

It is my privilege to present the Annual Report for Kingspan Group plc (Kingspan) for the year ended 31 December 2024.



Trilogy
Limassol, Cyprus

Light, Air + Water
Pressure differential system

Once again, Kingspan has delivered record results despite a challenging environment in many of our core markets; trading profit increased by 3% to €907m (2023: €877m) and earnings per share increased 4% to 365.2 cent (2023: 352.3 cent). These record results reflect the strength of our strategy, our disciplined execution and the resilience of our business in an ever evolving global landscape.

Delivering on strategy

I am also pleased to report on the significant progress we have made across our four key strategic pillars: Innovation, Planet Passionate, Globalisation, and Completing the Envelope.

Our unwavering focus on innovation and sustainability supports our position as a global leader in high-performance insulation and building envelope solutions. It has also informed and steered our product development pipeline for new and existing products, including increased use of bio-based materials, lower carbon materials and new product solutions including QuadCore® LEC Panels, Tate Grid+ LEC, and PowerPanel®.

During 2024 we expanded our geographic footprint through both organic growth and acquisition. We commissioned new facilities in Europe, the US, APAC and LATAM during the year and acquired controlling stakes in Steico, a global leader in wood fibre insulation, and Nordic Waterproofing, a leading provider of waterproofing solutions in Northern Europe.

We expect to continue to grow our presence in the US and have ring-fenced \$1 billion of capital for business developments there, including significant investment in the Roofing + Waterproofing sector over the coming years. We completed the acquisition of IB Roof Systems, a high-performance PVC membrane provider, as well as commencing work on two further brownfield sites in Oklahoma and Maryland expected to be commissioned in 2026. We also continued our growth in Latin America, by acquiring a controlling interest in Villalba, a manufacturer of insulated metal panels in Chile as well as a majority stake in the Kingspan MV joint venture in Paraguay, bringing our total manufacturing facility count in the LATAM region to 16. These developments have broadened our product portfolio and strengthened our market presence in key regions.



Our unwavering focus on innovation and sustainability supports our position as a global leader in high-performance insulation and building envelope solutions.



The Planet Passionate programme has been pivotal in driving Kingspan's sustainability agenda, achieving measurable environmental goals, earning industry recognition, and fostering a culture of sustainability within Kingspan and its communities. During the year, we continued to make excellent strides towards our Planet Passionate objectives, achieving a 61% reduction in Scope 1 and 2 GHG emissions (excluding biogenic emissions) against a 2020 base year, and achieving 30% on-site renewable energy generation across our whole business.

Via our Planet Passionate Communities programme, Kingspan supports the communities where we operate through educational, humanitarian, environmental and wellbeing initiatives. Our colleagues and local businesses provide time, insight, resource and creativity in support of diverse projects ranging from community ambulances and search and rescue, to mental health and wellbeing, to biodiversity initiatives like replanting and insect hotels, to community sports, artistic and cultural endeavours. We also seek to have a positive impact beyond our business operations, such as completion of the Puerto Cortés Hospital project in Honduras in partnership with GOAL.

Dividend

Subject to approval at the Annual General Meeting, the Board is recommending a final dividend of 28.5 cent per share. This will give a total dividend for the year of 54.8 cent (compared to 52.9 cent in the prior year). This is in line with Kingspan's established shareholder returns policy. If approved, the final dividend will be paid (subject to Irish withholding tax rules) on 21 May 2025 to shareholders on the register at close of business on 11 April 2025.

Our people

Our people are the cornerstone of our success. Their resilience, creativity and dedication have been instrumental in driving our achievements in 2024. We are committed to fostering a culture of inclusivity, innovation and excellence, and we continue to invest in their development and wellbeing through initiatives such as our People Passionate programme. On behalf of the Board, I extend my gratitude to all our employees for their outstanding contributions to another successful year with Kingspan.

Board governance

Good governance is front and centre to everything we do. In 2024, our Board continued to enhance our governance frameworks, ensuring alignment with best practices and stakeholder expectations. Engagement with our shareholders remains a key priority. Throughout the year, we maintained an open and constructive dialogue with our investors, addressing not only governance matters but also strategic direction and financial performance. This engagement ensures that we remain aligned with their expectations while benefiting from valuable insights that enhance our decision-making processes.

Board changes

Linda Hickey will retire from the Board at the conclusion of the Annual General Meeting in May 2025, after 12 years of service as a non-executive director. Throughout her tenure, and particularly in her role as Senior Independent Director and Chair of the Remuneration Committee, Linda has always provided invaluable expertise, sound judgment and steadfast commitment to our governance and strategic direction. On behalf of the Board, I would like to extend my sincere thanks to Linda for her significant contribution to the Company.

Following the Annual General Meeting we will welcome Eavan Saunders as a new independent non-executive director onto the Board. Eavan is the Managing Partner and founder of the Irish office of global law firm Dentons, with over 25 years' experience as a top-tier corporate lawyer specialising in international M&A and capital markets, bringing her wealth of international experience to the Board. I look forward to the benefit of her contributions to the Board in the years to come.

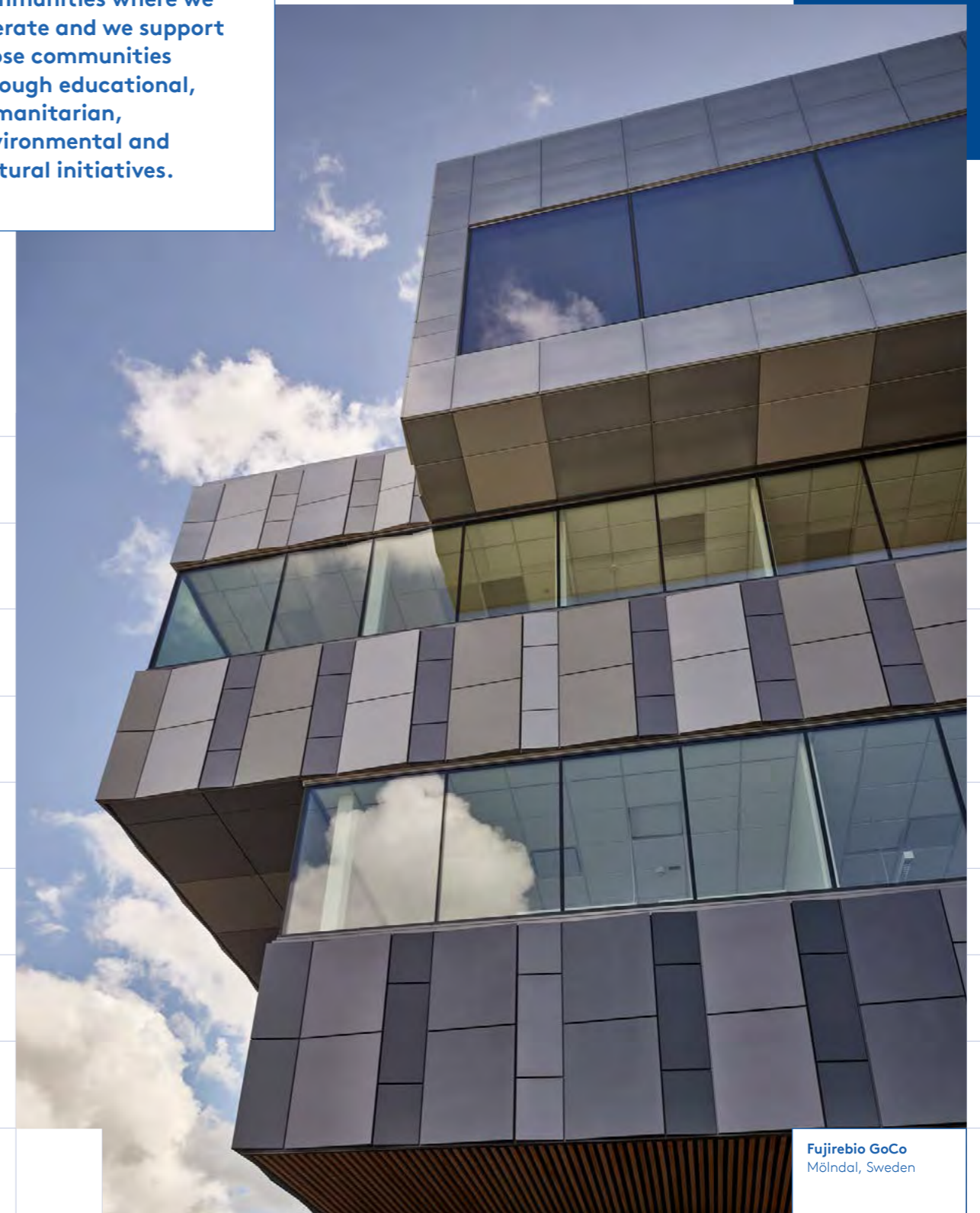
Looking ahead

I am confident that our exceptional management team, strategic initiatives and recent acquisitions optimally position Kingspan for continued growth and to capitalise on emerging opportunities. I believe our commitment to innovation, sustainability, and strategic growth will ensure that we remain at the forefront of the industry, delivering value to our stakeholders, driving positive change and creating a more sustainable built environment.

Jost Massenberg

Chairman
25 February 2025

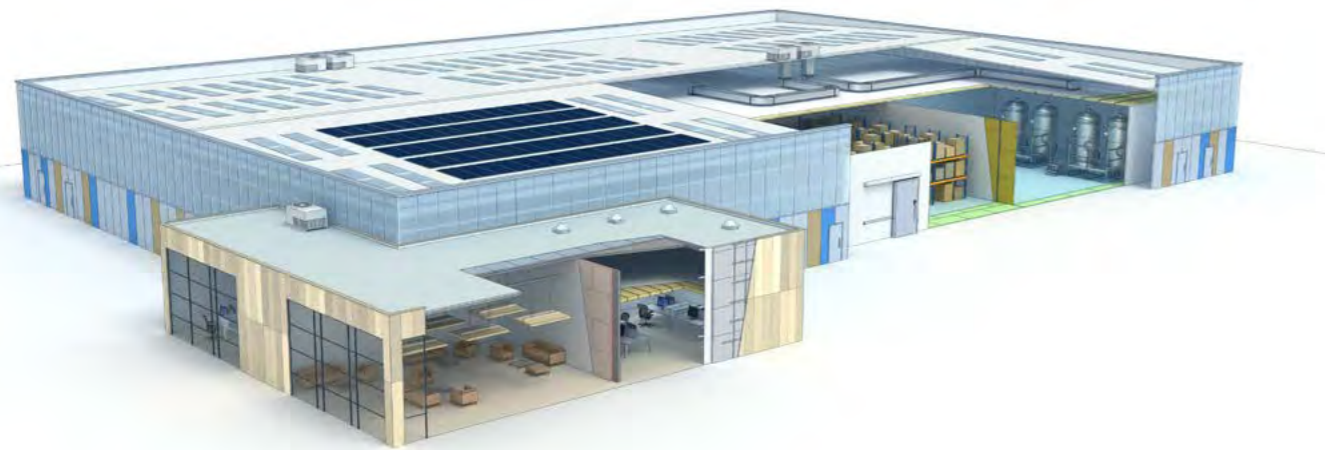
Kingspan is part of the communities where we operate and we support those communities through educational, humanitarian, environmental and cultural initiatives.



Fujirebio GoCo
Möndal, Sweden

Insulated Panels
Dri-Design® cassette system

Our mission is to accelerate a net zero emissions built environment with people and planet at its heart.



OUR SOLUTIONS

Conserve energy and reduce carbon emissions



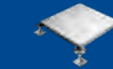
Insulated Panels

Kingspan Insulated Panels is the world's largest and leading manufacturer of high-performance insulated panel building envelopes. Powered by Kingspan's proprietary and differentiated insulation core technologies, our panelised envelope provides building owners with consistently superior build quality and lifetime thermal performance compared with built-up constructions using traditional insulation.



