



**JHX INVESTOR DAY**  
**MONDAY MAY 24<sup>TH</sup>, 2021 – CHICAGO, ILLINOIS**



FLORIDA: CAPE COD



# CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

## CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This Management Presentation contains forward looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. James Hardie Industries plc (the “Company”) may from time to time make forward-looking statements in its periodic reports filed with or furnished to the Securities and Exchange Commission on Forms 20-F and 6-K, in its annual reports to shareholders, in media releases and other written materials and in oral statements made by the Company’s officers, directors or employees to analysts, institutional investors, representatives of the media and others. Words such as “believe,” “anticipate,” “plan,” “expect,” “intend,” “target,” “estimate,” “project,” “predict,” “forecast,” “guideline,” “aim,” “will,” “should,” “likely,” “continue,” “may,” “objective,” “outlook” and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. These forward-looking statements are based upon management's current expectations, estimates, assumptions and beliefs concerning future events and conditions. Readers are cautioned not to place undue reliance on any forward-looking statements.

Forward-looking statements are necessarily subject to risks, uncertainties and other factors, many of which are unforeseeable and beyond the Company’s control. Many factors could cause actual results, performance or achievements to be materially different from those expressed or implied in this Management Presentation, including, among others, the risks and uncertainties set forth in Section 3 “Risk Factors” in James Hardie’s Annual Report on Form 20-F for the year ended 31 March 2021; changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business, including the impact of COVID-19; changes in interest rates; changes in inflation rates; changes in exchange rates; the level of construction generally; changes in cement demand and prices; changes in raw material and energy prices; changes in business strategy and various other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. James Hardie assumes no obligation to update or correct the information contained in this Management Presentation except as required by law.

## USE OF NON-GAAP FINANCIAL INFORMATION; AUSTRALIAN EQUIVALENT TERMINOLOGY

This Management Presentation includes financial measures that are not considered a measure of financial performance under generally accepted accounting principles in the United States (GAAP). These financial measures are designed to provide investors with an alternative method for assessing our performance from on-going operations, capital efficiency and profit generation. Management uses these financial measures for the same purposes.

These financial measures are or may be non-GAAP financial measures as defined in the rules of the U.S. Securities and Exchange Commission and may exclude or include amounts that are included or excluded, as applicable, in the calculation of the most directly comparable financial measures calculated in accordance with GAAP. These non-GAAP financial measures should not be considered to be more meaningful than the equivalent GAAP measure. Management has included such measures to provide investors with an alternative method for assessing its operating results in a manner that is focused on the performance of its ongoing operations and excludes the impact of certain legacy items, such as asbestos adjustments. Additionally, management uses such non-GAAP financial measures for the same purposes. However, these non-GAAP financial measures are not prepared in accordance with GAAP, may not be reported by all of the Company’s competitors and may not be directly comparable to similarly titled measures of the Company’s competitors due to potential differences in the exact method of calculation. For additional information regarding the non-GAAP financial measures presented in this Management Presentation, including a reconciliation of each non-GAAP financial measure to the equivalent GAAP measure, see the slide titled “Non-GAAP Financial Measures” included in James Hardie’s Q4 Management Presentation.

In addition, this Management Presentation includes financial measures and descriptions that are considered to not be in accordance with GAAP, but which are consistent with financial measures reported by Australian companies, such as operating profit, EBIT and EBIT margin. Since the Company prepares its Consolidated Financial Statements in accordance with GAAP, the Company provides investors with a table and definitions presenting cross-references between each GAAP financial measure used in the Company’s Consolidated Financial Statements to the equivalent non-GAAP financial measure used in this Management Presentation. See the section titled “Non-GAAP Financial Measures” included in the Appendix to this Management Presentation.

