



# ROCKWOOL NEWSLETTER

## Royal visit to Rockwool Russia

The Danish Queen Margrethe II received a warm welcome from Rockwool CEO Eelco van Heel in Russia. Learn more in this issue of Rockwool Newsletter, where you can also read about new market potential in Germany, the take-off in China and the Group's investment in innovation.

**ROCKWOOL**<sup>®</sup>  
FIRESAFE INSULATION

Editorial comment by  
CEO Eelco van Heel



# Caution but no panic

The black macroeconomic clouds which (again) became visible during spring this year in the United States and Europe have over the summer started to dominate the skies. So far the Rockwool Group has not experienced any noticeable negative effects from this new crisis – resulting in a forecast for the year given to the Copenhagen Stock Exchange on 24 August of 15% growth and a net result of DKK 550 million. However, we are again rigging our sails to be prepared for the possibility that the much discussed double dip will reach the European and North American insulation markets during 2012. Again the Group will have to manage a very cautious approach in its traditional markets – as far as fixed cost management, investment expenditure and cash generation are concerned – and combine this with keeping a keen eye on the opportunities available in our growth markets.

In order to do this we will focus heavily on margin improvement. We have come quite a way in neutralising more than half of our incoming inflation by sales price increases but have an ambition to improve further – if market circumstances allow.

The Group is progressing well with the rollout of its Rock the Globe strategy. Rock the Globe puts our markets and customers in focus. We have reorganised our sales forces and marketing activities – nationally as well as internationally – in order to serve our existing and new customers better. We have developed new service offers and tools – supported by ample internal training – in order to support our efforts. The first feedback from the market is positive. I had the personal experience to check this statement through a 3-day market visit recently in the Benelux – and the observation is: we are making major progress!!

The Rock the Globe initiative is primarily developed in order to re-engineer and improve our route to market in our traditional markets in Europe. In this region of the world we need the highest level of innovation and entrepreneurial spirit in order to win victories in rather mature insulation markets which will be negatively affected by the coming restrictions in state spending and the many consequences hereof.

In the meantime our strategy to put our eggs in several baskets and to become a true global company is bearing fruit.

The Russian construction activity remains at a high level and our insulation business is further supported by the administrations continued push for stricter legislation in the areas of thermal and fire performance in buildings. During the month of September Rockwool Russia had the great honour of receiving Her Majesty the Queen of Denmark for an extensive visit to the factory in Zheleznodorozhny near Moscow. The arrangement was part of a 5-day state visit to Russia by 3 members of the royal family and the fact that the Queen decided to visit our facility is a clear sign of the importance of the Rockwool Group's presence in the Russian market.

During the last couple of months we have received many important Chinese delegations in our headquarters in Hedehusene – representing high level authorities, experts in all aspects of the construction industry and representatives from various trade organisations. This increased focus on the merits of stone wool insulation is the consequence of the fact that the Chinese federal authorities since the beginning of this year formally have realised that non-combustible insulation (stone wool) is a major asset in reducing the effect of fires both in relation to property and increased ability to save lives.

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# Attracting the DIY people

The Rockwool Group aims to get a bigger slice of the enormous Do-It-Yourself market with a new all-inclusive concept.

You can meet them every weekend in the big home improvement stores all over Europe, thousands of Do-It-Yourself (DIY) enthusiasts seeking inspiration and just the right solutions for renovating this and that in their homes, including insulation. The DIY people are not specialists, so they appreciate any help and guidance they can get from professionals who know what they're talking about. And if, when back at home with their purchase, help is also at hand – that would be an extra plus.

“Thorough research shows that the DIY market in Europe holds a lot of opportunities for insulation just waiting to be exploited. We believe that by investing in this very attractive sector, we can increase our market share significantly and build a stronger Rockwool brand with appeal to DIY people,” says Erwin Prins, who is one of the key drivers behind the Group's new DIY strategy.

## An important element in the growth strategy

The investment in the DIY market is an important element in the Group's growth strategy to become a leading player in the energy efficiency business. Historically the company's focus in Europe has been on 'business-to-business' markets, with DIY much lower down the agenda.