Data Solutions

Kingspan is the world's largest supplier of raised access flooring and data centre airflow management systems. Our raised access flooring systems have many benefits including optimising overall building height, achieving faster construction with greater design flexibility, enabling easier reconfiguration of a workspace, and improving indoor air quality. Our airflow management systems enable data centres to optimise cooling energy requirements while also protecting expensive equipment such as servers and storage devices.



Insulation

Kingspan is a world leader in rigid insulation boards, which accounts for approximately two thirds of our Insulation division. Our advanced insulation technologies deliver superior thermal performance and air-tightness when compared with traditional insulation, resulting in more durable, thinner solutions that offer multiple advantages including more internal floorspace and daylight. More recently, we have been expanding our bio-based insulation offering through the acquisitions of Troldekt and HempFlax, and the acquisition of 51% of Steico in early 2024.

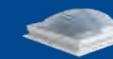
Technical insulation is a segment which contains significant opportunity for Kingspan to expand in the future. The operation of buildings accounts for 28% of carbon emissions globally. While space heating is the largest consumer of energy in buildings, heating water and space cooling are also key energy consumers. Kingspan has innovative and ultra-performance products in both piping and ducting insulation and we service the district heating segment through supplying pre-insulated piping through our LOGSTOR business.



Roofing + Waterproofing

Our recently developed roofing and waterproofing segment complements our insulation board offering. Roofing membrane and roofing components are essential elements for the energy efficiency and water protection of a building envelope. The acquisition of IB Roofing Systems and a controlling stake in Nordic Waterproofing increased Kingspan's proforma annual sales in the segment to c.€1bn. Going forward, we expect to offer single component membrane solutions and to also offer roof systems incorporating membrane and insulation, giving our customers increased warranty protection from a single trusted supplier.

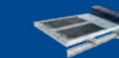
Harness the power of the natural environment



Light, Air + Water

An established global leader, Kingspan Light, Air + Water provides a full suite of daylighting solutions, as well as natural ventilation and smoke management solutions, which complement our existing building envelope technologies. Thermal comfort, indoor air quality and natural daylighting are widely recognised as the most important factors affecting occupant wellbeing in buildings.

Sustainable water management is rapidly becoming one of the greatest challenges of our time. We manufacture and support pioneering new technologies to preserve and protect water, such as rainwater harvesting systems and wastewater treatment systems.



PowerPanel®

PowerPanel® is part of our Insulated Panels division. It is an engineering innovation from Kingspan which has integrated our QuadCore® insulated panel with solar technology, enabling a single fix installation of high-performance insulated panel with solar power generation. Our upgraded PowerPanel® is now launching.

Our business model and strategic pillars enable the ongoing conversion to high-performance building envelopes from outdated and inefficient methods of construction.

<p>Innovation</p> <p>Kingspan’s innovation agenda is driven across four key themes - performance, solutions, sustainability and digitalisation.</p> <p>We have a rigorous focus on iterative performance improvements in our current portfolio including characteristics relating to thermal, structural, sustainability, fire and smoke. We innovate solutions to enable architects and building designers to create sustainable buildings, such as our integrated insulated panel with solar-PV, PowerPanel® and by progressively surfacing our products digitally, we are making it easier to find them, specify them, buy them and track them.</p>	<p>Planet Passionate</p> <p>Our Planet Passionate agenda is inextricably linked with innovation. Planet Passionate is Kingspan’s environmental programme which aims to impact three big global challenges – climate change, circularity and protection of the natural world.</p> <p>By setting ourselves challenging targets in the areas of carbon, energy, circularity and water, we aim to make significant advances in both our business operations and our products.</p>	<p>Completing the Envelope</p> <p>Our strategy of Completing the Envelope aims to take our innovation and sustainability DNA and apply them to a wider portfolio of products which are complementary to our current offering.</p> <p>Our systems and solutions driven approach deepens our relationships with our customers and extends the opportunities to make buildings better now and into the future.</p>	<p>Global</p> <p>Kingspan is a truly global business, trading in over 80 countries with manufacturing sites across the globe.</p> <p>We aim to continue expanding globally to bring high-performance building envelope solutions to markets which are at an earlier stage in their evolution to sustainable and efficient methods of construction.</p>

Innovation



PowerPanel®
PowerPanel® is a high performance insulated panel with integrated solar PV. The initial composition has been enhanced based on pilot project observations. The upgraded design has recently received testing approval and is set to launch. PowerPanel® has the capacity to advance the rapid deployment of solar power generation on widespan roofs.



Lower Embodied Carbon (LEC) Portfolio
Our Innovation and Planet Passionate teams worked in partnership to take significant steps forward in the development of lower embodied carbon alternatives across our portfolios. In 2024, we brought 12 LEC products to market including: KILON LEC daylighting, SFS LEC, and Tate Grid+ LEC.



BioKor®
Our bio-based insulation category, branded BioKor®, has made significant strides with entry into the hemp insulation market. The acquisition of a majority stake in Steico, a global leader in wood fibre insulation, further positions Kingspan at the forefront of this expanding sector.

Planet Passionate



Carbon and Energy
20% on-site renewable energy generation target achieved.

During the year the Group achieved 30% on-site renewable energy generation through the continued rollout of solar PV, wind and heat generation systems. The acquisition of a majority stake in Steico also played an important role through their use of biomass heat generation.

2024 saw a 61% reduction in Scope 1 & 2 GHG emissions against our 2020 base year.



Circularity
Target to recycle 1 billion PET bottles into our manufacturing processes annually achieved.

In 2024, we successfully achieved this target and recycled 1.1 billion PET bottles into our manufacturing processes.



Water
Support of five ocean clean-up projects target achieved.

In November of this year, we partnered with rePurpose Global which marks the fifth and final partner for the ocean clean-up target. This project aims to tackle ocean-bound plastic pollution in Colombia.

We have installed 58 rainwater harvesting systems across our businesses to date, which have the potential to harvest 71.7 million litres of rainwater annually.

Expansion



Roofing + Waterproofing
In 2024, we continued to expand our presence in the Roofing + Waterproofing category. We acquired IB Roof Systems in September, a PVC membrane provider, headquartered in Texas, USA. During the year, we acquired a controlling stake in Nordic Waterproofing, a leading European producer and supplier of waterproofing products and services for buildings and infrastructure.



Full spectrum of insulation solutions
Kingspan’s entry into the stonewool market, with the Kingspan Envertex® brand, alongside our leadership position in high performance products and investment in wood fibre insulation further expands the Group’s unrivalled spectrum of insulation solutions.



Global
We continue our global expansion strategy with investment in new production facilities in France, Germany, Belgium, Poland, the Czech Republic, Romania, Saudi Arabia, Thailand, Vietnam, Indonesia, New Zealand, Australia, Paraguay, Brazil and the US. We have made further progress on our plans to invest in a Building Technology Campus in Lviv, Ukraine. These investments lay the foundations for future growth and product penetration for Kingspan.

OUR STRATEGIC GOALS

Our strategic goals are aligned with our mission to accelerate a net zero emissions built environment with people and planet at its heart.

Oxygene
Marseille, France

Light, Air + Water
Shadometal solar shading system



To advance materials, building systems and digital technologies to address issues such as climate change, circularity and the protection of our natural world.



To be the world's leading provider of low energy building envelopes – Insulate and Generate.



To expand globally, bringing high-performance building envelope solutions to markets which are at an earlier stage in the evolution of sustainable and efficient building methods.

OUR VALUES

The foundation of our strategy

Our values have always been the foundation of our strategy and are fundamental to how we do business and interact with each other.

Our Belief

Historically, construction has taken from nature with little consideration given to the finite resources available. Buildings were constructed without contemplating how they might impact future generations. We believe that buildings, now and into the future, need to deliver more than ever before. They must combat climate change by maximising energy efficiency through superior thermal performance while incorporating products that are lower in embodied carbon across their entire lifecycle. Using less energy is not enough; buildings should generate their own energy too. Buildings should be healthy and inspirational, optimising the benefits of daylight and clean air. They should be designed, constructed and operated to protect natural resources and conserve water as much as possible. Above all they must be safe, protecting people and property from fire and other natural hazards.

Our Culture and Values

Kingspan has grown from a family business and many of the values associated with family businesses form the backbone of our culture today. The business has been built on trust in the integrity of our people and of our offering. We value this trust and recognise it as being fundamental to our ongoing success. We are entrepreneurial, collaborative, honest, and we stand behind a common cause – better buildings for a better world.

We are innovative. We are the market leader in the field of high-performance building envelope solutions, which ensure lifetime carbon and resource savings. We have gained this position through a creative and solutions driven mindset, which continues to inform our innovation agenda today.

We think long-term. The strategy of the business is driven by long-term ambitions and not by quarterly performance. The success of this strategy can be seen in our long-term growth. This ethos is apparent in our multi-year commitments such as our Planet Passionate programme which will drive real, positive impact for the environment and forms a common global goal across the business.

In 2023, we launched our People Passionate programme which focuses on the development and retention of our most important resource, our people.

Code of Conduct

Kingspan expects the highest standards of integrity, honesty and compliance with laws and regulations from our employees, our directors and our partners, globally. We actively encourage our employees to speak out if they experience instances that are not in keeping with the principles outlined in our Code of Conduct.

All new joiners in Kingspan must complete training on our Code of Conduct. Our business success is linked to our behaviours, and our aspiration is to maintain a culture where our everyday actions are built on five core principles:

- » Clear, ethical and honest behaviours and communications;
- » Compliance with the law;
- » Respect for the safety and wellbeing of colleagues;
- » Protection of our Group assets; and
- » Upholding our commitment to a more sustainable future.

Please see further detail at:



REVENUE		TRADING PROFIT ¹	
€8.6bn		€906.7m	
+6%	2023: €8.1bn	+3%	2023: €876.9m

How we operate

273

Global manufacturing facilities

27,000+

Employees

- » Health & Safety paramount
- » Management controls
- » Quality systems
- » Responsible supply chain partnerships

How we create value

- » Product innovation and differentiation
- » Excellent customer service
- » Energy efficient and sustainable building envelope solutions
- » We operate our businesses to the highest standards
- » We acquire excellent businesses
- » We recycle capital to optimise returns
- » We maintain financial discipline
- » We balance our portfolio of businesses across product and geography
- » We are reducing our environmental impacts through our Planet Passionate initiatives

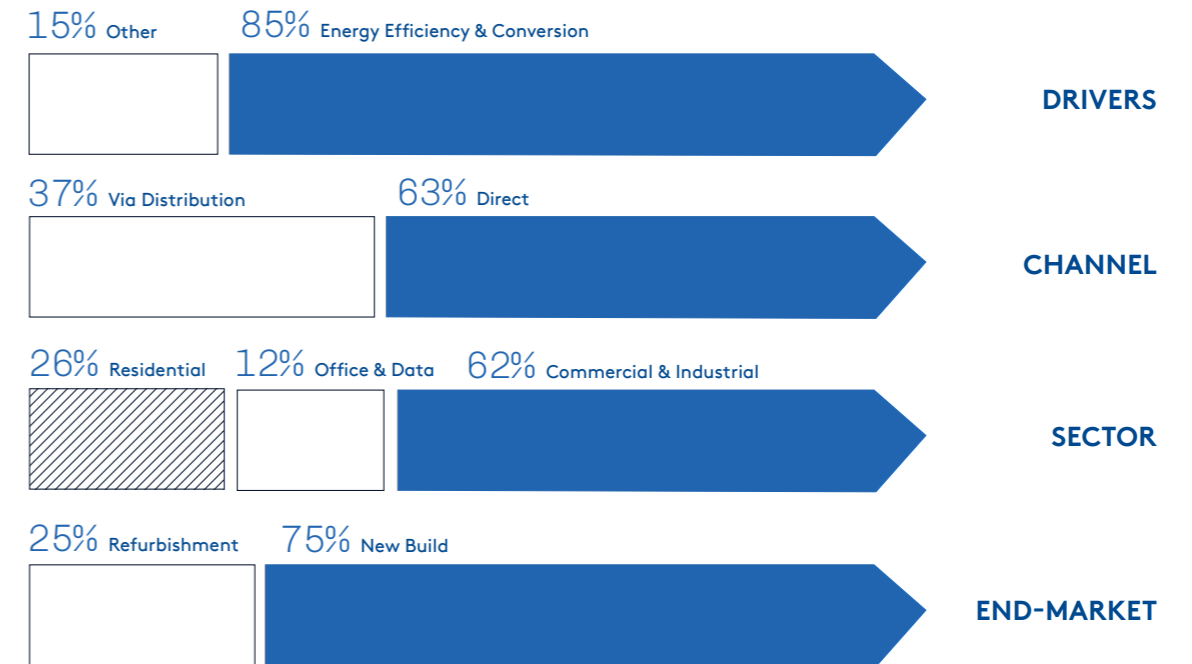
Applications

- » Retail
- » Food
- » Distribution
- » Manufacturing
- » Leisure
- » Data Management
- » Accommodation
- » Infrastructure

