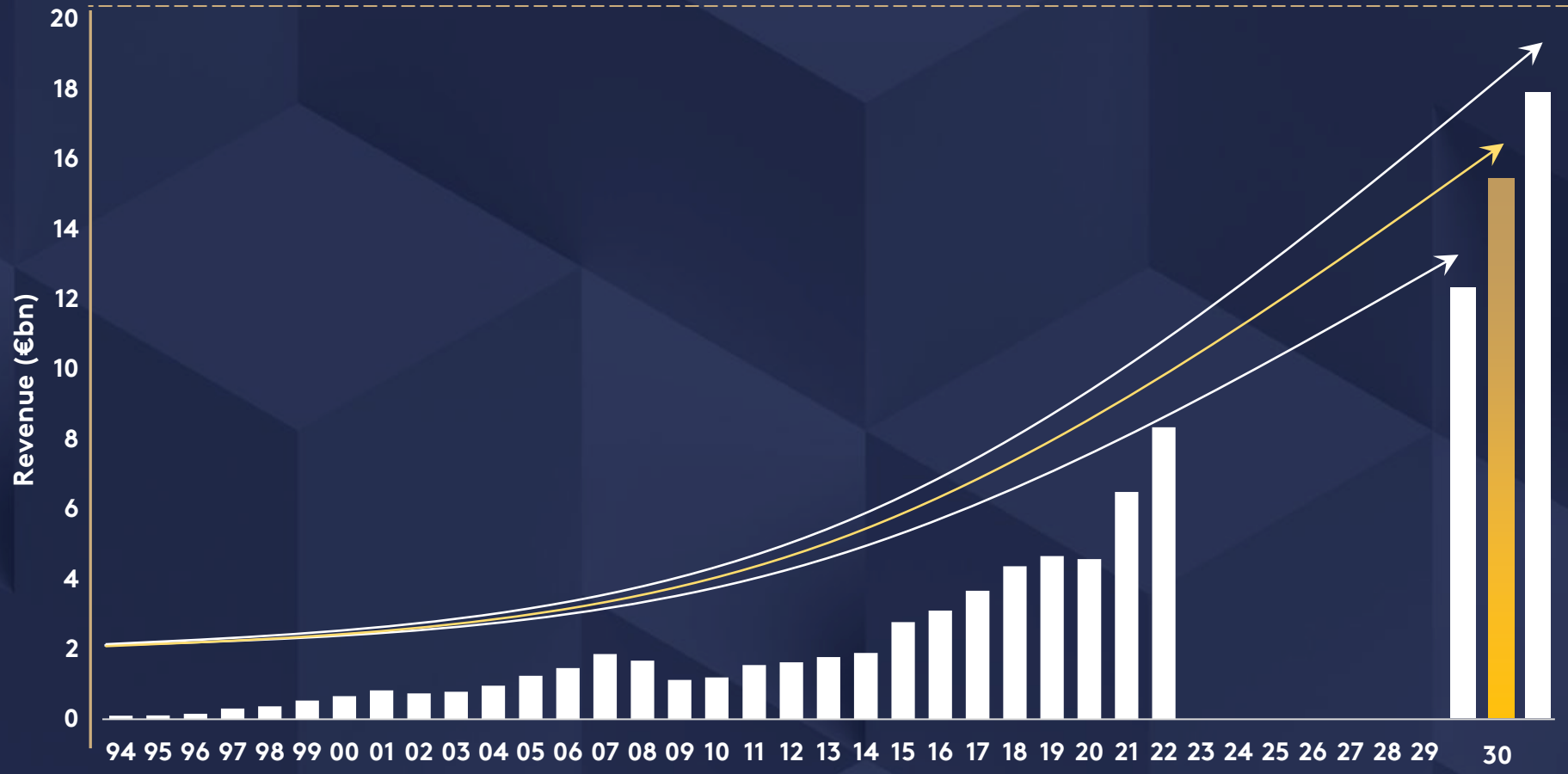


WELCOME

CAPITAL MARKETS DAY
10 NOVEMBER 2026

SINCE WE LAST MET

Looking back on our 'Twice as Nice' Scenarios



10% CAGR — **NOT SO BORING SCENARIO**

8% CAGR — **DELIVERY**

5% CAGR — **BORING SCENARIO**

SINCE WE LAST MET

Russia invades Ukraine

What if Iran closes Strait of Hormuz?

