

# FINANCIAL STATEMENTS



## SILT HOTEL

Middelkerke, Belgium

### Advnsys

Colt FireCurtain FM1; Axial fans; Firelight  
Duo smoke vent; Duo Therma smoke vent;  
Damper units; CO<sub>2</sub> detection devices



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# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KINGSPAN GROUP PLC

## Report on the audit of the financial statements

### Opinion

We have audited the European Single Electronic Format financial statements ('the financial statements') of Kingspan Group plc ('the Company') and its subsidiaries ('the Group') for the year ended 31 December 2025, which comprise the Consolidated Income Statement, the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Financial Position, the Consolidated Statement of Changes in Equity, the Consolidated Statement of Cash Flows, the Company Statement of Financial Position, the Company Statement of Changes in Equity, the Company Statement of Cash Flows and notes to the financial statements, including the material accounting policy information set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and International Financial Reporting Standards (IFRS) as adopted by the European Union and, as regards the Company financial statements, as applied in accordance with the provisions of the Companies Act 2014.

In our opinion:

- the Group financial statements give a true and fair view of the assets, liabilities and financial position of the Group as at 31 December 2025 and of its profit for the year then ended;
- the Company statement of financial position gives a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2025;
- the Group financial statements have been properly prepared in accordance with IFRS as adopted by the European Union;
- the Company financial statements have been properly prepared in accordance with IFRS as adopted by the European Union as applied in accordance with the provisions of the Companies Act 2014; and
- the Group financial statements and Company financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014 and, as regards the Group financial statements, Article 4 of the IAS Regulation.

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The maintenance and integrity of the Kingspan Group plc web site is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group and Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard as applied to public interest entities issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Group and parent company's ability to continue to adopt the going concern basis of accounting included:

- In conjunction with our walkthrough of the Group's financial statement close process, we confirmed our understanding of management's going concern assessment process and also engaged with management early to ensure all key factors were considered in their assessment.
- We obtained management's going concern assessment, including the cash forecast and covenant calculation for the going concern period which covers a period of at least twelve months from the date of signing this audit opinion.
- We considered the appropriateness of the methods used to calculate the cash forecasts and covenant calculations and determined through inspection and testing of the methodology and calculations that the methods utilised were appropriately sophisticated to be able to make an assessment for the Group.
- We considered the mitigating factors included in the cash forecasts and covenant calculations that are within control of the Group. This includes review of the Group's non-operating cash outflows and evaluating the Group's ability to control these outflows as mitigating actions if required.
- We performed reverse stress testing in order to identify factors which would lead to the Group utilising all liquidity or breaching financial covenants during the going concern assessment period. None of these factors were considered likely.
- We reviewed the Group's going concern disclosures included in the annual report in order to assess that the disclosures were appropriate and in conformity with reporting standards.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

The Group continued to generate significant operating cash flows which amounted to €819.7 million in 2025. At 31 December 2025, the Group has unrestricted cash and cash equivalents of €584.7 million and unused committed debt facilities of up to €800 million from a revolving bank credit facility expiring in May 2028.

### Conclusion

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In relation to the Group and parent company's reporting on how they have applied the Irish Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group's ability to continue as a going concern.

### Overview of our audit approach

Key audit matters	<ul style="list-style-type: none"> <li>The key audit matter that we identified in the current year was: <ul style="list-style-type: none"> <li>Revenue recognition</li> </ul> </li> </ul>
Audit scope	<ul style="list-style-type: none"> <li>We performed an audit of the complete financial information of 20 operating units and performed audit procedures on specific balances for a further 44 operating units and central procedures on purchase price accounting for acquisitions, goodwill impairment testing, taxation and transfer pricing, leases, share-based payments, deferred contingent consideration, retirement benefit obligations and going concern.</li> <li>We performed procedures at a further 19 operating units that were specified by the Group audit team in response to specific risk factors.</li> <li>'Operating units' represent business units across the Group considered for audit scoping purposes.</li> </ul>
Materiality	<ul style="list-style-type: none"> <li>Overall Group materiality was assessed to be €42.5 million which represents approximately 5% of Group Profit before tax.</li> </ul>

In the prior year, our auditor's report included key audit matters relating to Revenue Recognition, Warranty Provisions, and Accounting for Acquisitions. In the current year, we have retained the key audit matter related to Revenue Recognition and removed "Accounting for Acquisitions" due to the decrease in the size and level of acquisition activity in 2025, as well as "Warranty Provisions" due to limited differences identified historically.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Risk	Our response to the risk	Key observations communicated to the Audit & Compliance Committee
<p><b>Revenue recognition</b> (2025: €9,199.0 million, 2024: €8,608.0 million)</p>	<p>We performed procedures on revenue at all in-scope components, as outlined in further detail in the 'Tailoring the scope' section below.</p>	<p>Our observations included an overview of the risk, outline of the audit procedures performed, the judgements we focused on and the results of our testing.</p>
<p>There is a risk that revenue may be inflated through management override of controls by posting manual journal adjustments to achieve revenue targets or forecasts.</p>	<p>We obtained an understanding of each in-scope component's revenue recognition policy and how it is applied (depending on the nature of the revenue recognised at each component), including a walkthrough of the design and implementation of relevant controls; performed detailed transactional testing of revenue recognised throughout the year, commensurate with the higher audit risk assigned to revenue; examined supporting documentation including customer contracts and terms of agreements, statements of works or purchase orders, sales invoices, customer balance confirmations and cash receipts to determine whether revenue is recognised in accordance with terms of contracts and the Group accounting policies. We also performed cut-off procedures and review of credit memos and other adjustments such as discounts and rebates.</p>	<p>Our planned audit procedures in respect of revenue recognition were completed without exception.</p>
<p>There is no significant judgement or estimate associated with the identified risk.</p>	<p>There is no significant judgement or estimate associated with the identified risk.</p>	
<p>Refer to the Audit and Compliance Committee Report (page 108); the Statement of Accounting Policies (page 249); and note 2 of the Group Financial Statements (page 259).</p>	<p>For significant manual journals posted to revenue, we identified journal sources, profiled journal activity by month and compared it to the prior year, analysed who posted these journals considering our understanding of the process, and followed up on any unusual trends and anomalies. We tested non-routine material top-side adjustments recorded in revenue accounts.</p>	
	<p>In some components, we utilised data analytics procedures. This included correlation analysis of the strength of relationship between revenue and other accounts to identify anomalies and unusual journal entries.</p>	
	<p>We performed procedures on key financial statement disclosures for compliance with IFRS 15 Revenue from Contracts with Customers.</p>	
	<p>The above procedures are performed locally by component teams. We performed full and specific scope audit procedures over this risk at 58 operating units.</p>	

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

### Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

#### Materiality

Materiality is the magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures. We determined materiality for the Group to be €42.5 million (2024: €41.6 million), which is 5% (2024: 5%) of Group's Profit before tax (2024: Group's Profit before tax). Profit before tax is a key performance indicator for the Group and is also a key metric used by the Group in the assessment of the performance of management. We therefore considered the Group's Profit before tax to be the most appropriate performance metric on which to base our materiality calculation as we consider it to be the most relevant performance measure to the stakeholders of the Group. We determined materiality for the Parent Company to be €21.1 million (2024: €23.3 million), which is approximately 1% (2024: 1%) of total equity. During the course of our audit, we reassessed initial materiality and considered that no further changes to materiality were necessary.

#### Performance materiality

Performance materiality is the application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality. On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2024: 50%) of our planning materiality, namely €31.9 million (2024: €20.8 million). We have set performance materiality at this percentage based on our assessment of the risk of misstatements, both corrected and uncorrected. Audit work was undertaken at component locations for the purpose of responding to the assessed risks of material misstatement of the Group financial statements. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was €6.2 million to €9.4 million (2024: €4.0 million to €6.0 million).

### Reporting threshold

Reporting threshold is an amount below which identified misstatements are considered as being clearly trivial. We agreed with the Audit & Compliance Committee that we would report to them all uncorrected audit differences in excess of €2.1 million (2024: €2.1 million), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds. We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

### An overview of the scope of our audit

#### Tailoring the scope

We are required to establish an overall audit strategy that sets the scope, timing, and direction of our audit. Audit scope comprises the operating units, activities, and processes to be audited that, in aggregate, are expected to provide sufficient coverage of the financial statements for us to express an audit opinion. We followed a risk-based approach when developing our audit approach to obtain sufficient appropriate audit evidence on which to base our audit opinion. We performed risk assessment procedures, with input from our component auditors, to identify and assess risks of material misstatement of the Group financial statements and identified significant accounts and disclosures. Our assessment of audit risk, our evaluation of materiality and our allocation of performance materiality determined our audit scope for each operating unit within which, when taken together, enabled us to form an opinion on the consolidated financial statements. Our audit effort was focused towards higher risk areas, such as management judgements and on operating units that we considered significant based upon size, complexity or risk.

We assessed our 2025 audit scope following the completion of our 2024 audit. We identified those operating units that were significant by virtue of their contribution to results or significant by virtue of their associated risk or complexity. In identifying the operating units where we would perform audit procedures, we considered our understanding of its operating environment, the potential impact of climate change, the Group's system of internal control at the entity level, centralised processes and IT applications. We also considered the history or expectation of unusual or complex transactions, potential for material misstatements, the previous effectiveness of controls, our fraud assessment and internal audit findings. We then considered the adequacy of account coverage and remaining audit risk of operating units not directly covered by audit procedures. Finally, we assessed the appropriateness of our audit scope by comparing to the prior year; ensured that there was sufficient unpredictability in our scope and made the necessary changes where appropriate. We applied our risk analysis which consolidate internal and external data to inform us on higher risk components to be included in scope. This allowed us to risk rate the Group's operating units. We identified 83 operating units where we believed that it was appropriate to carry out targeted testing.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

By following this approach, our audit effort focused on higher risk areas, such as management judgements. Our group wide procedures enabled us to obtain audit evidence over the operating units that were full, specific or specified procedure scope. We did not make substantial changes to our 2024 assessment of the components where we performed audit procedures. Also, there were no significant changes to the number of IT applications we tested. We determined that certain centralised audit procedures could be performed in the following audit areas: purchase price accounting for significant acquisitions, goodwill impairment testing, taxation and transfer pricing, leases, share-based payments, deferred contingent consideration, retirement benefit obligations and going concern.

We then identified 31 components as individually relevant components to the Group due to relevant events and conditions underlying the identified risks of material misstatement of the Group financial statements being associated with the reporting components or a pervasive risk of material misstatement of the Group financial statements or a significant risk or an area of higher assessed risk of material misstatement of the Group financial statements being associated with the components. Further, we identified 1 component as individual relevant component due to materiality or financial size of the component relative to the Group.

For those individually relevant components, we identified the significant accounts where audit work needed to be performed at these components by applying professional judgement, having considered the Group significant accounts on which centralised procedures will be performed, the reasons for identifying the financial reporting component as an individually relevant component and the size of the component's account balance relative to the Group significant financial statement account balance. We then considered whether the remaining Group significant account balances not yet subject to audit procedures, in aggregate, could give rise to a risk of material misstatement of the Group financial statements. We selected 32 components of the Group to include in our audit scope to address these risks. Having identified the components for which work will be performed, we determined the scope to assign to each component.

Of the 83 components selected, we designed and performed audit procedures on the entire financial information of 20 components ("full scope components"). For 44 components ("specific scope component"), we designed and performed audit procedures on specific significant accounts balances or disclosures of the financial information of the component. For the remaining 19 components, we performed specified audit procedures to obtain evidence for one or more relevant assertions. We kept our audit scope under review throughout the year to reflect changes in the underlying business and risks; however, no significant changes were required. The table below illustrates the scope of work performed by our audit teams:

Operating Units procedures	2025	2024	No. of Countries	Basis of inclusion	Extent of
Full Scope	20	20	11	Size & significant risk	Complete financial information
Specific Scope	44	42	16	Significant risk or higher risk estimates	Individual account balances
Specified Procedures <sup>1</sup>	19	18	7	Other risk factors	Individual transactions or processes
Other Procedures	492	419	61	Residual risk of error	Supplementary Audit Procedures <sup>2</sup>
<b>Total</b>	<b>575</b>	<b>499</b>			

1 These procedures were performed at operating units and at the group level, to address specified risks of the audit or for audit coverage purposes.

2 We performed supplementary audit procedures in relation to centralised group accounting and reporting processes. These included, but were not limited to, purchase price accounting on significant acquisitions, goodwill impairment testing, taxation and transfer pricing, leases, share-based payments, deferred contingent consideration, retirement benefit obligations and going concern.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

### Involvement with component teams

In establishing our overall approach to the Group audit, we determined the type of work that needed to be undertaken at each of the components by us, as the Group audit engagement team, or by component auditors operating under our instruction. The Group audit team continued to follow a programme of planned visits that has been designed to ensure that senior members of the Group audit team, including the Audit Engagement Partner, visit a number of overseas locations. During the current year's audit cycle, visits were undertaken by the primary audit team of the component teams in Brazil, Sweden, Czech Republic, France, Spain and Belgium. In conjunction with these visits, the audit team performed file reviews for all 20 full-scope components located in the UK and the US, in addition to the locations stated above. These visits and file reviews involved discussing the audit approach and any issues arising with the component team, holding discussions with local management, and attending closing meetings as well as review of component team files. The Group audit team interacted regularly with the component teams where appropriate during various stages of the audit, reviewed relevant working papers and were responsible for the scope and direction of the audit process. Where relevant, the section on key audit matters details the level of involvement we had with component auditors to enable us to determine that sufficient audit evidence has been obtained as a basis for our opinion on the Group as a whole. This, together with the additional procedures performed at Group level, gave us appropriate evidence for our opinion on the Group financial statements.

### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Corporate Governance Statement

We have reviewed the director's statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Group and Company's compliance with the provision of the Irish Corporate Governance Code specified for our review by the Euronext Dublin Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following statements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- the Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 128;
- the Directors' explanation as to its assessment of the Group prospects, the period this assessment covers and why the period is appropriate set out on pages 128 and 129;
- the Directors' statement as to whether they have a reasonable expectation that the Group and the Company will be able to continue in operation and meet its liabilities as they fall due over the period of their assessment, including any related disclosures drawing attention to any necessary qualifications or assumptions set out on page 128;
- the Directors' statement on fair, balanced and understandable and the information necessary for shareholders to assess the Group's performance, business model and strategy set out in page 129;
- the Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 129;
- the section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on pages 45 to 53; and
- the section describing the work of the Audit & Compliance Committee set out on pages 108 to 118.

We have nothing to report in respect of our responsibility to report when the directors' statement relating to the Group's compliance with the Irish Corporate Governance Code does not properly disclose a departure from a relevant provision of the Code specified under the Euronext Listing Rules for review by the auditors.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

### Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based solely on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Report, other than those parts dealing with the non-financial statement pursuant to the requirements of S.I. No. 360/2017 is consistent with the financial statements; and
- the Directors' Report, other than those parts relating to sustainability reporting where required by Part 28 of the Companies Act 2014, and those parts dealing with the non-financial statement pursuant to the requirements of S.I. No. 360/2017 has been prepared in accordance with applicable legal requirements.
- We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.
- In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the Company statement of financial position is in agreement with the accounting records.

### Corporate Governance Statement required by the Companies Act 2014

We report, in relation to information given in the Corporate Governance Statement on pages 78 to 85 that:

- in our opinion, based on the work undertaken during the course of the audit, the information given in the Corporate Governance Statement pursuant to subsections 2(c) and (d) of section 1373 of the Companies Act 2014 is consistent with the Company's statutory financial statements in respect of the financial year concerned and such information has been prepared in accordance with the Companies Act 2014. Based on our knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in this information;
- in our opinion, based on the work undertaken during the course of the audit, the Corporate Governance Statement contains the information required by Regulation 6(2) of the European Union (Disclosure of Non-Financial and Diversity Information by certain large undertakings and groups) Regulations 2017; and
- in our opinion, based on the work undertaken during the course of the audit, the information required pursuant to section 1373(2) (a), (b), (e) and (f) of the Companies Act 2014 is contained in the Corporate Governance Statement.

### Matters on which we are required to report by exception

Based on the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures required by sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions, are not complied with by the Company. We have nothing to report in this regard.

We have nothing to report in respect of section 13 of the European Union (Disclosure of Non-Financial and Diversity Information by certain large undertakings and groups) Regulations 2017, which require us to report to you if, in our opinion, the Company has not provided in the non-financial statement the information required by Section 5(2) to (7) of those Regulations, in respect of 31 December 2024.

The Companies Act 2014 also requires us to report to you if, in our opinion, the Company has not provided the information required by Section 1110N in relation to its remuneration report for the financial year 31 December 2024. We have nothing to report in this regard.

### Respective responsibilities

#### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 129 to 131, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and the parent Company's ability to continue as going concerns, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or the parent Company or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## TO THE MEMBERS OF KINGSPAN GROUP PLC

### Explanation to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud, that could reasonably be expected to have a material effect on the financial statements. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. In addition, the further removed any non-compliance is from the events and transactions reflected in the financial statements, the less likely it is that our procedures will identify such non-compliance. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the company and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and determined that the most significant are those that relate to the form and content of external financial and corporate governance reporting including company law, tax legislation, employment law and regulatory compliance;
- We understood how the Group companies are complying with those frameworks by making enquiries of management, internal audit, those responsible for legal and compliance procedures and the Company Secretary. We corroborated our enquiries through our review of the Group's Compliance Policies, board minutes, papers provided to the Audit & Compliance Committee and correspondence received with regulatory bodies;
- We assessed the susceptibility of the Group's financial statements to material misstatement, including how fraud might occur by meeting with management, including within various parts of the business, to understand where they considered there was susceptibility to fraud. We also considered performance targets and the potential for management to influence earnings or the perceptions of analysts. Where this risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included testing manual journals and were designed to provide reasonable assurance that the financial statements were free from fraud or error; and
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures included a review of board minutes to identify any non-compliance with laws and regulations, a review of the reporting to the Audit & Compliance Committee on compliance with regulations, and enquiries of internal and external legal counsel and management. We have involved our own internal legal specialists in the execution of certain procedures.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://iaasa.ie/wp-content/uploads/docs/media/IAASA/Documents/audit-standards/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://iaasa.ie/wp-content/uploads/docs/media/IAASA/Documents/audit-standards/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

### Other matters which we are required to address

We were appointed by the Board of Directors following the AGM held on 1 May 2020 to audit the financial statements for the year ended 31 December 2020 and subsequent financial periods. The period of total uninterrupted engagement including previous renewals and reappointments of the firm is six years. The non-audit services prohibited by IAASA's Ethical Standard were not provided to the Group and we remain independent of the Group in conducting our audit. Our audit opinion is consistent with the additional report to the Audit & Compliance Committee

### The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Dermot Daly**  
for and on behalf of  
**Ernst & Young Chartered Accountants and Statutory Audit Firm**

**Office: Dublin**

**Date: 25 February 2026**

# CONSOLIDATED INCOME STATEMENT

## FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 €m	2024 €m
<b>REVENUE</b>	2	<b>9,199.0</b>	8,608.0
Cost of sales		<b>(6,468.7)</b>	(6,061.6)
<b>GROSS PROFIT</b>		<b>2,730.3</b>	2,546.4
Operating costs, excluding intangible asset amortisation		<b>(1,775.2)</b>	(1,639.7)
<b>TRADING PROFIT</b>	2	<b>955.1</b>	906.7
Intangible asset amortisation	10	<b>(51.6)</b>	(44.6)
<b>OPERATING PROFIT</b>		<b>903.5</b>	862.1
Finance expense	4	<b>(77.6)</b>	(67.4)
Finance income	4	<b>23.5</b>	35.4
Share of associates' profit after tax	13	<b>2.1</b>	1.7
<b>PROFIT FOR THE YEAR BEFORE INCOME TAX</b>	5	<b>851.5</b>	831.8
Income tax expense	7	<b>(135.8)</b>	(141.0)
<b>PROFIT FOR THE YEAR FROM CONTINUING OPERATIONS</b>		<b>715.7</b>	690.8
Attributable to owners of Kingspan Group plc		<b>671.2</b>	665.5
Attributable to non-controlling interests	30	<b>44.5</b>	25.3
		<b>715.7</b>	690.8
<b>EARNINGS PER SHARE FOR THE YEAR</b>			
Basic	8	<b>370.0c</b>	365.2c
Diluted	8	<b>367.4c</b>	362.3c

Gene Murtagh  
Chief Executive Officer

Geoff Doherty  
Chief Financial Officer

24 February 2026

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 €m	2024 €m
<b>Profit for the year</b>		<b>715.7</b>	690.8
<b>Other comprehensive (loss)/income:</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Exchange differences on translating foreign operations		(189.3)	93.0
Effective portion of changes in fair value of cash flow hedges		6.8	0.3
Income taxes relating to changes in fair value of cash flow hedges	23	(1.7)	-
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Actuarial gains on defined benefit pension schemes	33	0.2	3.4
Income taxes relating to actuarial gains on defined benefit pension schemes	23	(0.1)	(0.5)
Equity investments at FVOCI – net change in fair value	12	-	(2.7)
<b>Total other comprehensive (loss)/income</b>		<b>(184.1)</b>	93.5
<b>Total comprehensive income for the year</b>		<b>531.6</b>	784.3
Attributable to owners of Kingspan Group plc		<b>487.7</b>	769.8
Attributable to non-controlling interests	30	<b>43.9</b>	14.5
		<b>531.6</b>	784.3

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## AS AT 31 DECEMBER 2025

	Note	2025 €m	2024 €m
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Goodwill	9	3,521.7	3,365.7
Other intangible assets	10	252.9	239.2
Investment in associates	13	13.5	14.5
Financial assets	12	25.1	23.9
Property, plant and equipment	11	2,404.3	2,254.2
Right of use assets	17	218.0	235.8
Derivative financial instruments	20	3.0	-
Retirement benefit assets	33	1.7	4.3
Deferred tax assets	23	79.3	84.5
		<b>6,519.5</b>	<b>6,222.1</b>
<b>CURRENT ASSETS</b>			
Inventories	14	1,215.8	1,197.1
Trade and other receivables	15	1,497.0	1,390.2
Derivative financial instruments	20	3.7	4.7
Cash and cash equivalents	18	584.7	1,005.4
		<b>3,301.2</b>	<b>3,597.4</b>
<b>TOTAL ASSETS</b>		<b>9,820.7</b>	<b>9,819.5</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	16	1,593.8	1,560.2
Provisions for liabilities	21	44.6	55.9
Deferred income – government grant	22	2.4	-
Lease liabilities	17	59.2	63.9
Deferred contingent consideration	19	279.5	345.5
Interest bearing loans and borrowings	18	381.4	197.7
Current income tax liabilities		43.5	29.3
		<b>2,404.4</b>	<b>2,252.5</b>
<b>NON-CURRENT LIABILITIES</b>			
Retirement benefit obligations	33	40.4	41.8
Provisions for liabilities	21	113.2	108.4
Deferred income – government grant	22	11.5	-
Interest bearing loans and borrowings	18	2,087.5	2,385.3
Lease liabilities	17	161.5	174.7
Deferred tax liabilities	23	109.0	113.9
Deferred contingent consideration	19	160.9	152.1
		<b>2,684.0</b>	<b>2,976.2</b>
<b>TOTAL LIABILITIES</b>		<b>5,088.4</b>	<b>5,228.7</b>
<b>NET ASSETS</b>		<b>4,732.3</b>	<b>4,590.8</b>
<b>EQUITY</b>			
Share capital	25	23.7	24.0
Share premium	26	228.5	215.9
Other undenominated capital		1.0	0.7
Treasury shares	27	(184.1)	(186.8)
Other reserves		(617.1)	(401.1)
Retained earnings		5,029.9	4,639.8
<b>EQUITY ATTRIBUTABLE TO OWNERS OF KINGSPAN GROUP PLC</b>		<b>4,481.9</b>	<b>4,292.5</b>
<b>NON-CONTROLLING INTERESTS</b>	30	<b>250.4</b>	<b>298.3</b>
<b>TOTAL EQUITY</b>		<b>4,732.3</b>	<b>4,590.8</b>

Gene Murtagh  
Chief Executive Officer

Geoff Doherty  
Chief Financial Officer

24 February 2026

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## FOR THE YEAR ENDED 31 DECEMBER 2025