Erwin Prins explains: “For many years the Rockwool Group has been a strong presence in the North American DIY market.

Here we've successfully managed to demonstrate the unique properties of stone wool insulation – thermal protection, fire resistance, water repellence and sound absorbency, plus the extra benefits of sustainable materials with durable performance. The Group has also gained a firm foothold in the large Russian DIY market, which is growing significantly at present. So it's the experience from these countries on which we're now building with the launch of a new DIY initiative with international appeal.”

## An all-inclusive concept

The main focus of our new market proposition is to help customers buy the right insulation material quickly, with or without consulting DIY personnel, and also to help stores sell as many products as possible. In-store demonstrations are a key element of our strategy to make it easier for DIY shoppers to renovate their homes with “the better insulation” – as the Group's products are marketed in North America.

In addition to in-store demonstrations, the new DIY approach includes a customised product, new packaging with step-by-step installation guidance, brochures, DIY website with online support, QR codes and many other features.

Our new DIY offer has recently been kicked-off in the Benelux countries and more markets are in the pipeline.



The Rockwool Group is gearing up to get closer to customers in the Do-It-Yourself market in Europe.

# Atomkraft?

## Nein danke!

The German decision to phase out nuclear power by the end of 2020 is good news for energy savings – and for the Rockwool Group's sale of insulation products in this very important market.

Germany is one of the Group's most important markets, accounting for 15 % of total Group sales. With the German goodbye to nuclear power, Rockwool Germany is facing even greater market opportunities in the upcoming years.

"Now it is more important than ever to cut down on power use and energy waste. The German government has set ambitious targets to save energy and reduce CO<sub>2</sub> emissions. Without nuclear power, the goals can only be reached if the buildings across the nation are made energy efficient as quickly as possible, and better insulation in buildings is an important part of the solution," explains Volker Christmann, Managing Director of Rockwool Germany.

### Stealing the show

Germany has a long tradition of promoting energy modernisation of old and insufficiently insulated buildings by means of subsidies and low interest loans – schemes that have proved

to be extremely efficient. As a result, Germany has generated local employment, has been able to reduce energy consumption and has reduced CO<sub>2</sub> emissions. Even though a law on refurbishment has currently been denied by its politicians, Germany remains one of the countries that heavily supports building owners to energy retrofit their houses or flats.

Volker Christmann comments: "We expect further increasing demand for insulation materials from the residential building segment, as well as from the industrial sector, where the reduction of energy costs is essential. In my opinion, Rockwool Germany will benefit more from these developments than others; above all because the fire protection properties of Rockwool insulation play a key role in the construction of commercial and industrial buildings. In Germany, Rockwool insulation steals the show with its unique properties wherever and whenever there is a need for thermal insulation, sound and fire protection."



The Rockwool Group has provided insulation for a number of large building projects in Germany. A recent example is the renovation of the iconic Dortmund U-Tower; a former brewery building which now serves as a creative arts centre.



The German Chancellor Angela Merkel's exit strategy from nuclear power increases the need for energy efficiency in buildings and creates new market opportunities for the Rockwool Group.

### Close to the customers

Rockwool Germany offers a comprehensive range of products and solutions for owners of houses and apartment blocks, but there are also other reasons for the company's success in the market.

"We have maintained close relations with architects, planners, contractors and suppliers for decades. That has assured us an extremely positive and rock solid image among customers," says Volker Christmann. And he continues:

"In Germany, production capacities for the manufacture of mineral wools are enormous. Only recently, another new manufacturer of glass wool insulation entered the market. So the pricing conflicts on the market are correspondingly tough. To ensure and safeguard Rockwool Germany's position in the market, we will have to work even harder at doing what we do best: maintaining a close and friendly relationship with our customers and helping them to solve their problems. In a long term view, continuing in this fashion ensures that no one will want to work without Rockwool Germany as a dependable partner at their side."

## Bringing innovation to market

The launch of Aerorock insulation in 2010 has reinforced the Rockwool brand in the German market.

In Germany, there is ongoing strong demand for high performance insulation materials, particularly for modernisation projects. Rockwool Germany is therefore forging ahead with the development of new production methods and new combinations of materials.