Tehran has never fully shut the vital oil lane but it has threatened to do so many times in response to tensions

Oil Prices Rise After U.S. and Iran Trade Strikes

The crisis in oil markets will get bigger before it goes away

As stocks dwindle, further price rises are inevitable

How Trump's tariffs could spark a trade war and 'Europe's worst economic nightmare'

WAR IN UKRAINE

RUSSIANS PUSH INTO OUTSKIRTS OF CAPITAL AS DEATHS RISE AND THOUSANDS FLEE WEST

A threat the world cannot afford

Strait of Hormuz blockade could destabilize economies and trigger a new energy crisis, analysts warn

Hormuz at near standstill

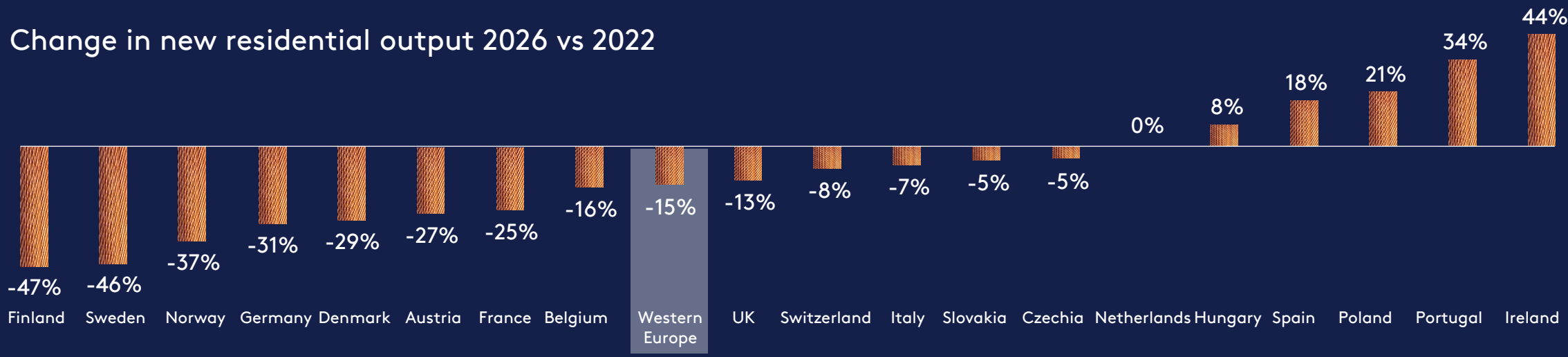
Global central banks push rates higher as reality bites

Trade tensions and geopolitical risks put fresh pressure on global inflation

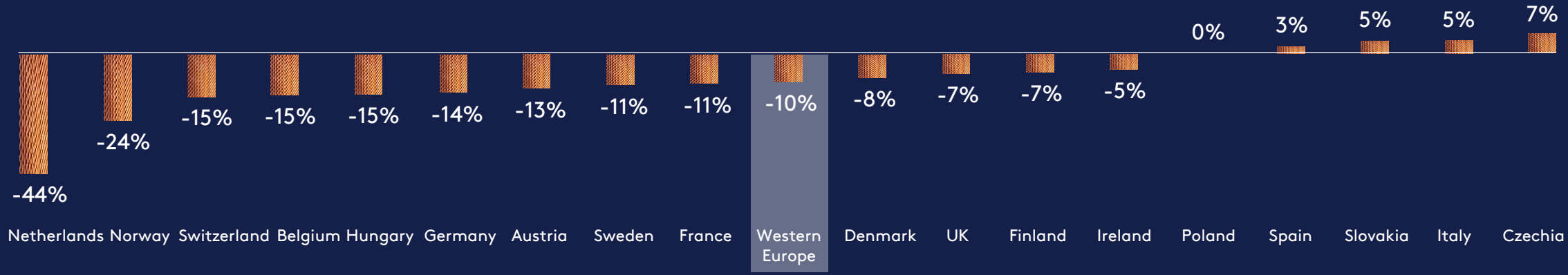
59% rise in home-heating oil cost since last September

EUROPEAN MACROECONOMIC ENVIRONMENT

Change in new residential output 2026 vs 2022



Change in industrial & commercial buildings output 2026 vs 2022



€m at 2025 prices. Source: EUROCONSTRUCT.