	Share Capital	Share Premium	Other Undenominated Capital	Treasury Shares	Translation Reserve	Cash Flow Hedging Reserve	Share-based Payment Reserve	Revaluation Reserve	Put Option Liability Reserve	Other Reserve	Retained Earnings	Total Attributable to Owners of the Parent	Non-Controlling Interests	Total Equity
	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m
Balance at 1 January 2025	24.0	215.9	0.7	(186.8)	(54.6)	0.3	64.3	0.7	(424.1)	12.3	4,639.8	4,292.5	298.3	<b>4,590.8</b>
<b>Transactions with owners recognised directly in equity</b>														
Employee share-based compensation	-	-	-	-	-	-	21.0	-	-	-	-	21.0	-	<b>21.0</b>
Tax on employee share-based compensation	-	-	-	-	-	-	(0.3)	-	-	-	1.5	1.2	-	<b>1.2</b>
Exercise or lapsing of share options	-	12.6	-	2.7	-	-	(26.6)	-	-	-	11.3	-	-	-
Repurchase and cancellation of shares	(0.3)	-	0.3	-	-	-	-	-	-	-	(148.6)	(148.6)	-	<b>(148.6)</b>
Dividends	-	-	-	-	-	-	-	-	-	-	(99.5)	(99.5)	-	<b>(99.5)</b>
<i>Transactions with non-controlling interests:</i>														
Arising on acquisition	-	-	-	-	-	-	-	-	(42.0)	-	-	(42.0)	(1.8)	<b>(43.8)</b>
Settlement of put option	-	-	-	-	-	-	-	-	73.6	-	(41.9)	31.7	(31.7)	-
Purchase of non-controlling interests	-	-	-	-	-	-	-	-	-	-	(4.5)	(4.5)	(46.6)	<b>(51.1)</b>
Movement in non-controlling interests	-	-	-	-	-	-	-	-	-	-	0.5	0.5	15.6	<b>16.1</b>
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(27.3)	<b>(27.3)</b>
Fair value movement	-	-	-	-	-	-	-	-	(58.1)	-	-	(58.1)	-	<b>(58.1)</b>
<b>Transactions with owners</b>	<b>(0.3)</b>	<b>12.6</b>	<b>0.3</b>	<b>2.7</b>	<b>-</b>	<b>-</b>	<b>(5.9)</b>	<b>-</b>	<b>(26.5)</b>	<b>-</b>	<b>(281.2)</b>	<b>(298.3)</b>	<b>(91.8)</b>	<b>(390.1)</b>
<b>Total comprehensive income for the year</b>														
Profit for the year	-	-	-	-	-	-	-	-	-	-	671.2	671.2	44.5	<b>715.7</b>
<b>Other comprehensive income</b>														
<b>Items that may be reclassified subsequently to profit or loss</b>														
<i>Cash flow hedging in equity</i>														
- current year	-	-	-	-	-	3.8	-	-	-	-	-	3.8	3.0	<b>6.8</b>
- tax impact	-	-	-	-	-	(1.0)	-	-	-	-	-	(1.0)	(0.7)	<b>(1.7)</b>
Exchange differences on translating foreign operations	-	-	-	-	(186.4)	-	-	-	-	-	-	(186.4)	(2.9)	<b>(189.3)</b>
<b>Items that will not be reclassified subsequently to profit or loss</b>														
Actuarial gains on defined benefit pension scheme	-	-	-	-	-	-	-	-	-	-	0.2	0.2	-	<b>0.2</b>
Income taxes relating to actuarial gains on defined benefit pension scheme	-	-	-	-	-	-	-	-	-	-	(0.1)	(0.1)	-	<b>(0.1)</b>
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(186.4)</b>	<b>2.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>671.3</b>	<b>487.7</b>	<b>43.9</b>	<b>531.6</b>
<b>Balance at 31 December 2025</b>	<b>23.7</b>	<b>228.5</b>	<b>1.0</b>	<b>(184.1)</b>	<b>(241.0)</b>	<b>3.1</b>	<b>58.4</b>	<b>0.7</b>	<b>(450.6)</b>	<b>12.3</b>	<b>5,029.9</b>	<b>4,481.9</b>	<b>250.4</b>	<b>4,732.3</b>

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## FOR THE YEAR ENDED 31 DECEMBER 2024

	Share Capital	Share Premium	Other Undenominated Capital	Treasury Shares	Translation Reserve	Cash Flow Hedging Reserve	Share-based Payment Reserve	Revaluation Reserve	Put Option Liability Reserve	Other Reserve	Retained Earnings	Total Attributable to Owners of the Parent	Non-Controlling Interests	Total Equity
	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m	€m
Balance at 1 January 2024	23.9	129.3	0.7	(55.8)	(158.4)	-	61.3	0.7	(240.3)	-	4,086.6	3,848.0	99.8	<b>3,947.8</b>
<b>Transactions with owners recognised directly in equity</b>														
Employee share-based compensation	-	-	-	-	-	-	19.9	-	-	-	-	19.9	-	<b>19.9</b>
Tax on employee share-based compensation	-	-	-	-	-	-	(2.2)	-	-	-	2.4	0.2	-	<b>0.2</b>
Exercise or lapsing of share options	-	23.9	-	3.6	-	-	(14.7)	-	-	-	(12.8)	-	-	-
Repurchase of shares	-	-	-	(134.6)	-	-	-	-	-	-	(0.3)	(134.9)	-	<b>(134.9)</b>
Dividends	-	-	-	-	-	-	-	-	-	-	(96.6)	(96.6)	-	<b>(96.6)</b>
Share consideration for acquisition	0.1	62.7	-	-	-	-	-	-	-	12.3	-	75.1	-	<b>75.1</b>
<i>Transactions with non-controlling interests:</i>														
Arising on acquisition	-	-	-	-	-	-	-	-	(148.8)	-	-	(148.8)	264.8	<b>116.0</b>
Purchase of non-controlling interests	-	-	-	-	-	-	-	-	-	-	(5.2)	(5.2)	(88.2)	<b>(93.4)</b>
Increase in non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	8.4	<b>8.4</b>
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(1.0)	<b>(1.0)</b>
Fair value movement	-	-	-	-	-	-	-	-	(35.0)	-	-	(35.0)	-	<b>(35.0)</b>
<b>Transactions with owners</b>	<b>0.1</b>	<b>86.6</b>	<b>-</b>	<b>(131.0)</b>	<b>-</b>	<b>-</b>	<b>3.0</b>	<b>-</b>	<b>(183.8)</b>	<b>12.3</b>	<b>(112.5)</b>	<b>(325.3)</b>	<b>184.0</b>	<b>(141.3)</b>
<b>Total comprehensive income for the year</b>														
Profit for the year	-	-	-	-	-	-	-	-	-	-	665.5	665.5	25.3	<b>690.8</b>
<b>Other comprehensive income</b>														
<b>Items that may be reclassified subsequently to profit or loss</b>														
<i>Cash flow hedging in equity</i>														
- current year	-	-	-	-	-	0.3	-	-	-	-	-	0.3	-	<b>0.3</b>
- tax impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	103.8	-	-	-	-	-	-	103.8	(10.8)	<b>93.0</b>
<b>Items that will not be reclassified subsequently to profit or loss</b>														
Actuarial gains on defined benefit pension scheme	-	-	-	-	-	-	-	-	-	-	3.4	3.4	-	<b>3.4</b>
Income taxes relating to actuarial gains on defined benefit pension scheme	-	-	-	-	-	-	-	-	-	-	(0.5)	(0.5)	-	<b>(0.5)</b>
Equity investments at FVOCI – net change in fair value	-	-	-	-	-	-	-	-	-	-	(2.7)	(2.7)	-	<b>(2.7)</b>
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>103.8</b>	<b>0.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>665.7</b>	<b>769.8</b>	<b>14.5</b>	<b>784.3</b>
<b>Balance at 31 December 2024</b>	<b>24.0</b>	<b>215.9</b>	<b>0.7</b>	<b>(186.8)</b>	<b>(54.6)</b>	<b>0.3</b>	<b>64.3</b>	<b>0.7</b>	<b>(424.1)</b>	<b>12.3</b>	<b>4,639.8</b>	<b>4,292.5</b>	<b>298.3</b>	<b>4,590.8</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 €m	2024 €m
<b>OPERATING ACTIVITIES</b>			
Profit for the year		715.7	690.8
<i>Add back non-cash and/or non-operating expenses:</i>			
Income tax expense	7	135.8	141.0
Depreciation	5	263.1	231.9
Amortisation of intangible assets	10	51.6	44.6
Impairment of property, plant and equipment	11	0.4	3.9
Government grant amortisation	22	(2.0)	-
Employee equity settled share options	3	21.0	19.9
Exchange translation adjustment		(31.4)	-
Finance income	4	(23.5)	(35.4)
Finance expense	4	77.6	67.4
Profit on sale of property, plant and equipment	5	(1.5)	(7.9)
<i>Changes in working capital:</i>			
Inventories		(39.8)	(67.4)
Trade and other receivables		(106.5)	56.0
Trade and other payables		(4.7)	21.4
<i>Other:</i>			
Change in provisions		(32.7)	(26.3)
Pension contributions	33	(1.2)	(2.6)
Cash generated from operations		1,021.9	1,137.3
Income tax paid		(132.8)	(184.3)
Interest paid		(69.4)	(58.5)
<b>Net cash flow from operating activities</b>		<b>819.7</b>	<b>894.5</b>
<b>INVESTING ACTIVITIES</b>			
Additions to property, plant and equipment		(365.1)	(366.3)
Additions to intangible assets	10	(0.1)	(0.4)
Additions to investment in associates	13	(2.0)	(1.0)
Proceeds from disposals of property, plant and equipment		22.8	32.9
Purchase of subsidiary undertakings (including net debt/cash acquired)	24	(222.0)	(775.3)
Purchase of financial asset		(0.8)	(17.5)
Dividends from investment in associates	13	4.3	0.3
Payment of deferred contingent consideration	19	(94.2)	(1.1)
Finance income received		13.3	17.4
Receipt of government grants	22	16.6	-
<b>Net cash flow from investing activities</b>		<b>(627.2)</b>	<b>(1,111.0)</b>
<b>FINANCING ACTIVITIES</b>			
Drawdown of loans and borrowings	31	130.0	899.7
Repayment of loans and borrowings	31	(226.6)	(246.2)
Acquisition of minority interest		(51.1)	(93.4)
Payment of put option liabilities	19	(73.6)	-
Derivative financial instruments movement	31	4.0	(4.6)
Payment of lease liability	17	(77.9)	(68.7)
Repurchase of shares		(148.6)	(134.6)
Dividends paid to non-controlling interests	30	(27.3)	(1.0)
Proceeds from increase in non-controlling interests		17.6	-
Dividends paid	29	(99.5)	(96.6)
<b>Net cash flow from financing activities</b>		<b>(553.0)</b>	<b>254.6</b>
<b>(DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>	31	<b>(360.5)</b>	<b>38.1</b>
Effect of movement in exchange rates on cash held		(60.2)	28.6
Cash and cash equivalents at the beginning of the year		1,005.4	938.7
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>584.7</b>	<b>1,005.4</b>

# COMPANY STATEMENT OF FINANCIAL POSITION

## AS AT 31 DECEMBER 2025

	Note	2025 €m	2024 €m
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Investments in subsidiaries	12	<b>2,341.0</b>	2,328.0
<b>CURRENT ASSETS</b>			
Amounts owed by group undertakings	15	<b>14.0</b>	18.3
Cash and cash equivalents		<b>0.4</b>	0.4
<b>TOTAL ASSETS</b>		<b>2,355.4</b>	2,346.7
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Amounts owed to group undertakings	16	<b>227.9</b>	0.1
Payables	16	<b>0.5</b>	0.5
<b>TOTAL LIABILITIES</b>		<b>228.4</b>	0.6
<b>NET ASSETS</b>		<b>2,127.0</b>	2,346.1
<b>EQUITY</b>			
<b>Equity attributable to owners of Kingspan Group plc</b>			
Share capital	25	<b>23.7</b>	24.0
Share premium	26	<b>228.5</b>	215.9
Other undenominated capital		<b>1.0</b>	0.7
Treasury shares	27	<b>(184.1)</b>	(186.8)
Retained earnings	28	<b>2,057.9</b>	2,292.3
<b>TOTAL EQUITY</b>		<b>2,127.0</b>	2,346.1

In accordance with section 304 of the Companies Act 2014, the Company's loss for the financial year was €0.1m (2024: profit of €194.6m).

Gene Murtagh

Chief Executive Officer

Geoff Doherty

Chief Financial Officer

24 February 2026

## COMPANY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2025

	Share Capital	Share Premium	Other Undenominated Capital	Treasury Shares	Retained Earnings	Total Equity
	€m	€m	€m	€m	€m	€m
<b>Balance at 1 January 2025</b>	24.0	215.9	0.7	(186.8)	2,292.3	<b>2,346.1</b>
Shares issued	-	12.6	-	2.7	(7.2)	<b>8.1</b>
Repurchase and cancellation of shares	(0.3)	-	0.3	-	(148.6)	<b>(148.6)</b>
Employee share-based compensation	-	-	-	-	21.0	<b>21.0</b>
Dividends	-	-	-	-	(99.5)	<b>(99.5)</b>
<b>Transactions with owners</b>	(0.3)	12.6	0.3	2.7	(234.3)	<b>(219.0)</b>
Loss for the year	-	-	-	-	(0.1)	<b>(0.1)</b>
<b>Balance at 31 December 2025</b>	<b>23.7</b>	<b>228.5</b>	<b>1.0</b>	<b>(184.1)</b>	<b>2,057.9</b>	<b>2,127.0</b>

	Share Capital	Share Premium	Other Undenominated Capital	Treasury Shares	Retained Earnings	Total Equity
	€m	€m	€m	€m	€m	€m
<b>Balance at 1 January 2024</b>	23.9	129.3	0.7	(55.8)	2,186.3	<b>2,284.4</b>
Shares issued	0.1	86.6	-	3.6	(11.9)	<b>78.4</b>
Repurchase of shares	-	-	-	(134.6)	-	<b>(134.6)</b>
Employee share-based compensation	-	-	-	-	19.9	<b>19.9</b>
Dividends	-	-	-	-	(96.6)	<b>(96.6)</b>
<b>Transactions with owners</b>	0.1	86.6	-	(131.0)	(88.6)	<b>(132.9)</b>
Profit for the year	-	-	-	-	194.6	<b>194.6</b>
<b>Balance at 31 December 2024</b>	<b>24.0</b>	<b>215.9</b>	<b>0.7</b>	<b>(186.8)</b>	<b>2,292.3</b>	<b>2,346.1</b>

# COMPANY STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	€m	€m
<b>OPERATING ACTIVITIES</b>		
(Loss)/profit for the year after tax	(0.1)	194.6
<b>Net cash flow from operating activities</b>	<b>(0.1)</b>	194.6
<b>FINANCING ACTIVITIES</b>		
Change in receivables	4.3	147.6
Change in payables	227.8	0.3
Repurchase of shares	(148.6)	(134.6)
Proceeds from shares issued	-	62.8
Proceeds from equity settled share scheme	16.1	27.3
Dividends paid	(99.5)	(96.6)
<b>Net cash flow from financing activities</b>	<b>0.1</b>	6.8
<b>INVESTING ACTIVITIES</b>		
Investment in subsidiaries	-	(201.4)
<b>Net cash flow from investing activities</b>	<b>-</b>	(201.4)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>0.4</b>	0.4
Net increase in cash and cash equivalents	-	-
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>0.4</b>	0.4

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies

#### General information

Kingspan Group plc is a public limited company registered and domiciled in Ireland. Its registered number is 70576 and the address of its registered office is Dublin Road, Kingscourt, Co Cavan.

The principal activities of Kingspan Group plc (the Group) comprise the manufacture and distribution of high-performance insulation, building envelope, and integrated building systems solutions, including digital infrastructure, daylighting and ventilation, and water management technologies. The principal activities are delivered through two global operating segments as part of a complete building envelope and critical infrastructure offering. The Group's Principal Subsidiary Undertakings are set out on page 305 to 308.

#### Statement of compliance

The consolidated and Company financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) and their interpretations issued by the International Accounting Standards Board (IASB) as adopted by the EU and those parts of the Companies Acts 2014, applicable to companies reporting under IFRS and Article 4 of the IAS Regulation.

The Company has availed of the exemption in Section 304 of the Companies Act 2014 and has not presented the Company Income Statement, which forms part of the Company's financial statements, to its members and the Registrar of Companies.

#### Changes in Accounting Policies and Disclosures

##### New and amended standards and interpretations effective during 2025

The following amendment to standards and interpretations is effective for the Group from 1 January 2025 and does not have a material effect on the results or financial position of the Group:

Standards, amendments to standards and interpretations	Effective date – periods beginning on or after
Amendments to IAS 21 <i>The Effects of Changes in Foreign Exchange Rates:</i> Lack of Exchangeability	1 January 2025

#### Basis of preparation

The financial statements have been prepared on a going concern basis, under the historical cost convention, as modified by:

- measurement at fair value of share-based payments at initial date of award;
- certain financial assets (including derivative financial instruments) and deferred contingent consideration recognised and measured at fair value; and
- recognition of the defined benefit liability as plan assets less the present value of the defined benefit obligation.

The accounting policies set out below have been applied consistently to all years presented in these financial statements, unless otherwise stated.

These consolidated financial statements have been prepared in Euro (millions), rounded to one decimal point. The Euro is the presentation currency of the Group and the functional and presentation currency of the Company.

The Group uses a number of Alternative Performance Measures (APMs) throughout these financial statements to give assistance to investors in evaluating the performance of the underlying business and to give a better understanding of how management review and monitor the business on an ongoing basis. These APMs have been defined and explained in more detail on page 302 to 304.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

There are a number of new standards, amendments to standards and interpretations that are not yet effective and have not been applied in preparing these consolidated financial statements. These new standards, amendments to standards and interpretations are either not expected to have a material impact on the Group's financial statements or are still under assessment by the Group. The principal new standards, amendments to standards and interpretations are as follows:

Standards, amendments to standards and interpretations	Effective date – periods beginning on or after
Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7)	1 January 2026
Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7	1 January 2026
Annual Improvements Volume 11	1 January 2026
IFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
IFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027*
Amendments to IAS 21 <i>The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027*
Amendments to IFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027*

\*Not EU endorsed

#### Basis of consolidation

The Group consolidated financial statements incorporate the financial statements of the Company and its subsidiary undertakings.

#### Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has the rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are included in the Group financial statements from the date on which control over the entity is obtained and cease to be consolidated from the date on which control is transferred out of the Group.

#### Transactions eliminated on consolidation

Intragroup transactions and balances, and any unrealised gains arising from such transactions, are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same manner as unrealised gains, but only to the extent that there is no evidence of impairment.

#### Segment reporting

The Group's accounting policy for identifying segments is based on internal management reporting information that is routinely reviewed by the Chief Executive Officer and Chief Financial Officer, who perform the function of Chief Operating Decision Maker (CODM) for the Group.

The measurement policies used for the segment reporting under IFRS 8 *Operating Segments* are the same as those used in the consolidated financial statements. Segment results that are reported to the CODM include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, finance income and expenses and tax assets and liabilities.

The Group has determined that it has two (2024: five) operating segments: Insulated Building Envelopes and Advnsys. During the period, the Group revised its operating segment structure to reflect material developments in its 'Completing the Envelope' strategy and to enhance alignment with how the business is managed, reviewed, and resourced by the CODM. The updated structure introduces two distinct operating segments, Insulated Building Envelopes and Advnsys, each encompassing integrated product platforms with clearly defined commercial, operational, and strategic profiles. This change follows a period of significant transformation across the Group, including major acquisitions, strategic investment in adjacent technologies, and increased cross-divisional integration. The revised segmental presentation provides a more accurate and meaningful view of performance and resource allocation in line with the Group's long-term growth strategy, innovation priorities, and commitment to delivering fully integrated, high-performance building solutions. The revised reporting structure reflects the internal reporting reviewed by the CODM and used for decision making purposes. Comparative figures for prior periods have been restated on a consistent basis to ensure like-for-like comparability.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

#### Revenue recognition

The Group recognises revenue exclusive of sales tax and trade discounts which would occur over time or at a point in time. The Group uses the five-step model as prescribed under IFRS 15 *Revenue from Contracts with Customers* on the Group's revenue transactions. This includes the identification of the contract, identification of the performance obligations under same, determination of the transaction price, allocation of the transaction price to performance obligations and recognition of revenue. Typically, individual performance obligations are specifically called out in the contract which allows for accurate recognition of revenue as and when performances are fulfilled.

The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customers.

The Group has identified a number of revenue streams where revenue is recognised at a point in time and/or over time. These are detailed below:

#### Supply only contracts

The point of recognition arises when the Group satisfies a performance obligation by transferring control of a promised good or service to the customer, which could occur over time or at a point in time. Revenue is recognised at the time of delivery at the delivery address (where Kingspan is to deliver the goods to the delivery address) or at Kingspan's works (where the customer is to collect the goods) or, if the customer wrongfully fails to take delivery of the goods, the time when Kingspan has tendered delivery of the goods. Invoicing occurs at the point of final delivery of the product or performance obligation, at which point a right is established for unconditional consideration as control passes to the customer. Typically, payment terms are 30 days from the end of the month in which the invoice is raised.

#### Supply and install projects

If a contract requires the Group to install or commission a product and the product can be separated or sold separately from the installation service and the contract specifically separates the performance obligations, then the product only supply element is recognised in line with the criteria set out in the supply only policy. The installation element is recognised over time in line with the milestones set out in the contract. If there is significant integration provided for in the contract then a single performance obligation is identified and the revenue is recognised using the input method in line with IFRS 15 *Revenue from Contracts with Customers* and requires judgement in determining milestones, actual work performed and the estimated costs to complete the work.

#### Service and maintenance

Where the Group provides a post-sale service and maintenance offering, the revenue associated with this separately identifiable performance obligation is initially recognised in deferred revenue. The revenue is recognised in the Consolidated Income Statement as each site visit occurs.

#### Research and Development

Expenditure on research and development is recognised as an expense in the period in which it is incurred. An asset is recognised only when all the conditions set out in IAS 38 *Intangible Assets* are met.

#### Business Combinations

Business combinations are accounted for using the acquisition method as at the date of acquisition.

In accordance with IFRS 3 *Business Combinations*, the fair value of consideration paid for a business combination is measured as the aggregate of the fair values at the date of exchange of assets given and liabilities incurred or assumed in exchange for control. The assets, liabilities and contingent liabilities of the acquired entity are measured at fair value as at the acquisition date. When the initial accounting for a business combination is determined, it is done so on a provisional basis with any adjustments to these provisional values made within 12 months of the acquisition date and are effective as at the acquisition date.

To the extent that deferred contingent consideration is payable as part of the acquisition cost and is payable after one year from the acquisition date, the deferred contingent consideration is discounted at an appropriate interest rate and, accordingly, carried at net present value (amortised cost) in the Consolidated Statement of Financial Position. The discount component is then unwound as an interest charge in the Consolidated Income Statement over the life of the obligation.

Where a business combination agreement provides for an adjustment to the cost of a business acquired contingent on future events, other than put options held by non-controlling interests, the Group accrues the fair value of the additional consideration payable as a liability at acquisition date. This amount is reassessed at each subsequent reporting date with any adjustments recognised in the Consolidated Income Statement.

If the business combination is achieved in stages, the fair value of the acquirer's previously held equity interest in the acquiree is re-measured at the acquisition date through the Consolidated Income Statement or the Consolidated Statement of Comprehensive Income.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets.

Transaction costs are expensed to the Consolidated Income Statement as incurred.

#### Put options held by non-controlling interest shares

Any contingent consideration is measured at fair value at the date of acquisition. Where a put option is held by a non-controlling interest (NCI) in a subsidiary undertaking, whereby that party can require the Group to acquire the NCI's shareholding in the subsidiary at a future date, but the NCI retains present access to the results of the subsidiary, the Group applies the present access method of accounting to this arrangement. The Group recognises a contingent consideration liability at fair value, being the Group's estimate of the amount required to settle that liability and a corresponding reserve in equity. Any subsequent remeasurements required due to changes in fair value of the put liability estimation are recognised in the Put Option Liability Reserve in equity.

#### Goodwill

Goodwill arises on business combinations and represents the difference between the fair value of the consideration and the fair value of the Group's share of the identifiable net assets of a subsidiary at the date of acquisition.

The Group measures goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interest in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree; less
- the net recognised amount (fair value) of the identifiable assets acquired and liabilities assumed.

Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

As at the acquisition date, any goodwill acquired is allocated to each of the cash generating units expected to benefit from the combination's synergies. The cash generating units represent the lowest level within the Group which generate largely independent cash inflows and these units are not larger than the operating segments (before aggregation) determined in accordance with IFRS 8 *Operating Segments*.