ASPLA Industrial Building
Almeria, Spain

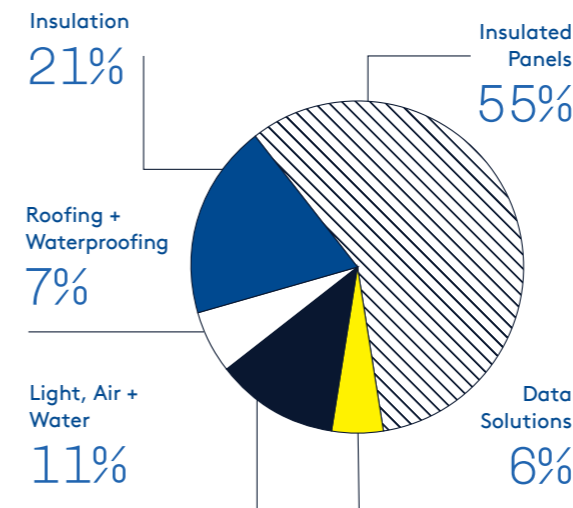
Insulated Panels
Veneto 85 linear ceiling

Value created

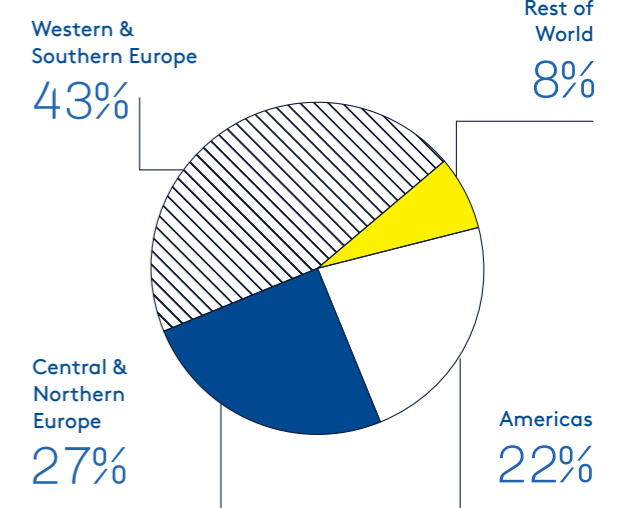


EBITDA ²		EPS		ROCE		DIVIDEND	
€1,140.3m		365.2c		14.4%		54.8c	
+7%	2023: €1,067.8m	+4%	2023: 352.3c	2023: 17.3%		+4%	2023: 52.9c

Products



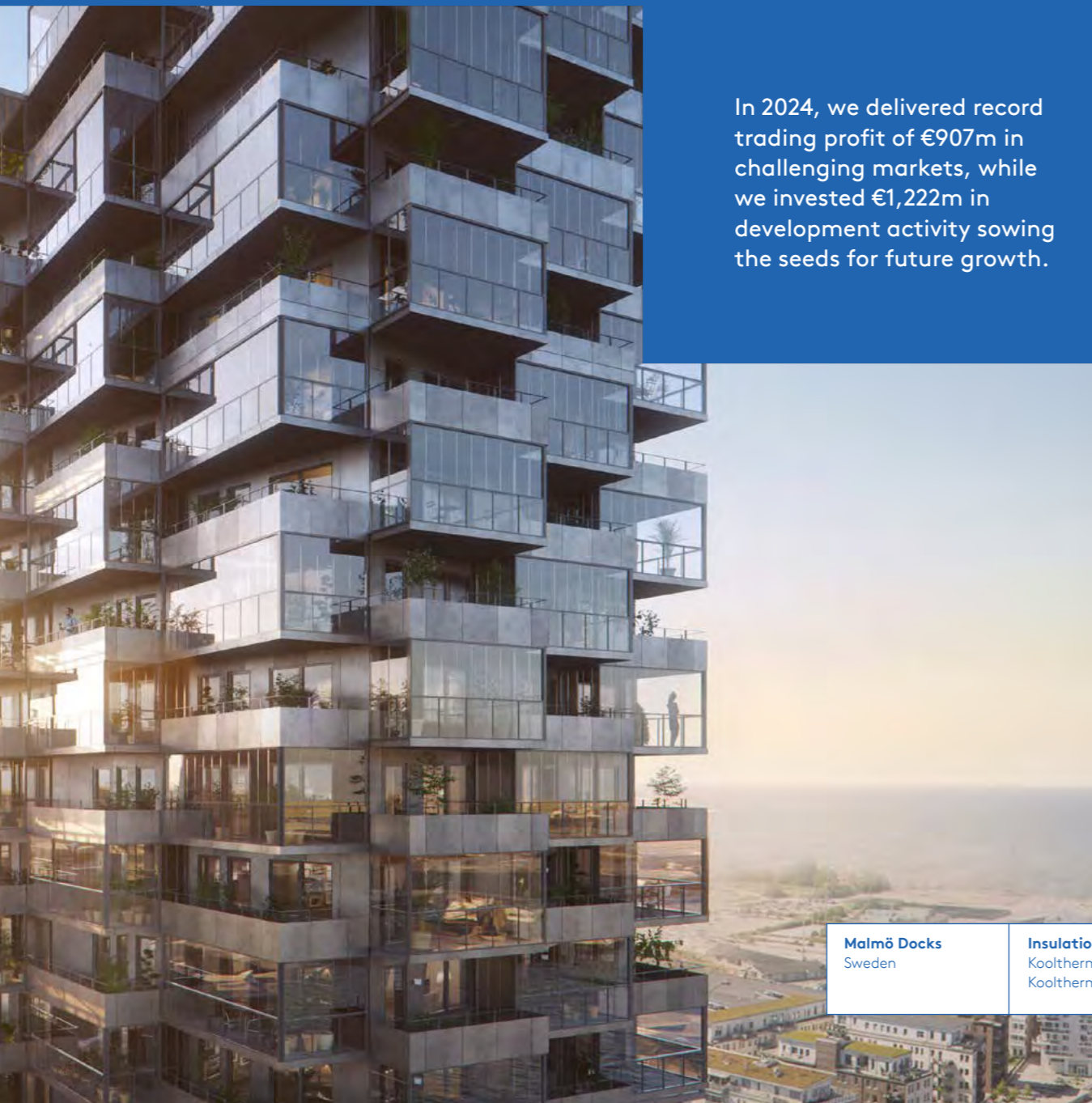
Geography



¹ Operating profit before amortisation of intangibles.
² Earnings before finance costs, income taxes, depreciation and amortisation.

Our people have delivered another strong performance

In 2024, we delivered record trading profit of €907m in challenging markets, while we invested €1,222m in development activity sowing the seeds for future growth.



Malmö Docks
Sweden

Insulation
Kooltherm® K15C;
Kooltherm® K20

Summary Numbers:

↑ 6% Revenue up 6% to €8.6bn, (pre-currency, up 6%).	↑ 3% Trading profit ³ up 3% to €907m, (pre-currency, up 3%).	8% Acquisitions contributed 8% to sales growth and 5% to trading profit growth.	↑ 6% Profit after tax of €691m (2023: €654m).	€509.4m Strong free cash generation of €509.4m (2023: €890.8m).
↑ 4% Basic EPS up 4% to 365.2 cent. Diluted EPS up 4% to 362.3 cent.	27% Scope 1 and 2 GHG emissions reduced by 27% year on year.	17.0% Effective tax rate of 17.0% (2023: 17.7%).	28.5 c Final dividend per share of 28.5 cent (2023: 26.6 cent) giving a total dividend for the year of 54.8 cent (2023: 52.9 cent).	€1,573m Year end net debt ¹ of €1,573.0m (2023: €979.5m). Net debt to EBITDA ² of 1.47x (2023: 0.97x).

Business Review

The finish to 2024 was particularly strong making up for a slower start to the year. This momentum towards year end resulted in total revenue for the year reaching a record €8.6 billion, ahead of prior year by 6%. EBITDA, trading profit and EPS also achieved records at €1,140m, €907m and 365c per share, respectively. Group trading margin was 10.5%. In all, this was a reasonable outcome given the obvious economic headwinds, largely in Europe and Australasia.

Notably, order intake in several of our key businesses remained strong, building a backlog that bodes well for the first half of 2025. The Insulated Panels orderbook ended the year solidly ahead of prior year in volume, with Data Solutions exiting 2024 with an orderbook up over 30% in value.

2024 was a year of superb advances in our carbon reduction and energy conservation processes with more than 400 initiatives in our Planet Passionate agenda now active. Since the commencement of this distinctive programme in 2020, our like for like emissions have reduced by 80%. This demonstrates emphatically what can be achieved on this front when it is given focus.

→ See page 50 for the Financial Review

1 Net debt pre-IFRS 16 per banking covenants
2 Net debt to EBITDA ratio is pre-IFRS 16 per banking covenants
3 Operating profit before amortisation of intangibles

Operational Summary

- Record performance in a tough environment and improved momentum towards end of year. Stronger overall margin in second half.
- Insulated Panels sales were broadly in line with prior year with a strong Americas performance offset by more subdued activity in several European markets. Emerging regional scale in LATAM, exiting year with c.€500m of annualised revenue. PowerPanel® now launching in Ireland and the UK.
- Insulation had a year of transition with a significant increase in category breadth and building blocks for the longer term. Strong progress in acoustic insulation. Market entry to the natural insulation category via the acquisition of a majority stake in Steico and the commissioning of a stonewool plant acquired during year.
- Step change in activity in Data Solutions with sales up 36% reflecting increased global data demand driven by artificial intelligence applications. Energy efficiency is mission critical, liquid cooling to fuel further exceptional growth.
- Breakthrough year in Roofing + Waterproofing. Controlling stake acquired in Nordic Waterproofing. Maiden acquisition in the US and two scale organic investments underway in Oklahoma and Maryland with production planned for early 2026.
- Light, Air + Water recorded a year of consolidation and margin progress. North America offers opportunities of scale and agreement reached to acquire Mercor's daylighting business, headquartered in Poland.

Business Review (continued)

2024 marked a milestone year in development activity with investments in acquisitions and capex totalling €1,222m. The most significant component of this related to a 56.4% additional stake acquired in Nordic Waterproofing bringing the Group's total position to 87.4% as at 31 December 2024 and the 51% holding acquired in Steico, the world's largest manufacturer of wood fibre insulation.

By market, the picture varied more than any year in the recent past. North America performed well and activity in LATAM was also very encouraging. France delivered a strong performance whilst Germany and the Nordics were weaker, as was the case in Australasia. Although the UK market has been generally under pressure, our Insulated Panels and Insulation businesses delivered solid results. Ireland was a standout positive performer.

