



Full Year Results

February 2024

Disclaimer

Forward Looking Statements

This presentation contains certain forward looking statements including, without limitation, 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.



2023 in Summary

- Insulated Panels sales decrease of 9% with strong activity in France, the US and LATAM offset by subdued volumes in Central and Eastern Europe and lower pricing due to input deflation.
- Insulation sales behind by 8%, driven by weak residential markets and price deflation led by inputs. Technical insulation progressing well. Extending the full spectrum of insulation offerings with acquisition of 51% of Steico in January 2024.
- Strong traction on our Roofing + Waterproofing strategy with revenue touching €500m. Targeted North American market entry supported by a €750m capital injection over the next five years with the objective of achieving 15% of the relevant flat roofing market over time.
- Further progress at Light, Air + Water, with broader scale and margins progressing positively year on year.
- Data + Flooring medium term pipeline is very encouraging driven by demand in data and artificial intelligence applications.



Revenue
€8.1bn
-3%



Trading Profit
€877m
+5%



EPS
352.3c
+7%



GHG Emissions
Scope 1+2
-54% YoY

Our Mission

To accelerate a **net zero emissions future built environment** with the **wellbeing** of **people** and **planet** at its heart.



Ultra Energy-Efficient

1.64 million tonnes of CO₂e will be saved over the life of our insulation systems sold in 2023



Net Zero Carbon

Over 65%¹ reduction in absolute Scope 1 & 2 CO₂ emissions



Circular Materials

In 2023 alone we upcycled over 850 million waste plastic bottles



Natural Daylight & Ventilation

The capacity to create 9 billion lumens of natural light annually through our daylighting systems



Conserved Water

Over 41 billion litres of rainwater will be harvested by our systems produced in 2023

¹versus 2020 whole business



PLANET PASSIONATE

TOPIC	TARGET	TARGET YEAR	UNDERLYING BUSINESS ¹		PROGRESS TOWARDS TARGET	WHOLE BUSINESS ²			
			2020	2023		2020	2023	INTENSITY INDICATORS	REDUCTION FROM B.Y.
CARBON 	Net Zero Carbon Manufacturing (scope 1 & 2 GHG emissions ³ - tCO ₂ e)	2030	409,783 ⁴	111,977	73%	515,813 ^{4,5}	178,682 ⁵	Carbon intensity (tCO ₂ e/€m) ↓ 76% Reduction	
	50% reduction in product CO ₂ e intensity from primary supply partners (% reduction)	2030	-	3.4	7%	-	3.4		
	Zero emissions company funded cars ⁶ (annual replacement %)	2025	11	70	70%	11	69		
ENERGY 	60% direct renewable energy (%)	2030	19.5	38.0	63%	19.5	34.1	Energy intensity (MWh/€m) ↓ 17% Reduction	
	20% on-site renewable energy generation (%)	2030	4.9	9.9	50%	4.9	8.8		
	Solar PV systems on all wholly owned sites (%)	2030	20.9 ⁴	54.1	54%	20.9 ⁴	49.6		
CIRCULARITY 	Zero company waste to landfill (tonnes)	2030	18,640 ⁴	8,282	56%	18,640 ⁴	12,407	Landfill waste intensity (t/€m) ↓ 62% Reduction	
	Recycle 1 billion PET bottles into our manufacturing processes annually (million bottles)	2025	573	858	86%	573	858		
	QuadCore™ products utilising recycled PET (no. of sites)	2025	1	8	42%	1	8		
WATER 	Harvest 100 million litres of rainwater annually (million litres)	2030	20.1	56.3	56%	20.1	56.7	Water intensity (million lt/€m) ↑ 4% Increase	
	Support 5 ocean clean-up projects (no. of projects)	2025	1	4	80%	1	4		

1: Underlying Business includes manufacturing, assembly and R&D sites within the Kingspan Group in 2020 plus all organic growth.

2: Whole Business includes all manufacturing, assembly and R&D sites within the Kingspan Group, including acquisitions that occurred in 2021 through to 30 September 2023.

3: Excluding biogenic emissions. Scope 2 GHG emissions calculated using market-based methodology.

4: Restated figures due to improved data collection, change in calculation methodologies and site disposal.

5: GHG emissions were recalculated due to acquisitions that occurred in 2021 through to 30 September 2023.

6: Kingspan defines a 'zero emissions car' as a vehicle with zero tailpipe emissions. The boundary does not include the energy used to power the vehicle or the embodied emissions from manufacturing.



**PLANET
PASSIONATE**

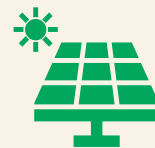
300+ projects



337,000 +
tCO2e GHG
emissions reduction



740+ GWh
renewable energy
consumption



95 | 80+ GWh
On-site renewable
energy systems +
generation



800+ | 570+
Electric forklifts
EV chargers



6,200+
Tonnes landfill
avoidance



49 | 70m+ litres
Rainwater harvesting
systems/ capacity



3 billion +
Recycled
PET bottles



140+
PP Communities
projects

Megatrends That Drive Us



Politics and Regulation

Averting a climate emergency

Paris Agreement goal to limit the temperature increase above pre-industrial levels to **1.5°C**



Market and Customers

Future proofing of asset values

9% increase in asset value of green buildings above the value of traditional buildings¹

Growth of new industry

4x Global electric car penetration was 9% in 2021, four times their market share in 2019²



Sustainability and Resilience

Resource Scarcity

No. 1 consumer of global raw materials is the construction industry

Sustainability requirements

50% of the solid waste in the United States is produced by the construction industry

Energy and Climate Change

37% of global carbon emissions are attributable to buildings



Society and Workforce

Health/comfort needs of citizens

8-11% productivity improvements are not uncommon as a result of better air quality³

Talent and ageing workforce

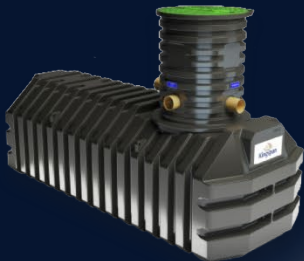
50% of general contractors are concerned about finding experienced crafts workers for their workforce

Completing The Envelope

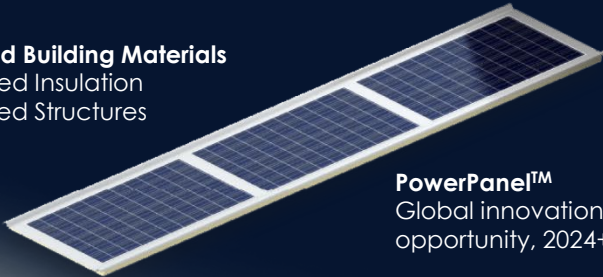
Roofing + Waterproofing
Platform established
Global scale opportunity
6% Revenue



Light, Air + Water
Global Leader
12% Revenue



Bio-based Building Materials
- Bio-based Insulation
- Bio-based Structures

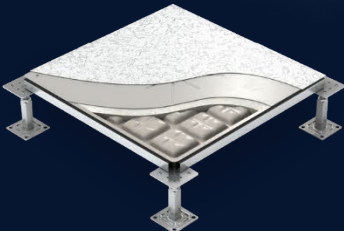


PowerPanel™
Global innovation
opportunity, 2024+

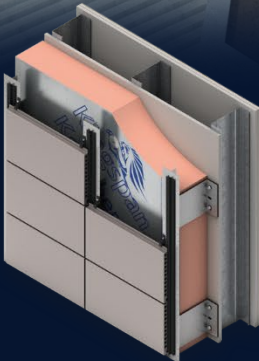
Insulated Panels
Global Leader
58% Revenue