Goodwill is tested for impairment at the same level as the goodwill is monitored by management for internal reporting purposes, which is at the individual cash generating unit level.

Goodwill is subject to impairment testing on an annual basis and at any time during the year if an indicator of impairment is considered to exist. The goodwill impairment tests are undertaken at a consistent time each year. Impairment is determined by assessing the recoverable amount of the cash generating unit to which the goodwill relates. Where the recoverable amount of the cash generating unit is less than the carrying amount, an impairment loss is recognised in the Consolidated Income Statement. Impairment losses arising in respect of goodwill are not reversed following recognition.

On disposal of a subsidiary, the attributable amount of goodwill, not previously written off, is included in the calculation of the profit or loss on disposal.

#### Intangible Assets (other than goodwill)

Intangible assets separately acquired are capitalised at cost. Intangible assets acquired as part of a business combination are capitalised at fair value as at the date of acquisition.

Following initial recognition, intangible assets, which have finite useful lives, are carried at cost or initial fair value less accumulated amortisation and accumulated impairment losses.

The amortisation of intangible assets is calculated to write off the book value of intangible assets over their useful lives on a straight-line basis on the assumption of zero residual value. Amortisation charged on these assets is recognised in the Consolidated Income Statement.

The carrying amount of intangible assets is reviewed for indicators of impairment at each reporting date and is subject to impairment testing when events or changes of circumstances indicate that the carrying values may not be recoverable.

The estimated useful lives are as follows:

Customer relationships	2 - 10 years
Brands	2 - 12 years
Patents	8 years
Technological know-how and order backlogs	1 - 10 years

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted as necessary.

#### Foreign currency Functional and presentation currency

The individual financial statements of each Group company are measured and presented in the currency of the primary economic environment in which the company operates, the functional currency. The Group financial statements are presented in Euro, which is the Company's functional currency.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

#### Transactions and balances

Transactions in foreign currencies are translated into the functional currency at the exchange rates at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rates at the reporting date. All currency translation differences on monetary assets and liabilities are taken to the Consolidated Income Statement, except when deferred in equity as qualifying net investment hedges, which are recognised in the Consolidated Statement of Comprehensive Income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are initially translated at the exchange rate at the date of acquisition and then subsequently these assets and liabilities are treated as part of a foreign entity and are translated at the closing rate.

Exchange rates of material currencies used were as follows:

Euro =	Average rate		Closing rate	
	2025	2024	2025	2024
Pound Sterling	<b>0.857</b>	0.847	<b>0.874</b>	0.830
US Dollar	<b>1.130</b>	1.082	<b>1.174</b>	1.041
Canadian Dollar	<b>1.578</b>	1.482	<b>1.608</b>	1.496
Australian Dollar	<b>1.752</b>	1.640	<b>1.756</b>	1.675
Polish Zloty	<b>4.240</b>	4.305	<b>4.224</b>	4.274
Brazilian Real	<b>6.307</b>	5.835	<b>6.434</b>	6.424
Danish Krone	<b>7.464</b>	7.459	<b>7.469</b>	7.458

#### Foreign operations

The Income Statement, Statement of Financial Position and Cash Flow Statement of Group companies that have a functional currency different from that of the Company are translated as follows:

- Assets and liabilities at each reporting date are translated at the closing rate at that reporting date.
- Results and cash flows are translated at actual exchange rates for the year, or an average rate where this is a reasonable approximation.

All resulting exchange differences are recognised in the Consolidated Statement of Comprehensive Income and accumulated as a separate component of equity, the Translation Reserve.

On disposal of a foreign operation, any such cumulative retranslation differences, previously recognised in equity, are reclassified to the Consolidated Income Statement as part of gain or loss on disposal.

#### Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost is based on the first-in, first-out principle and includes all expenditure incurred in acquiring the inventories and bringing them to their present location and condition.

Raw materials are valued at the purchase price including transport, handling costs and net of trade discounts. Work in progress and finished goods are carried at cost consisting of direct materials, direct labour and directly attributable production overheads and other costs incurred in bringing them to their existing location and condition.

Net realisable value represents the estimated selling price less costs to completion and appropriate marketing, selling and distribution costs.

A provision is made, where necessary, in all inventory categories for obsolete, slow-moving and defective items.

#### Income tax

Income tax in the Consolidated Income Statement represents the sum of current income tax and deferred tax not recognised in other comprehensive income or directly in equity.

#### Current tax

Current tax represents the expected tax payable or recoverable on the taxable profit for the year using tax rates and laws that have been enacted, or substantively enacted, at the reporting date and taking into account any adjustments from prior years. Liabilities for uncertain tax treatments are recognised in accordance with IFRIC 23 *Uncertainty Over Income Tax Treatments* and are measured using either the most likely amount method or the expected value method – whichever better predicts the resolution of the uncertainty.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

#### Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date. Temporary differences are defined as the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred tax assets and liabilities are not subject to discounting and are measured at the tax rates that are expected to apply in the period in which the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

The Group offsets deferred tax assets and deferred tax liabilities only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Deferred tax liabilities are recognised for all taxable temporary differences (i.e. differences that will result in taxable amounts in future periods when the carrying amount of the asset or liability is recovered or settled).

Deferred tax assets are recognised in respect of all deductible temporary differences (i.e. differences that give rise to amounts which are deductible in determining taxable profits in future periods when the carrying amount of the asset or liability is recovered or settled), carry-forward of unused tax credits and unused tax losses to the extent that it is probable that taxable profits will be available against which to offset these items.

The carrying amounts of deferred tax assets are subject to review at each reporting date and reduced to the extent that future taxable profits are considered to be inadequate to allow all or part of any deferred tax asset to be utilised.

Changes in deferred tax assets or liabilities are recognised as a component of tax income or expense in profit or loss, except where they relate to items that are recognised in other comprehensive income or directly in equity, in which case the related deferred tax is also recognised in other comprehensive income or equity, respectively.

The Group has applied the amendment to IAS 12 *Income Taxes* on the mandatory temporary exception to recognising and disclosing information about deferred tax assets and liabilities that are related to tax law enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD).

#### Grants

Grants are initially recognised as deferred income at their fair value when there is a reasonable assurance that the grant will be received, and all relevant conditions have been complied with.

Capital grants received and receivable in respect of property, plant and equipment are treated as a reduction in the cost of that asset and thereby amortised to the Consolidated Income Statement in line with the underlying asset.

Revenue grants are recognised in the Consolidated Income Statement to offset the related expenditure.

#### Investments in subsidiaries

Investments in subsidiaries are stated at cost less any accumulated impairments and are reviewed for impairment if there are indications that the carrying value may not be recoverable.

#### Investments in associates

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The consolidated income statement incorporates the results of the associate using the equity method of accounting. Under the equity method, an investment in an associate is recognised initially in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss. If the Group's share of losses of an associate exceeds the Group's interest in that associate, the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group applies the equity method from the date in which significant influence is obtained and discontinues the use of the equity method from the date when the investment ceases to be an associate.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

#### Property, Plant and Equipment

Property, plant and equipment is measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight-line basis at the rates stated below, which are estimated to reduce each item of property, plant and equipment to its residual value by the end of its useful life:

Freehold buildings	2% to 2.5% on cost
Plant and machinery	4% to 20% on cost
Fixtures and fittings	10% to 20% on cost
Computer equipment	12.5% to 33% on cost
Motor vehicles	10% to 25% on cost

Freehold land is stated at cost and is not depreciated.

The estimated useful lives and residual values of property, plant and equipment are determined by management at the time the assets are acquired and subsequently reassessed at each reporting date. These lives are based on historical experience with similar assets across the Group.

In accordance with IAS 36 *Impairment of Assets*, the carrying values of property, plant and equipment are reviewed at each reporting date to determine whether there is any indication of impairment. An impairment loss is recognised whenever the carrying value of an asset or its cash generating unit exceeds its recoverable amount.

Impairment losses are recognised in the Consolidated Income Statement. Following the recognition of an impairment loss, the depreciation charge applicable to the asset or cash-generating unit is adjusted to allocate the revised carrying amount, net of any residual value, over the remaining useful life.

Assets under construction are carried at cost less any recognised impairment loss. Depreciation of these assets commences when the assets are ready for their intended use.

#### Leases

The Group recognises right of use assets representing its right to use the underlying assets and lease liabilities representing its obligation to make lease payments at the lease commencement date. The right of use assets are initially measured at cost and subsequently measured at cost less accumulated depreciation and impairment losses. The cost of the right of use asset consists of the initial measurement of the lease liability, any initial direct costs incurred in entering into the lease, restoration costs and any payments made on or before the lease commencement date, net of any lease incentives received.

Depreciation is provided on a straight-line basis over the period of the lease, or useful life if shorter.

Lease liabilities are measured at the present value of the future lease payments, discounted at the Group's incremental borrowing rate. Subsequent to the initial measurement, the lease liabilities are increased by the interest cost and reduced by lease payments made.

The right of use assets and lease liabilities are remeasured when there are changes in the assessment of whether an extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised or where there is a change in future lease payments as a result of a change in an index or rate. The Group applies judgement when determining the lease term where renewal and termination options are contained in the lease contract.

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date. The Group also applies the lease of low-value assets recognition exemption to leases of equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the term of the lease.

#### Retirement benefit obligations

The Group operates defined contribution and defined benefit pensions schemes.

#### Defined contribution pension schemes

The costs arising on the Group's defined contribution schemes are recognised in the Consolidated Income Statement in the period in which the related service is provided. The Group has no legal or constructive obligation to pay further contributions in the event that these plans do not hold sufficient assets to provide retirement benefits.

#### Defined benefit pension schemes

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the total of any unrecognised past service costs and the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

Remeasurements of the net defined benefit liability or asset, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling, are recognised immediately in other comprehensive income.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

The Group determines the net interest expense on the net defined benefit liability or asset by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then net defined benefit liability or asset, taking into account any changes in the net defined benefit liability or asset during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

#### Provisions

A provision is recognised in the Consolidated Statement of Financial Position when the Group has a present constructive or legal obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

A specific provision is created when a claim has actually been made against the Group or where there is a known issue at a known customer's site, both relating to a product or service supplied in the past. In addition, a risk-based provision is created where future claims are considered incurred but not reported. The warranty provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

Specific provisions will generally be aged as a current liability, reflecting the assessment that a current liability exists to replace or repair product sold on foot of an accepted valid warranty issue. Only where the liability is reasonably certain not to be settled within the next 12 months, will a specific provision be categorised as a long-term obligation. Risk-based provisions will generally be aged as a non-current liability, reflecting the fact that no warranty claim has yet been made by the customer.

Provisions which are not expected to give rise to a cash outflow within 12 months of the reporting date are, where material, determined by discounting the expected future cash flows. The unwinding of the discount is recognised as a finance expense.

#### Dividends

Final dividends on ordinary shares are recognised as a liability in the financial statements only after they have been approved at the Annual General Meeting of the Company. Interim dividends on ordinary shares are recognised when they are paid.

#### Cash and cash equivalents

Cash and cash equivalents principally comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less.

#### Derivative financial instruments

Derivative financial instruments, principally interest rate and currency swaps, are used to hedge the Group's foreign exchange and interest rate risk exposures.

Derivative financial instruments are recognised initially at fair value and thereafter are subsequently remeasured at their fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of these instruments is the estimated amount that the Group would receive or pay to terminate the swap at the reporting date, taking into account current interest and currency exchange rates and the current creditworthiness of the swap counterparties.

The Group designates all of its derivatives in one or more of the following types of relationships:

- i. *Fair value hedge*: Hedges the exposure to movements in fair value of recognised assets or liabilities that are attributable to hedged risks.
- ii. *Cash flow hedge*: Hedges the Group's exposures to fluctuations in future cash flow derived from a particular risk associated with recognised assets or liabilities or forecast transactions.
- iii. *Net investment hedge*: Hedges the exchange rate fluctuations of a net investment in a foreign operation.

At inception of the transaction, the Group documents the relationship between the hedging instruments and hedged items, including the risk management objectives and strategy in undertaking the hedge transactions. The Group also documents its assessment, both at inception and on an ongoing basis, as to whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

#### Fair value hedge

Any gain or loss resulting from the re-measurement of the hedging instrument to fair value is reported in the Consolidated Income Statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The gains or losses of a hedging instrument that are in hedge relationships with borrowings are included within Finance Income or Finance Expense in the Consolidated Income Statement. In the case of the related hedged borrowings, any gain or loss on the hedged item which is attributable to the hedged risk is adjusted against the carrying amount of the hedged item and is also included within Finance Income or Finance Expense in the Consolidated Income Statement.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of the hedged item is amortised on an effective interest basis to the Consolidated Income Statement with the objective of achieving full amortisation by maturity of the hedged item.

#### Cash flow hedge

The effective part of any gain or loss on the derivative financial instrument is recognised in other comprehensive income and presented in the Cash Flow Hedge Reserve in equity with the ineffective portion being recognised within Finance Income or Finance Expense in the Consolidated Income Statement. If a hedge of a forecasted transaction subsequently results in the recognition of a financial asset or a financial liability, the associated gains and losses that were recognised directly in other comprehensive income are reclassified into profit or loss in the same period or periods during which the asset acquired or liability assumed affects profit or loss. For cash flow hedges, other than those covered by the preceding statements, the associated cumulative gain or loss is removed from other comprehensive income and recognised in the Consolidated Income Statement in the same period or periods during which the hedged forecast transaction effects profit or loss. The ineffective part of any gain or loss is recognised immediately in the Consolidated Income Statement.

Hedge accounting is discontinued when a hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. The cumulative gain or loss at that point remains in other comprehensive income and is recognised when the transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in other comprehensive income is transferred to the Consolidated Income Statement in the period.

#### Net investment hedge

Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and presented in the Translation Reserve in equity. The gain or loss relating to the ineffective portion is recognised immediately in either Finance Income or Finance Expense in the Consolidated Income Statement. Cumulative gains or losses remain in equity until disposal of the net investment in the foreign operation at which point the related differences are reclassified to the Consolidated Income Statement as part of the overall gain or loss on sale.

#### Financial Assets

On initial recognition, a financial asset is classified as measured at amortised cost and subsequently measured using the effective interest rate (EIR) method and subject to impairment. Financial assets may also be initially measured at fair value with any subsequent movement being reflected through other comprehensive income or the Consolidated Income Statement.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

The Group applies the simplified approach for expected credit losses (ECL) under IFRS 9 *Financial Instruments*, which requires expected lifetime losses to be recognised from initial recognition of receivables. Under IFRS 9 *Financial Instruments*, the Group uses an allowance matrix to measure ECL of trade receivables from customers. Loss rates are calculated using a "roll rate" method based on the probability of a receivable progressing through successive chains of non-payment to write-off. The rates are calculated at a business unit level which reflects the risks associated with geographic region, age, mix of customer relationship and type of product purchased.

#### Financial Liabilities

Financial liabilities held for trading are measured at fair value through the profit and loss, and all other financial liabilities are measured at amortised cost unless the fair value option is applied.

#### Finance Income

Finance income primarily comprises interest income on funds invested and any gains on hedging instruments that are recognised in the Consolidated Income Statement. Interest income is recognised as it accrues using the effective interest rate method.

#### Finance Expense

Finance expense comprises interest charged on cash balances held in certain currencies, interest payable on borrowings calculated using the effective interest rate method, fair value gains and losses on hedging instruments that are recognised in the Consolidated Income Statement, the net finance cost of the Group's defined benefit pension scheme, lease interest, the discount component of the deferred contingent consideration which is unwound as an interest charge in the Consolidated Income Statement over the life of the obligation and fair value movements associated with deferred contingent consideration.

#### Share-Based Payment Transactions

The Group grants equity settled share-based payments to employees through the Performance Share Plan and the Deferred Bonus Plan.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

The fair value of these equity settled transactions is determined at grant date and is recognised as an employee expense in the Consolidated Income Statement, with the corresponding increase in equity, on a straight-line basis over the vesting period. The fair value at the grant date is determined using a combination of the Monte Carlo simulation technique and the Black Scholes model, excluding the impact of any non-market conditions. Non-market vesting conditions are included in the assumptions about the number of options that are expected to vest. At each reporting date, the Group revises its estimates of the number of options that are likely to vest as a result of non-market conditions. Any adjustment from this revision is recognised in the Consolidated Income Statement with a corresponding adjustment to equity.

Where the share-based payments give rise to the issue of new share capital, the proceeds received by the Company are credited to share capital (nominal value) and share premium (where applicable) when the share entitlements are exercised. Where the share-based payments give rise to the re-issue of shares from treasury shares, the proceeds in excess of the carrying value of re-issued shares are credited to share premium.

The Group does not operate any cash-settled share-based payment schemes or share-based payment transactions with cash alternatives as defined in IFRS 2 *Share-based Payments*.

#### Treasury Shares

Where the Company purchases its own equity share capital, the consideration paid is deducted from total shareholders' equity and classified as treasury shares until such shares are cancelled or reissued. Where such shares are subsequently sold or reissued, any consideration received is included in share premium account. No gains or losses are recognised on the purchase, sale, cancellation or issue of treasury shares.

#### Non-controlling interests

Non-controlling interests represent the portion of the equity of a subsidiary not attributable either directly or indirectly to the parent company and are presented separately in the Consolidated Income Statement and within equity in the Consolidated Statement of Financial Position, distinguished from shareholders' equity attributable to owners of the parent company.

#### Accounting Estimates and Judgements

In the process of applying the Group's accounting policies, as set out on pages 249 to 259, management are required to make estimates and judgements that could materially affect the Group's reported results or net asset position.

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates

could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities in future periods. The Group has considered the impact of climate change on the consolidated financial statements, including the carrying value of assets, the useful economic life of assets, and provisions.

The areas where key estimates and judgements were made by management and are material to the Group's reported results or net asset position, are as follows:

#### Impairment (Note 9)

The Group is required to review assets for objective evidence of impairment.

It does this on the basis of a review of the budget and rolling 5-year forecasts (4-year strategic plan, as approved by the Board, plus year 5 forecasted by management), which by their nature are based on a series of assumptions and estimates. The forecasts used for the Roofing + Waterproofing CGU are based on a 4-year financial plan approved by the Board of Directors, plus years 5-10 as forecasted by management.

The Group has performed impairment tests on those cash generating units which contain goodwill, and on any assets where there are indicators of impairment. The key assumptions associated with these reviews are detailed in Note 9. The Group also considered the potential impact of climate change. This is an area of estimation and judgement.

#### Guarantees & warranties (Note 21)

Certain products carry formal guarantees of satisfactory functional and aesthetic performance of varying periods following their purchase. Local management evaluate the constructive or legal obligation arising from customer feedback and assess the requirement to provide for any probable outflow of economic benefits arising from a settlement. This is an area of estimation and judgement.

#### Valuation of inventory (Note 14)

Inventories are measured at the lower of cost and net realisable value. The Group's policy is to hold inventories at original cost and create an inventory provision where evidence exists that indicates net realisable value is below cost for a particular item of inventory. Damaged, slow-moving or obsolete inventory are typical examples of such evidence. This is an area of estimation and judgement.

#### Business Combinations (Note 24)

Business combinations are accounted for using the acquisition method which requires that the assets and liabilities assumed are recorded at their respective fair values at the date of acquisition. The application of this method requires certain estimates and assumptions relating, in particular, to the determination of the fair values of the acquired assets and liabilities assumed at the date of acquisition.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 1 Statement of Accounting Policies (continued)

For intangible assets acquired, the Group bases valuations on expected future cash flows. This method employs a discounted cash flow analysis using the present value of the estimated cash flows expected to be generated from these intangible assets using appropriate discount rates and revenue forecasts. The period of expected cash flows is based on the expected useful life of the intangible asset acquired.

#### Income taxes (Note 7)

The Group is subject to income tax in numerous jurisdictions. Significant judgement is required in determining the worldwide provision for income taxes. There are many transactions for which the ultimate tax determination is uncertain. The Group recognises liabilities based on estimates of whether additional taxes will be due. Once it has been concluded that a liability needs to be recognised, the liability is measured based on the tax laws that have been enacted or substantially enacted at the end of the reporting period. The amount shown for current taxation includes an estimate for uncertain tax treatments where the Group considers it probable that uncertain tax treatments will not be accepted by tax authorities and the estimate is measured using either the most likely amount method or the expected value method, as appropriate,

prescribed by IFRIC 23. Where the final tax outcome of these matters is different from the amounts that were initially estimated, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilised. The Group estimates the most probable amount of future taxable profits, using assumptions consistent with those employed in impairment calculations, and taking into consideration applicable tax legislation in the relevant jurisdiction. These calculations also require the use of estimates and judgement.

#### Deferred Contingent Consideration (Note 19)

Measurement of put option liabilities and deferred contingent consideration require assumptions to be made regarding profit forecasts and discount rates used to arrive at the net present value of the potential obligations. The Group has considered all available information in arriving at the estimate of liabilities associated with put option obligations and deferred contingent consideration. This is an area of estimation.

### 2 Segment Reporting

In identifying the Group's operating segments, management based its decision on the product supplied by each segment and the fact that each segment is managed and reported separately to the CODM. The Chief Executive Officer and Chief Financial Officer perform the function of the CODM. These operating segments are monitored, and strategic decisions are made on the basis of segment operating results.

During the year, the Group revised its operating segment structure to reflect material developments in its 'Completing the Envelope' strategy and to enhance alignment with how the business is managed, reviewed, and resourced by the CODM. The updated structure introduces two distinct operating segments, Insulated Building Envelopes and Advnsys, each

encompassing integrated product platforms with clearly defined commercial, operational, and strategic profiles. This change follows a period of significant transformation across the Group, including major acquisitions, strategic investment in adjacent technologies, and increased cross-divisional integration. The revised segmental presentation provides a more accurate and meaningful view of performance and resource allocation in line with the Group's long-term growth strategy, innovation priorities, and commitment to delivering fully integrated, high-performance building solutions. The revised reporting structure reflects the internal reporting reviewed by the CODM and used for decision making purposes. Comparative figures for prior periods have been restated on a consistent basis to ensure like-for-like comparability.

#### Operating Segments

The Group has the following two reportable segments:

<b>Insulated Building Envelopes</b>	Manufacture of advanced energy saving solutions for roofs, walls and floors, delivering high-performance building solutions for energy efficiency in both new build and renovation applications across all building types.
<b>Advnsys</b>	Manufacture of bespoke critical infrastructure solutions, primarily focused on energy efficient lighting, airflow, cooling and ventilation for both new build and renovation projects in data centres and commercial buildings.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 2 Segment Reporting (continued)

#### Analysis by class of business

	Insulated Building Envelopes €m	Advnsys €m	Total €m
Total Revenue - 2025	<b>7,544.1</b>	<b>1,654.9</b>	<b>9,199.0</b>
Total Revenue - 2024	7,130.7	1,477.3	8,608.0
<b>Disaggregation of revenue 2025</b>			
Point in Time	<b>7,426.6</b>	<b>1,253.2</b>	<b>8,679.8</b>
Over Time	<b>117.5</b>	<b>401.7</b>	<b>519.2</b>
	<b>7,544.1</b>	<b>1,654.9</b>	<b>9,199.0</b>
<b>Disaggregation of revenue 2024</b>			
Point in Time	7,075.1	1,087.9	8,163.0
Over Time	55.6	389.4	445.0
	7,130.7	1,477.3	8,608.0

The disaggregation of revenue by geography is set out in more detail on page 262.

The segments specified above capture the major product lines relevant to the Group.

The combination of the disaggregation of revenue by product group, geography and the timing of revenue recognition capture the key categories of disclosure with respect to revenue. Typically, individual performance obligations are specifically called out in the contract which allow for accurate recognition of revenue as and when performance obligations are fulfilled. Given the nature of the Group's product set, customer returns are not a significant feature of our business model. No further disclosures are required with respect to disaggregation of revenue other than what has been presented in this note.

Inter-segment transfers are carried out at arm's length prices and using an appropriate transfer pricing methodology. As inter-segment revenue is not material, it is not subject to separate disclosure in the above analysis. For the purposes of the segmental analysis, corporate overheads have been allocated to each business based on their respective revenue for the year.