Planet Passionate and our Impact

GHG emissions from our like for like operations since 2020 are down by 80%, despite our business growth. This is the result of more than 400 initiatives globally, 150 of which were activated in 2024 alone. In 2024, we were powered by over 50% renewable energy, and over 30% of our consumption was generated on-site. Steico is powered largely by biomass on-site, including bark from the timber raw materials, and over 55% of our freehold facilities worldwide have significant on-site solar.

In 2025, we will partner on a marquee project which will provide the entire space heating for a Kingspan 80,000m² manufacturing facility and a third-party data centre. The solar energy will power the data centre with the associated offtake heating our facility, using a 'solar to data centre to hot air' system. This will replace approximately one million litres of our annual oil usage and we plan to extend this system to other plants in the years ahead.



Deniz Mall
Baku, Azerbaijan

Insulated Panels
KingZip standing seam



		Underlying business ¹		Whole business ²		
Planet Passionate Targets		2020	2024	2020	2024	
	Carbon					
	» Net Zero Carbon Manufacturing - scope 1 & 2 GHG emissions ³ (tCO _{2e})	2030	409,746 ⁴	82,865	870,482 ^{4,5}	337,837⁵
	» 50% reduction in product CO _{2e} intensity from primary supply partners (% reduction)	2030	-	3.9	-	3.9
	» Zero emission company funded cars ⁶ (annual replacement %)	2025	11	89	11	86⁷
	Energy					
	» 60% direct renewable energy (%)	2030	19.9 ⁴	43.3	19.9 ⁴	59.4
	» 20% on-site renewable energy generation (%)	2030	4.9	10.2	4.9	30.3
	» Solar PV systems on all wholly owned sites (%)	2030	20.7 ⁴	64.0	20.7 ⁴	56.8
	Circularity					
	» Zero company waste to landfill (tonnes)	2030	18,622 ⁴	7,088	18,622 ⁴	12,536
	» Recycle 1 billion PET bottles into our manufacturing processes annually (million bottles)	2025	573	1,102	573	1,102
	» QuadCore [®] products utilising recycled PET (no. of sites)	2025	1	12	1	12
	Water					
	» Harvest 100 million litres of rainwater annually (million litres)	2030	20.1	62.1	20.1	63.2
	» Support 5 ocean clean-up projects (no. of projects)	2025	1	5	1	5

- 1 Underlying business includes manufacturing, assembly and R&D sites within the Kingspan Group in 2020 and all organic growth to date.
- 2 Whole business includes manufacturing, assembly and R&D sites within the Kingspan Group, excluding acquisitions made after 30 September 2024 and three minor sites acquired in 2023, which have negligible environmental impacts due to data unavailability.
- 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 2024.
- 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.
- 7 Due to data unavailability, Steico and Mineral Insulation are excluded.

As part of our 2025-2030 programme update, and to replace the targets achieved ahead of schedule, we have set three new targets reflecting the strong momentum:

- » ISO 50001 energy management certification on all large sites by 2030
- » 1.5 million tonnes of recycled and renewable raw material use annually by 2030
- » Facilitate 20 product takeback and recycling schemes by 2030

Energy use and baseline GHG emissions have increased by over 300% and 100%, respectively, since 2020 due to organic growth and acquisitions. To reflect the significant increase in the scope and scale of our global operations, we have also updated our carbon targets.

In 2019, Kingspan set a target to achieve a 90% absolute reduction in Scope 1 and 2 GHG emissions¹ by 2030, from a 2020 baseline. As of the end of 2024, we have reached an 80% reduction in Scope 1 and 2 emissions from 2020, excluding acquisitions, and 61% including acquisitions. Given the Group's rapid growth, we've adjusted this target to a 65% reduction by 2030, including current acquisitions and potential organic growth out to 2030. As a result, the updated target is projected to achieve an additional reduction of 197,000 tCO₂e by 2030, beyond the original commitment.

We have also re-evaluated our target to reduce the carbon intensity of key raw materials from 50% to 15% by 2030, reflecting the pace of development by suppliers, regulators and customers. Annual replacement of zero emissions company cars will be >90% from 2025. Further detail on our 2025-2030 targets is outlined in our Planet Passionate report.

Investing in our Future

Over the course of the year we invested a total of €1,222m across a significant number of acquisitions and organic projects. We completed 19 acquisitions in the year, the largest of which were the controlling stakes in both Steico and Nordic Waterproofing. In addition, we continued our core bolt-on strategy by adding a number of strategic small and medium-sized businesses around the world. Beyond this, a significant number of new and extended manufacturing facilities were completed or commissioned for Insulated Panels in the US, Southeast Asia and Australia, as well as new plants to support the rapid growth of both the Data Solutions and Roofing + Waterproofing businesses. In Ukraine, after two years of careful navigation, we now have planning approval for our campus in Lviv. We plan to start development shortly and work it through to completion over the coming three to five years.



GHG emissions from our like for like operations since 2020 are down 80%.

Innovation in Action

LEC (lower embodied carbon), natural materials, and PowerPanel® remain the priority focus of our innovation agenda.

The development of PowerPanel® has been completed. We have tested and satisfied the requirements of FM Approvals Standard 4478, which is a world first, and the product is now launching in Ireland and the UK as the first stage in a global rollout. Early interest in this ground-breaking solution has been encouraging and we expect deliveries to commence in the second quarter. Launches in other regions can be expected later in 2025.

Last year, several LEC products were launched globally across the various business segments with more targeted in 2025. This is central to our future innovation plans.

Our entry into the natural insulation category with the acquisition of a majority stake in Steico, the world-leader in wood fibre, firmly places Kingspan at the vanguard of this growing category.

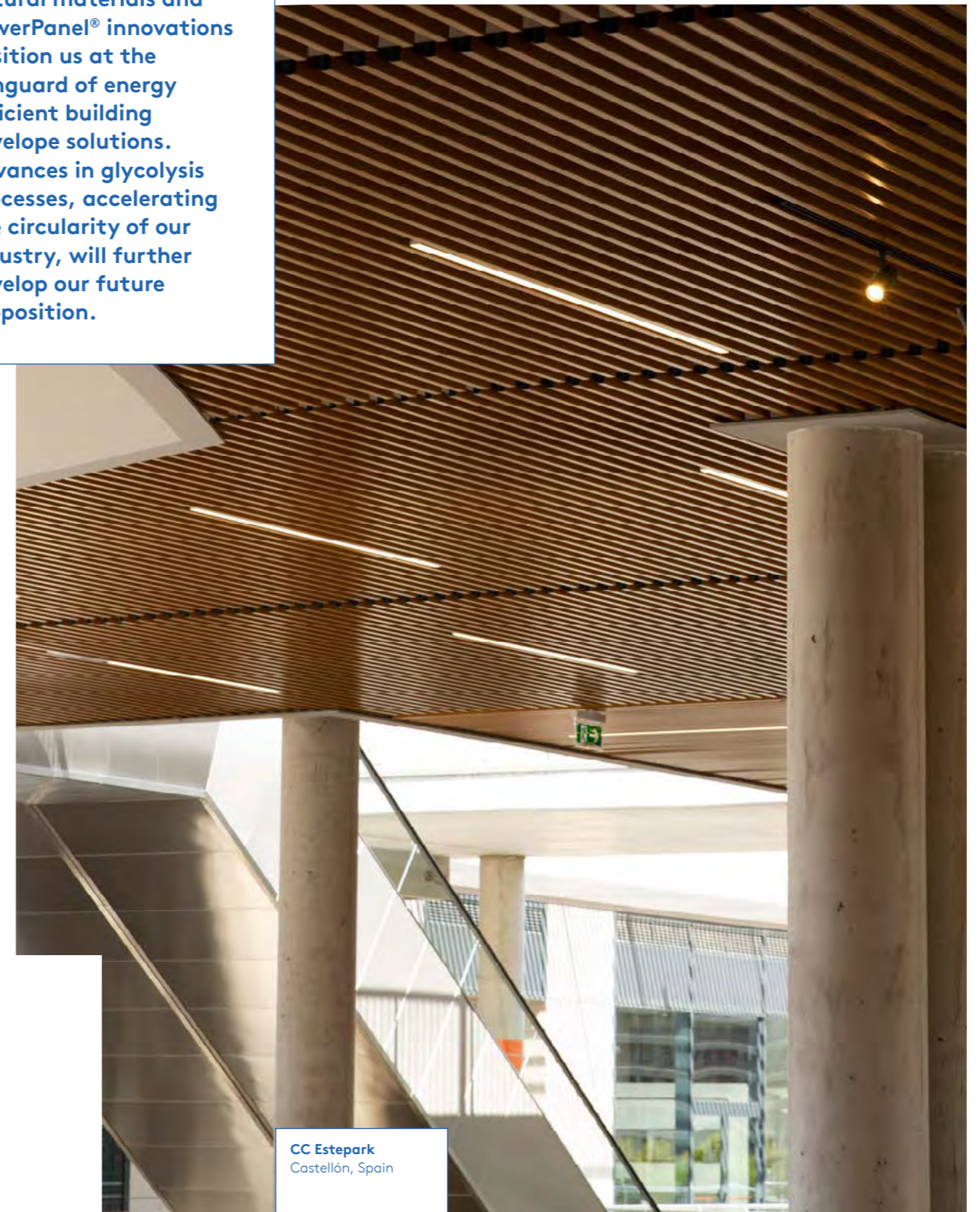
Circularity innovation is also central for Kingspan and two glycolysis processes are now up and running in Spain and the Netherlands. These convert waste insulation back into a polyol raw material, which then forms part of new insulation products, contributing to the acceleration of the circular economy. We plan to commission a number of glycolysis plants located at our key insulation sites worldwide in the coming years. Furthermore, we have approved the development of an insulated panel take-back processing plant at Joris Ide in Belgium.

We believe that these and further innovations in the pipeline will form a meaningful part of the Group's ground breaking proposition in the future.

Product and System Integrity

Our enhanced product integrity programme is deeply embedded across the Group. We are pleased to report that we achieved our target to certify 85 of our global sites to the ISO 37301 standard by the end of 2024. ISO 37301 is the leading global standard for establishing, developing and monitoring compliance systems. For 2025, we plan to have 105 sites certified by year end. In addition, 490 third party external products and system audits took place throughout 2024 compared to 480 in 2023.

New LEC products, natural materials and PowerPanel® innovations position us at the vanguard of energy efficient building envelope solutions. Advances in glycolysis processes, accelerating the circularity of our industry, will further develop our future proposition.



CC Estepark
Castellón, Spain

Insulated Panels
Italia 30 linear ceiling

¹ Excluding biogenic emissions. Scope 2 emissions are market-based.

Insulated Panels

Intergio
Arroyomolinos, Spain

Insulated Panels
Mywall panels

TURNOVER

€4,737.5m

0%¹

2023:
€4,722.1m

TRADING PROFIT

€545.5m

-5%

2023:
€573.8m

TRADING MARGIN

11.5%

-70bps

2023:
12.2%

¹ Comprising underlying -2% and acquisitions +2%.

The performance of the business in North America was most encouraging, particularly in the US, but also in Canada and Mexico. Conversion towards modern methods of construction is growing and our performance has been bolstered by large wins in the US tech and automotive sectors. Data centres, battery plants, auto-assembly and microchip facilities have all been meaningful drivers for us. Pre-engineered metal buildings are converting increasingly to insulated panels and some recent sizeable orders for our OneDek® flat roof panel should open up longer-term traditional built-up roof conversion. LATAM, now at an annualised revenue of c.€500m, grew strongly and we expect to build upon this in 2025 having recently entered both Chile and Paraguay by way of majority stakes in local partnerships.