A LOST DECADE

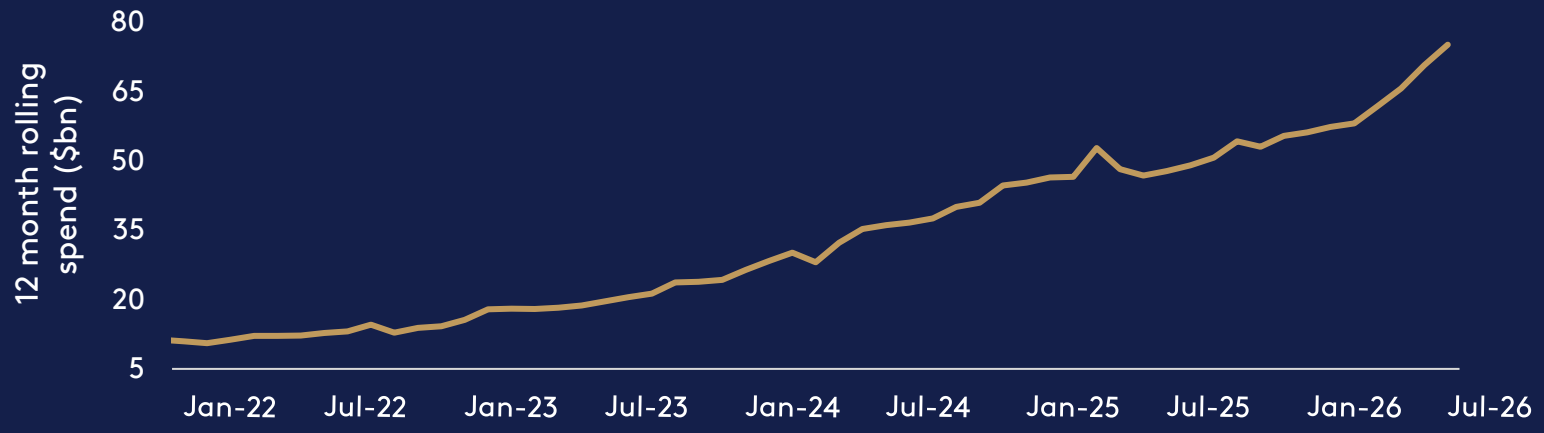
European new non-residential output



Source: EUROCONSTRUCT.
Countries: UK, France, Germany, Netherlands, Ireland, Spain, Finland, Norway, Sweden, Poland, Austria, Belgium, Denmark, Portugal, Switzerland, Italy, Czechia.

THE US: DUAL SPEED ECONOMY

Data centre spending surges



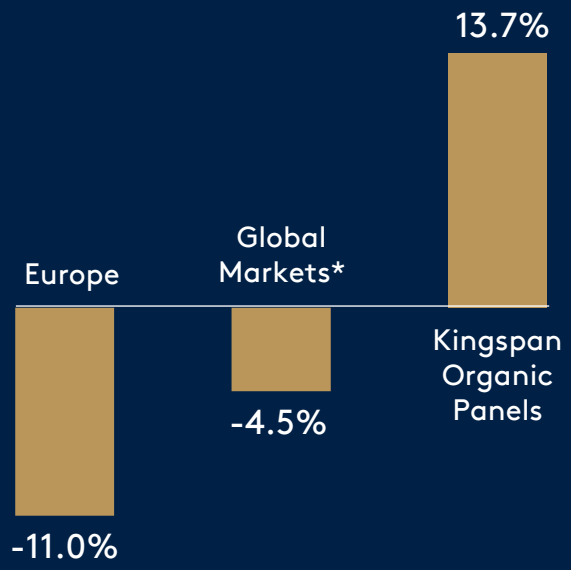
Residential, Commercial and Warehouse spend 2022 vs 2026



Sources: US Census Bureau.

OUTPERFORMING MARKETS

Change in new non-residential construction output 2025 vs 2019 (vol)

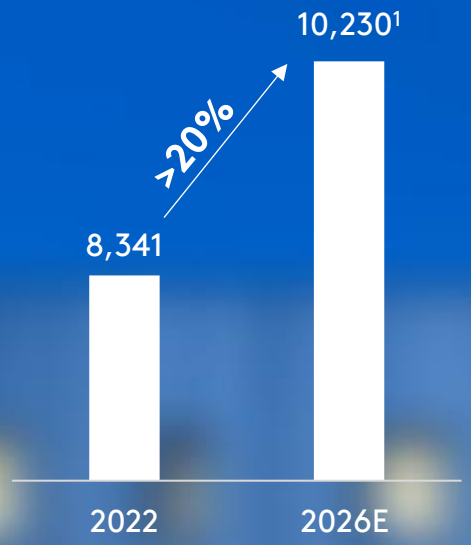


c.3% p.a.
OUTPERFORMANCE
COMPARED TO UNDERLYING MARKETS

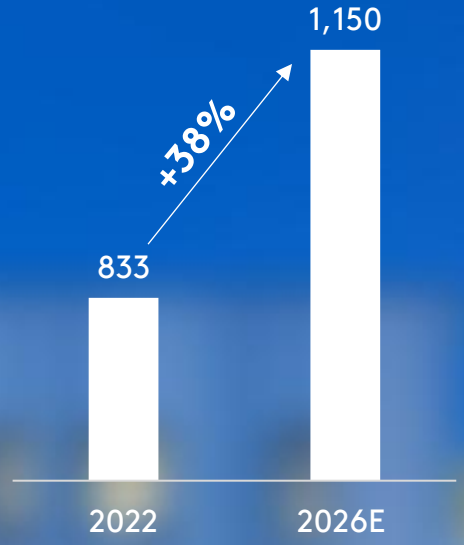
*Includes volume estimates for Europe, US, Brazil, India and ROW markets.
Source: EUROCONSTRUCT, various census bureaus, Kingspan estimates.