	Insulated Building Envelopes €m	Advnsys €m	Total 2025 €m	Total 2024 €m
Trading profit - 2025	<b>770.6</b>	<b>184.5</b>	<b>955.1</b>	
Intangible amortisation	<b>(47.6)</b>	<b>(4.0)</b>	<b>(51.6)</b>	
Operating profit - 2025	<b>723.0</b>	<b>180.5</b>	<b>903.5</b>	
Trading profit - 2024	749.1	157.6		906.7
Intangible amortisation	(41.2)	(3.4)		(44.6)
Operating profit - 2024	707.9	154.2		862.1
Net finance expense			<b>(54.1)</b>	(32.0)
Share of associates' profit after tax			<b>2.1</b>	1.7
Profit for the year before income tax			<b>851.5</b>	831.8
Income tax expense			<b>(135.8)</b>	(141.0)
Net profit for the year			<b>715.7</b>	690.8

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 2 Segment Reporting (continued)

	Insulated Building Envelopes €m	Advnsys €m	Total 2025 €m	Total 2024 €m
Assets - 2025	<b>7,609.7</b>	<b>1,540.3</b>	<b>9,150.0</b>	
Assets - 2024	7,431.0	1,293.9		8,724.9
Derivative financial instruments			<b>6.7</b>	4.7
Cash and cash equivalents			<b>584.7</b>	1,005.4
Deferred tax asset			<b>79.3</b>	84.5
Total assets as reported in the Consolidated Statement of Financial Position			<b>9,820.7</b>	9,819.5

	Insulated Building Envelopes €m	Advnsys €m	Total 2025 €m	Total 2024 €m
Liabilities - 2025	<b>(1,918.2)</b>	<b>(548.8)</b>	<b>(2,467.0)</b>	
Liabilities - 2024	(2,008.3)	(494.2)		(2,502.5)
Interest bearing loans and borrowings (current and non-current)			<b>(2,468.9)</b>	(2,583.0)
Income tax liabilities (current and deferred)			<b>(152.5)</b>	(143.2)
Total liabilities as reported in the Consolidated Statement of Financial Position			<b>(5,088.4)</b>	(5,228.7)

	Insulated Building Envelopes €m	Advnsys €m	Total €m
Capital Investment – 2025 *		<b>368.8</b>	<b>472.7</b>
Capital Investment – 2024 *		894.0	965.6
Depreciation included in segment result - 2025		<b>(217.6)</b>	<b>(263.1)</b>
Depreciation included in segment result - 2024		(192.2)	(231.9)
Non-cash items included in segment result - 2025		<b>(16.0)</b>	<b>(21.0)</b>
Non-cash items included in segment result - 2024		(15.1)	(19.9)

\* Capital investment also includes fair value of property, plant and equipment and intangible assets acquired in business combinations.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 2 Segment Reporting (continued)

#### Analysis of segmental data by geography

	Western & Southern Europe €m	Central & Northern Europe €m	Americas €m	Rest of World €m	Total €m
<b>Income Statement Items</b>					
Revenue - 2025	3,812.9	2,640.9	2,050.3	694.9	9,199.0
Revenue - 2024	3,681.8	2,352.0	1,919.0	655.2	8,608.0
<b>Statement of Financial Position Items</b>					
Non-current assets - 2025 *	2,502.5	2,548.0	1,024.7	362.0	6,437.2
Non-current assets - 2024 *	2,449.7	2,396.5	964.9	326.5	6,137.6
<b>Other segmental information</b>					
Capital Investment - 2025	146.9	150.4	147.8	27.6	472.7
Capital Investment - 2024	186.1	599.9	140.5	39.1	965.6

\* Total non-current assets excluding derivative financial instruments and deferred tax assets.

The Group has a presence in over 80 countries worldwide. Foreign regions of operation are as set out above and specific countries of operation are highlighted separately below on the basis of materiality, where revenue exceeds 15% of total Group revenues.

Revenues, non-current assets and capital investment (as defined in IFRS 8 *Operating Segments*) attributable to France were €1,353.2m (2024: €1,324.9m), €848.1m (2024: €842.1m) and €35.8m (2024: €93.9m) respectively.

Revenues, non-current assets and capital investment (as defined in IFRS 8 *Operating Segments*) attributable to the country of domicile (Ireland) were €231.8m (2024: €236.1m), €120.1m (2024: €119.4m) and €12.5m (2024: €11.3m) respectively.

The country of domicile is included in Western & Southern Europe. Western & Southern Europe also includes France, Benelux, Spain and Britain while Central & Northern Europe includes Germany, the Nordics, Poland, Hungary, Romania, Czechia, the Baltics and other South Central European countries. Americas comprises the US, Canada, Central Americas and South America. Rest of World is predominantly Australasia and the Middle East.

There are no material dependencies or concentrations on individual customers which would warrant disclosure under IFRS 8 *Operating Segments*. The individual entities within the Group each have a large number of customers spread across various activities, end-uses and geographies.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 3 Employees

#### a) Employee numbers

The average number of persons employed by the Group in the financial year was:

	2025 Number	2024 Number
Production	16,502	15,599
Sales and distribution	6,030	5,250
Management and administration	5,423	4,552
	<b>27,955</b>	<b>25,401</b>

#### b) Employee costs, including executive directors

	2025 €m	2024 €m
Wages and salaries	1,472.6	1,290.9
Social welfare costs	199.5	173.8
Pension costs - defined contribution (Note 33)	51.5	43.6
Share-based payments and awards	21.0	19.9
	<b>1,744.6</b>	<b>1,528.2</b>
Actuarial gains recognised in other comprehensive income (Note 33)	(0.2)	(3.4)
	<b>1,744.4</b>	<b>1,524.8</b>

#### c) Employee share-based compensation

The Group currently operates a number of equity settled share-based payment schemes; one Performance Share Plan (PSP) and a Deferred Bonus Plan, which was introduced in 2015. The details of these schemes are provided in the Report of the Remuneration Committee.

##### Performance Share Plan (PSP)

	Number of PSP Options	
	2025	2024
Outstanding at 1 January	1,651,420	1,635,093
Granted	638,091	491,852
Forfeited	(282,276)	(110,285)
Lapsed	-	-
Exercised	(321,285)	(365,240)
Outstanding at 31 December	<b>1,685,950</b>	<b>1,651,420</b>
Of which, exercisable	<b>199,817</b>	<b>419,847</b>

The Group recognised a PSP expense of €21.0m (2024: €18.4m) in the Consolidated Income Statement during the year. All PSP options are exercisable at €0.13 per share. For PSP options that were exercised during the year the average share price at the date of exercise was €73.09 (2024: €82.82). The weighted average contractual life of share options outstanding at 31 December 2025 is 4.9 years (2024: 4.4 years). The weighted average exercise price during the period was €0.13 (2024: €0.13).

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 3 Employees (continued)

The fair values of options granted under the PSP scheme during the current and prior year were determined using the Black Scholes Model or the Monte Carlo Pricing Model as appropriate. The key assumptions used in the model were as follows:

	2025 Awards	2024 Awards
	24 February 2025	19 February 2024
Share price at grant date	€75.30	€83.04
Exercise price per share	€0.13	€0.13
Expected volatility	32.25%	39.9%
Expected dividend yield	0.8%	1.25%
Risk-free rate	1.7%	2.4%
Expected life	3 years	3 years

The resulting weighted average fair value of options granted in the year was €56.53 (2024: €59.82).

As set out in the Report of the Remuneration Committee, the number of options that will ultimately vest is contingent on market conditions such as Total Shareholder Return and non-market conditions such as the Earnings Per Share of the Group and achievement of its Planet Passionate targets. Market conditions were taken into account in determining the above fair value, and non-market conditions were considered when estimating the number of shares that will eventually vest. Expected volatility was determined by calculating the historical volatility of the Group and peer company share prices over the previous 3 years. The Report of the Remuneration Committee sets out the current companies within the peer group.

#### Deferred Bonus Plan

As set out in the Report of the Remuneration Committee, the Deferred Bonus Plan (DBP) is intended to reward incremental performance over and above the growth targeted by the annual performance related bonus. Any DBP bonus earned for such incremental performance is satisfied by the payment of deferred share awards. These shares are held for the benefit of the individual participants for two years without any additional performance conditions. These shares vest after two years but are forfeited if the participant leaves the Group within that period.

During the year, nil (2024: 15,689) awards were granted under the DBP and 13,547 (2024: 21,438) awards were exercised. 15,689 awards remain outstanding at 31 December 2025 (2024: 29,236). A charge of €nil was recognised in the Consolidated Income Statement for 2025 (2024: €1.5m).

### 4 Finance Expense And Finance Income

	2025	2024
	€m	€m
<i>Finance expense</i>		
Lease interest	8.4	7.2
Bank loan interest	31.2	21.6
Private placement loan note and bond interest	36.9	37.3
Other interest	1.1	1.3
	<b>77.6</b>	<b>67.4</b>
<i>Finance income</i>		
Interest earned	(8.1)	(15.6)
Deferred contingent consideration – fair value movement	(15.4)	(16.1)
Equity investments at FVOCI – dividend income	-	(3.7)
	<b>(23.5)</b>	<b>(35.4)</b>
Net finance expense	<b>54.1</b>	<b>32.0</b>

€0.1m of borrowing costs were capitalised during the year (2024: €3.6m). No costs were reclassified from other comprehensive income to profit during the year (2024: €nil).

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 5 Profit For The Year Before Income Tax

	2025 €m	2024 €m
The profit before income tax for the year is stated after charging/(crediting):		
Distribution expenses	417.3	386.6
Product development costs (total, including payroll)	79.6	75.5
Depreciation	263.1	231.9
Amortisation of intangible assets	51.6	44.6
Impairment of property, plant and equipment	0.4	3.9
Foreign exchange net gains	(4.4)	(11.5)
Profit on sale of property, plant and equipment	(1.5)	(7.9)

#### Analysis of total auditor's remuneration

	EY Ireland 2025 €m	Other EY Offices 2025 €m	Total 2025 €m	EY Ireland 2024 €m	Other EY Offices 2024 €m	Total 2024 €m
Audit of Group and subsidiaries	2.5	4.0	6.5	2.3	3.5	5.8
Other assurance services	2.6	0.3	2.9	0.7	0.1	0.8
Tax compliance and advisory services	-	-	-	0.1	-	0.1
	5.1	4.3	9.4	3.1	3.6	6.7

Included in Audit of Group are total fees of €0.5m which are due to EY in respect of the audit of the Parent Company (2024: €0.4m).

### 6 Directors' Remuneration

	2025 €m	2024 €m
Fees	1.0	0.8
Other emoluments	6.6	5.8
Pension costs	0.3	0.4
	7.9	7.0
Performance Share Plan accounting charge	5.0	3.7
	12.9	10.7

In accordance with the Statement of Accounting Policies (Share-Based Payment Transactions) and Note 3, the Performance Share Plan accounting charge of €5.0m (2024: €3.7m) is the fair value expense, accounted for in accordance with IFRS 2 *Share-based Payments*, of equity settled share-based payments attributable to directors for the period. The fair value of each equity settled share-based payment is determined at grant date and is recognised as an employee expense in the Consolidated Income Statement on a straight-line basis over the vesting period.

Pursuant to the Companies Act 2014 and related guidance, the Report of the Remuneration Committee only reports share-based payments which vested in the period, and they are measured at market value rather than fair value. This explains differences between the total Directors' Remuneration expense of €12.9m (2024: €10.7m) in this Note and the total Directors' Remuneration expense of €11.5m (2024: €8.2m) in the Report of the Remuneration Committee.

Aggregate gains of €9.9m (2024: €1.9m) were realised with respect to share options exercised by directors during the financial year. Details of the number of share options exercised by each director, the market value of the shares on the date of exercise, and the exercise price are included in the Performance Share Plan section of the Report of the Remuneration Committee.

A detailed analysis of Directors' Remuneration is contained in the Report of the Remuneration Committee.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 7 Income Tax Expense

	2025 €m	2024 €m
<b>Tax recognised in the Consolidated Income Statement</b>		
<i>Current taxation:</i>		
Current tax expense	141.1	147.9
Adjustment in respect of prior years	(1.8)	(9.8)
	<b>139.3</b>	<b>138.1</b>
<i>Deferred taxation:</i>		
Origination and reversal of temporary differences	(3.4)	2.5
Effect of rate change	(0.1)	0.4
	<b>(3.5)</b>	<b>2.9</b>
<b>Income tax expense</b>	<b>135.8</b>	<b>141.0</b>

The following table is the numerical reconciliation between tax expenses and the product of accounting profit multiplied by the applicable tax rate:

	2025 €m	2024 €m
Profit for the year	851.5	831.8
Applicable notional tax charge (12.5%)	106.4	104.0
Expenses not deductible for tax purposes	18.7	17.8
Net effect of differing tax rates	18.1	28.8
Utilisation of unprovided deferred tax assets	(2.0)	(1.9)
Other items	(5.4)	(7.7)
Total income tax expense	<b>135.8</b>	<b>141.0</b>

The total tax charge in future periods will be affected by any changes to the corporation tax rates in force in the countries in which the Group operates. Changes in the geographical mix of future earnings will also impact the total tax charge.

The Group is subject to the Global Anti-Base Erosion Model Rules, also referred to as the Pillar Two model rules during 2025. The objective of these complex rules is to achieve minimum effective tax rates of 15% globally. The Group has assessed the impact of these rules and determined that the Group already has a Pillar Two effective tax rate of greater than 15% in the majority of the countries in which it operates. The Pillar Two tax charge is immaterial for 2025 and is included in the total income tax expense.

The methodology used to determine the recognition and measurement of uncertain tax positions is set out in Note 1 'Statement of Accounting Policies'.

The total value of deductible temporary differences which have not been recognised is €29.5m (2024: €28.6m) consisting mainly of tax losses carried forward. €0.2m (2024: €0.3m) of the losses expire within 3 years while all other losses may be carried forward indefinitely.

No provision has been made for tax in respect of temporary differences arising from unremitted earnings of foreign operations as there is no commitment to remit such earnings and no current plans to do so. Deferred tax liabilities of €35.1m (2024: €29.9m) have not been recognised for withholding tax that would be payable on unremitted earnings of €644.0m (2024: €598.0m) in certain subsidiaries.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 8 Earnings Per Share

	2025 €m	2024 €m
The calculations of earnings per share are based on the following:		
Profit attributable to ordinary shareholders	671.2	665.5
	<b>Number of shares ('000) 2025</b>	<b>Number of shares ('000) 2024</b>
Weighted average number of ordinary shares for the calculation of basic earnings per share	181,392	182,224
Dilutive effect of share options	1,287	1,446
Weighted average number of ordinary shares for the calculation of diluted earnings per share	182,679	183,670
	<b>2025 € cent</b>	<b>2024 € cent</b>
Basic earnings per share	370.0	365.2
Diluted earnings per share	367.4	362.3

Dilution is attributable to the weighted average number of share options outstanding at the end of the reporting period.

The number of options which are anti-dilutive and have therefore not been included in the above calculations is nil (2024: nil).

### 9 Goodwill

	2025 €m	2024 €m
At 1 January	3,365.7	2,660.6
Arising on acquisitions (Note 24)	214.2	682.5
Effect of movement in exchange rates	(58.2)	22.6
Carrying amount 31 December	3,521.7	3,365.7
<b>At 31 December</b>		
Cost	3,589.4	3,433.4
Accumulated impairment losses	(67.7)	(67.7)
Carrying amount	3,521.7	3,365.7

#### Cash generating units

Goodwill acquired through business combinations is allocated, at acquisition, to CGUs that are expected to benefit from synergies in that combination. The CGUs are the lowest level within the Group at which the associated goodwill is monitored for internal management reporting purposes and are not larger than the operating segments determined in accordance with IFRS 8 *Operating Segments*.

A total of 12 (2024: 12) CGUs have been identified and these are analysed between the two business segments in the Group as set out below. Assets and liabilities have been assigned to the CGUs on a reasonable and consistent basis.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 9 Goodwill (continued)

	Cash generating units		Goodwill (€m)	
	2025	2024	2025	2024
Insulated Building Envelopes	8	8	2,868.3	2,818.4
Advnsys	4	4	653.4	547.3
Total	12	12	3,521.7	3,365.7

#### Significant goodwill amounts

Management has assessed that, in line with IAS 36 *Impairment of Assets*, there are three CGUs that are individually significant (greater than 10% of total goodwill) that require additional disclosure, and these are as follows:

	Panels Joris Ide		Insulation		Roofing + Waterproofing	
	2025	2024	2025	2024	2025	2024
Goodwill (€m)	402.5	397.1	896.9	904.5	854.3	807.5
Discount rate (%)	9.8	10.1	10.0	10.1	9.6	9.9
Excess of value-in-use over carrying amount (€m)	1,022.1	973.6	890.0	1,143.6	810.8	368.9

The goodwill allocated to these 3 CGUs (2024: 3 CGUs) accounts for 61% (2024: 63%) of the total carrying amount of €3,521.7m (2024: €3,365.7m). The remaining goodwill balance of €1,368.0m (2024: €1,256.6m) is allocated across the other 9 CGUs (2024: 9 CGUs), none of which are individually significant. Similar assumptions and techniques are applied on the impairment testing of these CGUs.

None of the individually significant CGUs are separately included in the “Sensitivity analysis” section as it is not considered reasonably possible that there would be a change in the key assumptions such that the carrying amount would exceed value-in-use. Consequently, no further disclosures have been provided for these CGUs.

#### Impairment testing

Goodwill acquired through business combinations has been allocated to the above CGUs for the purpose of impairment testing. Impairment of goodwill occurs when the carrying value of the CGU is greater than the present value of the cash that it is expected to generate (i.e. the recoverable amount). The Group reviews the carrying value of each CGU at least annually or more frequently if there is an indication that a CGU may be impaired.

The recoverable amount of each CGU is determined from value-in-use calculations. The forecasts used in these calculations are based on a 4-year financial plan approved by the Board of Directors, plus year 5 as forecasted by management, and specifically excludes any future acquisition activity. The forecasts used for the Roofing + Waterproofing CGU are based on a 4-year financial plan approved by the Board of Directors, plus years 5-10 as forecasted by management, and specifically excludes any future acquisition activity. Roofing + Waterproofing is a relatively new CGU which was formed during 2022 and as a result, a longer forecast period is required to reach a year that a long-term growth rate can be applied and is more akin to the existing CGUs in order to calculate the terminal value. The forecast for the others includes assumptions regarding future organic growth with cash flows after year 5 assuming to continue in perpetuity at a general growth rate of 2% to 5% (Panels LATAM 5%), reflecting the relevant CGU market growth. The use of cash flows in perpetuity is considered appropriate in light of the Group’s established history of earnings growth and cash flow generation, its strong financial position and the nature of the industry in which the Group operates.

The value-in-use calculation represents the present value of the future cash flows, including the terminal value, discounted at a rate appropriate to each CGU. The real pre-tax discount rates used range from 9.6% to 21.4% (2024: 9.8% to 23.3%). These rates are based on the Group’s estimated weighted average cost of capital, adjusted for risk, and are consistent with external sources of information.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 9 Goodwill (continued)

The cash flows and the key assumptions used in the value-in-use calculations are determined based on the historical performance of the Group, its strong current financial position as well as management's knowledge and expectation of future trends in the industry. Expected future cash flows are, however, inherently uncertain and are therefore liable to material change over time. The key assumptions used in the value-in-use calculations are subjective and include projected EBITDA margins, net cash flows, discount rates used and the duration of the discounted cash flow model. Net cash flows incorporate the estimated capital expenditure required to meet the Group's Planet Passionate targets.

#### Sensitivity analysis

Sensitivity analysis was performed by reducing cash flows by 15%, increasing the discount rate by 15%, reducing the average operating margin of each CGU by 15% and by reducing the long-term growth rate to 1%. Each test resulted in a positive recoverable amount for each CGU under each approach. Management believes, therefore, that any reasonable change in any of the key assumptions would not cause the carrying value of goodwill to exceed the recoverable amount, thereby giving rise to an impairment.

### 10 Other Intangible Assets

2025	Customer Relationships €m	Patents & Brands €m	Other Intangibles €m	Total €m
<b>Cost</b>				
At 1 January	183.8	260.8	91.6	536.2
Arising on acquisitions (Note 24)	36.4	22.9	5.7	65.0
Additions	-	-	0.1	0.1
Effect of movement in exchange rates	(0.5)	(4.6)	(0.7)	(5.8)
<b>At 31 December</b>	<b>219.7</b>	<b>279.1</b>	<b>96.7</b>	<b>595.5</b>
<b>Accumulated amortisation</b>				
At 1 January	87.7	144.1	65.2	297.0
Charge for the year	25.3	19.8	6.5	51.6
Effect of movement in exchange rates	(1.0)	(4.7)	(0.3)	(6.0)
<b>At 31 December</b>	<b>112.0</b>	<b>159.2</b>	<b>71.4</b>	<b>342.6</b>
<b>Net Book Value as at 31 December 2025</b>	<b>107.7</b>	<b>119.9</b>	<b>25.3</b>	<b>252.9</b>
<b>2024</b>				
	Customer Relationships €m	Patents & Brands €m	Other Intangibles €m	Total €m
<b>Cost</b>				
At 1 January	140.5	211.0	86.6	438.1
Arising on acquisitions (Note 24)	43.0	47.8	3.5	94.3
Additions	-	0.1	0.3	0.4
Effect of movement in exchange rates	0.3	1.9	1.2	3.4
<b>At 31 December</b>	<b>183.8</b>	<b>260.8</b>	<b>91.6</b>	<b>536.2</b>
<b>Accumulated amortisation</b>				
At 1 January	67.9	124.3	57.5	249.7
Charge for the year	19.4	18.3	6.9	44.6
Effect of movement in exchange rates	0.4	1.5	0.8	2.7
<b>At 31 December</b>	<b>87.7</b>	<b>144.1</b>	<b>65.2</b>	<b>297.0</b>
<b>Net Book Value as at 31 December 2024</b>	<b>96.1</b>	<b>116.7</b>	<b>26.4</b>	<b>239.2</b>

Other intangibles relate primarily to technological know-how and order backlogs.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 11 Property, Plant And Equipment

	Land and buildings	Plant, machinery and other equipment	Motor vehicles	Total
	€m	€m	€m	€m
<b>As at 31 December 2025</b>				
Cost	1,372.4	3,088.1	95.7	4,556.2
Accumulated depreciation and impairment charges	(415.2)	(1,677.2)	(59.5)	(2,151.9)
Net carrying amount	<b>957.2</b>	<b>1,410.9</b>	<b>36.2</b>	<b>2,404.3</b>
At 1 January 2025, net carrying amount	874.6	1,342.3	37.3	2,254.2
Arising on acquisitions (Note 24)	36.4	3.8	2.3	42.5
Additions	90.7	266.0	8.4	365.1
Disposals	(8.7)	(12.1)	(0.5)	(21.3)
Reclassification	16.2	(15.8)	(0.4)	-
Depreciation charge for year	(33.3)	(145.5)	(10.4)	(189.2)
Impairment charge for year	-	(0.4)	-	(0.4)
Effect of movement in exchange rates	(18.7)	(27.4)	(0.5)	(46.6)
<b>At 31 December 2025, net carrying amount</b>	<b>957.2</b>	<b>1,410.9</b>	<b>36.2</b>	<b>2,404.3</b>

	Land and buildings	Plant, machinery and other equipment	Motor vehicles	Total
	€m	€m	€m	€m
<b>As at 31 December 2024</b>				
Cost	1,280.4	2,934.8	90.6	4,305.8
Accumulated depreciation and impairment charges	(405.8)	(1,592.5)	(53.3)	(2,051.6)
Net carrying amount	<b>874.6</b>	<b>1,342.3</b>	<b>37.3</b>	<b>2,254.2</b>
At 1 January 2024, net carrying amount	690.2	848.4	28.6	1,567.2
Arising on acquisitions (Note 24)	103.7	395.6	5.5	504.8
Additions	104.7	244.9	16.5	366.1
Disposals	(12.3)	(12.1)	(0.6)	(25.0)
Reclassification	6.3	(5.1)	(1.2)	-
Depreciation charge for year	(25.3)	(130.7)	(11.1)	(167.1)
Impairment charge for year	(0.2)	(3.7)	-	(3.9)
Effect of movement in exchange rates	7.5	5.0	(0.4)	12.1
At 31 December 2024, net carrying amount	<b>874.6</b>	<b>1,342.3</b>	<b>37.3</b>	<b>2,254.2</b>

Included in land and buildings and plant, machinery and other equipment were amounts of €32.5m and €186.0m respectively (2024: €66.2m and €176.5m) relating to expenditure for assets in the course of construction. These assets have not yet been depreciated.

The Group has no material investment properties and hence no property assets are held at fair value.