European markets were more subdued in general with volume growth in France, and more recently in Germany, compensating for weaker performances in the Nordics and Iberia. QuadCore® continued to grow, now at 29% of insulated panel value globally, and has been a key driver of divisional margins. Ireland delivered a strong performance and whilst the UK was softer, recent order intake and pipeline bode very well for 2025. This should be further boosted by the imminent launch of PowerPanel®.

We experienced an improved performance in the Middle East and whilst Australia disappointed, we anticipate our new mineral fibre panel plant near Sydney will drive growth in 2025. During the year we also commenced manufacturing operations in New Zealand, Vietnam and Thailand all of which are exciting prospects for the years ahead.

Insulation

2024 was a testing and transformative year for the Insulation business. Many European markets were under pressure coinciding with cost-driven price deflation and some tapering off in the district heating category. The latter ought to be a longer-term growth engine despite having tapered this year. We anticipate performance improvement across the rigid board operations this year, now less than 30% of sales in the division, with the prospect of some pickup in residential activity. The commissioning of the Kingspan Envertek stonewool plant in Ronneburg, Germany was also a margin headwind in the period which should improve meaningfully in the year ahead. This impacted

the divisional margin by 70bps in the year.

In contrast, our acoustics and interiors insulation activities had an excellent year. With momentum continuing to improve, and recent market entry into the US, we aim to deliver further growth in this business. Similarly, our first year with Steico, the world's largest natural insulation producer has been encouraging. Commissioning of the most advanced plant in the industry in Gromadka, Poland, is progressing well and should support further growth in the year ahead. The total investment in the plant was c.€175m, the majority of which was incurred pre-acquisition.

TURNOVER

€1,824.7m

+19%¹

2023:
€1,528.0m

TRADING PROFIT

€147.8m

+2%

2023:
€145.1m

TRADING MARGIN

8.1%²

-140bps

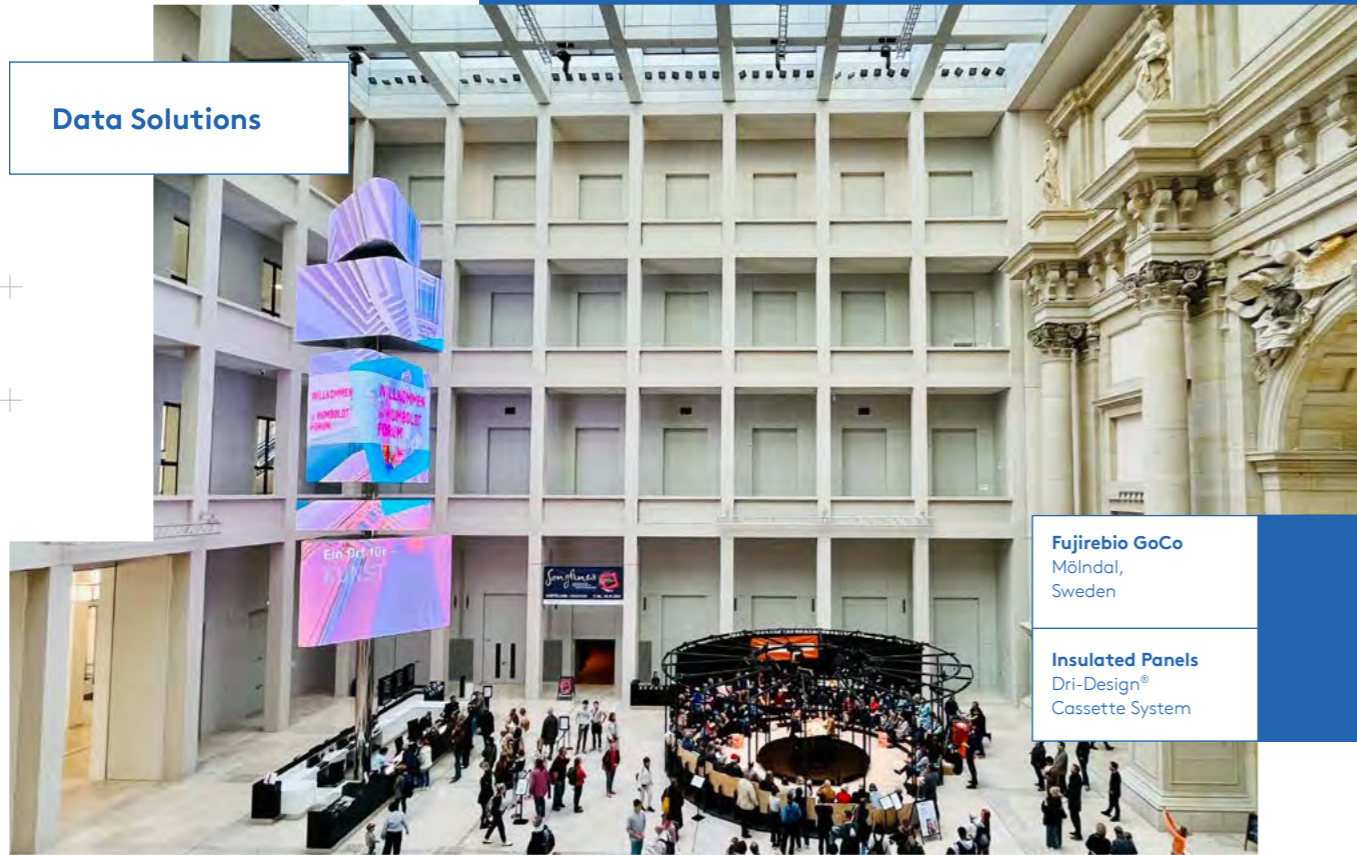
2023:
9.5%

Queen's Business School
Belfast, UK

Insulation
Kooltherm® K8 Cavity Board; Kingspan GreenGuard® GG300

¹ Comprising underlying -9%, currency +1% and acquisitions +27%.
² 8.8% excluding Kingspan Envertek stonewool plant start up costs.

Data Solutions



Fujirebio GoCo
Möln dal,
Sweden

Insulated Panels
Dri-Design®
Cassette System

TURNOVER
€516.2m

+36%¹ 2023:
€379.7m

TRADING PROFIT
€77.9m

+52% 2023:
€51.2m

TRADING MARGIN
15.1%

+160bps 2023:
13.5%

2024 was a year of significant and exciting transition for this division as it accelerated capacity growth around the globe to support our broadening client and applications base. Revenue grew by 36% and the backlog is now 33% higher than it was at the end of 2023, which should deliver another year of strong growth in 2025.

This requires further rapid capacity expansion and, in addition to the recently opened Virginia plant, an even larger facility will be added in Arkansas this year. In Europe, the demand patterns are similar and

will drive output growth for our facilities in Germany, Belgium and Ireland. We also plan to establish production capacity in Southeast Asia, supporting the manufacturing presence we have in Sydney, Australia.

The Q-nis business acquired in 2023 has bedded in exceptionally well. We are exploring further strategic bolt-ons as well as opportunities to expand our presence in liquid cooling. This will further differentiate the offering we provide to the data giants around the world.

¹ Comprising underlying +27% and acquisitions +9%.

Light, Air + Water

2024 was a year focused on consolidation across our Light, Air + Water activities following several years of acquisition-led growth. The business is largely concentrated in Europe for the time being, markets which naturally presented challenges last year. Despite this, both trading profit and trading margin improved further in the year.

In North America the business delivered a solid outcome driven by a strong performance in rooflight elements which we expect to grow further as we advance our presence in this key region.

In November 2024 we signed an agreement to acquire Mercor's daylighting business headquartered in Gdansk, Poland. This will provide a significant boost as we push deeper into central and eastern Europe.

TURNOVER
€961.1m

-1%¹ 2023:
€967.4m

TRADING PROFIT
€79.7m

+1% 2023:
€78.7m

TRADING MARGIN
8.3%

+20bps 2023:
8.1%

¹ Comprising underlying -2% and acquisitions +1%.



Four Frankfurt
Frankfurt, Germany

Light, Air + Water
Pressure Differential
System

**Roofing +
Waterproofing**



Bei der Mierbaach
Bascharage,
Luxembourg

**Roofing +
Waterproofing**
EVALON®
waterproofing
membrane;
aluminium profiles

**The Falcon ATC
Tower**
Fujairah, UAE

Insulated Panels
KingZip Infiniti roof
and wall systems



TURNOVER
€568.5m

+15%¹ 2023:
€493.4m

TRADING PROFIT
€55.8m

+99% 2023:
€28.1m

TRADING MARGIN
9.8%

+410bps 2023:
5.7%

¹ Comprising underlying +4%, currency -3% and acquisitions +14%.

This growing platform for the Group really broke through in 2024 doubling its profitability.

The business expanded margins substantially, gained a foothold in the US with new site acquisitions as well as bolting on IB Roof Systems to provide a complementary front-end in this key region. The performance of the flat roofing membrane business was a key driver of the result, as was an improvement in underlayment activity.

Over the course of 2024, we increased our ownership position in the Swedish quoted Nordic Waterproofing to 87.4%. We look forward to driving growth and operational advances

as we maximise our impact in the Nordic markets.

We advanced significantly in North America, acquiring two existing large industrial facilities which will accelerate our entry into the commercial roofing and insulation sector. We expect to start production in Oklahoma and Maryland in early 2026 with the aim of growing and attaining a 15% market share of the addressable sector. This will require further plants, which we are working on, and further bolt-on activity as we deploy approximately €750m on this advance over a five-year timeframe.

Looking Ahead

2024 was a year of strong progress for Kingspan. Whilst end markets were tough, we ploughed on regardless recording a strong bounce back in the second half of the year.

€1.2 billion of new capital was deployed in 2024 across our business around the world. The seeds have been sown for the next stage of our continuum of growth. We do not distract ourselves by short-term gyrations in end markets, we think long and build long.

2025 will inevitably offer up its fair share of challenges although we

are excited for the year ahead. The structural demand for an energy efficient built environment continues to advance around the world. We are uniquely placed to harness that with the breadth of our offering, our Planet Passionate agenda and our strong balance sheet.

Our order backlogs are healthy in general and are soaring in the data and artificial intelligence arena. This gives us confidence that 2025 will be another year of progress at Kingspan.

Gene Murtagh
Chief Executive Officer
25 February 2025

The Financial Review provides an overview of the Group's financial performance for the year ended 31 December 2024 and of the Group's financial position at that date.



Melbourne Airport
Australia

Insulated Panels
KingZip standing seam

Overview of result

Group revenue increased by 6% to €8.6bn (2023: €8.1bn) and trading profit increased by 3% to €906.7m (2023: €876.9m) with a decrease of 30 basis points in the Group's trading profit margin to 10.5% (2023: 10.8%). Basic EPS for the year was 365.2 cent (2023: 352.3 cent), representing an increase of 4%.



The Group's underlying sales and trading profit growth by division are set out below:

Sales	Underlying	Currency	Acquisition	Total
Insulated Panels	-2%	-	+2%	-
Insulation	-9%	+1%	+27%	+19%
Data Solutions	+27%	-	+9%	+36%
Light, Air + Water	-2%	-	+1%	-1%
Roofing + Waterproofing	+4%	-3%	+14%	+15%
Group	-2%	-	+8%	+6%

The Group's trading profit measure is earnings before interest, tax, and amortisation of intangibles:

Trading Profit	Underlying	Currency	Acquisition	Total
Insulated Panels	-6%	-	+1%	-5%
Insulation	-21%	+1%	+22%	+2%
Data Solutions	+42%	-	+10%	+52%
Light, Air + Water	-	-	+1%	+1%
Roofing + Waterproofing	+81%	-5%	+23%	+99%
Group	-2%	-	+5%	+3%

The key drivers of sales and trading profit performance in each division are set out in the Chief Executive Review.