Growth set to accelerate

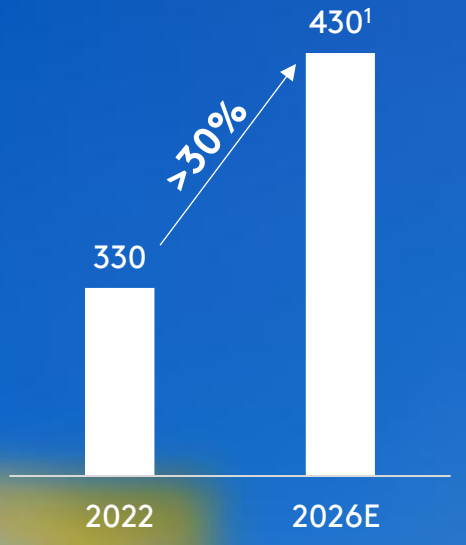
Revenue (€m)



Trading profit (€m)



EPS (cent)



Cumulative **dividends** 2023-2026E[2]
€405m

Cumulative **free cashflow** generated 2023-2026E[2]
€2.4bn

Cumulative **share buyback** 2024-2025
€282m

1. Consensus estimates, does not constitute guidance.
2. 2026E based on consensus, does not constitute guidance.

OUR MISSION

To accelerate a net-zero-emissions built environment, compounding with People and Planet at its core









Ultra Energy Efficient **785m Tonnes CO_2e**

will be saved over the life of our insulation systems sold since 2022[1].

Equivalent to the energy consumption of >100m US homes[2].

Conserved Water **165bn Litres of rainwater**

will be harvested by our tanks produced since 2022[3].

Equivalent to annual water consumption of c.1.7m households[4].

Recycled and Renewable Materials **3.4m Tonnes**

of recycled and renewable content in the raw materials used to manufacture our products since 2022.

Equivalent to the annual waste of over 6.5m people[5].

Natural Daylight **10bn+ Lumens**

Our daylighting systems sold since 2022 create >10bn lumens of natural light annually[6].

Enough to light up over 1.2m houses for a year[7].

1. Assumes 5% increase in 2026 and 60-year product life. Based on a third-party assessment, subject to its scope and limitations.
2. Based on the US EPA Greenhouse Gas Equivalencies calculator.
3. Assumes a 20-year product life and 2026 tank sales in line yoy.
4. Based on Ireland's median annual water consumption of 95k litres per metre.
5. Based on the Eurostat waste per capita.
6. Assumes 2026 lumens in line yoy.
7. Assumes 10 x 60W bulbs per home.

PROGRESS ACROSS OUR VALUE CHAIN

2020 - 2025

740+ Planet Passionate projects since 2020

RAW MATERIALS

24%

Reduction in scope 3 GHG emissions

3.4m

tonnes of recycled and renewable raw materials (2023 – 2026)