No property, plant or equipment have been pledged as security for liabilities entered into by the Group.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 12 Financial Assets

	2025	2024
	€m	€m
<b>Equity investments designated as FVOCI</b>		
At 1 January	23.9	128.4
Additions	0.8	23.4
Arising on acquisitions (Note 24)	-	0.2
Step up to subsidiary	-	(125.2)
Fair value remeasurement	-	(2.7)
Effect of movement in exchange rates	0.4	(0.2)
<b>At 31 December</b>	<b>25.1</b>	<b>23.9</b>

### Investments in Subsidiaries

	2025	2024
	€m	€m
<b>Company</b>		
At 1 January	2,328.0	2,118.4
Additions	-	201.4
Share options and awards	13.0	8.2
<b>At 31 December</b>	<b>2,341.0</b>	<b>2,328.0</b>

The share options and awards addition reflect the cost of share-based payments attributable to employees of subsidiary undertakings, which are treated as capital contributions by the Company. The carrying value of investments is reviewed at each reporting date and there were no indicators of impairment.

### 13 Investment In Associates

	2025	2024
	€m	€m
<b>Interest in associates accounted for using the equity method</b>		
At 1 January	14.5	-
Arising on acquisitions (Note 24)	(0.6)	11.9
Additions	2.0	1.0
Share of profit after tax	2.1	1.7
Dividends	(4.3)	(0.3)
Reclassification	1.4	-
Fair value remeasurement	6.0	-
Step up to subsidiary	(7.4)	-
Effect of movement in exchange rates	(0.2)	0.2
<b>At 31 December</b>	<b>13.5</b>	<b>14.5</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 14 Inventories

	2025 €m	2024 €m
Raw materials and consumables	899.4	869.5
Work in progress	61.8	55.4
Finished goods	422.9	452.1
Inventory impairment allowance	(168.3)	(179.9)
<b>At 31 December</b>	<b>1,215.8</b>	<b>1,197.1</b>

A total of €5.0bn (2024: €4.8bn) of inventories was included in the Consolidated Income Statement as an expense. This includes a net income statement charge of €13.6m (2024: €22.8m) arising on the inventory impairment allowance. Inventory impairment allowance levels are continuously reviewed by management and revised where appropriate, taking account of the latest available information on the recoverability of carrying amounts.

No inventories have been pledged as security for liabilities entered into by the Group.

### 15 Trade And Other Receivables

	2025 €m	2024 €m
<b>Amounts falling due within one year:</b>		
Trade receivables, gross	1,338.8	1,264.6
Expected credit loss allowance	(101.6)	(116.4)
Trade receivables, net	1,237.2	1,148.2
Other receivables	164.0	159.0
Prepayments	88.0	77.0
Value added tax	7.8	6.0
	<b>1,497.0</b>	<b>1,390.2</b>

The maximum exposure to credit risk for trade and other receivables at the reporting date is their carrying amount.

The Group uses an allowance matrix to measure Expected Credit Loss (ECL) of trade receivables from customers. The simplified approach has been adopted and this gives rise to an ECL of €101.6m (2024: €116.4m). This is presented in more detail in Note 20.

### Company

	2025 €m	2024 €m
<b>Amounts falling due within one year:</b>		
Amounts owed by group undertakings	14.0	18.3
	<b>14.0</b>	<b>18.3</b>

The amounts due from group undertakings are unsecured, interest free and are repayable on demand.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 16 Trade And Other Payables

	2025 €m	2024 €m
<b>Current</b>		
Trade payables	754.8	726.3
Accruals	618.2	630.5
Deferred revenue and customer prepayments	155.6	142.1
Income tax & social welfare	65.2	61.3
	<b>1,593.8</b>	<b>1,560.2</b>

Deferred revenue primarily relates to service and maintenance and project related revenue and is primarily short-term.

The directors consider that the carrying amount of trade and other payables approximates to their fair value.

#### Company

	2025 €m	2024 €m
<b>Current</b>		
Amounts owed to group undertakings	227.9	0.1
Payables	0.5	0.5
	<b>228.4</b>	<b>0.6</b>

The amounts due to group undertakings are unsecured, interest free and are repayable on demand.

### 17 Leases

#### Right of use asset

	Land and buildings €m	Plant, machinery and other equipment €m	Motor vehicles €m	Total 2025 €m
At 1 January 2025	167.1	24.0	44.7	235.8
Additions	18.5	2.7	29.9	51.1
Arising on acquisitions (Note 24)	5.5	2.2	3.8	11.5
Remeasurement	7.8	(1.0)	-	6.8
Terminations	(4.4)	(0.3)	(1.1)	(5.8)
Depreciation charge for the year	(35.4)	(8.2)	(30.3)	(73.9)
Reclassification	1.1	(1.2)	0.1	-
Effect of movement in exchange rates	(6.1)	(0.6)	(0.8)	(7.5)
<b>At 31 December 2025</b>	<b>154.1</b>	<b>17.6</b>	<b>46.3</b>	<b>218.0</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 17 Leases (continued)

	Land and buildings	Plant, machinery and other equipment	Motor vehicles	Total 2024
	€m	€m	€m	€m
At 1 January 2024	158.6	22.9	37.7	219.2
Additions	17.1	5.8	26.5	49.4
Arising on acquisitions (Note 24)	20.2	3.1	2.2	25.5
Remeasurement	12.5	0.3	0.6	13.4
Terminations	(7.6)	(0.1)	(1.4)	(9.1)
Depreciation charge for the year	(35.6)	(7.7)	(21.5)	(64.8)
Reclassification	(0.3)	-	0.3	-
Effect of movement in exchange rates	2.2	(0.3)	0.3	2.2
At 31 December 2024	167.1	24.0	44.7	235.8

### Lease liability

	2025 €m	2024 €m
At 1 January	238.6	219.8
Additions	48.5	48.1
Arising on acquisitions (Note 24)	10.5	26.2
Remeasurement	6.9	13.2
Terminations	(6.3)	(9.9)
Payments	(77.9)	(68.7)
Interest	8.4	7.2
Effect of movement in exchange rates	(8.0)	2.7
<b>At 31 December</b>	<b>220.7</b>	<b>238.6</b>
<i>Split as follows:</i>		
Current liability	59.2	63.9
Non-current liability	161.5	174.7
<b>At 31 December</b>	<b>220.7</b>	<b>238.6</b>

Expenses of €21.3m (2024: €17.4m) relating to short-term leases, leases of low-value assets and variable lease payments were recognised in the Consolidated Income Statement.

### 18 Interest Bearing Loans And Borrowings

	2025 €m	2024 €m
<b>Current financial liabilities</b>		
Private placement loan notes	161.0	42.5
Bank loans (unsecured)	218.1	154.9
Lease obligations per banking covenants	2.3	0.3
	<b>381.4</b>	<b>197.7</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 18 Interest Bearing Loans And Borrowings (continued)

	2025	2024
	€m	€m
<b>Non-current financial liabilities</b>		
Private placement loan notes	1,314.9	1,367.6
Public bonds	750.0	750.0
Bank loans (unsecured)	15.6	256.6
Lease obligations per banking covenants	7.0	11.1
	<b>2,087.5</b>	<b>2,385.3</b>

### Analysis of Net debt

	2025	2024
	€m	€m
Cash and cash equivalents	584.7	1,005.4
Derivatives financial instruments	0.6	4.6
Current borrowings	(381.4)	(197.7)
Non-current borrowings	(2,087.5)	(2,385.3)
<b>Total Net debt</b>	<b>(1,883.6)</b>	<b>(1,573.0)</b>

The Group's core funding is provided by seven (2024: seven) private placement loan notes; one (2024: one) USD private placement totalling \$200m (2024: \$200m) maturing in December 2028 and six (2024: six) EUR private placements totalling €1.3bn (2024: €1.2bn) which mature in tranches between January 2026 and December 2032. The notes have a weighted average maturity of 3.8 years (2024: 4.5 years).

In June 2025, the Group issued a new private placement loan note of €130m with a 6 year maturity.

In addition, the Group has a €750m public bond outstanding as of 31 December 2025 (2024: €750m) as part of the European Medium Term Note programme established in 2024.

During the year, the Group repaid the remaining part (€150m) of a 2022 acquisition related financing facility.

The primary bank debt facility is a €800m revolving credit facility, which was undrawn at year end, and which matures in May 2028.

Included in cash at bank and in hand are overdrawn positions of €1,659.9m (2024: €1,679.9m). These balances form part of a notional cash pool arrangement and are netted against cash balances of €1,683.5m (2024: €1,698.9m). The net cash pool balance of €23.6m (2024: €19.0m) is included in the cash and cash equivalents balance above. There is a legal right of offset between these balances and the balances are physically settled on a regular basis.

More details of the Group's loans and borrowings are set out in Note 20.

Net debt, which is an Alternative Performance Measure, is stated net of interest rate and currency hedges which relate to hedges of debt. Foreign currency derivative assets of €6.1m (2024: €0.1m) and foreign currency derivative liabilities of €nil (2024: €nil) which are used for transactional hedging are not included in the definition of net debt. Lease liabilities recognised due to the implementation of IFRS 16 and deferred contingent consideration have also been excluded from the calculation of net debt which is consistent with the terms and conditions of the covenants as set out in the Group's external borrowing arrangements.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 19 Deferred Contingent Consideration

	2025 €m	2024 €m
At 1 January	497.6	229.1
Deferred contingent consideration arising on acquisitions (Note 24)	33.4	127.5
Movement in deferred contingent consideration arising from fair value remeasurement	(15.4)	(16.1)
Put option liabilities arising on acquisitions	42.0	148.8
Movement in put option liabilities arising from fair value remeasurement	58.1	35.0
Deferred contingent consideration paid	(94.2)	(1.1)
Put option liabilities paid	(73.6)	-
Effect of movement in exchange rates	(7.5)	(25.6)
<b>At 31 December</b>	<b>440.4</b>	<b>497.6</b>
<i>Split as follows:</i>		
Current liabilities	279.5	345.5
Non-current liabilities	160.9	152.1
	<b>440.4</b>	<b>497.6</b>
<i>Analysed as follows:</i>		
Deferred contingent consideration	48.4	125.8
Put option liabilities	392.0	371.8
	<b>440.4</b>	<b>497.6</b>

The put option liabilities arising on acquisitions in the current year relates principally to the acquisition of RXL. In the prior year, this related to the acquisitions of Steico, Villalba, TreeTops, IB Roofing, Fatek and Solen.

The deferred contingent consideration arising on acquisitions in the current year primarily relates to the acquisition of Mercor and Fabtek. In the prior year, this primarily related to the acquisition of Steico and TreeTops.

Included in the amount paid during the year was a combined payment of €133.3 million relating to the January 2024 acquisition of a 51% controlling shareholding in Steico. This comprised the settlement of deferred contingent consideration and the exercise of a put option to acquire an additional 10.1% shareholding previously held by a non-controlling interest.

For each acquisition for which deferred contingent consideration has been provided, an annual review takes place to evaluate if the payment conditions are likely to be met. For the purposes of the fair value assessments all of the put option liabilities are valued using the option price formula in the shareholders agreement and the most recent financial projections. These are classified as unobservable inputs. The significant unobservable inputs used in the fair value measurements and the quantitative sensitivity analysis are shown in the table below:

	Valuation technique	Significant unobservable inputs	Sensitivity of the input to the fair value
Deferred contingent consideration	<i>Discounted cashflow method</i> The net present value of the expected payment is calculated by using a risk adjusted discount rate where material. The expected payments are valued using the earn out formula in the shareholders' agreement and the most recent financial projections.	<ul style="list-style-type: none"> <li>Risk adjusted discount rates between 0.0% and 4.3%.</li> <li>Forecast performance in excess of a predetermined base target.</li> </ul>	<ul style="list-style-type: none"> <li>A 10% decrease in the risk adjusted discount rate would result in an increase in the fair value of the deferred contingent consideration of €0.1m.</li> <li>A 5% increase in the assumed profitability of the acquired entities would result in an increase in the fair value of the deferred contingent consideration of €0.1m.</li> </ul>
Put option liabilities	<i>Discounted cashflow method</i> The net present value of the expected payment is calculated by using a risk adjusted discount rate. The expected payments are valued using the option price formula in the shareholders' agreement and the most recent financial projections.	<ul style="list-style-type: none"> <li>Risk adjusted discount rates of between 1.8% and 32.8%.</li> <li>EBITDA multiples of between 5.0 and 9.3.</li> </ul>	<ul style="list-style-type: none"> <li>A 10% decrease in the risk adjusted discount rate would result in an increase in the fair value of the put option liabilities of €4.8m.</li> <li>A 5% increase in the assumed profitability of the acquirees would result in an increase in the fair value of the put option liabilities of €18.1m.</li> </ul>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 19 Deferred Contingent Consideration (continued)

The amount of deferred contingent consideration and put option liabilities that have been recognised are arrived at by the application of a range of outcomes and associated probabilities in order to determine the carrying amounts.

Liabilities in the range of €nil (2024: €3.7m) to €48.4m (2024: €125.8m) could arise with respect to potential deferred contingent consideration obligations and €nil (2024: €nil) to €392.0m (2024: €371.8m) with respect to potential put option obligations. Further detail has been presented below in relation to the principal put option liabilities and deferred contingent consideration.

The put option in the shareholders' agreement with non-controlling shareholders of Isoeste has been exercisable since 2023. The undiscounted expected cash outflow is estimated to be €227.8m (2024: €145.0m).

The put option in the shareholders' agreement with non-controlling shareholders of PanelMET has been exercisable since 2022. The undiscounted expected cash outflow is estimated to be €15.8m (2024: €13.8m).

The put option in the shareholders' agreement with non-controlling shareholders of Kingspan Jindal has been exercisable since 2022. The undiscounted expected cash outflow is estimated to be €30.0m (2024: €27.8m).

The put option in the shareholders' agreement with non-controlling shareholders of Q-nis can be exercised in 2029. The undiscounted expected cash outflow is estimated to be €34.2m (2024: €43.7m).

The put option in the shareholders' agreement with non-controlling shareholders of TreeTops can be exercised in 2028. The undiscounted expected cash outflow is estimated to be €30.2m (2024: €41.1m).

The put option in the shareholders' agreement with non-controlling shareholders of Villalba can be exercised in 2028. The undiscounted expected cash outflow is estimated to be €22.2m (2024: €31.5m).

The put option in the shareholders' agreement with non-controlling shareholders of RXL can be exercised in 2031. The undiscounted expected cash outflow is estimated to be €48.1m (2024: N/A).

In relation to the put options listed above, call options also rest over the remaining shareholding held by non-controlling interests, which are exercisable by the Group in a very limited range of circumstances. No value has been attributed to these call options.

### 20 Financial Risk Management And Financial Instruments

#### Financial Risk Management

In the normal course of business, the Group and Company have exposure to a variety of financial risks, including foreign currency risk, interest rate risk, liquidity risk and credit risk. The Group's and Company's focus is to understand these risks and to put in place policies that minimise the economic impact of an adverse event on the Group's performance. Meetings are held on a regular basis to review the result of the risk assessment, approve recommended risk management strategies and monitor the effectiveness of such policies.

The Group's and Company's risk management strategies include the usage of derivatives (other than for speculative transactions), principally forward exchange contracts, interest rate swaps, and cross currency interest rate swaps.

#### Liquidity risk

In addition to the high level of free cash flow, the Group operates a prudent approach to liquidity management using a mixture of long-term debt together with short-term debt and cash and cash equivalents to enable it to meet its liabilities when due.

The Group's core funding is provided by a number of private placement loan notes totalling €1,475.9m (2024: €1,410.1m). The notes have a weighted average maturity of 3.8 years (2024: 4.5 years).

In June 2025, the Group issued a new private placement loan note of €130m with a 6-year maturity.

In addition, the Group has a €750m public bond outstanding as of 31 December 2025 (2024: €750m) as part of the European Medium Term Note programme established in 2024.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

During the year, the Group repaid the remaining part (€150m) of a 2022 acquisition related financing facility.

The primary bank debt facility is a €800m revolving credit facility, which was undrawn at year end, and which matures in May 2028.

Both the private placements and the banking facilities (revolving credit facility and one additional banking facility) have an interest cover test (EBITDA: Net interest must not be less than 4 times) and a net debt test (Net debt: EBITDA must not exceed 3.5 times). These covenant tests have been met for the covenant test period to 31 December 2025.

The Group also has in place a number of uncommitted bilateral facilities including working capital facilities totalling €76.3m (2024: €222.1m) and are supported by a Group guarantee. Core funding arrangements arise from a wide and varied number of institutions and, as such, there is no significant concentration of liquidity risk.

The following are the carrying amounts and contractual maturities of financial liabilities (including estimated interest payments):

As at 31 December 2025	Carrying amount 2025 €m	Contractual cash flow €m	Within 1 year €m	Between 1 and 2 years €m	Between 2 and 5 years €m	Greater than 5 years €m
<b>Non derivative financial instruments</b>						
Bank loans	233.7	233.7	218.2	1.7	2.4	11.4
Private placement loan notes	1,475.9	1,626.1	198.7	65.3	985.4	376.7
Public bonds	750.0	907.5	26.3	26.3	78.8	776.1
Lease obligations per banking covenants	9.3	9.3	2.3	1.8	5.2	-
Lease liabilities	220.7	244.3	66.5	49.9	73.9	54.0
Trade and other payables	1,373.0	1,373.0	1,373.0	-	-	-
Deferred contingent consideration	440.4	502.7	303.8	5.9	126.4	66.6
<b>Derivative financial liabilities/(assets)</b>						
Foreign exchange forwards used for hedging:						
Carrying value liabilities	-	-	-	-	-	-
Carrying value assets	(6.7)	-	-	-	-	-
- outflow	-	194.3	117.6	63.2	13.5	-
- inflow	-	(201.0)	(121.3)	(65.8)	(13.9)	-
<b>As at 31 December 2024</b>						
	Carrying amount 2024 €m	Contractual cash flow €m	Within 1 year €m	Between 1 and 2 years €m	Between 2 and 5 years €m	Greater than 5 years €m
<b>Non derivative financial instruments</b>						
Bank loans	411.5	433.4	168.3	259.3	3.7	2.1
Private placement loan notes	1,410.1	1,566.9	76.5	194.2	818.5	477.7
Public bonds	750.0	933.8	26.3	26.3	78.8	802.4
Lease obligations per banking covenants	11.4	11.4	0.3	5.0	4.9	1.2
Lease liabilities	238.6	258.3	67.8	54.6	81.4	54.5
Trade and other payables	1,418.1	1,418.1	1,418.1	-	-	-
Deferred contingent consideration	497.6	540.6	364.3	12.6	163.7	-
<b>Derivative financial liabilities/(assets)</b>						
Foreign exchange forwards used for hedging:						
Carrying value liabilities	-	-	-	-	-	-
Carrying value assets	(4.7)	-	-	-	-	-
- outflow	-	168.4	168.4	-	-	-
- inflow	-	(173.1)	(173.1)	-	-	-

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

For provisions, the carrying amount represents the Group's best estimate of the expected future outflows. As it does not represent a contractual liability at the year end, no amount has been included as a contractual cash flow.

Deferred contingent consideration, which includes any put option liabilities, is valued using the relevant agreed multiple of the expected future EBITDA in each acquired business which is appropriately discounted using a risk-adjusted discount rate. The estimated fair value of deferred contingent consideration would decrease if EBITDA was lower or if the risk adjusted discount rate was higher. The range of outcomes are set out in Note 19.

The actual future cash flows could be different from the amounts included in the tables above, if the associated obligations were to become repayable on demand as a result of non-compliance with covenants or other contractual terms. No such non-compliance is envisaged.

#### Market Risks

##### Foreign exchange risk

There are two types of foreign currency risk to which the Group is exposed, namely transaction risk and translation risk. The objective of the Group's foreign currency risk management strategy is to manage and control market risk exposures within acceptable parameters. As set out below the Group uses derivatives to manage foreign exchange risk. Transactions involving derivatives are carried out in accordance with the Treasury policy. The Group seeks to apply hedge accounting, where practicable, to manage volatility in profit or loss.

##### Transaction risk

Apart from transaction risk on debt, this arises where operating units have input costs or sales in currencies other than their functional currencies. These exposures are internally hedged as far as possible. Group policy is to hedge up to a maximum of 75% of a forecast exposure. Material exposures are hedged on a rolling 12 months basis. The Group's principal exposure relates to GBP and USD, with less significant exposure to the Canadian dollar.

In addition, where operating entities carry monetary assets and liabilities at year end denominated other than in their functional currency, their translation at the year-end rates of exchange into their functional currency will give rise to foreign currency gains and losses. The Group seeks to manage these gains and losses to net to nil.

Based on current cash flow projections for the businesses to 31 December 2026, it is estimated that the Group is long GBP29m (2024: long GBP55m) and long US\$35m (2024: long US\$50m). At 31 December 2025 these amounts were unhedged.

##### Translation risk

This exists due to the fact that the Group has operations whose functional currency is not the Euro, the Group's presentational currency. Changes in the exchange rate between the reporting currencies of these operations and the Euro, have an impact on the Group's consolidated reported result. For 2025, the impact of changing currency rates versus Euro compared to the closing 2024 rates was negative €189.3m (2024: positive €93.0m). The key drivers of the change year on year are the movements in GBP and USD. In common with many other international groups, the Group does not currently seek to externally hedge its translation exposure.

##### Sensitivity analysis for primary currency risk

A 10% volatility of the EUR against GBP and USD in respect of transaction risk in the reporting entities functional currencies would impact reported after tax profit by €6m (2024: €10m) and equity by €6m (2024: €10m).

##### Interest rate risk

The Group has an exposure to movements in interest rates on its debt portfolio, and on its cash and cash equivalent balances and derivatives. The Group policy is to ensure that at least 40% of its debt is fixed rate.

In respect of interest bearing loans and borrowings, the following table indicates the effective average interest rates at the year end and the periods over which they mature. Interest on interest bearing loans and borrowings classified as floating rate is repriced at intervals of less than one year. The table further analyses interest bearing loans and borrowings by currency and fixed/floating mix.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

As at 31 December 2025	Weighted average effective interest rate	Total €m	At fixed interest rate €m	At floating interest rate €m	Under 5 years €m	Over 5 years €m
Bank loans	0.34%	233.7	21.0	212.7	222.3	11.4
Loan notes	1.55%	1,475.9	1,475.9	-	1,113.4	362.5
Public bonds	1.07%	750.0	750.0	-	-	750.0
		<b>2,459.6</b>	<b>2,246.9</b>	<b>212.7</b>	<b>1,335.7</b>	<b>1,123.9</b>

	Total €m	At fixed interest rate €m	At floating interest rate €m
Euro	2,289.2	2,076.5	212.7
USD	170.4	170.4	-
	<b>2,459.6</b>	<b>2,246.9</b>	<b>212.7</b>

The weighted average maturity of debt for wholly owned entities is 4.2 years as at 31 December 2025 (2024: 5 years).

As at 31 December 2024	Weighted average effective interest rate	Total €m	At fixed interest rate €m	At floating interest rate €m	Under 5 years €m	Over 5 years €m
Bank loans	0.69%	411.5	23.1	388.4	409.5	2.0
Loan notes	1.34%	1,410.1	1,410.1	-	946.6	463.5
Public Bonds	1.02%	750.0	750.0	-	-	750.0
		<b>2,571.6</b>	<b>2,183.2</b>	<b>388.4</b>	<b>1,356.1</b>	<b>1,215.5</b>

	Total €m	At fixed interest rate €m	At floating interest rate €m
Euro	2,379.5	1,991.1	388.4
USD	192.1	192.1	-
	<b>2,571.6</b>	<b>2,183.2</b>	<b>388.4</b>

An increase or decrease of 100 basis points in each of the applicable rates and interest rate curves would impact reported after tax profit by €3.7m (2024: €6.1m) and equity by €3.7m (2024: €6.1m) as there are floating rate borrowings in place and cash on the balance sheet.

#### Credit risk

Credit risk encompasses the risk of financial loss to the Group of counterparty default in relation to any of its financial assets. The Group's maximum exposure to credit risk is represented by the carrying value of each financial asset:

	2025 €m	2024 €m
Cash & cash equivalents	<b>584.7</b>	1,005.4
Trade receivables	<b>1,338.8</b>	1,264.6
Derivative financial assets	<b>6.7</b>	4.7

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

Trade receivables arise from a wide and varied customer base spread across various activities, end uses and geographies, and as such there is no significant concentration of credit risk. The Group's credit risk management policy in relation to trade receivables involves periodically assessing the financial reliability of customers, taking into account their financial position, past experience and other factors. The utilisation of credit limits is regularly monitored and a significant element of credit risk is covered by credit insurance or other forms of collateral such as letters of credit or bank guarantees.

At the year end, the Group was carrying a receivables book of €1,237.2m (2024: €1,148.2m) expressed net of provision for default in payment. This represents a net risk of 13% (2024: 13%) of sales. Of these net receivables, approximately 63% (2024: 63%) were covered by credit insurance or other forms of collateral such as letter of credit and bank guarantees.

