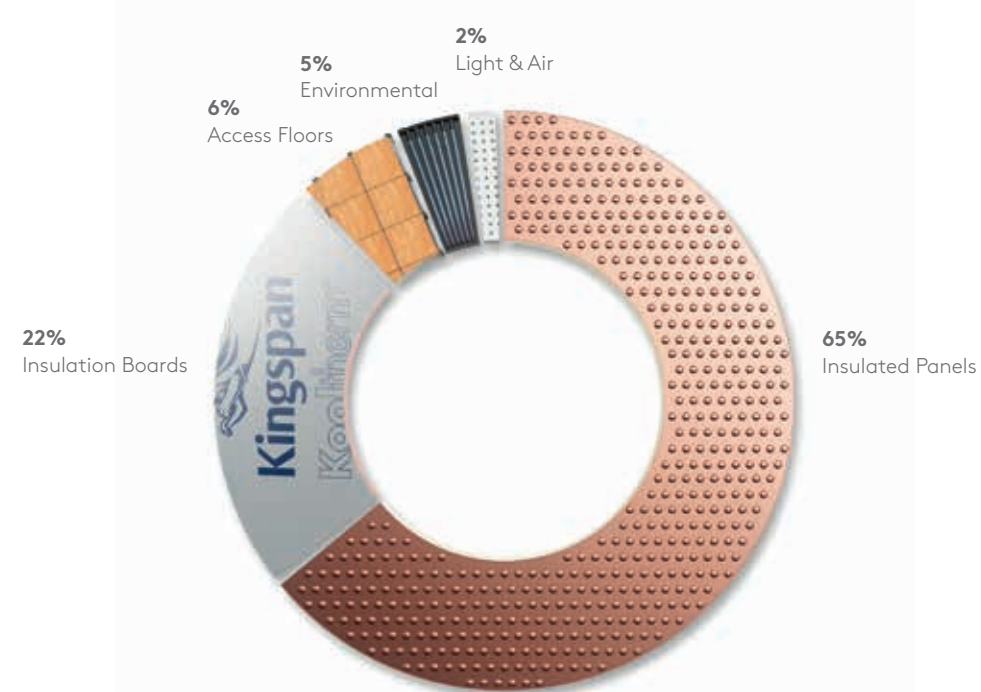
Providing trusted market-leading solutions for rainwater harvesting and wastewater management, renewable energy technologies and hot water systems, environmental fuel storage and smart monitoring for all types of building projects.

LIGHT & AIR*

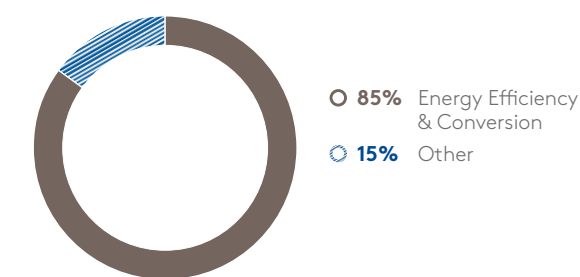
Newly established in 2016, Kingspan Light & Air will provide daylighting solutions to complement Kingspan's existing building envelope technologies.