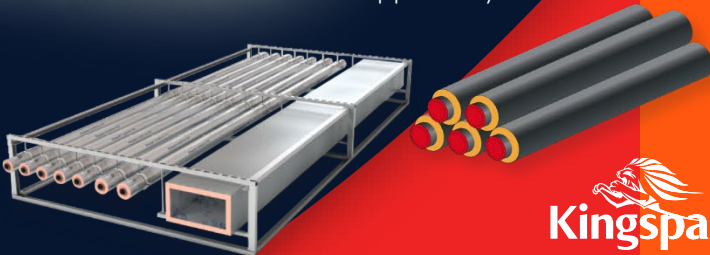
Data + Flooring
Global Leader
5% Revenue



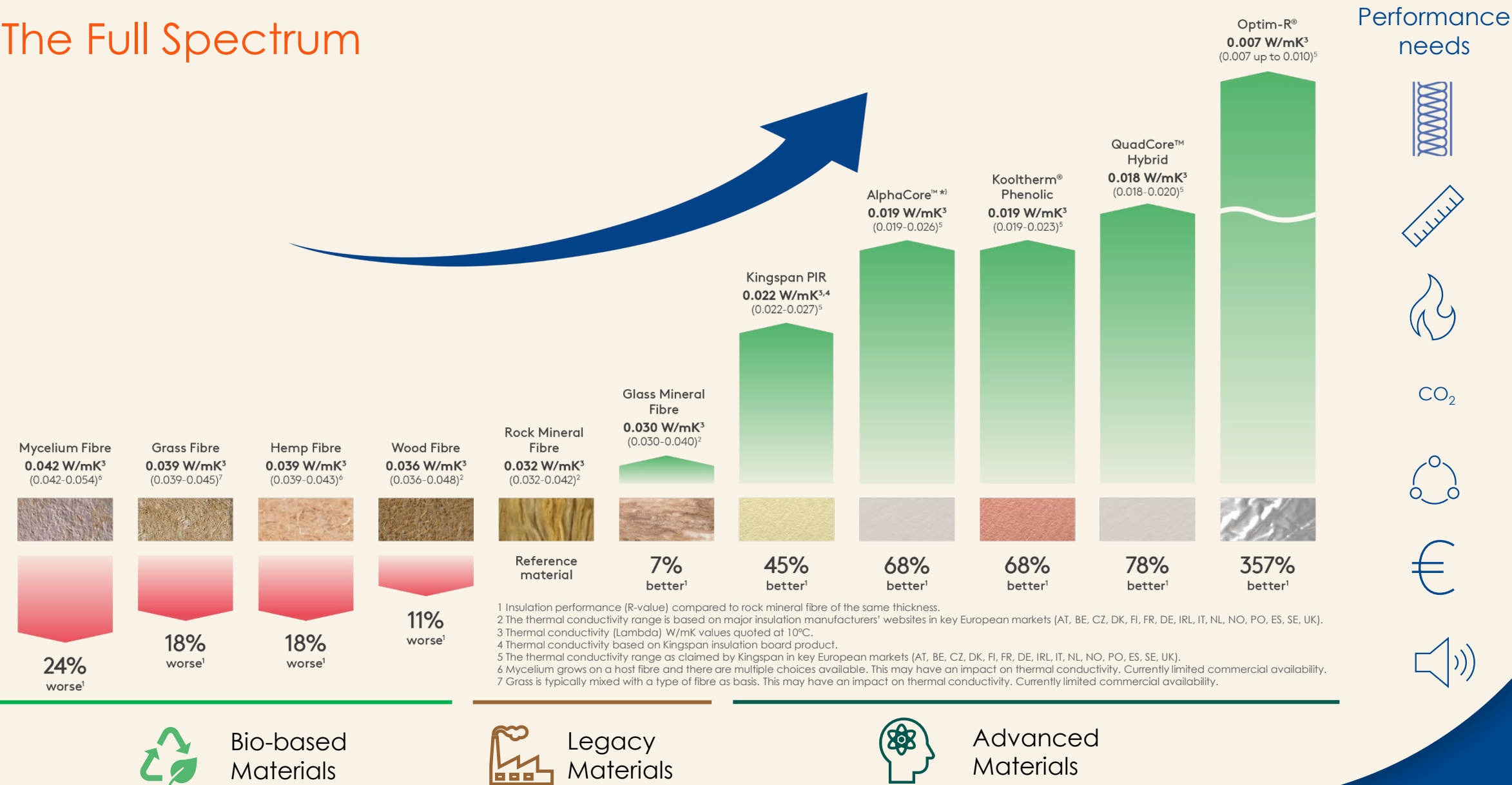
Insulation
Global Leader
19% Revenue



Technical Insulation
Platform established
Global scale opportunity



The Full Spectrum



Under One Roof



Maximum Thermal Performance/Space Saving

- Vacuum Insulated Panels
- Kooltherm®
- QuadCore™
- Optim-R®
- IPN

Maximum Fire Performance

- AlphaCore®
- QuadCore™
- Kooltherm®
- StoneWool

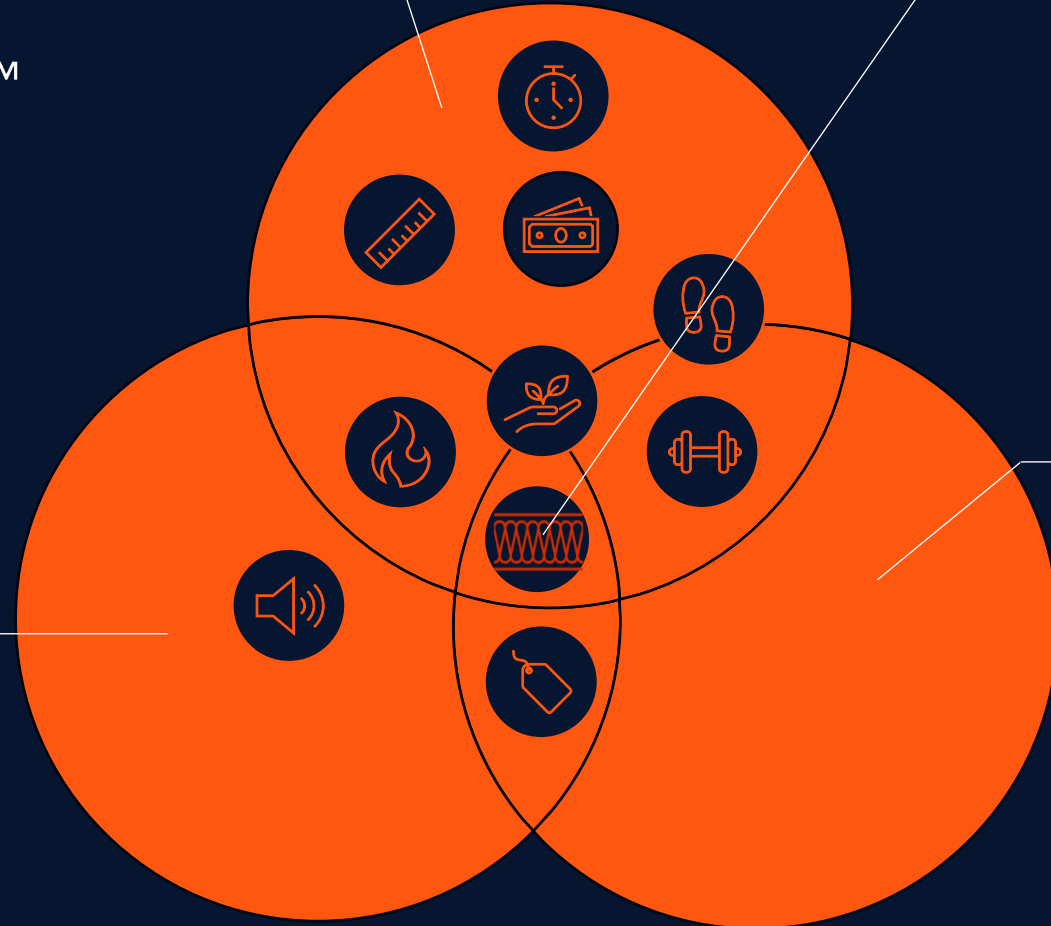
Non-critical Applications

All materials including:

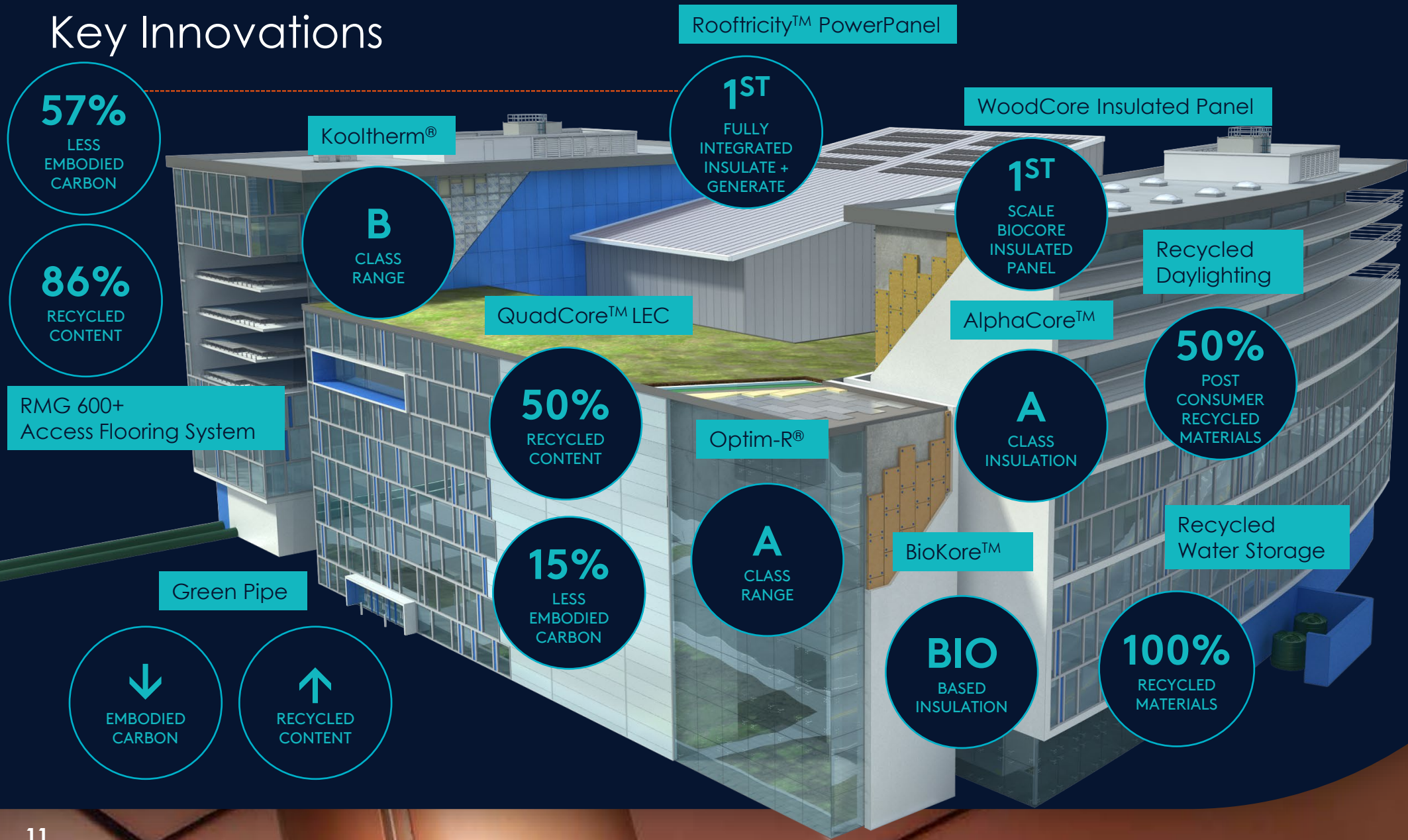
- WoodWool
- HempWool

Maximum Load Bearing

- XPS
- Polyiso/PIR



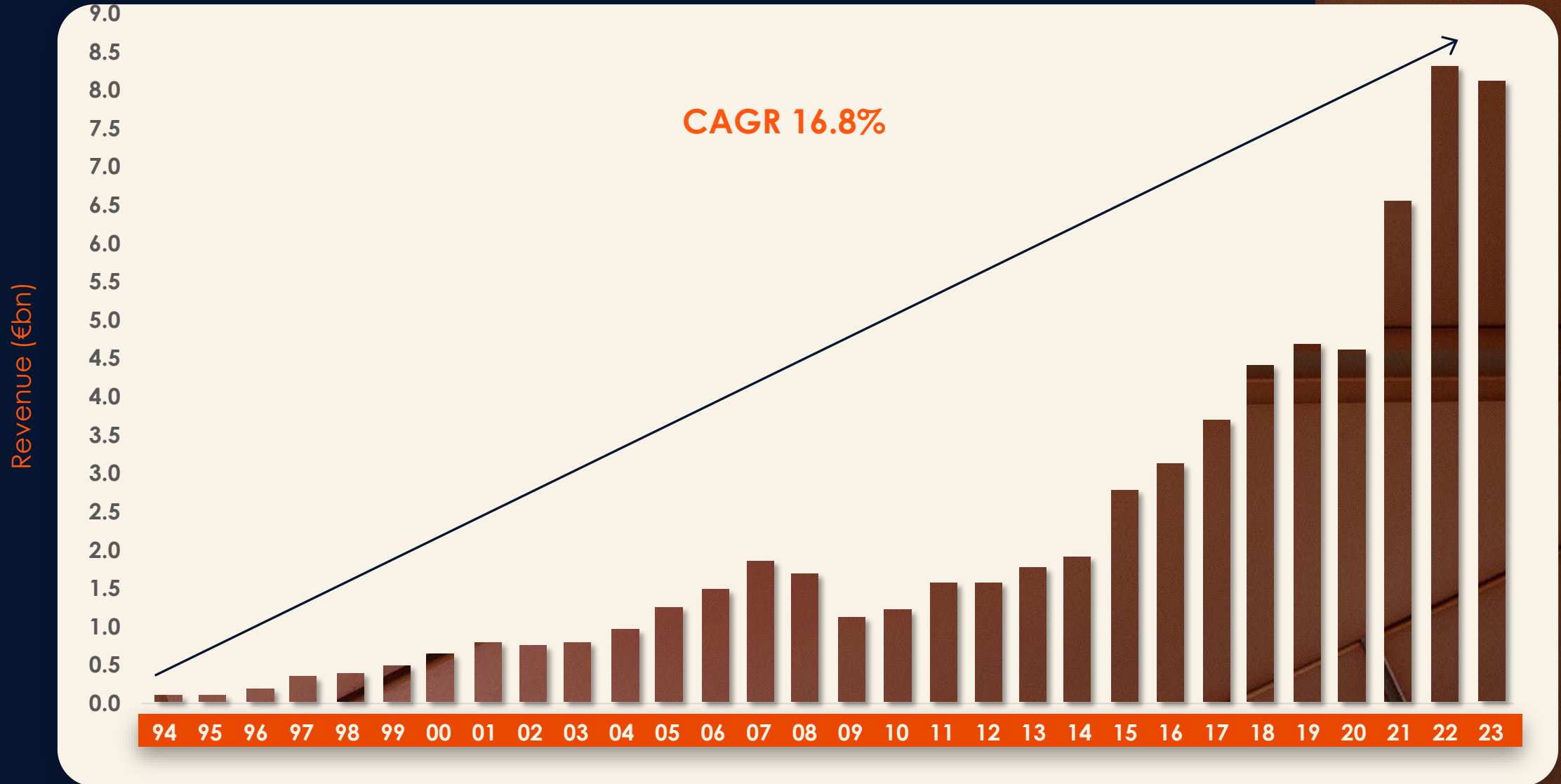
Key Innovations



Global Expansion



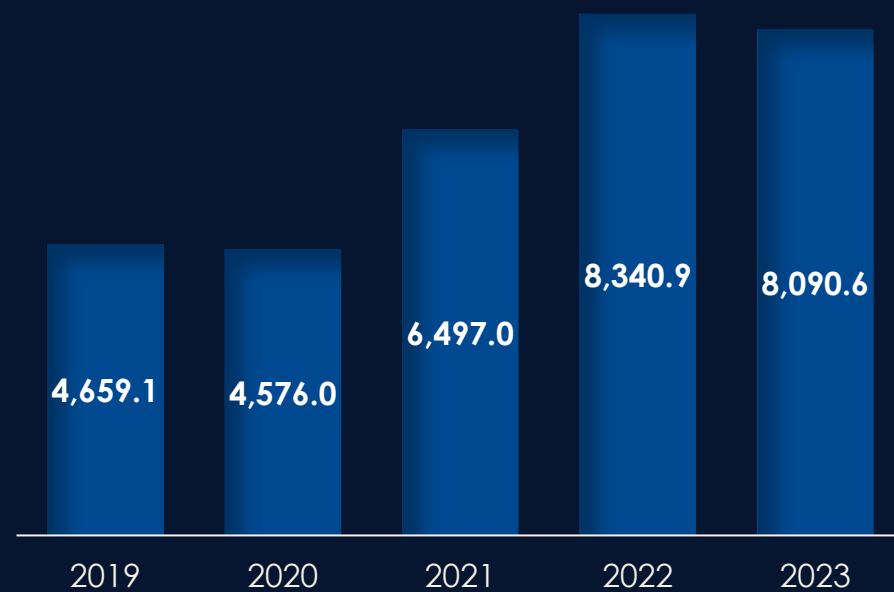
Progress So Far



5 Year Financial Performance

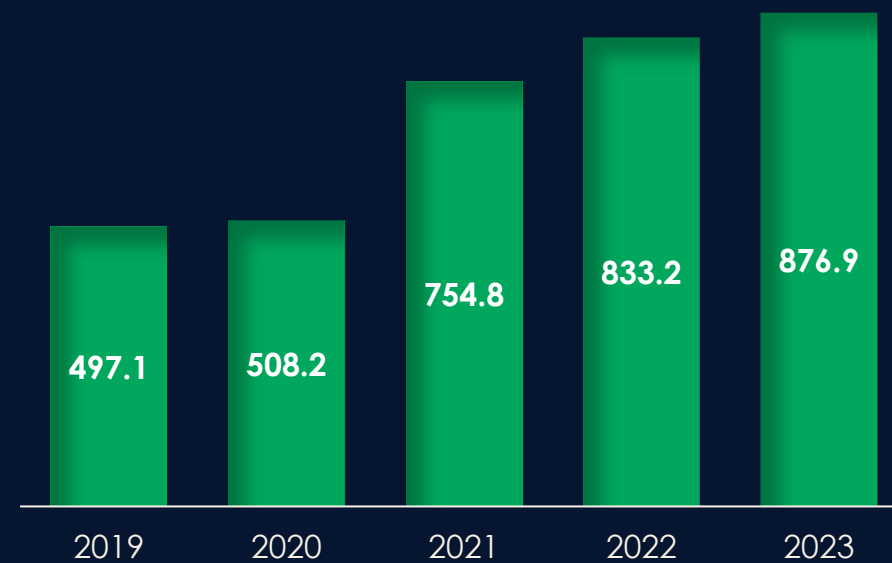
REVENUE (€m)

CAGR 14.8%



TRADING PROFIT (€m)

CAGR 15.2%



In a Nutshell

Products

58%
Insulated Panels

19%
Insulation

12%
Light, Air
+ Water

6% Roofing +
Waterproofing

5% Data +
Flooring

Revenue
€8.1bn

Drivers

85%
Energy Efficiency

15%
Other

Geographic Regions

45%
Western and Southern Europe

25%
Central and Northern
Europe

23%
Americas

7%
ROW

Applications
- Retail
- Distribution
- Leisure
- Accommodation
- Food
- Manufacturing
- Data management
- Infrastructure