At 31 December, the exposure to credit risk for trade receivables by geographic region was as follows:

	2025 €m	2024 €m
Western & Southern Europe	612.5	612.1
Central & Northern Europe	283.0	257.3
Americas	293.8	279.6
Rest of World	149.5	115.6
	<b>1,338.8</b>	<b>1,264.6</b>

At 31 December, the exposure to credit risk for trade receivables by customer type was as follows:

	2025 €m	2024 €m
Insulated panels customers	745.0	719.8
Insulation customers	221.2	220.9
Other customers	372.6	323.9
	<b>1,338.8</b>	<b>1,264.6</b>

The Group uses an allowance matrix to measure Expected Credit Loss (ECL) of trade receivables from customers. The ECL simplified approach has been adopted.

Loss rates are calculated using a roll rate method based on the probability of a receivable progressing through successive chains of non-payment to write-off. The rates are calculated at a business unit level which reflects the risks associated with geographic region, age, mix of customer relationship and type of product purchased. The identifiable loss pertaining to cash positions is immaterial.

The following table provides the information about the exposure to credit risk and ECL for trade receivables as at 31 December 2025.

	Weighted average loss rate %	Gross carrying amount €m	Loss allowance €m
Current (not past due)	0%	953.4	4.1
1-30 days past due	2%	209.0	4.2
31-60 days past due	9%	47.9	4.4
61-90 days past due	15%	21.8	3.2
More than 90 days past due	80%	106.7	85.7
		<b>1,338.8</b>	<b>101.6</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

The following table provides the information about the exposure to credit risk and ECL for trade receivables as at 31 December 2024.

	Weighted average loss rate %	Gross carrying amount €m	Loss allowance €m
Current (not past due)	0%	873.1	4.1
1-30 days past due	2%	212.9	4.5
31-60 days past due	10%	52.9	5.5
61-90 days past due	36%	18.4	6.7
More than 90 days past due	89%	107.3	95.6
		<u>1,264.6</u>	<u>116.4</u>

Loss rates are based on actual credit loss experience over an appropriate diverse sample of trading periods. Trade receivables are written off when there is no reasonable expectation of recovery.

#### Movements in the allowance for impairment in respect of trade receivables

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	2025 €m	2024 €m
Balance at 1 January	116.4	111.4
Arising on acquisition	2.7	4.0
Written off during the year	(7.7)	(6.4)
Net remeasurement of loss allowance	(3.0)	4.7
Effect of movement in exchange rates	(6.8)	2.7
<b>At 31 December</b>	<u>101.6</u>	<u>116.4</u>

There are no material trade receivables written off during 2025 (2024: €nil) which are still subject to enforcement activity.

#### Cash & cash equivalents

On the Group's cash and cash equivalents and derivatives, counterparty risk is managed by dealing with banks that have a minimum credit rating and by spreading business across a portfolio of 10 relationship banks (2024: 10).

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

#### Financial instruments by category

The carrying amount of financial assets presented in the Consolidated Statement of Financial Position relate to the following measurement categories as defined in IFRS 9:

	Financial asset at fair value through OCI €m	Assets at amortised cost €m	Derivatives designated as hedging instrument €m	Total €m
<b>2025</b>				
<i>Current:</i>				
Trade receivables, net	-	1,237.2	-	1,237.2
Other receivables	-	171.8	-	171.8
Cash and cash equivalents	-	584.7	-	584.7
Derivative financial instruments	-	-	3.7	3.7
	<b>-</b>	<b>1,993.7</b>	<b>3.7</b>	<b>1,997.4</b>
<i>Non-current:</i>				
Derivative financial instruments	-	-	3.0	3.0
Financial asset	25.1	-	-	25.1
	<b>25.1</b>	<b>-</b>	<b>3.0</b>	<b>28.1</b>
<b>2024</b>				
<i>Current:</i>				
Trade receivables, net	-	1,148.2	-	1,148.2
Other receivables	-	165.0	-	165.0
Cash and cash equivalents	-	1,005.4	-	1,005.4
Derivative financial instruments	-	-	4.7	4.7
	<b>-</b>	<b>2,318.6</b>	<b>4.7</b>	<b>2,323.3</b>
<i>Non-current:</i>				
Financial asset	23.9	-	-	23.9
	<b>23.9</b>	<b>-</b>	<b>-</b>	<b>23.9</b>

It is considered that the carrying amounts of the above financial assets approximate their fair values.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

The carrying amounts of financial liabilities presented in the Consolidated Statement of Financial Position relate to the following measurement categories as defined in IFRS 9:

	Financial liabilities at fair value through profit or loss €m	Financial liabilities measured at amortised cost €m	Financial liabilities at fair value through equity €m	Derivatives designated as hedging instrument €m	Total €m
<b>2025</b>					
<i>Current:</i>					
Borrowings	-	381.4	-	-	381.4
Lease liabilities	-	59.2	-	-	59.2
Trade payables	-	754.8	-	-	754.8
Accruals	-	618.2	-	-	618.2
Deferred contingent consideration	30.2	-	249.3	-	279.5
	<b>30.2</b>	<b>1,813.6</b>	<b>249.3</b>	<b>-</b>	<b>2,093.1</b>
<i>Non-current:</i>					
Borrowings	-	2,087.5	-	-	2,087.5
Lease liabilities	-	161.5	-	-	161.5
Deferred contingent consideration	18.2	-	142.7	-	160.9
	<b>18.2</b>	<b>2,249.0</b>	<b>142.7</b>	<b>-</b>	<b>2,409.9</b>

	Financial liabilities at fair value through profit or loss €m	Financial liabilities measured at amortised cost €m	Financial liabilities at fair value through equity €m	Derivatives designated as hedging instrument €m	Total €m
<b>2024</b>					
<i>Current:</i>					
Borrowings	-	197.7	-	-	197.7
Lease liabilities	-	63.9	-	-	63.9
Trade payables	-	726.3	-	-	726.3
Accruals	-	630.5	-	-	630.5
Deferred contingent consideration	103.2	-	242.3	-	345.5
	<b>103.2</b>	<b>1,618.4</b>	<b>242.3</b>	<b>-</b>	<b>1,963.9</b>
<i>Non-current:</i>					
Borrowings	-	2,385.3	-	-	2,385.3
Lease liabilities	-	174.7	-	-	174.7
Deferred contingent consideration	22.7	-	129.4	-	152.1
	<b>22.7</b>	<b>2,560.0</b>	<b>129.4</b>	<b>-</b>	<b>2,712.1</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

#### Fair value hierarchy

Financial assets and liabilities recognised at fair value are analysed between those based on quoted prices in active markets for identical assets or liabilities (Level 1), those involving inputs other than quoted prices that are observable for the assets or liabilities, either directly or indirectly (Level 2); and those involving inputs for the assets or liabilities that are not based on observable market data (Level 3) as set out in Note 19.

Normally, the derivatives entered into by the Group are not traded in active markets. The fair values of these contracts are estimated using a valuation technique that maximises the use of observable market inputs, e.g. market exchange and interest rates (Level 2). All derivatives entered into by the Group are included in Level 2 and consist of foreign currency forward contracts, interest rate swaps and cross currency interest rate swaps.

	As at 31 December 2025			As at 31 December 2024		
	Level 1 €m	Level 2 €m	Level 3 €m	Level 1 €m	Level 2 €m	Level 3 €m
<b>Financial Assets</b>						
Equity investments	-	25.1	-	-	23.9	-
Foreign exchange contracts for hedging	-	6.7	-	-	4.7	-
<b>Financial Liabilities</b>						
Deferred contingent consideration	-	-	48.4	-	-	125.8
Put option liabilities	-	-	392.0	-	-	371.8

The principal movements in Level 3 liabilities in 2025 are set out in the table below:

	Balance 1 January 2025 €m	Settlement €m	Fair value movement €m	Arising on acquisition €m	Translation adjustment €m	Balance 31 December 2025 €m
Deferred contingent consideration	125.8	(94.2)	(15.4)	33.4	(1.2)	48.4
Put option liabilities	371.8	(73.6)	58.1	42.0	(6.3)	392.0
	<b>497.6</b>	<b>(167.8)</b>	<b>42.7</b>	<b>75.4</b>	<b>(7.5)</b>	<b>440.4</b>

The principal movements in Level 3 liabilities in 2024 are set out in the table below:

	Balance 1 January 2024 €m	Settlement €m	Fair value movement €m	Arising on acquisition €m	Translation adjustment €m	Balance 31 December 2024 €m
Deferred contingent consideration	16.2	(1.1)	(16.1)	127.5	(0.7)	125.8
Put option liabilities	212.9	-	35.0	148.8	(24.9)	371.8
	229.1	(1.1)	18.9	276.3	(25.6)	497.6

During the year ended 31 December 2025, the put liabilities were reassessed based on the most recent available financial information. There were no other significant changes in the business or economic circumstances that affect the fair value of the remaining financial assets and liabilities, no reclassifications and no transfers between levels of the fair value hierarchy used in measuring the fair value of the financial instruments.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 20 Financial Risk Management And Financial Instruments (continued)

Except as detailed below, it is considered that the carrying amounts of financial assets and financial liabilities recognised at amortised cost approximate their fair values. The fair value of the Level 2 financial liabilities below has been determined through the use of external market data available publicly.

	As at 31 December 2025			As at 31 December 2024		
	Carrying amount €m	Fair Value €m	Level	Carrying amount €m	Fair Value €m	Level
Private placements	1,475.9	1,487.6	2	1,410.1	1,426.5	2
Public bonds	750.0	798.3	2	750.0	817.3	2

#### Capital Management Policies and Procedures

The Group employs a combination of debt and equity to fund its operations. As at 31 December the total capital employed in the Group was as follows:

	2025 €m	2024 €m
Equity	4,732.3	4,590.8
Add back accumulated amortisation of intangible assets not fully amortised	175.6	139.2
Net debt	1,883.6	1,573.0
<b>Total Capital Employed</b>	<b>6,791.5</b>	<b>6,303.0</b>

The Board's objective when managing capital is to preserve a strong capital base to maintain the confidence of investors, creditors and the market. The Board monitors the return on capital (defined as total shareholders' equity plus net debt and adjusted for cumulative amortisation of intangibles not fully amortised).

The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position. The Group actively manages foreign currency and interest rate exposure, as well as actively managing the net asset position, in order to create bottom line value. This necessitates the development of a methodology to optimise the allocation of financial resources on the one hand and the return on capital on the other.

The Board closely monitors externally imposed capital restrictions which are present due to covenants within the Group's core banking facilities.

There were no material changes to the Group's approach to capital management during the year.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 21 Provisions For Liabilities

	2025 €m	2024 €m
<b>Guarantees and warranties</b>		
At 1 January	164.3	183.9
Arising on acquisitions (Note 24)	30.4	5.0
Provided during year	65.7	67.4
Claims paid	(51.6)	(57.8)
Provisions released	(46.2)	(35.9)
Effect of movement in exchange rates	(4.8)	1.7
<b>At 31 December</b>	<b>157.8</b>	<b>164.3</b>
Current liability	44.6	55.9
Non-current liability	113.2	108.4
	<b>157.8</b>	<b>164.3</b>

The Group manufactures a wide range of insulation and related products for use primarily in the construction sector. Some products carry formal guarantees of satisfactory performance of varying periods following their purchase by customers and a provision is carried in respect of the expected costs of settling warranty, and guarantee claims which arise. The Group in the course of its operations can be party to claims, litigation or enforcement actions. Both the number of claims and the cost of settling the claim are sensitive to change. Where a present obligation exists, in most cases, a sufficiently reliable estimate can be made based on a range of possible outcomes and a provision has been recognised. In some cases where a present obligation exists but the extent and cost of settling a claim or potential claim or enforcement action cannot be measured with sufficient reliability, no provision is recognised until such a reliable estimate can be made. Provisions are reviewed by management on a regular basis and adjusted to reflect the current best estimate of the economic outflow. If it is no longer probable that an outflow of economic benefits will be required, the related provision is reversed.

For the non-current element of the provision, the Group anticipates that these will be utilised within three years of the reporting date. Discounting of the non-current element has not been applied because the discount would be immaterial.

### 22 Deferred Income – Government Grant

	2025 €m	2024 €m
At 1 January	-	-
Received during the year	16.6	-
Amortised to the income statement	(2.0)	-
Effect of movement in exchange rates	(0.7)	-
<b>At 31 December</b>	<b>13.9</b>	<b>-</b>
Current	2.4	-
Non-current	11.5	-
	<b>13.9</b>	<b>-</b>

Government grants of €16.6m were received during the year.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 23 Deferred Tax Assets And Liabilities

Deferred tax assets and liabilities arising from temporary differences and unused tax losses after offset are as follows:

	2025 €m	2024 €m
Deferred tax assets	79.3	84.5
Deferred tax liabilities	(109.0)	(113.9)
Net position	<b>(29.7)</b>	<b>(29.4)</b>

Deferred tax arises from differences in the carrying value of items such as property, plant and equipment, intangibles, pension obligations, and other temporary differences in the financial statements and the tax base established by the tax authorities.

The movement in the net deferred tax position for 2025 is as follows:

	Balance 1 Jan 2025 €m	Recognised in profit or loss €m	Recognised in equity €m	Recognised in other comprehensive income €m	Translation adjustment €m	Arising on acquisitions €m	Balance 31 Dec 2025 €m
Property, plant and equipment	(65.5)	(2.1)	-	-	3.0	(2.4)	<b>(67.0)</b>
Intangibles	(60.4)	6.3	-	-	3.1	(15.0)	<b>(66.0)</b>
Other temporary differences	72.8	(0.7)	(0.3)	(1.7)	(4.3)	14.9	<b>80.7</b>
Pension obligations	5.9	(0.2)	-	(0.1)	(1.1)	-	<b>4.5</b>
Unused tax losses	17.8	0.2	-	-	0.1	-	<b>18.1</b>
	<b>(29.4)</b>	<b>3.5</b>	<b>(0.3)</b>	<b>(1.8)</b>	<b>0.8</b>	<b>(2.5)</b>	<b>(29.7)</b>

The movement in the net deferred tax position for 2024 is as follows:

	Balance 1 Jan 2024 €m	Recognised in profit or loss €m	Recognised in equity €m	Recognised in other comprehensive income €m	Translation adjustment €m	Arising on acquisitions €m	Balance 31 Dec 2024 €m
Property, plant and equipment	(60.8)	(3.2)	-	-	(1.7)	0.2	(65.5)
Intangibles	(44.9)	10.0	-	-	(1.0)	(24.5)	(60.4)
Other temporary differences	95.6	(5.1)	(2.2)	-	1.0	(16.5)	72.8
Pension obligations	5.5	0.9	-	(0.5)	-	-	5.9
Unused tax losses	23.3	(5.5)	-	-	-	-	17.8
	18.7	(2.9)	(2.2)	(0.5)	(1.7)	(40.8)	(29.4)

### 24 Business Combinations

A key strategy of the Group is to create and sustain market leading positions through acquisitions in markets it currently operates in, together with extending the Group's footprint in new geographic markets. In line with this strategy, the principal acquisitions completed during the year were as follows:

In October 2025, the Group acquired 100% of Mercor's ventilation and daylighting business, headquartered in Poland. Mercor is a leading provider of day lighting and smoke management systems in Central Europe. The total combined consideration, including deferred contingent consideration and net debt acquired, amounted to €99.7m.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 24 Business Combinations (continued)

The Group also made a number of smaller acquisitions during the year for a combined consideration, including deferred contingent consideration and net debt acquired, of €155.7m which principally includes:

- The Insulated Building Envelopes segment acquired 85% of the share capital of Hao Wei in Singapore in March 2025, 100% of the share capital of Eurotag in Denmark in April 2025, 100% of the share capital of Meta Soluciones in Spain and Suomen in Finland, during July 2025. The business also acquired 100% of the share capital of Coverworld in the UK in August 2025.
- The Advnsys segment acquired 70% of the share capital of RXL in the US in March 2025, 100% of the share capital of Sandometal in Portugal and Permastore in the UK, during July 2025. The business also acquired 100% of the share capital of Fabtek in Vietnam in December 2025.

The table below reflects the provisional fair value of the identifiable net assets acquired in respect of the acquisitions completed during the year. Any amendments to fair values will be made within the twelve month period from the date of acquisition, as permitted by IFRS 3 *Business Combinations*.

	Mercor €m	Other* €m	Total €m
<b>Non-current assets</b>			
Intangible assets	15.1	49.9	<b>65.0</b>
Investment in associates	-	(0.6)	<b>(0.6)</b>
Property, plant and equipment	11.5	31.0	<b>42.5</b>
Right of use assets	1.4	10.1	<b>11.5</b>
Deferred tax assets	0.4	13.7	<b>14.1</b>
<b>Current assets</b>			
Inventories	8.2	5.0	<b>13.2</b>
Trade and other receivables	29.0	23.7	<b>52.7</b>
<b>Current liabilities</b>			
Trade and other payables	(17.4)	(76.6)	<b>(94.0)</b>
Provisions for liabilities	-	(2.4)	<b>(2.4)</b>
Lease liabilities	(0.4)	(0.6)	<b>(1.0)</b>
<b>Non-current liabilities</b>			
Retirement benefit obligations	(0.1)	-	<b>(0.1)</b>
Provisions for liabilities	(0.9)	(27.1)	<b>(28.0)</b>
Lease liabilities	(1.1)	(8.4)	<b>(9.5)</b>
Deferred tax liabilities	(2.3)	(14.3)	<b>(16.6)</b>
<b>Total identifiable assets</b>	<b>43.4</b>	<b>3.4</b>	<b>46.8</b>
Non-controlling interest arising on acquisition	-	1.8	<b>1.8</b>
Step up from investment in associate	-	(7.4)	<b>(7.4)</b>
Goodwill	56.3	157.9	<b>214.2</b>
<b>Total consideration</b>	<b>99.7</b>	<b>155.7</b>	<b>255.4</b>
Satisfied by:			
Cash (net of cash acquired)	78.6	143.4	<b>222.0</b>
Deferred contingent consideration	21.1	12.3	<b>33.4</b>
<b>Total consideration</b>	<b>99.7</b>	<b>155.7</b>	<b>255.4</b>

\* Other includes the remaining acquisitions completed during the period together with certain immaterial remeasurements of prior year accounting estimates.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 24 Business Combinations (continued)

The acquired goodwill is attributable principally to the profit generating potential of the businesses, together with a strong workforce, new geographies and synergies expected to be achieved from integrating the acquired businesses into the Group's existing business.

In the post-acquisition period to 31 December 2025, the businesses acquired during the current year contributed revenue of €115.7m and trading profit of €17.2m to the Group's results. None of the acquisitions are individually material to the Group and so this disclosure is provided in aggregate.

The Group's full year revenue and trading profit had the acquisitions taken place at the start of the year, would have been €9,344.9m and €970.9m respectively.

The gross contractual value of trade and other receivables as at the respective dates of acquisition amounted to €55.7m. The fair value of these receivables is €52.7m, all of which is recoverable, and is inclusive of an aggregate impairment provision of €3.0m.

There is €32.6m of goodwill (2024: €33.3m) which is expected to be deductible for tax purposes.

The Group incurred acquisition related costs of €2.6m (2024: €6.1m) relating to external legal fees and due diligence costs. These costs have been included in operating costs in the Consolidated Income Statement.

The initial assignment of fair values to identifiable net assets acquired has been performed on a provisional basis due to the relative size of the acquisitions and the timing of the transactions. Any amendments to these fair values within the twelve-month timeframe from the date of acquisition will be disclosed in the 2026 Annual Report, as stipulated by IFRS 3.

#### Prior year acquisitions

The following principal acquisitions completed during the prior year were as follows:

In January 2024, the Group acquired 51% of the share capital of Steico SE (Steico) with an option to acquire a further c.10% of shares in Steico in the future. Steico is the world leader in wood-fibre insulation and wood-based building envelope products, based in Germany and listed on the unofficial markets of several German Stock Exchanges. The total combined consideration, including deferred contingent consideration and net debt acquired, amounted to €510.0m.

In October 2024, the Group increased its shareholding in Nordic Waterproofing Holding AB (Nordic Waterproofing) to 62.6% thereby attaining a controlling shareholding. Nordic Waterproofing is a publicly listed company on the Nasdaq Stockholm and is a market leader in waterproofing products and services for the protection of buildings and infrastructure. The total combined consideration, including net debt acquired, amounted to €162.3m.

The Group also made a number of smaller acquisitions during the prior year for a combined consideration, including deferred contingent consideration and net debt acquired, of €305.6m:

- The Insulated Building Envelopes segment acquired the business and assets of Conqueror in New Zealand in January 2024, 100% of the share capital of Rafinor and Eftex, 75% of the share capital of TreeTops in Denmark, 100% of the share capital of Clastina in Belgium and acquired the stonewool manufacturing business and assets in Germany from Karl Bachl Kunststoffverarbeitung GmbH & Co. KG during April 2024. In May 2024, the segment also acquired the acoustic business and assets of Isolco in the Netherlands and 70% of the share capital of Fatek Advance Insulation in Thailand during June 2024. The segment 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 segment further acquired 90% of the share capital of IB Roof Systems in the USA in September 2024, 100% of the share capital of PSP Profile in France in October 2024, 85% of the share capital of Solen Energy in the UK, 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.
- The Advnsys segment acquired 100% of the share capital of Visa Oeste and Petaproj in Portugal in April 2024 and in October 2024 acquired 100% of the share capital of National Poly Industries in Australia.

The table below reflects the provisional fair value of the identifiable net assets acquired in respect of the acquisitions completed during the prior year. Any amendments to fair values were made within the twelve-month period from the date of acquisition, as permitted by IFRS 3 *Business Combinations*.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 24 Business Combinations (continued)

	Steico €m	Nordic Waterproofing €m	Other* €m	Total €m
<b>Non-current assets</b>				
Intangible assets	65.7	7.5	21.1	<b>94.3</b>
Investment in associates	-	11.9	-	<b>11.9</b>
Financial assets	-	0.2	-	<b>0.2</b>
Property, plant and equipment	341.9	39.3	123.6	<b>504.8</b>
Right of use assets	2.2	11.0	12.3	<b>25.5</b>
<b>Current assets</b>				
Inventories	50.2	60.6	51.7	<b>162.5</b>
Trade and other receivables	45.2	75.7	56.2	<b>177.1</b>
<b>Current liabilities</b>				
Trade and other payables	(76.9)	(71.9)	(66.1)	<b>(214.9)</b>
Provisions for liabilities	(1.9)	(1.2)	(1.9)	<b>(5.0)</b>
Lease liabilities	(0.7)	(4.3)	(3.2)	<b>(8.2)</b>
<b>Non-current liabilities</b>				
Retirement benefit obligations	(4.0)	-	-	<b>(4.0)</b>
Lease liabilities	(1.5)	(7.0)	(9.5)	<b>(18.0)</b>
Deferred tax liabilities	(22.8)	(9.6)	(8.4)	<b>(40.8)</b>
<b>Total identifiable assets</b>	<b>397.4</b>	<b>112.2</b>	<b>175.8</b>	<b>685.4</b>
Non-controlling interest arising on acquisition	(121.9)	(131.0)	(11.9)	<b>(264.8)</b>
Step up from financial asset	-	(125.2)	-	<b>(125.2)</b>
Goodwill	234.5	306.3	141.7	<b>682.5</b>
<b>Total consideration</b>	<b>510.0</b>	<b>162.3</b>	<b>305.6</b>	<b>977.9</b>
Satisfied by:				
Cash (net of net debt/cash acquired)	337.2	162.3	275.8	<b>775.3</b>
Deferred contingent consideration	97.7	-	29.8	<b>127.5</b>
Share capital issued	75.1	-	-	<b>75.1</b>
<b>Total consideration</b>	<b>510.0</b>	<b>162.3</b>	<b>305.6</b>	<b>977.9</b>

\* Other includes the remaining acquisitions completed during the period together with certain immaterial remeasurements of prior year accounting estimates.

The acquired goodwill is attributable principally to the profit generating potential of the businesses, together with a strong workforce, new geographies and synergies expected to be achieved from integrating the acquired businesses into the Group's existing business.

In the post-acquisition period to 31 December 2024, the businesses acquired during the year contributed revenue of €536.3m and trading profit of €35.3m to the Group's results. None of the acquisitions are individually material to the Group and so this disclosure is provided in aggregate.

The Group's full year revenue and trading profit had the acquisitions taken place at the start of the year, would have been €9,171.4m and €947.6m respectively.

The gross contractual value of trade and other receivables as at the respective dates of acquisition amounted to €181.1m. The fair value of these receivables is €177.1m, all of which is recoverable, and is inclusive of an aggregate impairment provision of €4.0m.