The Aerorock solution for the interior insulation of exterior walls provides an excellent example of this innovative market approach, which is an important part of the company's growth strategy. Based on stone wool and aerogel, Aerorock insulation is the ideal solution for existing buildings with architecturally significant or listed facades because it's extremely thin, yet offers outstanding insulation.

"Many of our customers have already recognised these benefits and are, in turn, actively recommending Aerorock insulation to their customers. Being taken by surprise, several of our competitors tried to pick up the challenge, but their products are way behind in development," says Volker Christmann, Managing Director of Rockwool Germany.

To satisfy the increasing market need for Aerorock insulation, Rockwool Germany is currently expanding its production capacity which will also allow expansion of the product portfolio of such type of products.

# Take-off in China

The sale of Rockwool insulation in China exceeds all expectations and makes us consider further expansion.

“There’s no doubt that we could multiply our sales in China if we had sufficient capacity to do so. With only one factory in the region, we are forced to import stone wool from Europe at the moment to keep abreast of demand. It’s a hassle and expensive; and yes, we are examining opportunities for expansion in the form of another factory. But I would like to stress that we have not yet reached a final decision.”

This is a statement from Division Managing Director, Henrik Frank Nielsen, who is in charge of the activities of the Rockwool Group in Asia. This business area was given a significant boost with the acquisition of the Asian insulation activities of the Australian conglomerate, CSR Ltd, less than a year ago. This is particularly true in China, where they are currently experiencing a veritable building boom. This has led to strong demand for high quality construction materials, which has obviously rubbed off on the Rockwool Group.

## Rockwool products in great demand

“Naturally, it’s very positive that our products are in such great demand and we have every reason to be pleased about our start in China. Unfortunately, we also have to admit that we are in a situation where it’s very difficult to keep up with the

“A number of fires within the past five years have been an eye-opener for the Chinese authorities and made them take a closer look at the fire safety regulations.”

demand. For several months now, we have had to say that we are completely out of stock – it’s extremely annoying to have to reject customers who are knocking at our door wanting to do business,” Henrik Frank Nielsen says. And he continues:

“It was clear from the start that there was vast potential for our products in China. But no one in their wildest dreams had

imagined that things would be going so fast. The thought of expanding our business is alluring, but it will require huge investment and is not entirely risk free. Numerous factors need to be taken into account before we decide what to do.

## Dreaming of a better life

The mainspring of the Rockwool Group’s overwhelming success is China’s extraordinary financial growth over the past few years. The upsurge in the economy has triggered a massive rural-urban migration as the dream of a better life has seen millions of Chinese move to the big cities. In the wake of this mass urbanisation, there has been huge investment in new houses, hospitals, schools, commercial and office buildings etc. which has pushed up the demand for construction materials.

“At the same time, China and other Asian countries are suffering from lack of energy supplies, high energy prices and increasing requirements on CO<sub>2</sub> emissions. Accordingly, there is a current focus on environmental and energy efficient buildings, which further stimulates interest in our products,” Henrik Frank Nielsen says.

## Fire safety in buildings

There is, however, one thing that has contributed more than anything to the Rockwool Group’s market breakthrough – fire safety in buildings.

“A number of fires within the past five years have been an eye-opener for the Chinese authorities and made them take a closer look at the fire safety regulations. Standards and building regulations have not kept up with the immense urbanisation and many people are now questioning both the speed and the quality of the construction materials,” Henrik Frank Nielsen says.

When exposed to fire, diverse construction materials react quite differently at high temperatures – this also applies to insulation materials. Rockwool stone wool is a non-combustible insulation material that can withstand temperatures of more than 1000°C without melting – something that both the authorities and the specifiers are now increasingly realising.



Lack of energy, CO<sub>2</sub> and air pollution, fires in buildings with poor fire safety – there is a strong need for quality insulation in the world's fastest growing economy, China.