Net finance costs

Net finance costs for the year decreased by €9m to €32.0m (2023: €41.0m). The Group's net interest expense on borrowings was €43.3m (2023: €37.3m). That increase in net interest expense reflects the increase in outstanding debt year on year. Lease interest of €7.2m (2023: €6.0m) was recorded for the year. €1.3m (2023: €1.2m) was recorded in respect of a non-cash finance charge on the Group's defined benefit pension schemes. Dividend income of €3.7m (2023: €3.5m) was received in respect of the Group's investment in Nordic Waterproofing in the period prior to acquiring a controlling stake. A one off benefit of €16.1m was recorded due to a change in the fair value of deferred contingent consideration.

Dividends and share buyback

The Board has proposed a final dividend of 28.5 cent (2023: 26.6 cent) per ordinary share payable on 21 May 2025 to shareholders registered on the record date of 11 April 2025. An interim dividend of 26.3 cent per ordinary share was declared during the year (2023: 26.3 cent). In summary, the total dividend for 2024 is 54.8 cent compared to 52.9 cent for 2023. This payout is in line with our shareholder returns policy. In addition, during the year the Group purchased 1,500,000 of its own shares for an average price of €88.85 per share. This is consistent with the Group's stated strategy of maintaining a stable share count to avoid dilution associated with share option and other issuances.

Retirement benefits

The primary method of pension provision for current employees is by way of defined contribution arrangements. The Group has three legacy defined benefit schemes in the UK which are closed to new members and to future accrual. The total pension contributions to these schemes for the year amounted to €nil (2023: €0.8m) and the expected contributions for 2025 are €nil. In addition, the Group has smaller defined benefit pension liabilities in Mainland Europe. The net pension liability in respect of all defined benefit schemes was €37.5m as at 31 December 2024 (2023: €37.0m).

Intangible assets and goodwill

Intangible assets and goodwill increased during the year by €755.9m to €3,604.9m (2023: €2,849.0m). Intangible assets and goodwill of €776.8m (2023: €200.8m) were recorded in the year relating to acquisitions completed by the Group. An increase of €23.3m (2023: decrease of €3.4m) arose due to year end exchange rates used to translate intangible assets and goodwill other than those denominated in euro. An increase of

€0.4m (2023: €6.0m) was recorded relating to the purchase of intangible assets. There was an annual amortisation charge of €44.6m (2023: €41.7m).

Financial key performance indicators

The Group has a set of financial key performance indicators (KPIs) which are presented in the table below. These KPIs are used to measure the financial and operational performance of the Group and to track ongoing progress in achieving medium and long term targets to maximise shareholder return.

Key performance indicators	2024	2023
Basic EPS growth	+4%	+7%
Sales performance	+6%	-3%
Trading margin	10.5%	10.8%
Free cashflow (€m)	509.4	890.8
Return on capital employed	14.4%*	17.3%
Net debt/EBITDA	1.47x	0.97x

*15.1 % annualised for acquisitions

(a) Basic EPS growth. The growth in EPS is accounted for primarily by a 3% increase in trading profit.

(b) Sales performance of +6% (2023: -3%) was driven by an 8% contribution from acquisitions and a 2% decrease in underlying sales. The decrease in underlying sales reflected, primarily, the market mix of sales and pass through effect of lower raw material pricing mainly during the first half of the year.

(c) Trading margin by division is set out below:

	2024	2023
Insulated Panels	11.5%	12.2%
Insulation	8.1%	9.5%
Data Solutions	15.1%	13.5%
Light, Air + Water	8.3%	8.1%
Roofing + Waterproofing	9.8%	5.7%

The Insulated Panels division trading margin decreased year on year reflecting the geographic market mix of sales. The trading margin decrease in the Insulation division primarily reflects the category mix of sales, the initial impact of acquisitions and commissioning costs of the acquired stonewool plant. The increased trading margin in Data Solutions reflects strong volume growth and associated operating leverage. The increased trading margin in Light, Air + Water reflects the ongoing focus on specification.

The Roofing + Waterproofing trading margin progressed year on year reflecting volume growth, initial synergies and operating efficiencies.

(d) Free cashflow is an important indicator and reflects the amount of internally generated capital available for re-investment in the business or for distribution to shareholders.

Free cashflow	2024	2023
	€m	€m
EBITDA*	1,140.3	1,067.8
Lease payments	(68.7)	(60.5)
Movement in working capital**	10.0	298.1
Movement in provisions	(26.3)	(2.6)
Net capital expenditure	(333.8)	(233.5)
Defined benefit pension scheme buy in settlement	-	(15.9)
Net finance costs paid	(41.1)	(36.3)
Income taxes paid	(184.3)	(147.5)
Other including non-cash items	13.3	21.2
Free cashflow	509.4	890.8

* Earnings before finance costs, income taxes, depreciation and amortisation

** Excludes working capital on acquisition but includes working capital movements since that point

Working capital at year end was €1,027.2m (2023: €872.2m) and represents 11.4% (2023: 11.3%) of annualised sales based on fourth quarter sales. This metric is closely managed and monitored throughout the year and is subject to a certain amount of seasonal variability associated with trading patterns and the timing of significant purchases of steel and chemicals.

(e) Return on capital employed, the calculation of this KPI has been amended following detailed assessment. The revised measurement is more reflective of economic returns on the Group's growing capital base. It is now calculated by reference to trading profit plus the Group's share of the results of associates divided by capital employed (calculated as net assets, excluding net debt and adjusted for cumulative amortisation of intangibles not fully amortised). The decrease year on year reflects the 30bps decrease in trading margin and the increase in capital during the year, mainly acquisitions, with the associated returns building overtime. The creation of shareholder value through the delivery of long term returns well in excess of the Group's cost of capital is a core principle of Kingspan's financial strategy.

(f) Net debt to EBITDA measures the ratio of net debt to earnings and at 1.47x (2023: 0.97x) is comfortably less than the Group's banking covenant of 3.5x in both 2024 and 2023. The calculation is pre-IFRS 16 in accordance with the Group's banking covenants.

Acquisitions

The Group spent €888.3m on acquisitions during the year as follows:

In January 2024, the Group acquired 51% of the share capital of Steico with an option to acquire a further 10% in the future. Steico, headquartered in Germany, is the world leader in wood fibre insulation and wood-based building envelope products and is listed on the unofficial markets of several German Stock Exchanges. The total consideration paid, including net debt acquired, amounted to €337.2m.

Over the course of 2024, the Group reached a controlling shareholding of 87.4% of the share capital of Nordic Waterproofing increasing by 56.4% during 2024. Nordic Waterproofing is a publicly listed company on Nasdaq Stockholm and is a market leader in waterproofing products and services for the protection of buildings and infrastructure. The total consideration paid during 2024, including net debt acquired on consolidation, amounted to €272.9m.

The Group also made other smaller acquisitions during the year for a combined cash consideration, including net debt acquired, of €278.2m:

- » The Insulated Panels division acquired the business and assets of Conqueror in New Zealand in January 2024, 100% of the share capital of Rafinor and Eftex in Denmark, 100% of the share capital of Clastina in Belgium in April 2024 and 70% of the share capital of Fatek Advance Insulation in Thailand in June 2024. The division acquired 100% of the share capital of KZK in the Netherlands in July 2024 and 100% of the share capital of Siegmatal in Germany in September 2024. The division also acquired 100% of the share capital of PSP Profile in France in October 2024, 85% of the share capital of Solen Energy in the UK and 51% of the share capital of Villalba in Chile in November 2024, and acquired certain business and assets of TPF in France in December 2024. A controlling interest in a venture in Paraguay was also acquired during the financial year.
- » In April 2024 the Insulation division acquired the stonewool manufacturing business and assets in Germany from Karl Bachl Kunststoffverarbeitung GmbH & Co. KG as well as 75% of the share capital of TreeTops

in Denmark. In May 2024, the division also acquired the acoustic business and assets of Isolco in the Netherlands.

- » In April 2024 the Light, Air + Water division acquired 100% of the share capital of Visa Oeste and Petaproj in Portugal and in October 2024 acquired 100% of the share capital of National Poly Industries in Australia.
- » In September 2024 the Roofing + Waterproofing division acquired 90% of the share capital of IB Roof Systems in the USA.
- » Payment of deferred contingent consideration of €1.1m was incurred on acquisitions made in previous years.

EU Taxonomy and CSRD

Climate related disclosures are required under the EU Taxonomy Regulation (Sustainable finance taxonomy - Regulation (EU) 2020/852) and by the Corporate Sustainability Reporting Regulations, 2024. These disclosures are included in the 2024 CSRD Sustainability Statement within this report.

Capital structure and Group financing

The Group funds itself through a combination of equity and debt. Debt is funded through a combination of public bond debt, syndicated bank facilities, and private placement loan notes. The principal syndicated facility is a green revolving credit facility of €800m entered into in May 2021

with a committed term to May 2027. There were no drawings on this facility at year end.

In October 2024, the Group established a new European Medium Term Note programme and boosted liquidity with a debut public bond in the European market of €750m for 7 years at a fixed annual rate of 3.5%. In addition, as part of the Group's longer-term capital structure, the Group has total private placement loan notes of €1,410m (2023: €1,592m).

The weighted average maturity of all outstanding private placement loan notes as of 31 December 2024 was 4.5 years (2023: 5 years).

The weighted average maturity of all drawn debt facilities for wholly owned subsidiaries is 5 years (2023: 4.4 years).

As well as ongoing free cashflow generation, the Group has significant available undrawn facilities and cash which provide appropriate headroom for operational requirements and development funding. Total available headroom was €1,950m at 31 December 2024 (2023: €1,874m).

Net debt

Net debt increased by €593.5m during 2024 to €1,573.0m (2023: €979.5m). This is analysed in the table below:

Movement in net debt	2024	2023
	€m	€m
Free cashflow	509.4	890.8
Acquisitions and divestments	(775.3)	(219.6)
Acquisition/disposal of minority interest	(93.4)	1.0
Purchase of financial asset	(17.5)	(22.2)
Purchase of investment in associates	(1.0)	-
Deferred consideration paid	(1.1)	(6.6)
Repurchase of treasury shares	(134.6)	(0.7)
Dividends paid	(96.6)	(91.2)
Dividends paid to non-controlling interests	(1.0)	(0.9)
Dividends from investment in associates	0.3	-
Cashflow movement	(610.8)	550.6
Exchange movements on translation	17.3	9.5
Movement in net debt	(593.5)	560.1
Net debt at start of year	(979.5)	(1,539.6)
Net debt at end of year	(1,573.0)	(979.5)

Key financial covenants

The majority of Group borrowings are subject to primary financial covenants calculated in accordance with lenders' facility agreements which exclude the impact of IFRS 16:

- » A maximum net debt to EBITDA ratio of 3.5 times; and
- » A minimum EBITDA to net interest coverage of 4 times.

The performance against these covenants in the current and comparative year is set out below:

		2024	2023
	Covenant	Times	Times
Net debt/ EBITDA	Maximum 3.5	1.47	0.97
EBITDA/Net interest	Minimum 4.0	24.7	27.0

Investor relations

Kingspan is committed to interacting with the international financial community to ensure a full understanding of the Group's strategic plans and its performance against these plans. During the year, the executive management and investor

team conducted 483 institutional one-on-one and group meetings, including presenting at 7 capital market conferences.

Share price and market capitalisation

The Company's shares traded in the range of €68.60 to €91.45 during the year. The share price at 31 December 2024 was €70.45 (29 December 2023: €78.40) giving a market capitalisation at that date of €12.8bn (2023: €14.3bn). Total shareholder return for 2024 was -9.5% (2023: +56.2%).

Financial risk management

The Group operates a centralised treasury function governed by a treasury policy approved by the Group Board. This policy primarily covers foreign exchange risk, credit risk, liquidity risk and interest rate risk. The principal objective of the policy is to minimise financial risk at reasonable cost. Adherence to the policy is monitored by the CFO and the Internal Audit & Compliance function. The Group does not engage in speculative trading of derivatives or related financial instruments.