There was €33.3m of goodwill (2023: €nil) expected to be deductible for tax purposes.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 25 Share Capital

	2025 €m	2024 €m
<b>Authorised</b>		
250,000,000 Ordinary shares of €0.13 each (2024: 250,000,000 Ordinary shares of €0.13 each)	<b>32.5</b>	32.5
<b>Issued and fully paid</b>		
Ordinary shares of €0.13 each		
Opening balance – 184,596,642 (2024: 183,591,682) shares	<b>24.0</b>	23.9
Shares allotted – Nil (2024: 1,004,960) shares	-	0.1
Shares cancelled – 2,198,861 (2024: Nil) shares	<b>(0.3)</b>	-
<b>Closing balance – 182,397,781 (2024: 184,596,642) shares</b>	<b>23.7</b>	24.0

### 26 Share Premium

	2025 €m	2024 €m
At 1 January	<b>215.9</b>	129.3
Shares issued	-	62.7
Re-issued treasury shares	<b>12.6</b>	23.9
<b>At 31 December</b>	<b>228.5</b>	215.9

During the year, the Company issued treasury shares in satisfaction of obligations falling under share schemes. The treasury shares were issued for consideration exceeding their carrying value and the difference has been accounted for as share premium.

During the prior year, 1,004,960 new ordinary shares were issued at a premium as partial consideration for the acquisition of a majority shareholding in Steico SE (Note 24).

### 27 Treasury Shares

#### Consideration paid

	2025			2024		
	No. of shares	Consideration paid €	Total €m	No. of shares	Consideration paid €	Total €m
At 1 January	<b>2,797,159</b>	<b>66.80</b>	<b>186.8</b>	1,668,148	33.48	55.8
Repurchase of shares	-	-	-	1,515,689	88.80	134.6
Shares issued	<b>(334,832)</b>	<b>7.93</b>	<b>(2.7)</b>	(386,678)	9.30	(3.6)
<b>At 31 December</b>	<b>2,462,327</b>	<b>74.80</b>	<b>184.1</b>	2,797,159	66.80	186.8

#### Nominal value

	2025			2024		
	No. of shares	Nominal value €	Total €	No. of shares	Nominal value €	Total €
At 1 January	<b>2,797,159</b>	<b>0.13</b>	<b>363,631</b>	1,668,148	0.13	216,859
Repurchase of shares	-	-	-	1,515,689	0.13	197,040
Shares issued	<b>(334,832)</b>	<b>0.13</b>	<b>(43,528)</b>	(386,678)	0.13	(50,268)
<b>At 31 December</b>	<b>2,462,327</b>	<b>0.13</b>	<b>320,103</b>	2,797,159	0.13	363,631

None of the shares repurchased during 2025 were held as treasury shares as at 31 December 2025 (2024: 1,515,689) as they were cancelled during the year. During the year, the Company issued 334,832 (2024: 386,678) shares in satisfaction of obligations falling under share schemes. The Company holds 1.3% (2024: 1.5%) of the issued ordinary share capital as treasury shares.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 28 Retained Earnings

In accordance with Section 304 of the Companies Act 2014, the Company is availing of the exemption from presenting its individual Income Statement to the Annual General Meeting and from filing it with the Registrar of Companies. The Company's loss for the financial year was €0.1m (2024: profit of €194.6m).

### 29 Dividends

	2025	2024
	€m	€m
<b>Equity dividends on ordinary shares:</b>		
2025 Interim dividend 26.3 cent (2024: 26.3 cent) per share	47.6	47.8
2024 Final dividend 28.5 cent (2023: 26.6 cent) per share	51.9	48.8
	<b>99.5</b>	96.6
<b>Proposed for approval at AGM</b>		
Final dividend of 29.2 cent (2024: 28.5 cent) per share	52.5	51.8

The proposed final dividend for 2025 is subject to approval by the shareholders at the Annual General Meeting and has not been included as a liability in the Consolidated Statement of Financial Position of the Group as at 31 December 2025 in accordance with IAS 10 *Events after the Reporting Period*. The proposed final dividend for the year ended 31 December 2025 will be payable on 20 May 2026 to shareholders on the Register of Members at close of business on 10 April 2026.

### 30 Non-Controlling Interests

	2025	2024
	€m	€m
At 1 January	298.3	99.8
Profit for the year attributable to non-controlling interests	44.5	25.3
Arising on acquisition (Note 24)	(1.8)	264.8
Purchase of non-controlling interests	(78.3)	(88.2)
Increase in non-controlling interests	15.6	8.4
Other comprehensive income attributable to non-controlling interests	2.3	-
Dividends paid to non-controlling interests	(27.3)	(1.0)
Share of foreign operations' translation movement	(2.9)	(10.8)
<b>At 31 December</b>	<b>250.4</b>	298.3

During the year, the Group acquired an additional shareholding in Nordic Waterproofing bringing our ownership to 100% as at 31 December 2025.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 31 Reconciliation Of Net Cash Flow To Movement In Net Debt

	2025 €m	2024 €m
Movement in cash and cash equivalents	(360.5)	38.1
Drawdown of loans and borrowings	(130.0)	(899.7)
Repayment of loans and borrowings	226.6	246.2
Settlement of derivative financial instruments	(4.0)	-
Change in net debt resulting from cash flows	(267.9)	(615.4)
Translation movement - relating to US dollar loan	21.7	(11.2)
Translation movement - other	(64.4)	28.5
Derivative financial instruments movement	-	4.6
Net movement	(310.6)	(593.5)
Net debt at start of the year	(1,573.0)	(979.5)
<b>Net debt at end of the year</b>	<b>(1,883.6)</b>	<b>(1,573.0)</b>

Lease liabilities of €220.7m (2024: €238.6m) are excluded from net debt.

A reconciliation of liabilities/(assets) arising from financing activities in 2025 is set out below.

	Balance 1 Jan 2025 €m	Repayments €m	Drawdowns / Receipts €m	Non-cash movements €m	Balance 31 Dec 2025 €m
Bank loans and borrowings	422.9	(184.1)	-	4.2	243.0
Loan notes	1,410.1	(42.5)	130.0	(21.7)	1,475.9
Public Debt	750.0	-	-	-	750.0
Derivatives	(4.6)	4.0	-	-	(0.6)
	<b>2,578.4</b>	<b>(222.6)</b>	<b>130.0</b>	<b>(17.5)</b>	<b>2,468.3</b>

A reconciliation of liabilities/(assets) arising from financing activities in 2024 is set out below.

	Balance 1 Jan 2024 €m	Repayments €m	Drawdowns / Receipts €m	Non-cash movements €m	Balance 31 Dec 2024 €m
Bank loans and borrowings	326.3	(53.2)	149.7	0.1	422.9
Loan notes	1,591.9	(193.0)	-	11.2	1,410.1
Public Debt	-	-	750.0	-	750.0
Derivatives	-	-	-	(4.6)	(4.6)
	<b>1,918.2</b>	<b>(246.2)</b>	<b>899.7</b>	<b>6.7</b>	<b>2,578.4</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 32 Guarantees And Other Financial Commitments

#### (i) Guarantees and contingencies

The Group's principal debt facilities are secured by means of cross guarantees provided by Kingspan Group plc. These include drawn private placement notes of US\$200m (2024:US\$200m) and €1,305m (2024: €1,218m), public bond of €750m (2024: €750m), and an undrawn bank facility of €800m (2024: €800m). In the prior year there was an additional banking finance facility with an aggregated value of €150m.

Kingspan Group plc has guaranteed the relevant debts of certain of its Dutch and German subsidiaries in accordance with Article 403, Book 2 of the Dutch Civil Code and Section 264 of the German Commercial Code (HGB) respectively. The respective entities (noted in Principal Subsidiaries and Substantial Undertakings) have therefore availed of the exemption from preparing and filing audited financial statements and management reports in the Netherlands and Germany.

#### (ii) Future capital expenditure

Capital expenditure in subsidiary entities, approved by the directors but not provided in the financial statements, is as follows:

	2025 €m	2024 €m
Contracted for	132.9	96.6
Not contracted for	165.1	151.2
	<b>298.0</b>	<b>247.8</b>

### 33 Pension Obligations

The Group operates defined contribution schemes in each of its main operating locations. The Group also has a number of defined benefit schemes in the UK and mainland Europe.

#### Defined contribution schemes

The total cost charged to profit or loss of €51.5m (2024: €43.6m) represents employer contributions payable to these schemes in accordance with the rules of each plan. An amount of €6.6m (2024: €5.9m) was included at year end in accruals in respect of defined contribution pension accruals.

#### Defined benefit schemes / obligations

The Group has three defined benefit schemes in the UK, all of which are closed to new members and to future accrual. The total pension contributions to these schemes for the year amounted to €nil (2024: €nil) and the expected contributions for 2026 are €0.7m. On 6 December 2022, the Group executed a €150.8m bulk insurance annuity insurance policy 'buy in' for the Colt Life Assurance and Retirement Scheme ('CLARS'). This buy in ensures that an insurance asset fully matches the remaining pension liability. Therefore for this particular scheme the Group is no longer exposed to the pension risks outlined below.

The Group also has pension obligations in mainland Europe which are accounted for as defined benefit obligations. These obligations have been accounted for in line with the Group's existing pension obligations whereby companies are not required to fund independent schemes for post employment benefit obligations. Instead, commencing from the date the employee becomes eligible to receive the income stream, this obligation is satisfied from available cash resources of the relevant employing company. A provision has been made for the unfunded liability. €2.4m of pension entitlements have been paid to retired former employees during the year (2024: €2.8m).

The pension costs relating to all of the above defined benefit obligations are assessed in accordance with the advice of qualified actuaries. In the case of the three UK legacy schemes, the most recent actuarial valuations were performed as of 31 December 2025. In general, actuarial valuations are not available for public inspection however, the results of valuations are advised to members of the various schemes.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 33 Pension Obligations (continued)

The UK and European defined benefit schemes expose the Group to the following risks:

**Interest Rate Risk:** The discount rates employed in determining the present value of the Group's defined benefit liabilities are set with reference to corporate bond yields. A decrease in corporate bond yields would increase the schemes' defined benefit obligation. Such movements in bond yields would result in volatility in the Group's Consolidated Financial Statements.

**Inflation Risk:** A significant proportion of the Group's defined benefit obligation is linked to inflation therefore higher inflation will result in a higher defined benefit obligation (subject to the appropriate caps in place to protect the schemes against extreme inflation). This is expected to be offset to an extent by an increase in the value of the Group's holdings in liability driven investments (LDI) type plan assets.

**Longevity Risk:** The present value of the Group's defined benefit obligation is calculated with reference to the mortality of scheme members, both during and after employment. If scheme members live longer than expected, the scheme's benefits will need to be paid for longer, increasing the scheme's defined benefit obligation.

The directors note that the Group's UK defined benefit schemes are also exposed to the following significant risk:

**Asset Volatility:** The Group's defined benefit obligations are calculated using discount rates set with reference to corporate bond yields. The schemes' assets comprise of equities, bonds, property and LDI, all of which may fluctuate significantly in value. These assets are expected to outperform corporate bonds in the long-term, but provide volatility and risk in the short-term.

The extent of the Group's obligation under these schemes is sensitive to judgemental actuarial assumptions, of which the principal ones are set out below. It is not considered that any reasonable sensitivity analysis on these assumptions would materially alter the scheme obligations.

	2025		2024	
	Funded Schemes	Un-funded Schemes	Funded Schemes	Un-funded Schemes
<i>Life expectancies</i>				
Life expectancy for someone aged 65 - Males	21.7	20.8	21.5	20.7
Life expectancy for someone aged 65 - Females	24.0	23.7	24.0	23.6
Life expectancy at age 65 for someone aged 45 - Males	23.0	21.5	22.9	21.5
Life expectancy at age 65 for someone aged 45 - Females	25.4	23.3	25.5	23.4
Rate of increase in salaries	-	1.9% - 3.0%	-	2% - 4%
Rate of increase of pensions in payment	0% - 3.0%	2.0% - 2.5%	0% - 3.03%	2% - 2.50%
Rate of increase for deferred pensioners	2.2% - 3.4%	-	2.75% - 3.95%	-
Discount rate	5.6%	2.0% - 5.7%	5.50%	2.5% - 5.6%
Inflation rate	2.8%	1.7% - 2.8%	3.35%	1.8% - 2.6%

It is noted that the 'Funded Schemes' relate to the wholly and partly funded UK schemes and six partially funded immaterial European schemes. The 'Un-funded Schemes' covers all other European defined benefit schemes.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 33 Pension Obligations (continued)

The table below gives an indication of the impact of a change in the principal actuarial assumptions on the funded defined benefit scheme liabilities.

	Assumption	Change in assumption	Impact on plan liabilities	
			2025	2024
Funded Schemes	Discount rate	Increase/decrease by 0.5%	<b>Decrease by 7% / increase by 5%</b>	Decrease by 6% / increase by 6%
Un-funded Schemes	Discount rate	Increase by 0.25%	<b>Decrease by 3%</b>	Decrease by 3%
Funded Schemes	Inflation rate	Increase/decrease by 0.5%	<b>Increase by 5% / decrease by 3%</b>	Increase by 3% / decrease by 3%
Un-funded Schemes	Inflation rate	Increase by 0.25%	<b>Increase by 1%</b>	Increase by 1%
Funded Schemes	Mortality assumptions	Increase by 1 year	<b>Increase by 3%</b>	Increase by 3%
Un-funded Schemes	Mortality assumptions	Increase by 1 year	<b>Increase by 3% - 7%</b>	Increase by 3% - 7%

The sensitivity analyses above have been determined on a method that extrapolates the impact on the defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analyses are based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analyses may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

#### Movements in net liability recognised in the Consolidated Statement of Financial Position

	2025 €m	2024 €m
Net liability in schemes at 1 January	(37.5)	(37.0)
Arising on acquisitions (Note 24)	(0.1)	(4.0)
Employer contributions	1.2	2.6
Recognised in consolidated income statement	(2.6)	(2.5)
Recognised in consolidated statement of comprehensive income	0.2	3.4
Effect of movement in exchange rates	0.1	-
<b>Net liability in schemes at 31 December</b>	<b>(38.7)</b>	<b>(37.5)</b>

#### Defined benefit pension income/(expense) recognised in the Consolidated Income Statement

	2025 €m	2024 €m
Current service cost	(1.4)	(1.3)
Other expenses	(0.1)	(0.2)
Settlements of scheme obligations	-	0.3
<b>Total, included in operating costs</b>	<b>(1.5)</b>	<b>(1.2)</b>
Interest on scheme obligations	(9.0)	(9.1)
Interest on scheme assets	7.9	7.8
<b>Net interest expense, included in finance expense (Note 4)</b>	<b>(1.1)</b>	<b>(1.3)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 33 Pension Obligations (continued)

#### Analysis of amount included in other comprehensive income

	2025 €m	2024 €m
Actual return less interest on scheme assets	(3.5)	(14.2)
Experience (loss)/gain arising on scheme liabilities	(0.6)	0.8
Actuarial (loss)/gain arising from changes in demographic assumptions	(0.5)	11.0
Actuarial gain arising from changes in financial assumptions	4.8	5.8
<b>Gain recognised in other comprehensive income</b>	<b>0.2</b>	<b>3.4</b>

The cumulative actuarial loss recognised in other comprehensive income to date is €38.6m (2024: €38.8m).

In 2025, the actual return on plan assets was a loss of €1.1m (2024: €11.6m).

#### Asset Classes and Expected Rate of Return

The assets in the scheme at each year end were as follows:

	2025	2024
<b>Asset Classes as % of Total Scheme Assets</b>		
Equities	11.4%	9.5%
Bonds (Corporates)	0.5%	0.4%
Bonds (Gilts)	5.5%	6.4%
Cash	1.5%	2.0%
Property	2.6%	4.5%
Liability Driven Investment	11.0%	9.9%
Insurance Policy net of Insurance Premium due	67.5%	67.3%
	<b>100%</b>	<b>100%</b>

The net pension liability is analysed as follows:

	2025 €m		2024 €m	
	Funded Schemes	Un-funded Schemes	Funded Schemes	Un-funded Schemes
Equities	16.5	-	15.0	-
Bonds (Corporates)	0.7	-	0.7	-
Bonds (Gilts)	8.0	-	10.2	-
Cash	2.1	-	3.2	-
Property	3.8	-	7.1	-
Liability Driven Investment	15.7	-	15.6	-
Insurance Policy net of Insurance Premium due	96.9	-	106.7	-
Fair market value of plan assets	143.7	-	158.5	-
Present value of obligation	(143.0)	(39.4)	(154.5)	(41.5)
<b>Surplus/(deficit)</b>	<b>0.7</b>	<b>(39.4)</b>	<b>4.0</b>	<b>(41.5)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 33 Pension Obligations (continued)

	2025 €m	2024 €m
Analysed between:		
Funded schemes' surplus	1.7	4.3
Unfunded obligations	<b>(40.4)</b>	(41.8)
	<b>(38.7)</b>	(37.5)

Related deferred tax asset	4.5	5.9
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	2025 €m	2024 €m
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#### Changes in present value of defined benefit obligations

At 1 January	196.0	207.2
Arising on acquisitions (Note 24)	0.7	4.0
Current service cost	1.4	1.3
Other expenses	(0.2)	(0.2)
Interest cost	9.0	9.1
Benefits paid	(12.7)	(15.1)
Settlement	(0.1)	(0.5)
Actuarial (gains)/losses	(3.7)	(17.6)
Effect of movement in exchange rates	(8.0)	7.8
<b>At 31 December</b>	<b>182.4</b>	196.0

	2025 €m	2024 €m
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#### Changes in fair value of scheme assets during year

At 1 January	158.5	170.2
Arising on acquisitions (Note 24)	0.6	-
Interest on scheme assets	7.9	7.8
Employer contributions	(1.2)	0.1
Benefits paid	(10.3)	(12.5)
Settlement	(0.1)	(0.2)
Other expenses	(0.3)	(0.5)
Actual return less interest	(3.5)	(14.2)
Effect of movement in exchange rates	(7.9)	7.8
<b>At 31 December</b>	<b>143.7</b>	158.5

The weighted average duration of the defined benefit obligation at 31 December 2025 was 9.5 years (2024: 10.5 years).

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 34 Related Party Transactions

The principal related party relationships requiring disclosure under IAS 24 *Related Party Disclosures* relate to (i) transactions between group companies, (ii) compensation of key management personnel and (iii) goods and services purchased from directors.

(i) Transactions between subsidiaries are carried out on an arm's length basis.

The Company received €nil dividends from subsidiaries (2024: €195m), and there was a net decrease in the intercompany balance of €232.1m (2024: €147.6m decrease).

Transactions with the Group's non-wholly owned subsidiaries primarily comprise trading sales and capital funding, carried out on an arm's length basis. These transactions are not considered to be material.

(ii) For the purposes of the disclosure requirements of IAS 24 *Related Party Disclosures*, the term "key management personnel" (i.e. those persons having the authority and responsibility for planning, directing and controlling the activities of the Company), comprise the board of directors (executive and non-executive directors) who manage the business and affairs of the Company. As identified in the Report of the Remuneration Committee, the directors, other than the non-executive directors, serve as executive officers of the Group.

Key management personnel compensation is set out in Note 6. Dividends of €1.0m were paid to other key management personnel (2024: €1.0m). €nil (2024: €nil) was outstanding at year end.

(iii) During the financial year, there were no disclosable goods and services purchased from directors (2024: €nil).

### 35 Contingent Liabilities

#### European Commission Proceedings

In March 2021, the Group notified the European Commission (EC) of its plan to acquire Trimo, arhitekturne rešitve, d.o.o. ("Trimo"). In April 2021, the EC began an in-depth review of the transaction under the EU Merger Regulation ("EUMR"). After an extensive process, the EC issued a Statement of Objections in March 2022, suggesting the acquisition could impact competition in certain EU building materials markets. The transaction was abandoned in April 2022.

In November 2022, the EC opened an investigation to determine whether Kingspan supplied incorrect or misleading information during the EUMR proceedings. The Group received a Statement of Objections from the EC on 19 March 2024, alleging that, as a preliminary view, the Group supplied incorrect or misleading information during the EUMR proceedings related to the abandoned Trimo acquisition. The Group has stated publicly that it disagrees with the EC's preliminary views and that it fully cooperated with the EC.

The Group filed a comprehensive rebuttal response to the EC's Statement of Objections in August 2024 and subsequently attended an oral hearing on the matter in November 2024. Following the issuance of an updated Statement of Objections by the EC during 2025, the Group responded robustly with a written reply on 29 September 2025 and attended another oral hearing on 2 December 2025, further contesting the EC's assertions.

While the EC can impose fines up to 1% of consolidated turnover for an Article 14(1) EUMR breach, there are few precedent cases, making it uncertain what the outcome or potential fine might be. The Group has not recognised a provision for a potential fine on the basis that a present obligation does not exist.

There is no statutory deadline for the EC to conclude its proceedings. The Group will have the right to appeal the decision via the European judicial system. In order to appeal, the Group may be required to provisionally pay any fine, or provide a corresponding bank guarantee. The outcome of the EC's final decision, or any subsequent appeal by the Group of an adverse finding by the EC, is uncertain. Moreover, any potential fine cannot be measured with sufficient reliability, and it would not be practicable to do so.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

### 35 Contingent Liabilities (continued)

#### Grenfell Tower Fire

On 14 June 2017, there was a fire at Grenfell Tower in London, United Kingdom. At the time, the Group's K15 product was misused without the Group's knowledge in an unsafe and noncompliant cladding system on the exterior of the building (constituting approximately 5% of the insulation on the tower). Following the fire a public inquiry was established which published its final report on 4 September 2024 [[www.grenfelltowerinquiry.org.uk](http://www.grenfelltowerinquiry.org.uk)]. A criminal investigation into the circumstances of the fire is also in progress. Although not found by the Inquiry to be causative of the tragedy, the Group has acknowledged certain historical failings that occurred in part of the business of the relevant subsidiary, which the Group has since comprehensively addressed. There can be no assurance that the findings of the Inquiry will not negatively impact the Group or lead to the Group being the subject of additional investigations, litigation, regulatory responses or other legal proceedings. The Group has not recognised a provision for any liabilities that may arise on the basis that a present obligation does not exist. Any potential liabilities cannot be measured with sufficient reliability, and it would not be practicable to do so.

### 36 Events Subsequent To Year End

Subsequent to the reporting date, the decision has been made to not pursue an initial public offering (IPO) of Advnsys. This event occurred after the reporting period and does not provide evidence of conditions that existed at the reporting date. Accordingly, no adjustments have been made in the financial statements as of 31 December 2025.

There have been no other material events subsequent to 31 December 2025 which would require adjustment to, or disclosure in this report.

### 37 Approval Of Financial Statements

The financial statements were approved by the directors on 24 February 2026.

## ALTERNATIVE PERFORMANCE MEASURES

The Group uses a number of metrics, which are non-IFRS measures, to monitor the performance of its operations.

The Group believes that these metrics assist investors in evaluating the performance of the underlying business. Given that these metrics are regularly used by management, they also give the investor an insight into how Group management review and monitor the business on an ongoing basis.

The principal APMs used by the Group are defined as follows:

### Trading profit

This comprises the operating profit as reported in the Consolidated Income Statement before intangible asset amortisation and non trading items. This equates to the Earnings Before Interest, Tax and Amortisation ("EBITA") of the Group. Trading profit is used by management as it excludes items which may hinder year on year comparisons.

Financial Statements Reference		2025 €m	2024 €m
<b>Trading profit</b>	Consolidated Income Statement	<b>955.1</b>	906.7

### Trading margin

Measures the trading profit as a percentage of revenue.

Financial Statements Reference		2025 €m	2024 €m
Trading profit	Consolidated Income Statement	<b>955.1</b>	906.7
Revenue	Consolidated Income Statement	<b>9,199.0</b>	8,608.0
<b>Trading margin</b>		<b>10.4%</b>	10.5%

### EBITDA

The Group defines EBITDA as earnings before net finance expenses, income taxes, depreciation, amortisation and non trading item.

Financial Statements Reference		2025 €m	2024 €m
Trading profit	Consolidated Income Statement	<b>955.1</b>	906.7
Share of associates' profit after tax	Consolidated Income Statement	<b>2.1</b>	1.7
Depreciation	Consolidated Statement of Cash Flows	<b>263.1</b>	231.9
<b>EBITDA</b>		<b>1,220.3</b>	1,140.3

### Free cash flow

Free cash flow is the cash generated from operations after net capital expenditure, interest received, income taxes paid, government grants received and lease payments and reflects the amount of internally generated capital available for re-investment in the business or for distribution to shareholders.