“After the tragic fire in a high-rise apartment building in Shanghai last year, the building regulations have been tightened with new standards on insulation and fire protection”

“After the tragic fire in a high-rise apartment building in Shanghai last year, the building regulations have been tightened with new standards on insulation and fire protection, which has further stimulated the demand for our products. At the same time, we are experiencing increasing interest from the authorities for closer cooperation on establishing standards and regulations that ensure good insulation and fire-proofing of buildings. So future prospects are definitely looking good,” Henrik Frank Nielsen concludes.



# Back on track in **Poland**

After some difficult years the Rockwool Group is on a growth course in Poland. The acquisition of the company FAST opens new doors to opportunities.

FAST is one of the leading system providers in the Polish market for external facade insulation. This is a market which has become very popular in Central and Eastern Europe, but the potential goes much further. So the acquisition of FAST is a good starting point from which to explore these market opportunities.

“As part of the Rockwool Group’s pursuit of developing more system solutions, it has been a key strategy to look into the potential for taking over other companies with interesting technologies that can be combined with our stone wool. With the acquisition of FAST, we have achieved just this and created an important platform for growth in the market for external facade insulation,” says Andrzej Kielar, Managing Director of Rockwool Poland.

## **Solid signs of recovery**

The Rockwool Group is back on track in Poland after some difficult years in the shadow of the global financial crisis. Even

though the crisis has had an impact on the whole building materials sector, with a massive decrease in building project investments, Rockwool Poland has been able to maintain a relatively high level of product sales.

Now the Polish market shows solid signs of recovery. “There is still a long way to the building boom of 2007, but things are definitely moving in the right direction,” Andrzej Kielar says.

## **Saving energy and money**

One of the key factors behind the positive development in Poland is the growing awareness of the need for energy efficiency in buildings. Like many other countries in Central and Eastern Europe, Poland is notorious for wasting energy. In fact, a new report shows that Poland is the least energy efficient country within the EU, but that may be about to change. Rising gas and electricity prices, in combination with ever stricter energy requirements, make more and more people look for ways to save energy as well as money.

# Polish FAST joins the Rockwool Group

In order to establish a position in the fast growing market for external facade insulation systems, the Rockwool Group has signed an agreement to acquire all activities in the Polish company FAST sp. z o.o. FAST is one of the leading system providers in the Polish market for external facade insulation systems, also known as ETICS. In 2010, FAST generated a turnover of DKK 94 million and employed 90 personnel.

“With the acquisition of FAST, we have gained access to cutting-edge capabilities within coating and plaster production, as well as colouring techniques. FAST has a strong brand in the market and an excellent distribution network. These capabilities are crucial to further the promotion of external facade insulation systems and to increase the share of Rockwool stone wool inside these systems”, says Division Managing Director, Theo Kooij.

The market for external facade insulation is growing fast due to the focus on energy efficiency in the building sector. Energy renovation of the existing building stock – especially in Central and Eastern Europe – is often achieved by adding a facade insulation system to the existing outer wall. Currently the most commonly used insulation in this specific market is plastic foam and it is the Rockwool Group’s strategic aim to change that specification.

“With this acquisition, we aim to expand the use of stone wool solutions, starting in Poland. Rockwool facade systems offer thermal, acoustic and improved fire protection, but these three full performance advantages are not well reflected in our current market share. With the strong complementary technologies of FAST, we will be able to increase our penetration of this fast growing segment of the building insulation market,” Theo Kooij ends.



The Rockwool Group is already a leading player in the Polish insulation market with a well-known and strong brand. With the acquisition of the company FAST, we are gearing up to go for an even bigger piece of the pie.

“This acquisition offers huge potential for our company which is, of course, a very positive development. But the competition is tough, not just from other insulation manufacturers, but also from other areas such as renewable energy sources and

manufacturers of heating systems and windows. So we have a big challenge ahead of us to raise awareness of the benefits of insulation and promote the unique benefits of our products and systems,” Andrzej Kielar says.



# Quiet – please!

A strong mix of Rockwool technologies helps London residents achieve the sound of silence. Noise abatement with stone wool is big business.

Most of us lead busy, noisy lives, so when we come home and close the front door we want a bit of peace and quiet – but modern construction techniques, hard floors and noisy children can sometimes make that difficult. And if you live in a flat, have a party wall, live in a busy neighbourhood or near transport links, you may have to put up with other people's noise as well as your own.