# AGENDA



Time	Topic	Presenter
25 Mins	Strategic Plan	Jack
15 Mins	Growth Through Marketing to Homeowners	Marc / Cathleya
20 Mins	Growth Through Global Innovation	Fran / Sami
5 Mins	Break	
5 Mins	Financial Summary	Jason
5 Mins	Closing Comments	Jack
45 Mins	Question and Answer	Jack and Jason

## PRESENTERS



Dr. Jack Truong  
Chief Executive Officer



Marc Setty  
Head of Marketing  
North America



Cathleya Buchanan  
Head of Marketing  
APAC



Jason Miele  
Chief Financial Officer



Fran Flanagan  
Head of Consumer Marketing



Sami Rahman  
Head of Product Management  
North America





Strat

# JHX STRATEGIC PLAN

NEW YORK: COLONIAL



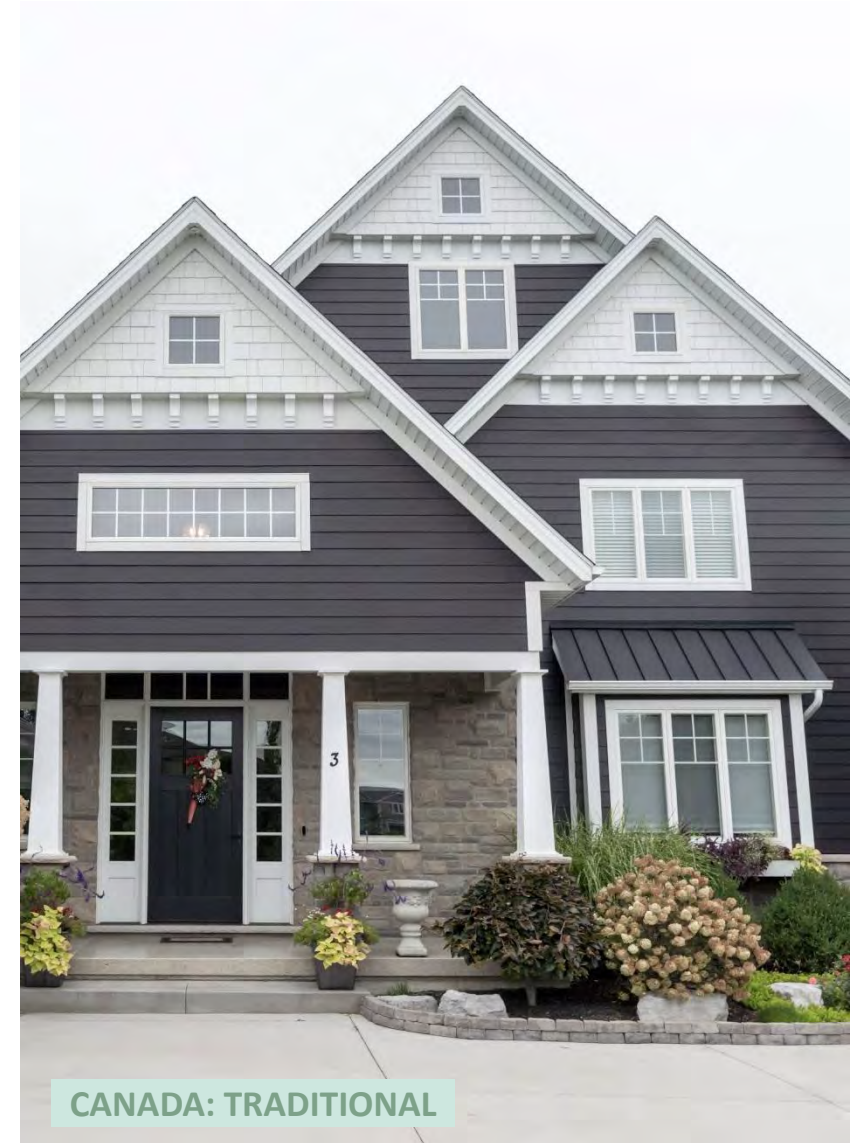
## OUR VISION

To be a **PREMIER, CONSUMER BRANDED COMPANY** that offers **ENDLESS DESIGN POSSIBILITIES** to **EXTERIORS** and **INTERIORS** of the home