OWN OPERATIONS

70%

Reduction in scope 1 and 2 GHG emissions

1,750+

GWh renewable energy generated

PRODUCTS

48

Lower Embodied Carbon (LEC) products launched

2

Product lines converted to LEC

END-OF-LIFE

13

Product takeback and recycling schemes

5,500+

Tonnes recovered from takeback and recycling schemes

LEADING WITH PASSION

430+

PLANET PASSIONATE COMMUNITY PROJECTS

180+

TONNES OF OCEAN PLASTIC RECOVERED

30,000+

STAFF IN 2026
+46% SINCE 2022

1,200+

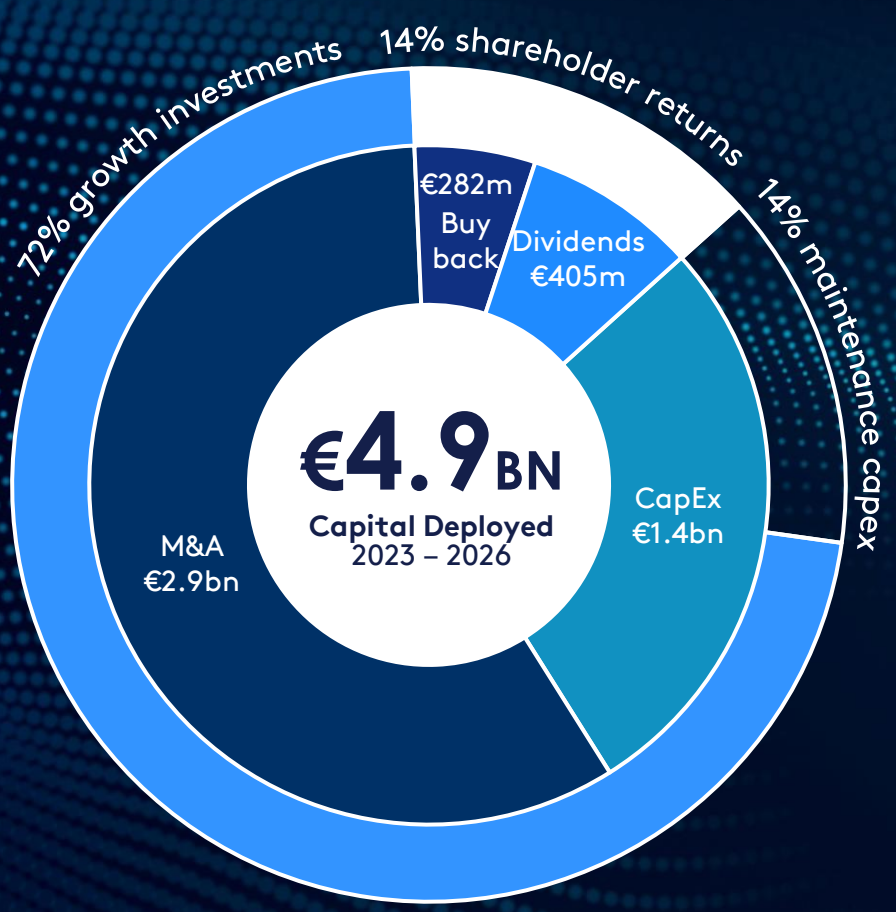