Financial Statements Reference		2025 €m	2024 €m
Net cash flow from operating activities	Consolidated Statement of Cash Flows	<b>819.7</b>	894.5
Additions to property, plant and equipment	Consolidated Statement of Cash Flows	<b>(365.1)</b>	(366.3)
Additions to intangible assets	Consolidated Statement of Cash Flows	<b>(0.1)</b>	(0.4)
Proceeds from disposals of property, plant and equipment	Consolidated Statement of Cash Flows	<b>22.8</b>	32.9
Receipt of government grants	Consolidated Statement of Cash Flows	<b>16.6</b>	-
Finance income received	Consolidated Statement of Cash Flows	<b>13.3</b>	17.4
Lease payments	Consolidated Statement of Cash Flows	<b>(77.9)</b>	(68.7)
<b>Free cash flow</b>		<b>429.3</b>	509.4

## ALTERNATIVE PERFORMANCE MEASURES (CONTINUED)

### Return on capital employed (ROCE)

ROCE is trading profit plus share of profit of associates as a percentage of net assets employed at the end of each reporting period, which excludes net debt and adjusts for cumulative amortisation of intangibles not fully amortised.

	Financial Statements Reference	2025 €m	2024 €m
Net assets	Consolidated Statement of Financial Position	4,732.3	4,590.8
Add back accumulated amortisation of intangible assets not fully amortised		175.6	139.2
Net debt	Note 18	1,883.6	1,573.0
		6,791.5	6,303.0
Trading profit	Consolidated Income Statement	955.1	906.7
Share of associate's profit after tax	Consolidated Income Statement	2.1	1.7
		957.2	908.4
<b>Return on capital employed</b>		<b>14.1%</b>	14.4%

### Banking Covenants

The Net debt: EBITDA and the EBITDA: Net Interest ratios disclosed in this report are calculated in accordance with the terms and conditions of the covenants as set out in the Group's external borrowing arrangements. Therefore, EBITDA and Net Interest are adjusted to exclude the impact of IFRS 16 Leases for these calculations.

### Net debt

Net debt represents the net total of current and non-current borrowings, current and non-current derivative financial instruments, (excluding foreign currency derivatives which are used for transactional hedging), and cash and cash equivalents as presented in the Consolidated Statement of Financial Position. Lease liabilities recognised due to the implementation of IFRS 16 and deferred contingent consideration have also been excluded from the calculation of net debt. Consistent with the 2024 APMs, this definition is in accordance with the terms and conditions of the covenants as set out in the Group's external borrowing arrangements.

	Financial Statements Reference	2025 €m	2024 €m
<b>Net debt</b>	Note 18	<b>1,883.6</b>	1,573.0

### Net debt : EBITDA

Net debt as a ratio to 12 month EBITDA. For the purpose of this calculation, EBITDA is solely adjusted for the impact of IFRS 16 Leases.

	Financial Statements Reference	2025 €m	2024 €m
EBITDA		1,220.3	1,140.3
Lease liability payments	Consolidated Statement of Cash Flows	(77.9)	(68.7)
<b>EBITDA (adjusted for the impact of IFRS 16)</b>		<b>1,142.4</b>	1,071.6

	Financial Statements Reference	2025 €m	2024 €m
Net debt	Note 18	1,883.6	1,573.0
EBITDA (adjusted for the impact of IFRS 16)		1,142.4	1,071.6
<b>Net debt: EBITDA times</b>		<b>1.65</b>	1.47

## ALTERNATIVE PERFORMANCE MEASURES (CONTINUED)

### Net interest

The Group defines net interest as the Group's interest expense on borrowings net of bank interest receivable. The impact of IFRS 16 Leases is excluded from the calculation which is consistent with the terms and conditions of the covenants as set out in the Group's external borrowing arrangements.

Financial Statements Reference		2025 €m	2024 €m
Bank loan interest	Note 4	31.2	21.6
Private placement loan note and bond interest	Note 4	36.9	37.3
Bank interest earned	Note 4	(8.1)	(15.6)
<b>Net Interest</b>		<b>60.0</b>	<b>43.3</b>

### Working capital

Working capital represents the net total of inventories, trade and other receivables and trade and other payables, net of transactional foreign currency derivatives excluded from net debt.

Financial Statements Reference		2025 €m	2024 €m
Inventories	Note 14	1,215.8	1,197.1
Trade and other receivables	Note 15	1,497.0	1,390.2
Trade and other payables	Note 16	(1,593.8)	(1,560.2)
Foreign currency derivatives excluded from net debt	Note 20	6.1	0.1
<b>Working capital</b>		<b>1,125.1</b>	<b>1,027.2</b>

### Working capital ratio

Measures working capital as a percentage of October to December turnover annualised. The annualisation of turnover reflects the current profile of the Group rather than a partial reflection of any acquisitions completed during the period.

Financial Statements Reference		2025 €m	2024 €m
Working capital		1,125.1	1,027.2
October - December turnover annualised		9,421.0	8,986.2
<b>Working capital ratio</b>		<b>11.9%</b>	<b>11.4%</b>

### Total shareholder return (TSR)

Total shareholder return (TSR) is a key performance metric for the Performance Share Plan (PSP).

The methodology for calculating the total shareholder return assumes the following: the open price is set as the closing price of the final trading day prior to the beginning of the performance period; the close price is set as the closing price on the final trading day of the performance period; the calculation assumes all dividends are reinvested on the ex-dividend date, at the closing price on that day.

Financial Statements Reference		2025 %	2024 %
<b>Total Shareholder Return</b>	Page 43	<b>+6.1%</b>	<b>(9.5%)</b>

# PRINCIPAL SUBSIDIARIES AND SUBSTANTIAL UNDERTAKINGS

Advnsys	% Shareholding	Nature of Business
<b>Australia</b>		
Kingspan Water & Energy Pty Limited	95	Manufacturing
Tate Asia-Pacific Pty Limited	100	Sales & Marketing
<b>Belgium</b>		
Kingspan Access Floors Europe NV	100	Manufacturing
Provan Group BV	100	Manufacturing
Provan NV	100	Manufacturing
<b>Canada</b>		
Tate ASP Access Floors Inc.	100	Manufacturing
<b>France</b>		
Kingspan Light Air SASU	100	Sales & Marketing
Skydôme SASU	100	Manufacturing
<b>Germany</b>		
Colt International GmbH	100	Manufacturing
Kingspan Light + Air GmbH	100	Manufacturing
Kingspan Services GmbH	100	Sales & Marketing
Kingspan STG GmbH	100	Manufacturing
Tate Global GmbH	100	Manufacturing
<b>Ireland</b>		
Kingspan Light & Air Limited	100	Manufacturing
Kingspan Tate Limited	100	Sales & Marketing
Mr. Vent Limited	70	Sales & Marketing
RXL Limited	70	Manufacturing
<b>Netherlands</b>		
Kingspan Light + Air Netherlands B.V.	100	Manufacturing
<b>Malaysia</b>		
Tate Global Sdn. Bhd.	100	Sales & Marketing
<b>Poland</b>		
Mercor Light & Vent Sp Z.o.o	100	Manufacturing
<b>Portugal</b>		
Sandometal - Metalomecânica e Ar Condicionado S.A.	100	Manufacturing
<b>Singapore</b>		
Colt Ventilation East Asia Pte Ltd	100	Sales & Marketing
<b>Spain</b>		
Kingspan Suelo Técnico S.L.	100	Sales & Marketing

Advnsys	% Shareholding	Nature of Business
<b>United Kingdom</b>		
Colt Group Limited	100	Holding Company
Colt International Limited	100	Manufacturing
Kingspan Water & Energy Limited	100	Manufacturing
Tate Global Solutions (Holdings) Limited	100	Holding Company
Tate Global Solutions Limited	100	Manufacturing
<b>United States</b>		
ASM Modular Systems Inc.	100	Manufacturing
Kingspan Light & Air LLC	100	Manufacturing
RXL Inc.	70	Manufacturing
Tate Access Floors Inc.	100	Manufacturing
<b>Vietnam</b>		
Fabtek Joint Stock Company	99.8	Manufacturing
<b>Insulated Business Envelopes</b>		
<b>Austria</b>		
Kingspan GmbH	100	Sales & Marketing
<b>Belgium</b>		
Joris Ide NV	100	Manufacturing
<b>Bosnia and Herzegovina</b>		
Kingspan d.o.o. Banja Luka	100	Sales & Marketing
<b>Brazil</b>		
Kingspan-Isoeste Construtivos Isotérmicos SA	51	Manufacturing
<b>Bulgaria</b>		
Onduline Stroitelni Materiali LLC	100	Sales & Marketing
<b>Canada</b>		
Kingspan Insulated Panels Limited	100	Manufacturing
Vicwest Inc.	100	Manufacturing
<b>Chile</b>		
Villalba SA	51	Manufacturing
<b>China</b>		
Chemprogress HK Limited	100	Sales & Marketing
<b>Colombia</b>		
Kingspan Paneles Aislados SAS	60	Manufacturing

# PRINCIPAL SUBSIDIARIES AND SUBSTANTIAL UNDERTAKINGS (CONTINUED)

Insulated Business Envelopes	% Shareholding	Nature of Business	Insulated Business Envelopes	% Shareholding	Nature of Business
<b>Croatia</b>			<b>Hungary</b>		
Kingspan d.o.o.	100	Sales & Marketing	Kingspan Kft	100	Manufacturing
<b>Czechia</b>			<b>India</b>		
Kingspan AS	100	Manufacturing	Kingspan Jindal Private Limited	51	Manufacturing
<b>Denmark</b>			<b>Indonesia</b>		
Hetag IFA Tagdaekning A/S	40	Sales & Marketing	PT Onduline Indonesia	100	Sales & Marketing
Hetag Tagdækning Syd A/S	40	Manufacturing	<b>Ireland</b>		
LOGSTOR Denmark Holding ApS	100	Manufacturing	Kingspan Limited	100	Manufacturing
Troldtekt A/S	100	Manufacturing	Kingspan Insulation Limited	100	Manufacturing
<b>Estonia</b>			<b>Italy</b>		
Aktsiaselts Toode	100	Manufacturing	Onduline Italia S.r.l.	100	Manufacturing
<b>Finland</b>			<b>Latvia</b>		
Kerabit Kattoelementit Oy	100	Manufacturing	Balex Metal SIA	100	Manufacturing
Kingspan Oy	100	Sales & Marketing	<b>Lithuania</b>		
<b>France</b>			Balex Metal UAB	100	Sales & Marketing
B.A.C. Acier SAS	100	Manufacturing	<b>Malaysia</b>		
Comptoir du Batiment et de L'Industrie SAS	100	Manufacturing	Onduline Building Materials (M) SDN BHD	100	Manufacturing
Isocab France SASU	100	Manufacturing	<b>Mexico</b>		
Joris Ide Auvergne SASU	100	Manufacturing	Kingspan Insulated Panels SA DE CV	100	Manufacturing
Joris Ide Sud Ouest SAS	100	Manufacturing	<b>Netherlands</b>		
Metal SASU	100	Manufacturing	Derbigum Nederland B.V.	100	Manufacturing
Onduline France SASU	100	Manufacturing	Joris Ide Nederland B.V.	100	Manufacturing
Profinord SASU	100	Manufacturing	Kingspan B.V.	100	Sales & Marketing
Societe Bretonne de Profilage SASU	100	Manufacturing	Kingspan Insulation B.V.	100	Manufacturing
<b>Germany</b>			Kingspan Unidek B.V.	100	Manufacturing
Alwitra GmbH	100	Manufacturing	LOGSTOR Nederland B.V.	100	Sales & Marketing
CaPlast Kunststoffverarbeitungs GmbH	100	Manufacturing	<b>New Zealand</b>		
Joris Ide Deutschland GmbH	100	Manufacturing	Kingspan Insulation NZ Limited	100	Manufacturing
Kingspan GmbH	100	Sales & Marketing	<b>Norway</b>		
Kingspan Insulation GmbH & Co. KG	100	Manufacturing	Nordic Waterproofing AS	100	Sales & Marketing
Kingspan Mineral Insulation GmbH	100	Manufacturing	<b>Panama</b>		
LOGSTOR Deutschland GmbH	100	Sales & Marketing	Synthesia Technology SA	100	Manufacturing
STEICO SE	61	Manufacturing			

# PRINCIPAL SUBSIDIARIES AND SUBSTANTIAL UNDERTAKINGS (CONTINUED)

Insulated Business Envelopes	% Shareholding	Nature of Business
<b>Paraguay</b>		
Kingspan MV Aceros SA	51	Manufacturing
<b>Peru</b>		
Synthesia Technology SAC	100	Sales & Marketing
<b>Philippines</b>		
OFIC Philippines Inc.	100	Sales & Marketing
<b>Poland</b>		
Balex Metal Sp. Z o.o.	100	Manufacturing
Corotop SA	100	Manufacturing
Kingspan Sp. Z o.o.	100	Manufacturing
LOGSTOR International Sp. Z o.o.	100	Manufacturing
STEICO Sp. Z o.o.	61	Manufacturing
<b>Portugal</b>		
Alaço - Revestimentos Metalicos SA	100	Manufacturing
<b>Romania</b>		
Terasteel SA	99	Manufacturing
Wetterbest SA	100	Manufacturing
<b>Saudi Arabia</b>		
Kingspan Company for Manufacturing LLC	100	Manufacturing
<b>Serbia</b>		
TeraSteel d.o.o. Leskovac	100	Manufacturing
<b>Slovakia</b>		
Balex Metal AS	100	Manufacturing
<b>Slovenia</b>		
Kingspan d.o.o.	100	Sales & Marketing
<b>Spain</b>		
Huurre Iberica SA	100	Manufacturing
Kingspan Insulation SAU	100	Manufacturing
Teczone Española SA	100	Manufacturing

Insulated Business Envelopes	% Shareholding	Nature of Business
<b>Sweden</b>		
Nordic Waterproofing AB	100	Manufacturing
<b>Switzerland</b>		
LOGSTOR Schweiz AG	100	Sales & Marketing
<b>Thailand</b>		
Kingspan Insulated Panels (Thailand) Company Limited	70	Manufacturing
<b>Türkiye</b>		
Kingspan Yapı Elemanlari A.S.	51	Manufacturing
Onduline Avrasya Insaat Malzemeleri Sanayi Ve Ticaret A.S.	100	Manufacturing
<b>Ukraine</b>		
Kingspan-Ukraine LLC	100	Sales & Marketing
<b>United Arab Emirates</b>		
Kingspan Insulated Panels Manufacturing LLC	100	Manufacturing
<b>United Kingdom</b>		
Euroclad Group Limited	100	Manufacturing
Kingspan Insulation Limited	100	Manufacturing
Kingspan Limited	100	Manufacturing
<b>United States</b>		
Kingspan Insulated Panels Inc.	100	Manufacturing
Kingspan Insulation LLC	100	Manufacturing
Morin Corporation	100	Manufacturing
Pre-insulated Metal Technologies Inc.	100	Manufacturing
<b>Uruguay</b>		
Bromyros SA	51	Manufacturing
<b>Vietnam</b>		
Kingspan Company Limited	100	Manufacturing

## PRINCIPAL SUBSIDIARIES AND SUBSTANTIAL UNDERTAKINGS (CONTINUED)

Corporate	% Shareholding	Nature of Business
<b>Ireland</b>		
Kingspan Holdings (Irl) Limited	100	Management & Procurement
Kingspan Holdings (North America) Limited	100	Holding Company
Kingspan Holdings (Overseas) Limited	100	Holding Company
Kingspan Holdings Limited	100	Holding Company
Kingspan International Finance Unlimited Company	100	Finance Company
Kingspan Nominees Limited	100	Holding Company
Kingspan Securities (Ireland) DAC	100	Finance Company
Kingspan Securities Limited	100	Finance Company
<b>Germany</b>		
Kingspan Holding GmbH	100	Holding Company
<b>Netherlands</b>		
Kingspan Holding Netherlands B.V.	100	Holding Company
<b>United Kingdom</b>		
Kingspan Group Limited	100	Holding Company
Kingspan Services (UK) Limited	100	Holding Company
Kingspan UK Financing Limited	100	Finance Company
<b>United States</b>		
Kingspan Holdings Panels US Inc.	100	Holding Company

Pursuant to section 316 of the Companies Act 2014, a full list of subsidiaries, joint ventures and substantial undertakings will be annexed to the Company's Annual Return to be filed in the Companies Registration Office in Ireland.

# SHAREHOLDER INFORMATION

## Stock exchange listing

The Company's shares are listed on the main market of the Euronext Dublin Stock Exchange.

## Share registrar

Computershare Investor Services (Ireland) Limited ("Computershare") maintains the Company's register of members. Should a shareholder have any queries in respect of their shareholding, they should contact Computershare directly using the contact details provided below:

The Company Registrar:  
Computershare Investor Services (Ireland) Limited,  
3100 Lake Drive,  
Citywest Business Campus,  
Dublin 24,  
D24 AK82.

Telephone number +353 1 447 5103.

## Dematerialisation

Under the EU Central Securities Depositories Regulation (EU) 909/2014 ("CSDR"), all securities of Irish issuers admitted to trading or traded on trading venues in the European Economic Area were required to be represented in book-entry form by 1 January 2025. Book-entry form refers to an electronic record of ownership, eliminating the need for physical documents such as share certificates. In line with CSDR, from 1 January 2023, all new share issuances in the Company have been held in book-entry form, and on 1 January 2025, all remaining shares transitioned to this format. Share certificates previously issued to shareholders became invalid on 1 January 2025 and have been replaced by book-entry balances maintained by our share registrar, Computershare Investor Services (Ireland) Limited. For more information, please visit the Dematerialisation section of our website at [www.kingspan.com](http://www.kingspan.com) or contact the Company's Registrar, Computershare.

## Amalgamation of shareholding accounts

Shareholders who receive duplicate sets of Company mailings due to multiple accounts in their name should write to the Company's Registrar to have their accounts amalgamated.

## Annual General Meeting

The Annual General Meeting (AGM) of the Company will be held on Thursday, 30 April 2026 at 9.00 a.m.

Notice of the 2026 AGM will be made available to view online at [www.kingspan.com/agm2026](http://www.kingspan.com/agm2026).

## Shareholders' right to table draft resolutions and to put items on the agenda

A shareholder or a group of shareholders holding 3% of the issued share capital, representing at least 3% of the total voting rights of all shareholders who have a right to vote at the meeting, have a right to table a draft resolution for an item on the agenda of the meeting subject to any contrary provisions in company law. In the case of the 2026 Annual General Meeting, the latest date for submission of such requests is 19 March 2026 (being 42 days prior to the date of the meeting).

The request:

- » may be in hard copy form or in electronic form;
- » must set out in writing details of the draft resolution in full or, if supporting a draft resolution sent by another shareholder, clearly identify the draft resolution which is being supported;
- » must be authenticated by the person or persons making it (by identifying the shareholder or shareholders meeting the qualification criteria and, if in hard copy, by being signed by the shareholder or shareholders); and
- » must be received by the Company not later than 42 days before the meeting to which the request relates.

In addition to the above, the request must be made in accordance with one of the following ways:

- » a hard copy request which is signed by the shareholder(s), states the full name and address of the shareholder(s) and is sent to the Company Secretary, Kingspan Group plc, Head Office, Dublin Road, Kingscourt, Co Cavan, Ireland; or
- » a request which states the full name and address of the 'Shareholder Reference Number' (SRN), as printed on the accompanying Form of Proxy of the shareholder(s) and is sent to [lorcan.dowd@kingspan.com](mailto:lorcan.dowd@kingspan.com).

A draft resolution must not be such as would be incapable of being passed or otherwise be ineffective (whether by reason of inconsistency with any enactment or the Company's Memorandum and Articles of Association or otherwise). Any draft resolution must not be defamatory of any person.

# CORPORATE INFORMATION

## Company Information

Kingspan Group plc was incorporated on 14 August 1979. It is an Irish domiciled company, and the registered office is Kingspan Group plc, Dublin Road, Kingscourt, Co. Cavan, A82 XY31, Ireland. The registered company number of Kingspan Group plc is 70576.

## Financial calendar

Preliminary results	20 February 2026
Trading update	30 April 2026
AGM	30 April 2026
Half-yearly results	7 August 2026
Trading update	9 November 2026

## Banks

Bank of America Merrill Lynch	HSBC Bank plc
ING Bank NV	BNP Paribas
Commerzbank	Danske Bank AS
KBC Bank NV	NatWest Bank Plc
Bank of Ireland	Unicredit Bank AG

## Stockbrokers

Goodbody, 9-12 Dawson St, Dublin 2, D02 YX99, Ireland.	Bank of America Merrill Lynch, 2 King Edward St, Farringdon, London, EC1A 1HQ, England.
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## Auditor

Ernst & Young,  
Chartered Accountants,  
EY Building,  
Harcourt Centre,  
Harcourt Street,  
Dublin 2,  
Ireland.

## Solicitors

McCann FitzGerald,  
Riverside One,  
Sir John Rogerson's Quay,  
Dublin 2,  
D02 X576,  
Ireland.



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**SKYLINE GONDOLA**

Queenstown, New Zealand

**Insulated Building Envelopes**

KS1000RW Trapezoidal Roof Panel

Photography: Wyatt + Gray Architects

## GROUP FIVE YEAR SUMMARY

Results (€m)	2025	2024	2023	2022	2021
Revenue	9,199.0	8,608.0	8,090.6	8,340.9	6,497.0
Trading profit	955.1	906.7	876.9	833.2	754.8
Net profit before tax	851.5	831.8	794.2	746.6	689.0
Operating cashflow	1,021.9	1,137.3	1,368.6	884.0	490.6

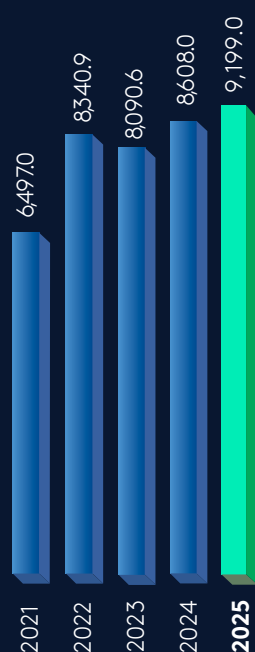
Equity (€m)	2025	2024	2023	2022	2021
Gross assets	9,820.7	9,819.5	8,001.6	7,681.4	6,387.9
Working capital	1,125.1	1,027.2	872.2	1,195.9	977.8
Total shareholder equity	4,732.3	4,590.8	3,947.8	3,395.5	2,959.3
Net debt	1,883.6	1,573.0	979.5	1,539.6	756.1

Ratios	2025	2024	2023	2022	2021
Net debt as % of total shareholders' equity	39.8%	34.3%	24.8%	45.3%	25.5%
Current assets / current liabilities	1.37	1.60	1.65	1.78	1.80
Net debt / EBITDA	1.65	1.47	0.97	1.62	0.88

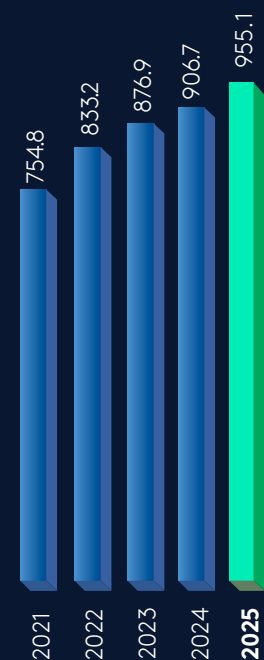
Per Ordinary Share (€cent)	2025	2024	2023	2022	2021
Earnings	370.0	365.2	352.3	329.5	305.6
Operating cashflows	563.4	624.1	752.9	487.1	270.5
Net assets	2,608.9	2,519.3	2,171.8	1,870.9	1,631.8
Dividends	55.5	54.8	52.9	49.4	45.9

Average number of employees	27,955	25,401	22,384	20,590	17,880
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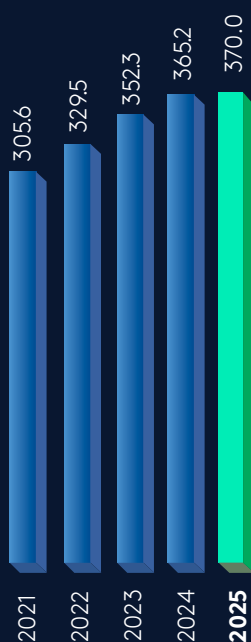
Revenue (€m)



Trading Profit (€m)



EPS (€cent)



DPS (€cent)