Sector

66%
Commercial and Industrial

23%
Residential

11%
Office +
Data

End Market

76%
New Build

24%
Refurbishment

Trading Profit
€877m

Channel

66%
Direct

34%
Via distribution

Financial Highlights

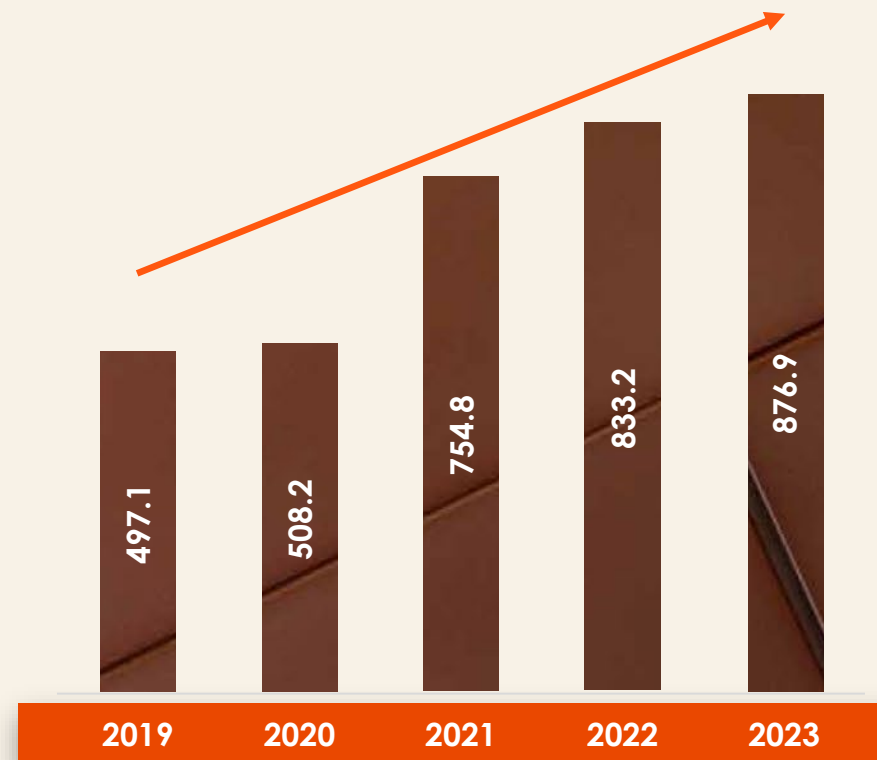
	2023	2022	YoY % Change	cc change*
Revenue (€m)	8,090.6	8,340.9	-3%	-2%
Trading Profit (€m)	876.9	833.2	+5%	+7%
Earnings per share (cent)	352.3	329.5	+7%	
Total Dividend (cent)	52.9	49.4	+7%	
Free Cashflow (€m)	890.8	392.5	+127%	
Net Debt (€m)	979.5	1,539.6	-36%	
Trading Margin	10.8%	10.0%	+80bps	
Effective Tax Rate	17.7%	17.5%	+20bps	
Net debt/EBITDA	0.97x	1.62x		
ROCE	17.0%	15.9%		

* Constant currency change

Trading Profit & Margin

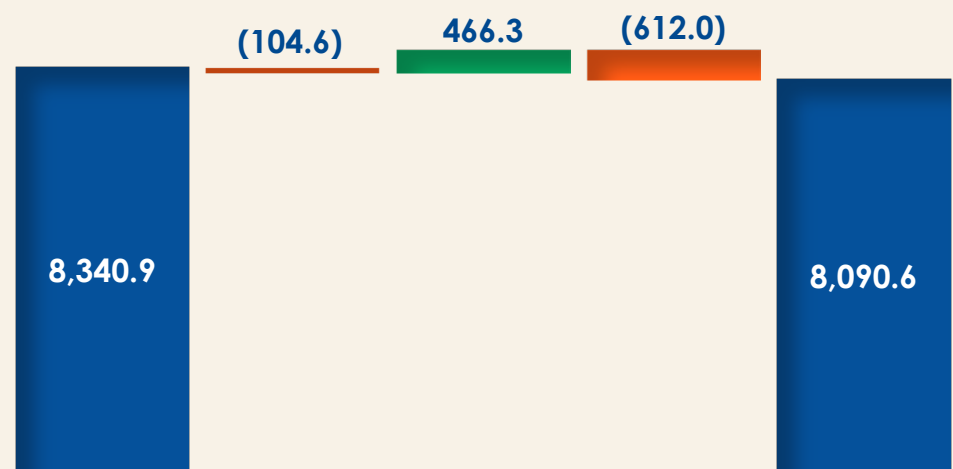
Trading Margin	FY 2023	FY 2022	FY 2021
Insulated Panels	12.2%	10.6%	12.3%
Insulation	9.5%	10.0%	12.4%
Roofing + Waterproofing	5.7%	5.5%	-
Light, Air + Water	8.1%	6.9%	6.7%
Data + Flooring	13.5%	12.0%	11.9%
Group	10.8%	10.0%	11.6%

TRADING PROFIT (€m)



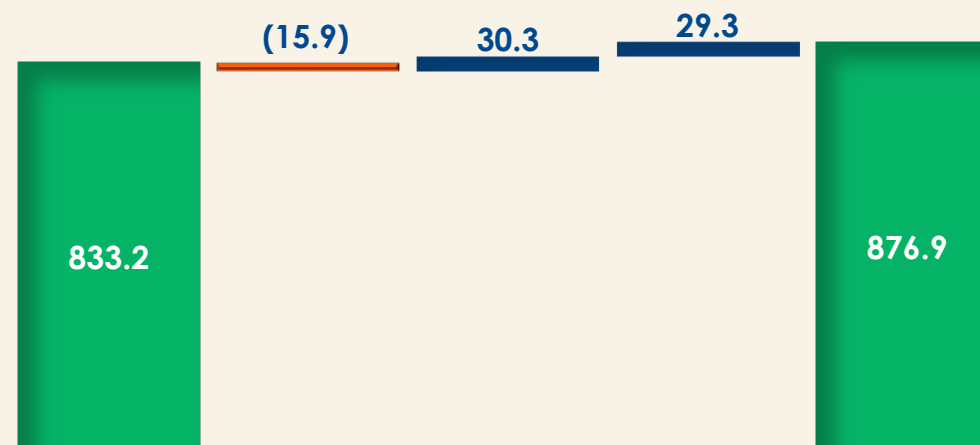
Sales and Profit Bridge

REVENUE (€m)



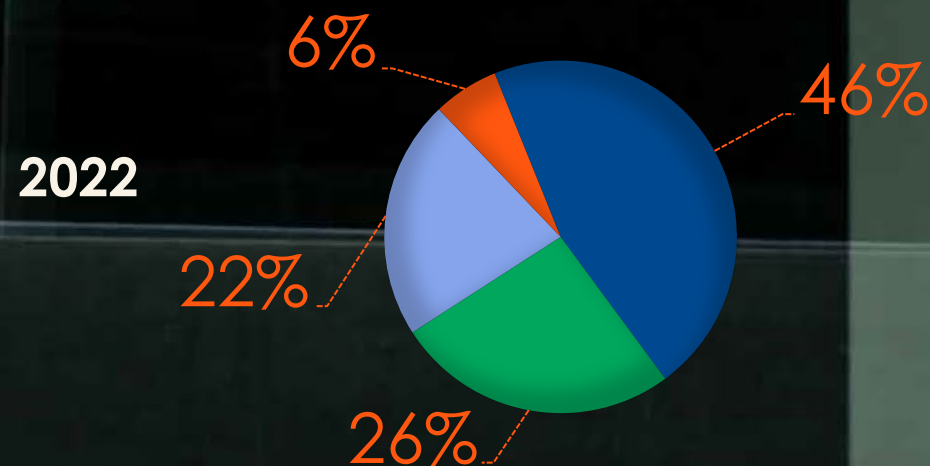
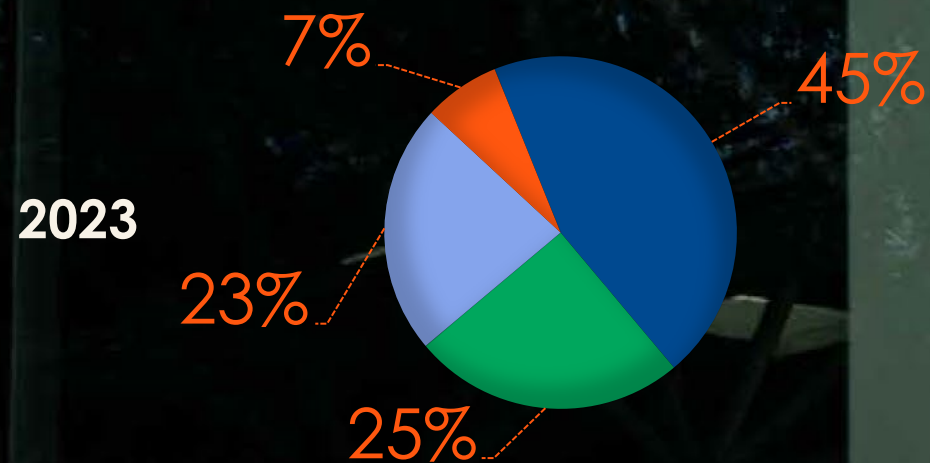
Revenue 2022 Currency Acquisitions Underlying Revenue 2023