"If you were asked to pick a building that demonstrated strong acoustic insulation and protected its residents from noise, then a 24-storey, 1960's concrete tower block next to a trunk road in West London may not be the first structure that would spring to mind," says Paula Bateman, Corporate Affairs Director in Rockwool UK. And she continues:

"However, three 1960's tower blocks – which make up the Edward Woods estate – are undergoing radical transformation in one of the most comprehensive energy efficiency refurbishments of large-scale residential tower blocks in the UK. The knock-on effect for residents in terms of noise protection is being hailed as a blueprint for other similar high-rise buildings."

## Improves quality of life

Like many similar buildings across the globe, the 70metre high concrete tower blocks were built in the 1960s (1968 to be precise), and each contains 176 flats – with no insulation. Their exposed position has meant that over the past 40 years the building structure has deteriorated, with significant cracks and gaps in the masonry further increasing levels of noise and energy inefficiency within the buildings.

Building owner Hammersmith & Fulham Council was keen to address this and to make the tower blocks a quieter, warmer and more comfortable environment for residents. To achieve this, the Council chose Rockwool UK as its insulation partner.

The refurbishment is expected to be completed in 2012 and will see the towers in the Edward Woods estate transformed into attractive contemporary looking buildings, when their grey concrete exterior is wrapped in high grade external wall insulation.

The project is being endorsed by The Noise Abatement Society. Gloria Elliott, Chief Executive, says: "Noise pollution has

a huge impact on people's enjoyment of their homes, their health and well-being. Improving the insulation in buildings such as the Edward Woods estate dramatically improves quality of life for residents. This refurbishment demonstrates what can be done to transform buildings from noisy, energy inefficient cold structures into better places to live. We hope more local authorities will look at the success of this programme and adopt its lessons for other high-rise buildings."

### All that – and fire protection too

For local authorities in London, redevelopment has an additional urgency. The Rockwool insulation used not only provides acoustic and thermal insulation, but also A1 fire protection—something that is paramount for many local authorities, following a number of serious fires in high-rise buildings.

"In 2009 London Mayor, Boris Johnson, outlined his vision for new build homes in the London Housing Design Guide. The Guide states that acoustic protection of new flats is a key design consideration, in addition to setting out minimum space and energy efficiency standards. This project demonstrates that if building owners combine the fight against climate

change with reducing noise in buildings, then the benefits are potentially huge for the health and well-being of residents, urban communities and the planet," Paula Bateman concludes.



The Rockwool Group plays a key role in the major refurbishment of the Edward Woods estate, which is a West London landmark.

## Rockwool insulation from top to bottom

To ensure the project delivered the acoustic and thermal protection required, Rockwool UK has supplied 10,000m<sup>2</sup> of Rockshield External Wall Insulation which has been used to clad the north and south elevations of the tower blocks. Moreover, the external wall insulation has been integrated with 318 photovoltaic solar panels, generating 82,000 kWh of electricity to run lighting and lifts within the communal areas.

Hard wearing Rockpanel external panels are also being installed on the east and west elevations to provide additional acoustic and thermal protection for residents. In

the case of the Edward Woods project, residents chose white for the colour of the boards, which will transform the tower blocks from 1960's drab concrete into a landmark residential development for the borough.

Rockwool UK has provided additional acoustic and thermal protection in the form of cavity wall and flatroof insulation. Rockfon acoustic ceiling tiles are also being installed and repairs made to the structure of the building to improve the internal environment and cut damp within the flats.

# Good ideas create growth

The Rockwool Group is investing strongly in innovation and concept development as the path to growth in a turbulent market.

“We want to be known in the market as a customer-oriented business that develops products, systems and solutions with added value. This is why we are now boosting our innovation and concept development activities.”

This is the message from Vice President Group R&D, Steen Lindby, who is heading the Group’s important new innovation initiative. New technology development is a cornerstone of an enterprising growth strategy that will see the Rockwool Group joining the ranks of the world’s leading energy companies. At the same time, the Group has adopted a new course which goes beyond focusing on insulation, to embrace the entire building enclosure – in other words the roof, windows, foundations and façade.