STAFF IN DEVELOPMENT PROGRAMMES SINCE 2022



ECOALF | Seabin | clear robotics | 4Ocean | rePurpose | Seven Clean Seas

CAPITAL ALLOCATION

Growth & returns focused

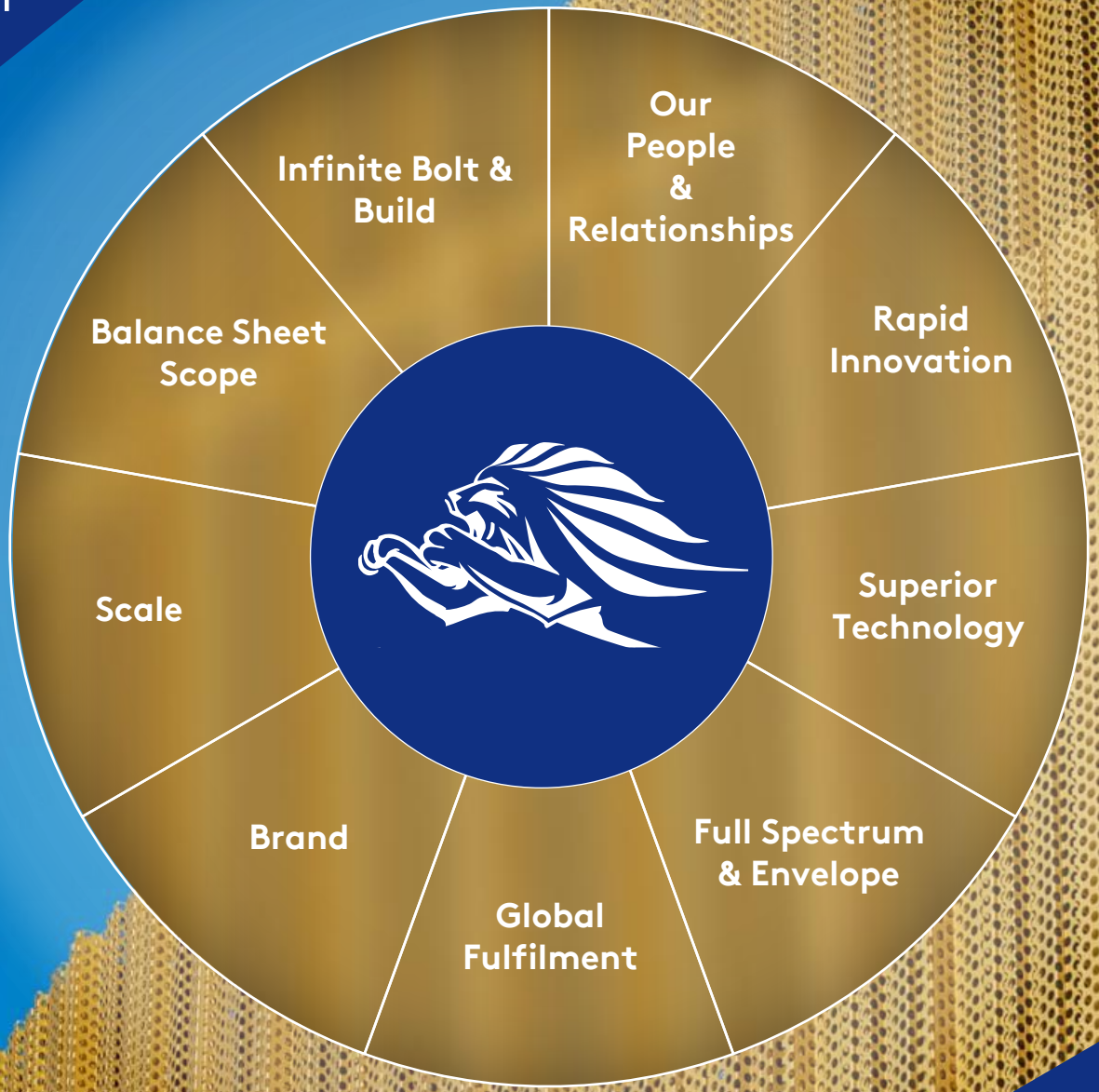


Future-proofing our growth



- Manufacturing presence in **12** new countries.
- Built a pan European roofing business with foundations in place for **US entry.**
- Expanded our data capacity by **8 new sites** since 2022.
- Plans for **6** additional data sites.
- **17** insulated panel investments since 2022, with another **8 in planning.**