On behalf of the Board

Geoff Doherty
Chief Financial Officer
25 February 2025



As a leading building products manufacturer in a highly competitive international environment, Kingspan is exposed to a variety of risks and uncertainties which are monitored and controlled by the Group's internal risk management framework.

Overall responsibility for risk management lies with the Board who ensure that risk awareness is set at an appropriate level.



To ensure that risk awareness is set at an appropriate level, the Audit & Compliance Committee assist the Board by taking delegated responsibility for risk identification and assessment, in addition to reviewing the Group's risk management and internal control systems and making recommendations to the Board thereon.

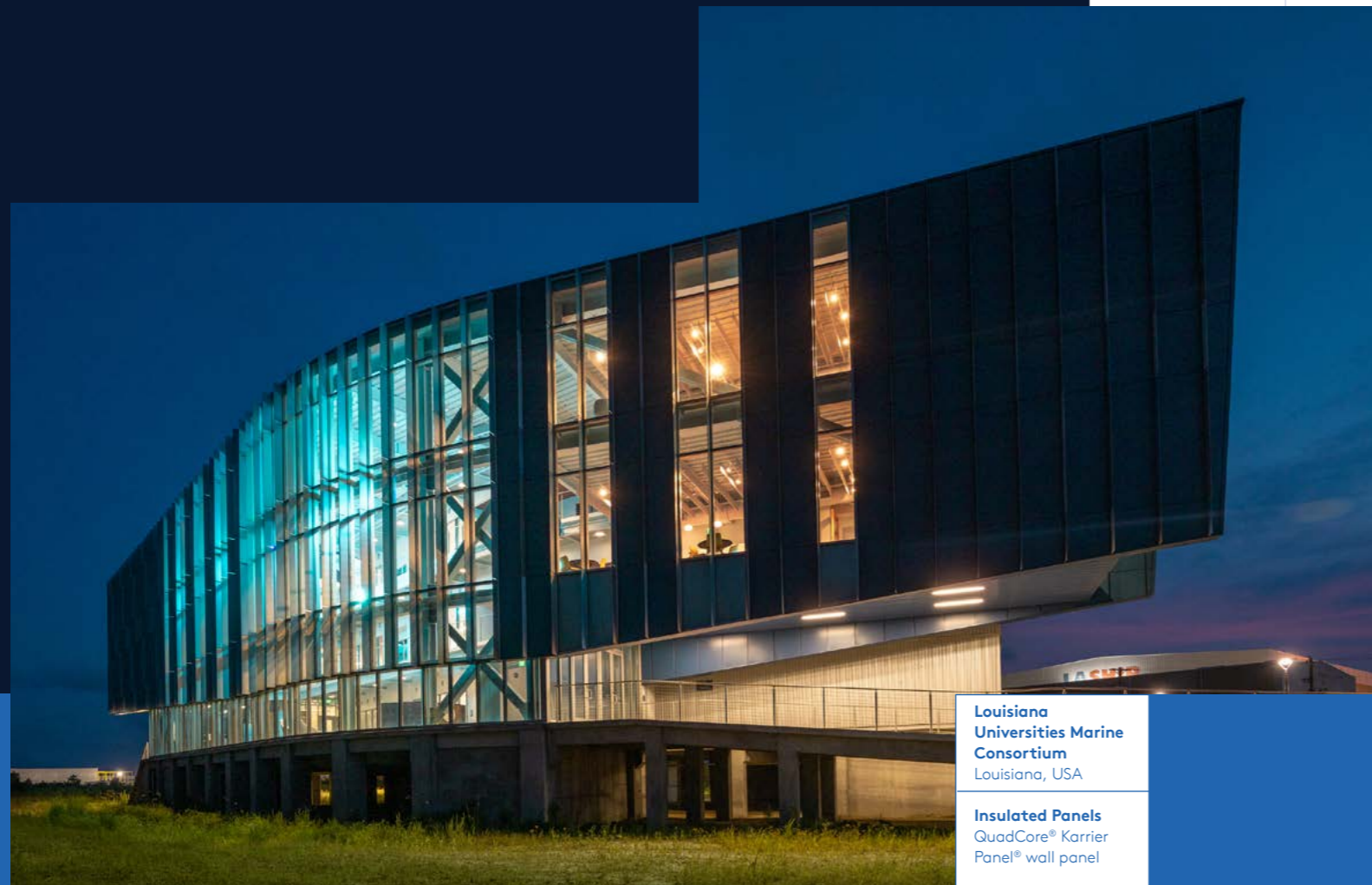
The chairman of the Audit & Compliance Committee reports to the Board at each board meeting on its activities, both for audit matters and risk management. The activities of the Audit & Compliance Committee are set out in detail in the Report of the Audit & Compliance Committee.

The Board monitors the Group's risk management systems through its consultation with the Audit & Compliance Committee but also through the Group's divisional monthly management meetings, where at least two executive directors are present. Business risks and trends are the focus of each division's monthly management

meeting, where divisional business performance is also assessed against budget, forecast and prior year. Key performance indicators are also used to benchmark operational performance for all manufacturing sites.

In addition to this ongoing assessment of risk within the divisions, the Audit & Compliance Committee oversees an annual risk assessment for the Group whereby each divisional management team is formally asked to prepare a detailed risk assessment for their business. This assessment involves evaluating Group-wide risks, as put forward by the Board, and presenting additional risks that are specific to their business.

While it is acknowledged that the Group faces a variety of risks, the Board, through the processes set out above, has identified the following principal risks and uncertainties that could potentially impact upon the Group's short-to medium-term strategic goals:



Louisiana
Universities Marine
Consortium
Louisiana, USA

Insulated Panels
QuadCore® Karrier
Panel® wall panel

Volatility in the macro environment	
Risk and impact	Actions to mitigate
<p>Kingspan products are targeted at both the residential and non-residential (including industrial, retail, commercial, public sector and office) construction sectors. As a result, demand is dependent on activity levels which may vary by geographic market and is subject to the usual drivers of construction activity (i.e. general economic conditions and volatility, pandemics, political uncertainty and wars in some regions, interest rates, business/consumer confidence levels, supply chain disruption, unemployment and population growth).</p> <p>While construction markets are inherently cyclical, changing building and environmental regulations continue to act as an underlying positive structural trend in demand for many of the Group's products.</p>	<p>The exposure to cyclical or downturn of any one construction market is partially mitigated by the Group's geographic diversification, by end application and by product.</p> <p>As set out in the Business Model & Strategy, the Group has mitigated this risk through diversification as follows:</p> <ul style="list-style-type: none"> » an established globalisation strategy resulting in 273 global manufacturing sites and a commercial presence in more than 80 countries; » the launch of new innovative products and an approach of continual improvements to existing product lines; and » acquisitions made during the year enhance the geographic and product diversification of the Group.

Product failure	
Risk and impact	Actions to mitigate
<p>A key risk to the Kingspan business is the potential for functional failure of our products which could lead to health, safety, and security issues for both our people and our customers.</p> <p>The Kingspan brands are well established and are a key element of the Group's overall marketing and positioning strategy. In the event of a product failure, the Kingspan brands could be damaged and if so, this could lead to reputational damage, a loss of market share, and other adverse consequences.</p>	<p>Dedicated structures and processes are in place to manage and monitor product quality controls throughout the business:</p> <ul style="list-style-type: none"> » New products go through rigorous internal testing at the Group's Global Innovation Centre, IKON, and industry leading Kingspan Fire Engineering Research Centre before proceeding to a certification process which is undertaken by internationally recognised and independent authorities before being brought to market. » The Group Head of Internal Audit & Compliance ensures a rigorous approach to certification, testing and product compliance across the Group and ensures consistent and robust application of processes centred around our core commitment to product safety. The Group Product Compliance team completed the audit of 123 manufacturing sites in 2024. » A Group Marketing Integrity Manual (MIM) has been designed to incorporate the Group Code of Conduct. The MIM establishes a compliance framework for product marketing materials and websites. Compliance with the MIM is subject to audit by the Group Internal Audit function under a dedicated audit programme. » The Group's Product Compliance function has been accredited to the leading independent standard in compliance, ISO 37301. 85 manufacturing sites are already certified to ISO 37301 with a plan to have 105 sites certified by the end of 2025. » Quality management is a key factor in ensuring long-term product performance. ISO 9001 is a globally recognised standard for quality management. 153 of Kingspan's manufacturing sites are accredited to ISO 9001. » The terms of reference for the Audit & Compliance Committee include oversight of the product compliance agenda. » Our businesses employ quality control specialists and operate strict policies to ensure consistently high standards are maintained in addition to the sourcing and handling of raw materials. » Effective training is delivered to our employees. » Proactive monitoring of the public policy, regulatory and legislative environment.



Failure to innovate	
Risk and impact	Actions to mitigate
<p>Failing to successfully manage and compete with new product innovations, changing market trends and consumer preferences could have an adverse effect on Kingspan's market share, future growth and profitability of the business.</p>	<p>Innovation is one of Kingspan's four strategic pillars to increasing shareholder value and delivering on our mission to accelerate a net zero emissions built environment.</p> <ul style="list-style-type: none"> » There is a continual review of each division's product portfolios at both the executive and local management level to ensure that they target current and future opportunities for profitable growth. » The Group Head of Innovation and CEO host a bi-monthly executive innovation forum where key product developments and opportunities are discussed, and innovation strategies are updated. » The Group's innovation strategy is intertwined with its Planet Passionate sustainability strategy. Ambitious Planet Passionate goals require the Group to invest in expanding its existing range of sustainable building products and establish market leading supply chains for sustainable raw materials. » This risk is further mitigated by continuing innovation and compelling marketing programmes. The launch of the IKON Global Innovation Centre in 2019 has served to enhance the capabilities of the Group to innovate. » The Kingspan Fire Engineering Research Centre enables large scale fire testing to industry regulation standards thereby accelerating the pace of innovation and certification on the path to commercialisation. » Kingspan also has a deep understanding of changing consumer and industry dynamics in its key markets and continues to refine its omnichannel customer centric approach, enabling management to respond appropriately to issues which may impact business performance. » Kingspan has multiple touch points with our customers, engaging directly on projects, attending trade shows and industry events and through our Net Promoter Score (NPS) surveys. Insights from these touch points directly inform innovation in our products and in our service.

+	+	+	+	+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+	+	+	+	+

Climate change	
Risk and impact	Actions to mitigate
<p>Kingspan's products provide a solution to help mitigate climate change, particularly with respect to reducing carbon emissions in the built environment. Climate change is therefore both an opportunity and a risk for Kingspan.</p> <p>Climate risks within our business include regulatory changes, substitution risk should we fail to maintain our market leading offering, rising energy or carbon prices within our own operations or in our supply chain and physical risk to our operations or those of our suppliers.</p>	<p>Transforming building and construction is an important element of addressing the climate crisis as they represent approximately 37% of energy-related carbon emissions. Kingspan is uniquely placed to help support the decarbonisation of the building sector via our extensive offering of high-performance, energy saving systems and solutions.</p> <p>Risks relating to climate change are managed through a multi-disciplinary, and company-wide, risk management process.</p> <p>Examples of how climate change risks are mitigated include:</p> <p>Planet Passionate</p> <ul style="list-style-type: none"> » Following the successful completion of our Net Zero Energy programme (our programme that focused on reducing energy consumption and increasing renewable energy use where possible), Kingspan launched the next stage of our sustainability journey in 2020, our 10-year Planet Passionate programme, which includes 11 ambitious targets in the areas of Carbon, Energy, Circularity and Water. This strategic agenda will enable significant advances in the sustainability of both our business operations and our products. » A core facet of our Planet Passionate programme is to reduce carbon emissions within our value chain. To this end, we have been working with new and existing suppliers on innovative raw materials, with lower embodied carbon and higher recycled content, leading to lower embodied carbon (LEC) products across our portfolio. <p>Innovation</p> <ul style="list-style-type: none"> » Our innovation agenda is inextricably linked with our Planet Passionate programme, helping us to drive market leading products in the areas of carbon savings and sustainability. Innovation is supported through ongoing investments such as the opening of IKON in 2019. » In 2024, our insulation products sold globally are estimated to save 172 million tonnes of CO2e over their lifetime. In addition, we estimate 44.1 billion litres of rainwater will be harvested over the lifetime of the tanks we produced, and we recycled 1.1 billion waste plastic bottles into our manufacturing processes. » In addition to internal innovation, Kingspan observes the market for inventive or alternate materials which can add value to our ambition to offer the full spectrum of energy efficient building envelope solutions, such as our investments in hemp, wood fibre and wood wool insulations. <p>Digitalisation</p> <ul style="list-style-type: none"> » Digital adoption is a key factor to enabling more efficiency and sustainability in the manufacture, delivery, construction and operations of the built environment. » Enhanced digitalised processes for customer engagement provide faster and deeper insight into the sustainability demands of our customers. » Our 2024 Building Information Modelling (BIM) & Digital Innovation Programme drove the enhancement and introduction of several tools to improve the workflows of our customers. Utilising the latest digital technologies, Kingspan aims to empower its customers and partners with tailored digital solutions. <p>Global Presence</p> <ul style="list-style-type: none"> » Kingspan operates out of 273 manufacturing sites across the globe, diversifying our physical risk from climate change. We have also built relationships with a wide range of global supply partners to limit the reliance on any one supplier or even a small number of suppliers.