“This is a very unsettled time with new building regulations, an energy market under pressure and increased focus on sustainability. This will dramatically change the way we build over the next decade, therefore it’s vital that we lead the way and take a long term approach,” says Steen Lindby.



A new generation of super-low-energy windows with Rockwool technology in the frame is ready to hit the market. The concept was developed in close cooperation with a large Danish window manufacturer and provides an excellent example of the Group’s focus on customer driven innovation.

## Key priorities

The Rockwool Group has therefore embarked on several large development projects designed to help strengthen its market position. Here, Steen Lindby outlines the most important priorities:

“At the moment we are seeing considerable demand for solutions that make it easier and cheaper to build in an environmentally friendly way. We are therefore looking at the potential for prefabricated solutions and products targeted at energy renovation projects. However, solutions that reduce energy loss from doors and windows also offer promising opportunities. Moreover, within our core business, we are close to a breakthrough with insulation materials for flat roofs, just as we are making good progress with a new façade insulation system. Last but not least, we are working to ensure that our existing products and systems match future needs and requirements.”

“Regarding the production processes in our factories, we want to ensure that we can live up to the ever stricter environmental requirements being placed on production companies, particularly with an eye to the future. We are also devoting considerable resources to exploring the possibility of using alternative energy sources to coke in our production processes. High coke prices have a big impact on earnings, and it would markedly benefit profits if we could identify and implement alternative energy sources.”

## Changing construction methods

The construction sector is traditionally very conservative and truly innovative products have been few and far between in the market. This is partly attributable to the almost explosive growth in the construction sector which, before the financial crisis, led to strong demand for building materials.

“During this period, resources were primarily devoted to optimising existing production facilities and expanding capacity to meet demand. However, the financial crisis and the subsequent recession within the sector provided the time to open the drawers and fish out all the good ideas which will pave the way for future growth,” says Steen Lindby.



## From concept to market

The Rockwool Group's new focus on innovation is already having an impact in the market. Two solutions in particular are attracting attention: Aerowool – a super thin insulation material, and RockShell – a complete building system.

### About Aerowool insulation:

Aerowool is a ground-breaking insulation material made of mineral wool and aerogel, based on nanotechnology. The Rockwool Group is the first company in the world to introduce this type of insulation material, which is suitable for both new build and renovation projects. The first Aerowool product line is intended for interior insulation where space is limited, for instance in listed buildings and buildings worthy of preservation, hotels, offices and multi-storey properties in densely built-up areas. The product range has been launched under the Aerorock name in Germany, Spain and France, and more markets are in the pipeline.

### About the RockShell system:

RockShell is a completely new way of building houses where the insulation acts as an integral supportive element in the construction. The RockShell system makes it easier, faster and cheaper to build houses that still live up to the ever stricter energy efficiency requirements. RockShell is particularly suitable for low-rise buildings, and can be used with all types of standard construction elements - roofing, windows, doors and different types of cladding materials. RockShell was launched in Germany in 2011, and is also being rolled out in the UK, Scandinavia and the Netherlands.

### Free rein creativity

To gear up the Group's R&D department for the new focus on innovation, major changes have been launched which address both working processes and culture. The department comprises about 60 engineers and other highly qualified specialists and, according to Steen Lindby, the Rockwool Group is one of the most exciting places to be employed right now, especially for aspiring inventors.

"We have streamlined the development process and let go of the areas where we were short on expertise. And after that we gave everyone free rein, enabling employees to pursue their quirky ideas and projects. It reinforces the fact that the Rockwool Group is also a creative workplace, where each employee is given ample room for manoeuvre," he enthuses.

# A warm welcome for the Danish Queen in Russia

“We are extremely happy about the Queen’s visit which is very helpful for us,” says Managing Director for Rockwool Russia, Nick Vince.

“Please, Your Majesty – just place your hand here. I promise, you will not be burned,” said Nick Vince, and pointed at a spot a few centimetres from an 800 degree hot and hissing gas flame.