KINGSPAN MOAT



COMPLETING THE ENVELOPE

INSULATED BUILDING ENVELOPE PRODUCT OFFERING

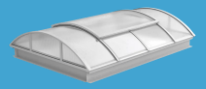
Day-Lite Klick Translucent Wall System



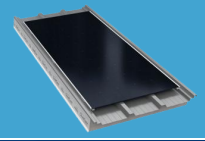
QuadCore®

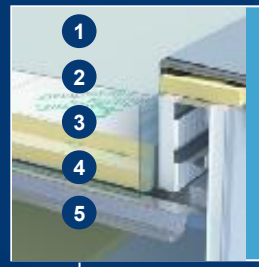


Ecofil LEC® Rooflight



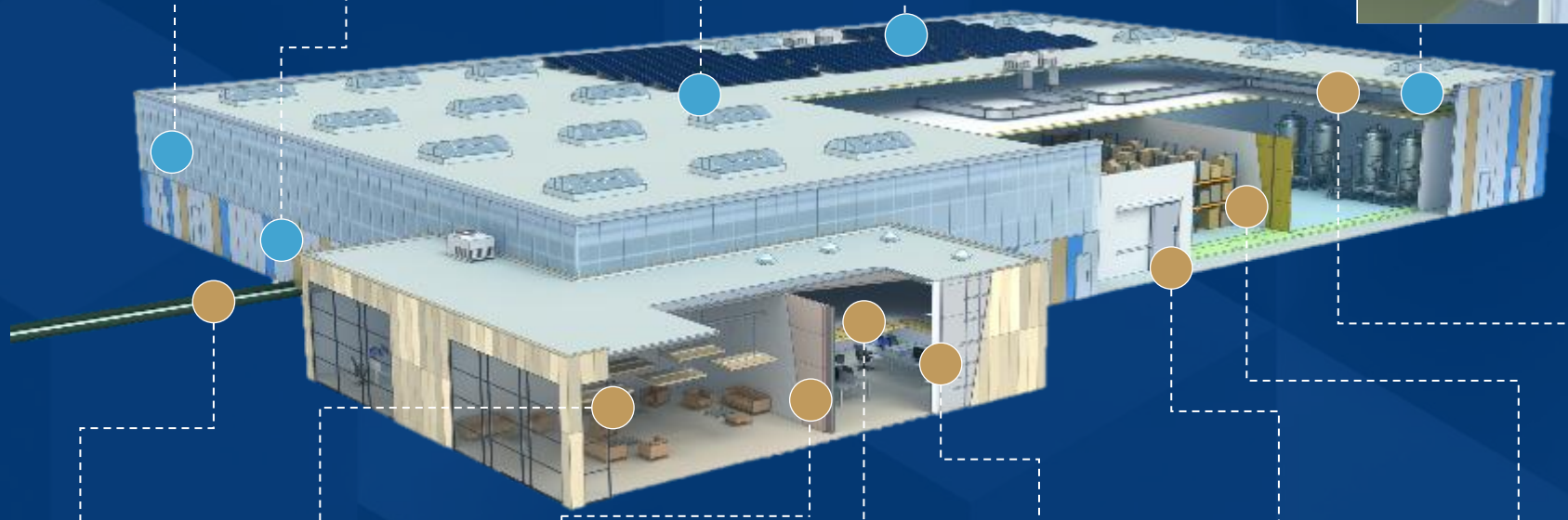
PowerPanel®





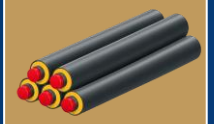
Built Up Roof System

1. PVC/TPO Membrane
2. Adhesive
3. PIR/QuadCore® Insulation
4. Vapour Barrier
5. Roof Deck



FULL SPECTRUM INSULATION

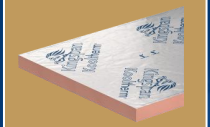
Logstor®



Troldtekt® Acoustic Insulation



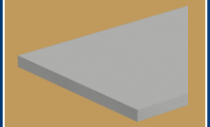
Kooltherm® Phenolic



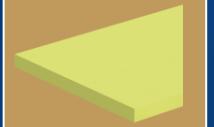
Steico® Wood Fibre



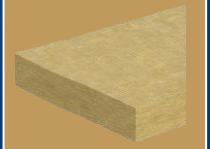
AlphaCore®



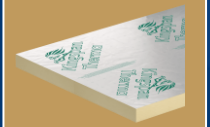
GreenGuard® XPS



K-Roc® Mineral Fibre

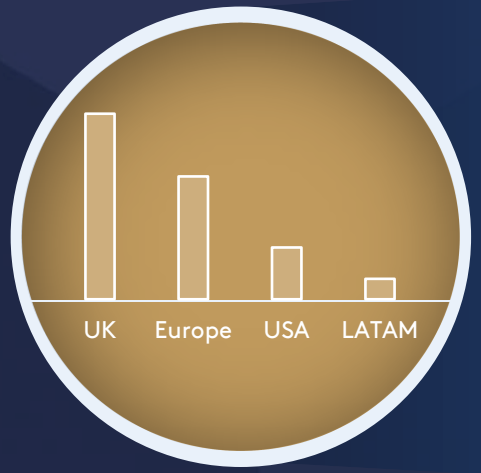


Therma PIR



INSULATED BUILDING ENVELOPES MULTIFACETED GROWTH DRIVERS

Growth in Penetration



Growing Geographic Presence

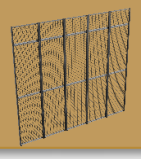


Growth in Expanded Offering

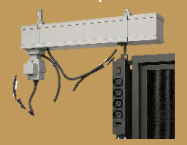


ADVNSYS – CONVERGED POWER, COOLING & CONTAINMENT