TRADING PROFIT (€m)



Trading Profit 2022 Currency Acquisitions Underlying Trading Profit 2023

Sales by Geography

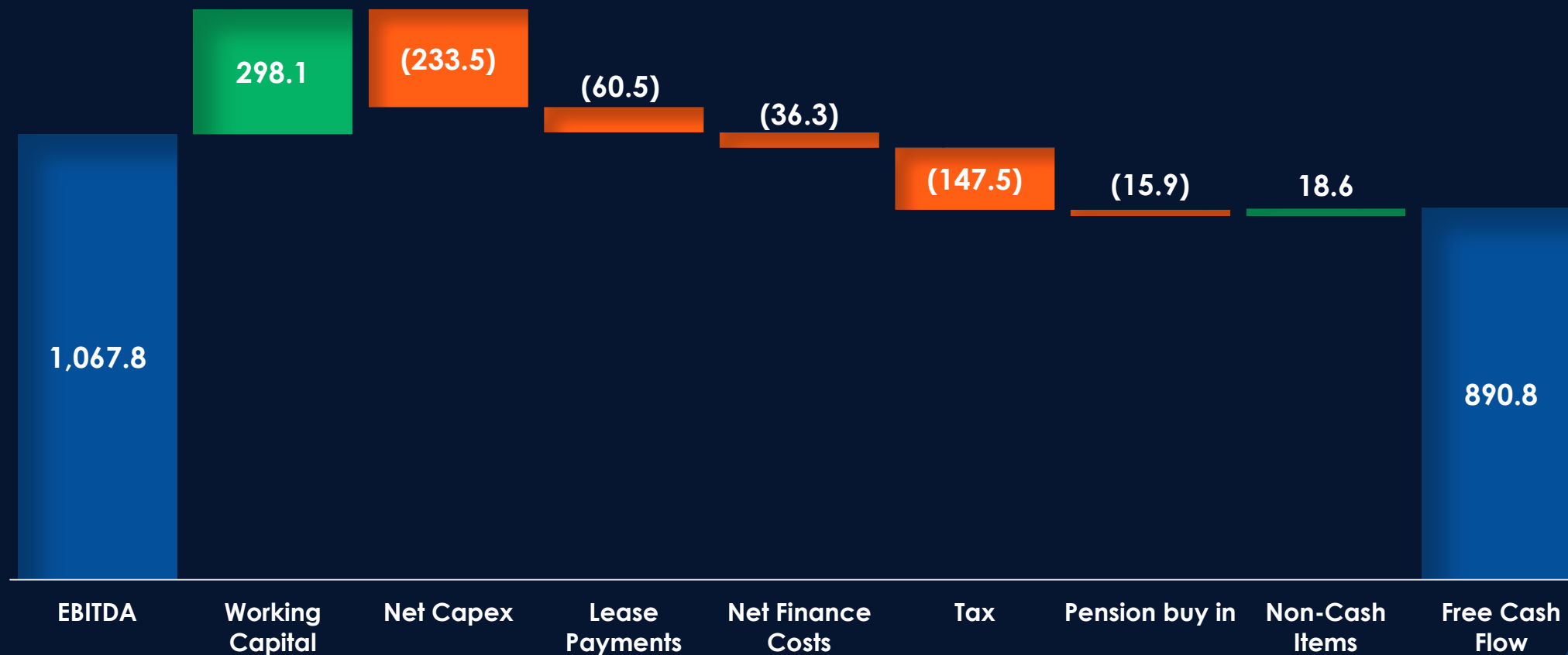


	2023	2022	YoY % Change	cc change*
Western & Southern Europe	3,650.6	3,850.2	-5%	-5%
Central & Northern Europe	2,021.1	2,133.3	-5%	-5%
Americas	1,877.9	1,823.7	+3%	+5%
Rest of World	541.0	533.7	+1%	+10%
Total	8,090.6	8,340.9	-3%	-2%