Business interruption (including IT continuity)

Risk and impact	Actions to mitigate
<p>Kingspan’s performance is dependent on the availability and quality of its physical infrastructure, its proprietary technology, its raw material supply chain and its information technology. The safe and continued operation of such systems and assets are threatened by natural and man-made perils and are affected by the level of investment available to improve them.</p> <p>Any significant or prolonged restriction to its physical infrastructure, the necessary raw materials or its IT systems and infrastructure could have an adverse effect on Kingspan’s business performance.</p>	<ul style="list-style-type: none"> » Kingspan insists on industry leading operational processes and procedures to ensure effective management of each facility. The Group invests significantly in a rigorous programme of preventative maintenance on all key manufacturing lines to mitigate the risk of production line stoppages. » With 273 manufacturing sites globally, the impact of production line stoppages is also mitigated by having business continuity plans in place to allow for the transfer of significant production volume to another plant in the event of a shutdown. » In addition, and as part of our Property Damage & Business Interruption (PDBI) insurance, Kingspan is subject to regular reviews of its manufacturing sites by external risk management experts, with these reviews being aimed at optimising Kingspan’s risk profile. » Kingspan continues to focus on developing, enhancing and protecting its intellectual property (IP) portfolio. As a global leader in building envelope solutions, Kingspan considers its IP security to be paramount. In addition to trade secret policies and procedures, Kingspan has developed appropriate IP strategies to protect and defend against infringements. » To reduce Kingspan’s exposure to raw material supply chain issues, Kingspan retains strong relationships with a wide range of raw material suppliers to limit the reliance on any one supplier or even a small number of global suppliers. » Kingspan continues to inform all stakeholders of the characteristics of our product offerings, their appropriate application and benefits, to limit the risk of misunderstanding within the building industry. » Kingspan’s IT infrastructure is constantly reviewed and updated to meet the needs of the Group. Procedures have been established for the protection of this infrastructure and all other IT related assets. These include the development of IT specific business continuity plans, IT disaster recovery plans and back-up delivery systems, to reduce business disruption in the event of a major technology failure.

Credit risks and credit control

Risk and impact	Actions to mitigate
<p>As part of the overall service package, Kingspan provides credit to customers and as a result there is an associated risk that the customer may not be able to pay outstanding balances.</p> <p>At the year end, the Group was carrying a receivables book of €1,148.2m (2023: €1,051.8m) expressed net of provision for default in payment. This represents a net risk of 13% (2023: 13%) of sales. Of these net receivables, approximately 63% (2023: 60%) were covered by credit insurance or other forms of collateral such as letters of credit and bank guarantees.</p>	<ul style="list-style-type: none"> » Each business unit has rigorous procedures and credit control functions for managing its receivables and takes appropriate action when necessary. » Trade receivables are primarily managed through strong credit control functions supplemented by credit insurance to the extent that it is available. All major outstanding and overdue balances together with significant potential exposures are reviewed regularly and concerns are discussed at monthly meetings at which the Group’s executive directors are present. » Control systems are in place to ensure that credit authorisation requests are supported with appropriate and sufficient documentation and are approved at appropriate levels in the organisation.

Talent development and retention

Risk and impact	Actions to mitigate
<p>The success of Kingspan is built upon effective management teams committed to achieving a superior performance in each division. Failure to attract, retain or develop these teams could have an impact on business performance.</p>	<ul style="list-style-type: none"> » Kingspan is committed to ensuring that the necessary policies are in place to attract, develop and retain the skill levels needed to achieve the Group’s strategic goals. These policies are underpinned by strong recruitment processes, succession planning, remuneration reviews, including short and long term incentive plans and targeted career development programmes. » Kingspan’s People Passionate programme is a strategic framework for attracting, retaining and developing talent within Kingspan. The programme is sponsored by the Group CEO and senior leadership team. The People Passionate programme enshrines all the key aspects of talent development and engagement: <ul style="list-style-type: none"> - health, safety and wellbeing; - recruitment; - onboarding; - performance and reward; - training and development; - leadership development; - career planning and progression; - engagement and communication; and - people and organisational policies. » Kingspan’s leadership team holds an annual talent forum to review succession plans, metrics on key positions hired throughout the year and to forecast future talent gaps as part of our human capital risk assessment. » Kingspan’s internal career portal provides an open and transparent forum for Kingspan employees to learn about and apply for career opportunities across all our businesses worldwide. It has a wealth of information about the types of roles and skills that are in demand to deliver on our strategic objectives. » Kingspan continues to be an attractive employer of choice for young, talented graduates with over 2,000 applications to our global website for our 2024 graduate positions. » Graduates participated in our Yours to Shape development programme which was in its eighth consecutive year in 2024. The objective of the programme is to provide new graduates with a network to collaborate across the Group and develop the capabilities to drive their careers in Kingspan. It spans 12 months of interactive workshops, peer coaching, masterclasses with senior executives and assignments on the Promote e-learning platform. » PEAK (Programme for Executive Acceleration in Kingspan) was launched in 2018 and is targeted at middle to senior managers who are currently or will soon commence managing a team. It aims to increase leadership diversity by deepening and widening the pool of potential senior leaders to match the increasing scale and global nature of the business. » An Advanced Management Programme was launched in 2021 in partnership with INSEAD’s executive business school in France. This programme supports Kingspan’s senior leaders to engage with enterprise level goals in a more collaborative way while transforming their leadership capabilities to drive significant long-term growth.

Fraud and cybercrime

Risk and impact	Actions to mitigate
Kingspan is potentially exposed to fraudulent activity, with particular focus on the Group's online banking systems, online payment procedures and unauthorised access to internal systems.	<ul style="list-style-type: none"> » The Group issues extensive guidance and policies, which include critical process and control policies for the mitigation of fraud risk and they must be effectively adopted by all Group businesses. » The Group internal audit programme includes rigorous tests of financial controls and general IT controls to ensure they align with Group policies that mitigate fraud risk. » All fraud and cyber crime attempts, successful and unsuccessful, are reported to the Audit & Compliance Committee. » The Group's cyber strategy is designed by a multi-discipline Group IT function with support from external advisors and our Group Head of Cyber Security. The Group Head of Cyber Security is responsible for owning and executing the Group's cyber security strategy to ensure critical assets and technologies are protected against cyber risk. » The Group's Cyber Security Roadmap sets out the phased milestones for the implementation of enhanced cyber risk policies and projects over a period of 30 months to enhance the Group's security posture. » Proactive cyber security services are in place which provide global 24/7 critical security services that include managed threat protection (Security Information and Event Management – SIEM), managed detection and incident response services, including access to trusted and experienced cyber security advisors. » The Group Internal Audit & Compliance function perform cyber audits with dedicated audit programmes in addition to separate audits of IT general controls. Findings of cyber audits are reported to the Audit & Compliance Committee and form the basis for enhanced IT policies. » Mandatory implementation of multi-factor authentication (MFA) on all internet facing and business critical services Group-wide. » High frequency phishing testing performed globally. » The Group's corporate assets can be swiftly 'auto-contained' in the event of a significant cyber security incident to limit the business impact.

Acquisition and integration of new businesses

Risk and impact	Actions to mitigate
Acquisitive growth is an important element of Kingspan's development strategy. A failure to execute and properly integrate significant acquisitions and capitalise on the potential synergies they bring may adversely affect the Group. Failure to comply with M&A regulations can result in potential fines and reputational risk for the business.	<ul style="list-style-type: none"> » All potential acquisitions are rigorously assessed and evaluated, both internally and by external advisors, to ensure any potential acquisition meets Kingspan's strategic and financial criteria. » The Group has formal policies in place to ensure compliance with M&A regulations and training is provided on these policies. Internal and external legal counsel support Group management in complying with M&A regulations. » This process is underpinned by extensive integration procedures and the close monitoring of performance post acquisition by both divisional and Group management. » New acquisitions are categorised as higher risk from a financial controls, IT general controls and product compliance perspective and are therefore subject to greater internal audit focus in the initial 12 month period post acquisition. » Kingspan's global management team has extensive experience in the successful integration of acquired businesses, which it leverages for onboarding new acquisitions.

Health and safety

Risk and impact	Actions to mitigate
The nature of Kingspan's operations can expose its contractors, customers, suppliers and other individuals to potential health and safety risks. Health and safety incidents can lead to loss of life or severe injuries.	<ul style="list-style-type: none"> » A robust health and safety framework is in place throughout the Group's operations requiring all employees to complete formal health and safety training on a regular basis. » ISO 45001 is an internationally-recognised framework for managing occupational health and safety risks. 122 of Kingspan's manufacturing sites are accredited to ISO 45001 with a target to progress towards achieving 75% (including acquisitions after the first 12-months). » The Group monitors the performance of its health and safety framework and takes immediate and decisive action where non-adherence is identified. » The development of a strong safety culture is driven by management and employees at every level and is a core part of doing business with integrity.

Laws and regulations

Risk and impact	Actions to mitigate
Kingspan is subject to a broad range of existing and evolving governance requirements, environmental, health and safety and other laws, regulations and standards which affect the way the Group operates. Non-compliance can lead to potential legal liabilities, reputational risk, and curtail the development of the Group.	<ul style="list-style-type: none"> » Kingspan's in-house legal team is responsible for monitoring changes to laws and regulations that affect the business and is supported by external advisors. Issued policies include, but are not limited to, the following: <ul style="list-style-type: none"> - Sanctions Compliance Policy; - Anti-Fraud, Bribery and Corruption Policy; - Competition Law Compliance Policy; - Supplier Policy; - Supplier Human Rights, Environmental Due Diligence Policy; - Inclusion and Diversity Policy; - People and Organisational Policy; - Environmental Policy; - Directors' Guidance Policy; and - Human Rights Policy. » The Group has formal policies in place to ensure compliance with M&A regulations and training is provided on these policies. Internal and external legal counsel support Group management in complying with M&A regulations. » The Group's publicly available Code of Conduct sets out the fundamental principles which it requires all its directors, officers and employees to adhere to in order to meet those standards. » Training is provided through a variety of mediums in key areas of legal and regulatory compliance, including a suite of mandatory training for those that join Kingspan. » The Group has a confidential independent hotline in place that allows anonymous reporting of any suspected wrongdoing or unethical behaviour, including reporting instances of non-compliance with laws and regulations. All reported cases are investigated and findings reported to the Audit & Compliance Committee.