Mesh Walls Security



Busbar & Tap Off Boxes



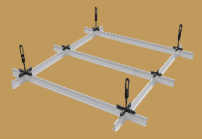
Liquid Cooling Manifolds

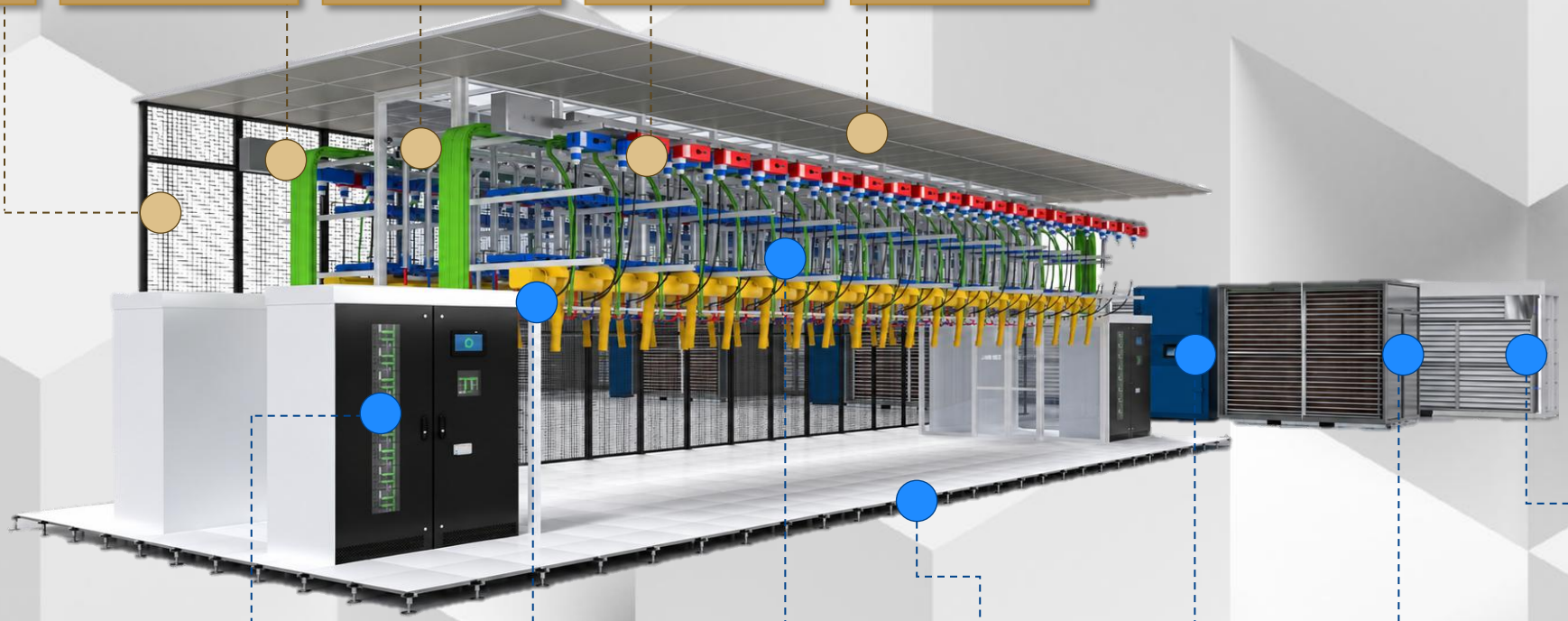


Whips



Structural Ceiling Grid





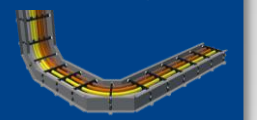
Power Distribution Cabinets



Fibre Runners



Cable Trays



Raised Access Floors



Coolant Distribution Unit



Air Handling Units



Louvre Damper Mesh



ADVNSYS BENEFITTING FROM COMPOUNDING MARKET GROWTH

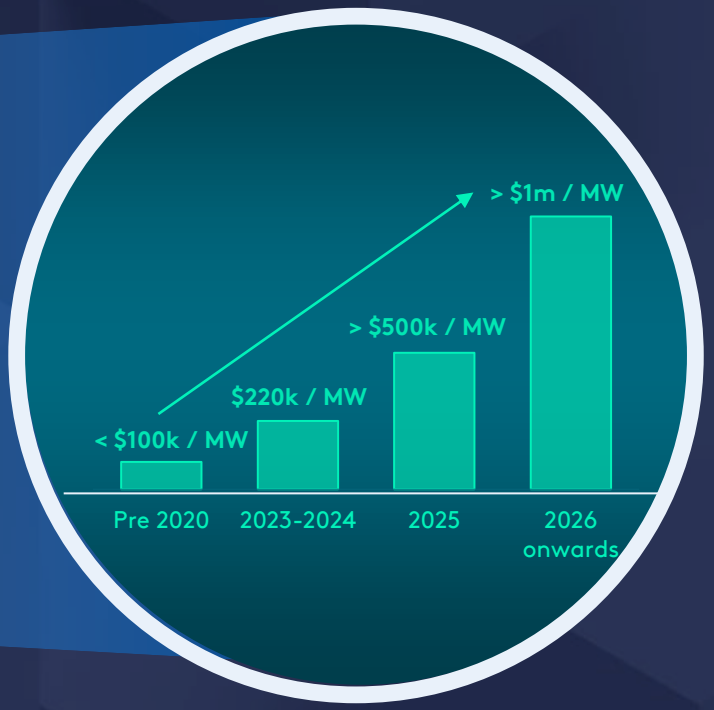
Growth in Global Data Demand

Growing Advnsys Market Share

Exceptional Increase in Advnsys Share of Wallet

Double-digit
mid-term
market growth

Significant
market share gains in existing product suite and new geographies



ACQUISITIONS - A LIFE BLOOD

€6.7bn

Revenue in 2026

€5.3bn

Revenue acquired

€5.0bn

Invested since 2015



25% Growth

OUR GROWTH AMBITIONS

Consistent strategy…

….with exciting growth ambitions…

….and significant cash generation potential

At the Group level…

~10%

Revenue growth p.a.

2025 - 2030

~€2bn

Trading profit

by 2030

~200 BPS

Trading margin expansion

2030 vs 2025

~€6bn

Firepower for deployment

2027 - 2030

>15%

ROCE

2025 - 2030



Q&A

CAPITAL MARKETS DAY

10 NOVEMBER 2026