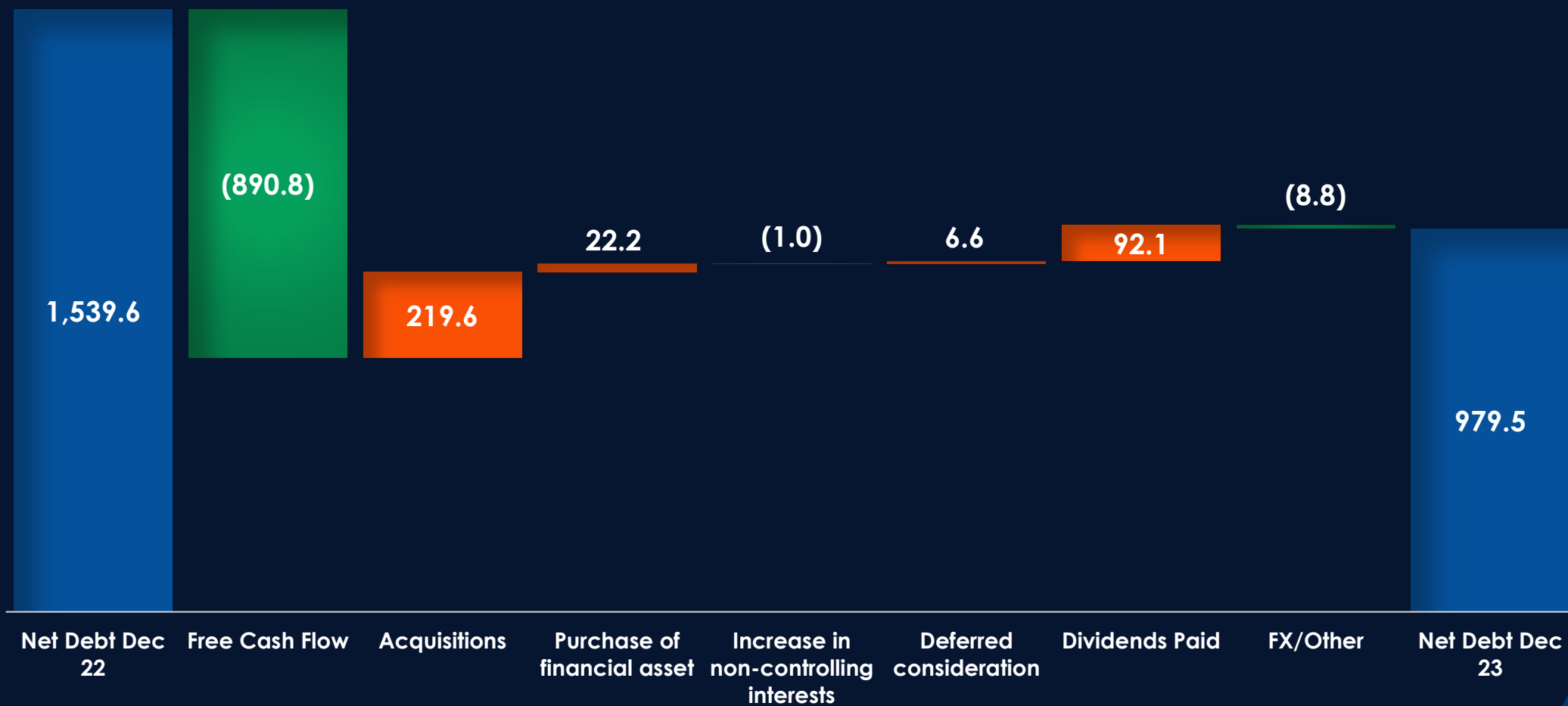
* Constant currency change

- Western & Southern Europe
- Central & Northern Europe
- Americas
- Rest of World

Free Cash Flow (€m)



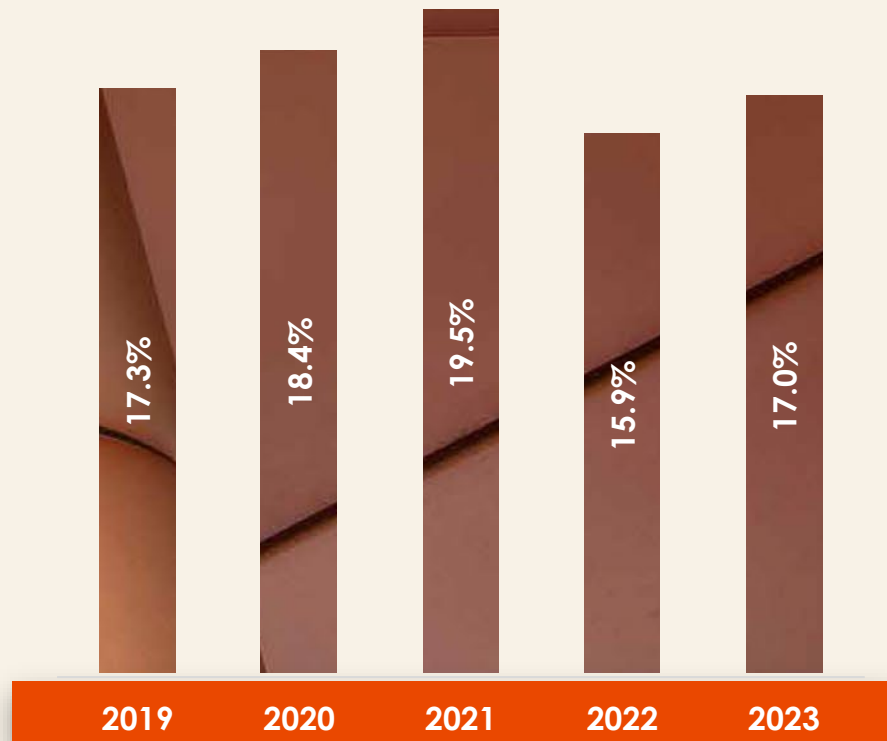
Net Debt Reconciliation (€m)



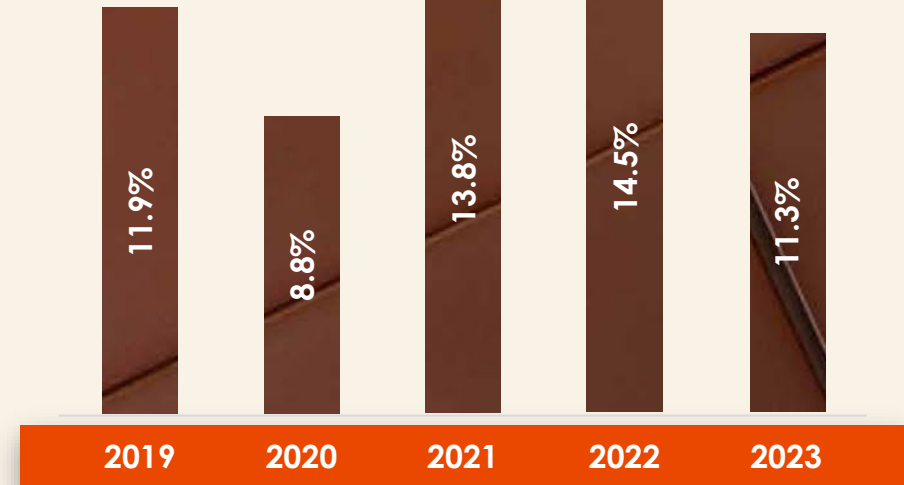
Strong Balance Sheet

- Net debt to EBITDA 0.97x as at 31 December 2023
- New Private Placement issuance of €319m in June 2023 with a 6 year maturity
- Total available liquidity as at 31 December 2023 of €1.87bn
- Weighted average maturity of all outstanding Private Placement notes of 5 years