If it was not for the 6 centimetre Rockwool batt that was placed between the tip of the flame and the spot which Nick Vince was pointing at, the Queen would probably have just smiled and kept her hand safely holding her purse at a safe distance. But then, she remembered what she had just heard about the fire properties of Rockwool products, and put her hand on the batt – just opposite the 800 degree flame.

The Queen smiled. The photographer’s flashlights flashed.

This was the moment that both Nick Vince and many of his colleagues in the Russian Rockwool organisation had been looking forward to for months: having the Danish Queen Margrethe actively participate in the very simple, but also highly illustrative, test of the Rockwool product’s unique fire properties.

Together with Nick Vince, as hosts for Her Majesty the Queen, were Rockwool Group CEO, Eelco van Heel. In addition, the management team of Rockwool Russia participated in the visit and demonstration session which also highlighted other well-known stone wool features such as water repellence and noise absorption.

## A recognised and respected company

The fire demonstration was the culmination of a successful royal visit at the Rockwool factory this September, organised as part of the official Danish State visit to Russia. During this, Her Majesty the Queen together with her husband, the Prince Consort, Prince Henrik, and Crown Prince Frederik, met with President Dmitry Medvedev as well as Prime Minister Vladimir Putin.

Apart from strengthening relations between the two nations at a formal state leader level, a significant part of the state visit related to several business events and meetings involving Russian and Danish companies and business executives. Many of these events – such as the visit with the Rockwool Group’s



The Queen gets an introduction to various Rockwool products from Marina Potoker, Technical Director of Rockwool Russia.



The Queen of Denmark, Margrethe II, tests the fire safe properties of Rockwool insulation accompanied by Nick Vince, Managing Director of Rockwool Russia. Photo: Mikhail Konchitz



The Queen got a special welcome present from CEO Eelco van Heel – cut out in stone wool.

Eelco van Heel – involved the participation of a member of the Danish Royal family.

In fact, the Danish business delegation that accompanied the royal visit to Russia, was the largest ever in Danish history. Much attention was directed at how such a royal visit could help strengthen relations, cooperation and Danish business in Russia.

After the visit, Nick Vince, was very clear about the advantages of the royal presence:

“The Queen was very interested in our business and asked many relevant questions during our talk immediately after the factory tour. We have had very good coverage in the press and

everybody – especially our customers, architects, competitors and also the authorities – knows that the Queen has visited us. This shows that we are a recognised and respected company – a status which is of great importance to us.”

### **Protocol signed in Skt. Petersburg**

After the successful visit in Moscow, the official state visit continued in Skt. Petersburg, where the Rockwool Group CEO, Eelco van Heel, signed an agreement – a so-called protocol – with the municipal authorities of the city. The signing was witnessed by The Crown Prince Frederik. This protocol implies that the Rockwool Group will conduct extensive energy audits of the city’s buildings over the coming period, hopefully leading to a lot of energy renovation projects and consequent energy savings.



# Grodan substrate supports space mission

How do you grow food during space missions to places like Mars? That is the key question in an exciting study into biological life support systems for space missions currently being conducted in a research centre at the University of Guelph in Ontario (Canada).

The Grodan Group, a specialised member of the Rockwool Group, plays a significant role in this high-tech research project. The company develops sustainable stone wool based substrate solutions for the horticultural industry. The plants being studied in Canada are grown on these highly advanced Grodan substrates.

If everything goes according to plan, the first manned mission to Mars will take place in 2035. The journey will take the 'martianauts' about two and a half years. Taking along food supplies for the entire journey is impossible – that would amount to around 1500 kilograms per person. The solution lies in growing their own food. What that requires is a light and compact growth medium which yields maximum results with the use of minimal resources. Grodan stone wool substrates meet these requirements and are perfectly suitable for use in closed cultivation systems, where water is recirculated and reused. These characteristics make the substrates ideal for use on Mars and during the journey there. Learn more at [www.grodan.com](http://www.grodan.com)

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5. Select the "Settings" tab
6. Enter your e-mail address

You will now receive an e-mail asking you to confirm your e-mail address. When you have confirmed your e-mail address you will be able to choose the information you wish to receive by e-mail (e.g. select the "Share register" tab and then "Publications etc.").

Further information on electronic communication can be found on our website in the "Investor" section.

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