* Effective from January 2017

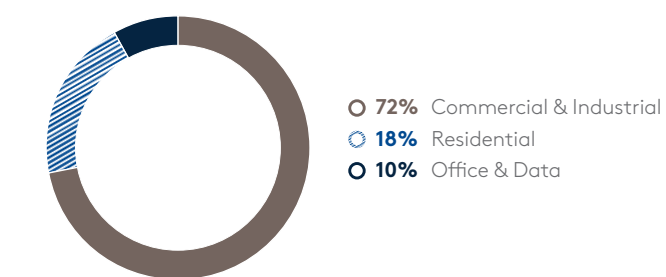
Products



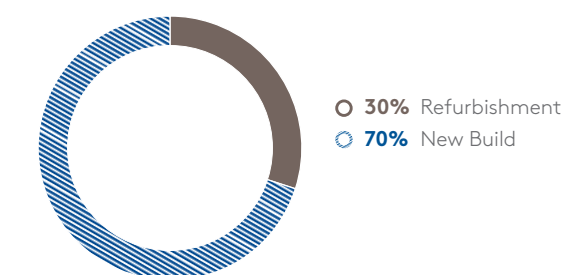
Drivers



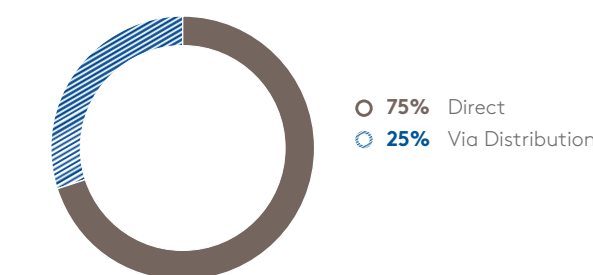
Sector



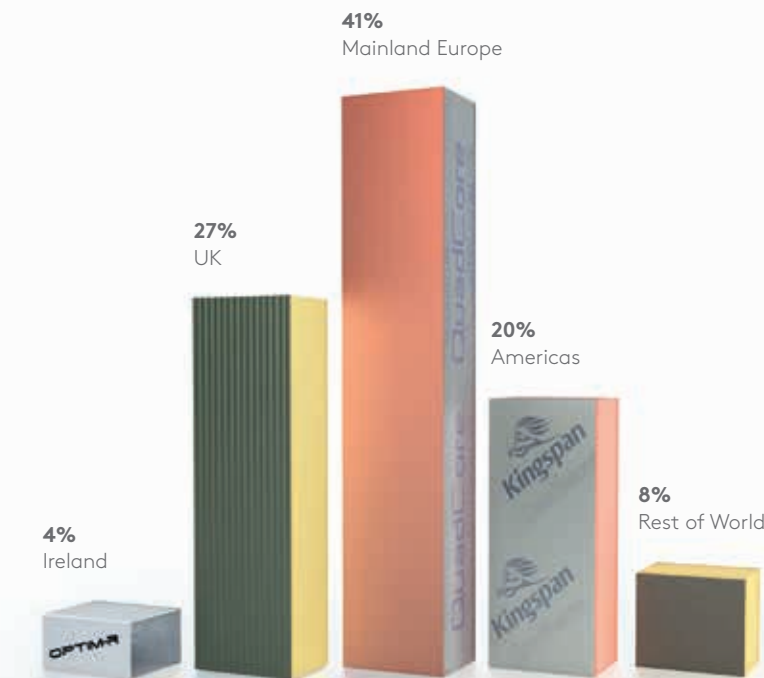
End Market



Channel



Geography



STRATEGIC PILLARS

INNOVATION

Differentiation from competitors driven by superior innovation:

- > The launch of QuadCore™ in 2015 represented a game-changing step forward in the thermal and fire performance of insulated panels.
- > Dedicated research to achieve even higher levels of fabric thermal performance, without having to resort to greater thicknesses of insulation, culminated in the launch during 2016 of the next generation Kooltherm™ 100 range.

PENETRATION

Regulatory changes and environmental awareness underpinning increasing penetration of Kingspan's product suite:

- > Continued progress on penetration gains in all major markets.
- > 12% market penetration threshold achieved in 2016 for insulated panels in the Americas, up from 5% market penetration on Kingspan first entering the market in 2006.

GLOBALISATION

Kingspan continues to evolve into a truly global business:

- > Increasingly diversified geography base: UK and Ireland sales comprised 31% of Group sales during 2016 compared to 74% in 2006.
- > Sales in the Americas were 20% of Group sales during 2016, up from 5% in 2006, as a consequence of organic growth and the Group's acquisition of Vicwest Building Products in 2015.

Strategic Goals

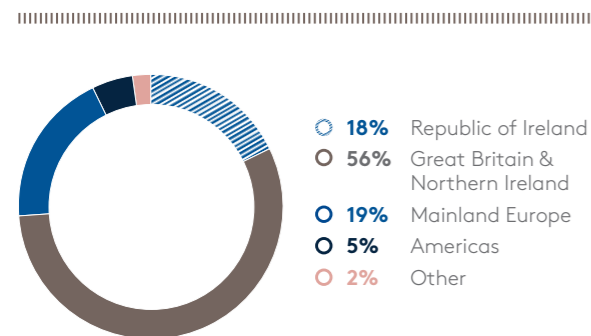
- To lead the field in high performance insulation globally with proprietary and differentiating technologies.
- To become the world's leading provider of low energy building solutions – Insulate & Generate.
- To achieve greater geographic balance, primarily focusing on the Americas, Europe and appropriate developing markets.

NET ZERO ENERGY

Extending to the wider environmental, social and governance ("ESG") strategies is core to Kingspan's vision and development.

- > Kingspan is on track to meet its Net Zero Energy target by 2020 in an effort to reduce carbon emissions Kingspan's renewable energy usage totalled 57% in 2016.
- > Kingspan was one of 193 leading, global companies on the 2016 'A List' in the CDP report.
- > Kingspan is demonstrating to customers the business case for investment in energy efficiency and renewable energy generation.
- > Kingspan is dedicated to providing holistic/sustainable systems and solutions for the construction sector (and our own facilities).

Sales by Geography 2006



Sales by Geography 2016