ROCE Performance



WORKING CAPITAL*

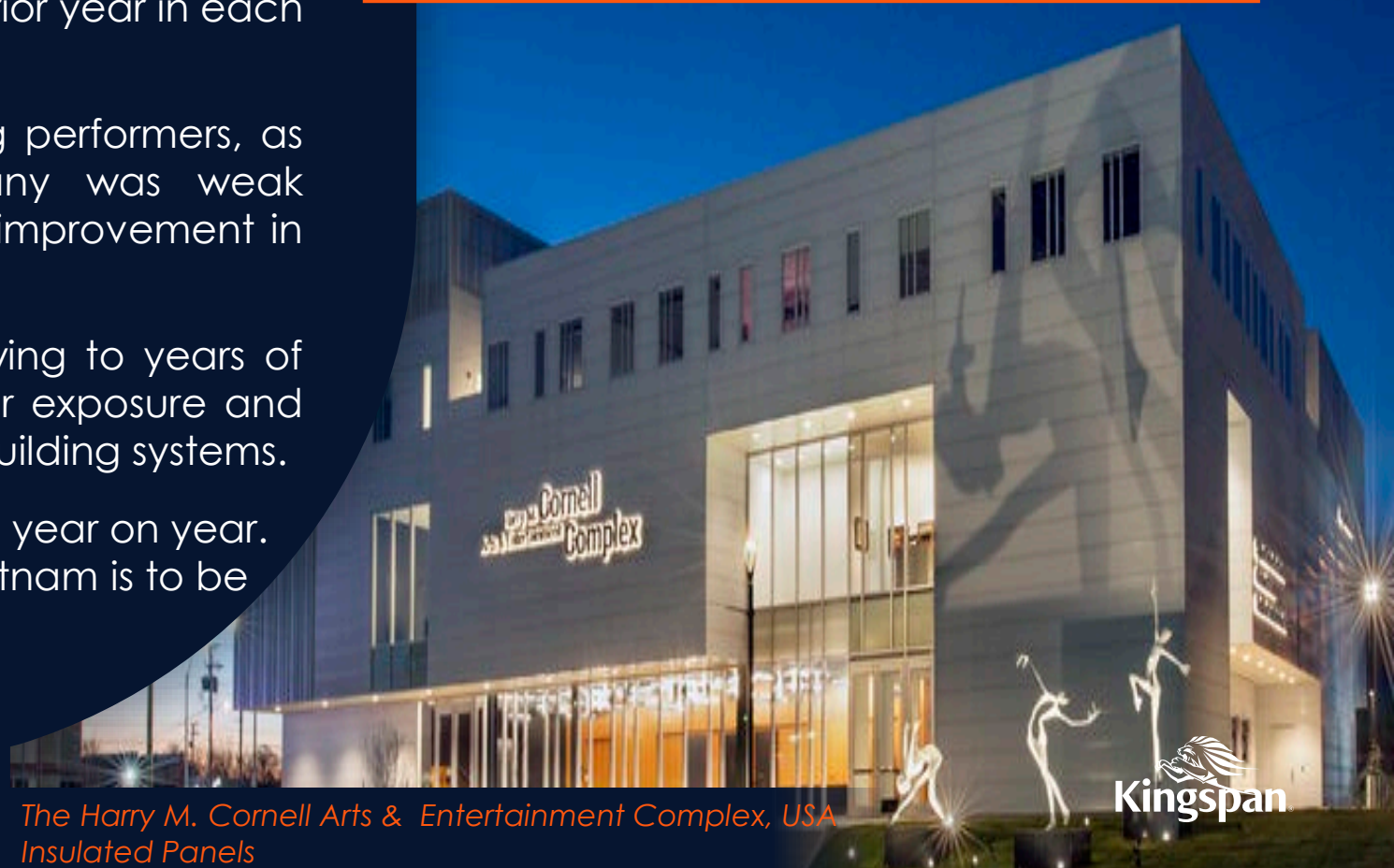


*% of Q4 sales annualised

Insulated Panels

- 2023 was characterised by an extraordinary mix of market activity globally.
- Whilst volumes were slightly ahead, revenue was down 9% owing to the price deflation from raw material movements following steep inflation in the prior year.
- Global order intake volume was ahead of prior year in each of the last seven months of 2023.
- In Europe, France and Benelux were strong performers, as was Romania and the Balkans. Germany was weak although showed some sequential volume improvement in the second half.
- Americas performed exceptionally well, owing to years of missionary effort developing the right sector exposure and ongoing penetration growth of advanced building systems.
- Australia, New Zealand and India are ahead year on year. A new greenfield manufacturing plant in Vietnam is to be commissioned by mid-year 2024.
- Globally, QuadCore™ sales were ahead by 7% and now represent 18% of category volume.

	2023	2022	
Sales (€m)	4,722.1	5,181.5	
% of Group Sales	58%	62%	
Analysis of YoY % Change			
Underlying	Currency	Acquisition	Total
-9%	-1%	+1%	-9%



The Harry M. Cornell Arts & Entertainment Complex, USA
Insulated Panels

Insulation

- A challenging year for the insulation category as many new build residential markets were under considerable pressure coupled with deflation led by input prices.
- That said, overall business performance was reasonable in that context. Margins decreased year on year and we fully expect those to improve in 2024.
- Technical insulation, and the district heating category, was again a strong performer, with the move to district heating expected to continue.
- Building insulation across Europe in general has been tough, albeit more steady in the US.
- New product categories including AlphaCore™, Optim-R®, acoustic solutions and BioKor® are experiencing evident market appetite.
- Our previously stated intention of entering the stone wool segment continues to progress with an experienced leadership team now in place to lead execution.

		2023	2022
Sales (€m)		1,528.0	1,658.3
% of Group Sales		19%	20%
Analysis of YoY % Change			
Underlying	Currency	Acquisition	Total
-9%	-1%	+2%	-8%

Roofing + Waterproofing

- We are firmly on a path in the Roofing + Waterproofing segment to develop a global presence covering multiple technologies and combinations.
- With revenue now touching €500m, the concentration to date has been in Europe where further strategic advances are planned for the current year.
- Our North American presence in this segment is currently tiny. We have ring-fenced €750m of capital over the next five years, through organic and bolt-on acquisition activity.
- We are targeting a 15% share of the relevant flat roofing market in the US over time, at a 15% return on sales. This will require at least three combined roofing and insulation facilities across the market.

		2023	2022
Sales (€m)		493.4	153.2
% of Group Sales		6%	2%
Analysis of YoY % Change			
Underlying	Currency	Acquisition	Total
-10%	-5%	+237%	+222%

ZIN, Belgium
Roofing + Waterproofing

Light, Air + Water

- Positive year as trading margins progressed to 8.1% moving closer to our goal of exceeding 10%.
- Much of the last three years has been focused on integrating and streamlining many relatively small acquisitions and developing a highly effective regionalised business structure and product offering.
- Revenue ahead of prior year in core markets of Germany, France, Benelux and North America, offset somewhat by sluggish activity in smaller fringe markets.
- Gross margins were ahead by over 250bps, some of which flowed through to the bottom line as we continue to invest in service and innovation.

	2023	2022
Sales (€m)	967.4	987.8
% of Group Sales	12%	12%

Analysis of YoY % Change

Underlying	Currency	Acquisition	Total
-1%	-1%	-	-2%



Stitch Design Shop, USA
Light, Air + Water

Data + Flooring

- Significant year of progress for this segment in 2023 with a marked shift in the scale of the opportunity for Kingspan.
- Order intake significantly ahead and is expected to accelerate in 2024 and subsequent years.
- Three new manufacturing facilities planned over next two years, beginning in the US and Australia.
- It is conceivable that divisional revenue will approach €1bn within the next five years or so.

	2023	2022
Sales (€m)	379.7	360.1
% of Group Sales	5%	4%

Analysis of YoY % Change			
Underlying	Currency	Acquisition	Total
+6%	-3%	+2%	+5%

The Exo, Ireland
Data + Flooring



Outlook

- In the current environment it is difficult to predict what is in store near term with opportunities and challenges in equal measure. The performance of the business is varied across different geographies and sectors.
- It is still very much early days in the current financial year, although seasonal factors have hampered early progress in some markets.
- Our balance sheet is robust and this coupled with a strong development pipeline, purposeful strategy and innovation agenda ought to place us positively in the year ahead.
- The combination of a resolute focus on our distinctive Planet Passionate strategy, strong structural demand for energy efficiency, ever increasing and obvious impacts of climate change and the diversified nature of our end markets all position Kingspan favourably for the long term.



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