## OUR MISSION

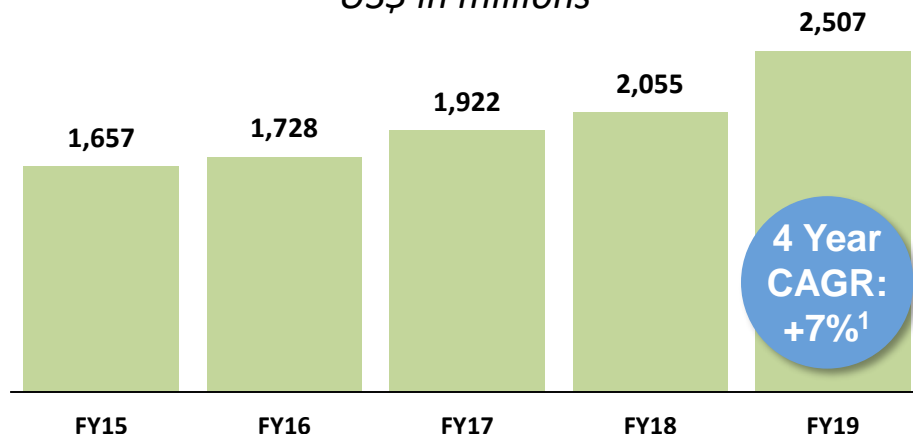
To be a **HIGH PERFORMANCE GLOBAL COMPANY**  
that delivers **ORGANIC GROWTH ABOVE**  
**MARKET WITH STRONG RETURNS**, consistently,  
**QUARTER-ON-QUARTER**, and **YEAR-ON-YEAR**



# FY15-FY19 FINANCIAL RESULTS...PROFITABLE GROWTH STALLED

## Net Sales

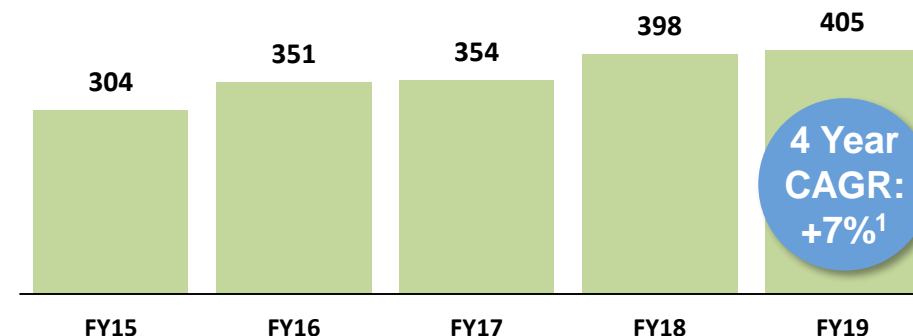
US\$ in millions



1. CAGR calculation excludes FY19 Fermacell Net Sales (Integrated Fermacell acquisition into JHX in April 2018, beginning of FY19)

## Adjusted EBIT

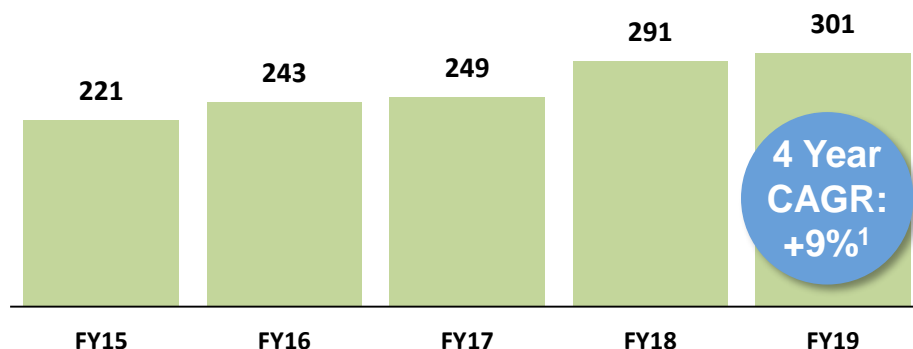
US\$ in millions



1. CAGR calculation excludes FY19 Fermacell Adjusted EBIT (Integrated Fermacell acquisition into JHX in April 2018, beginning of FY19)

## Adjusted Net Income

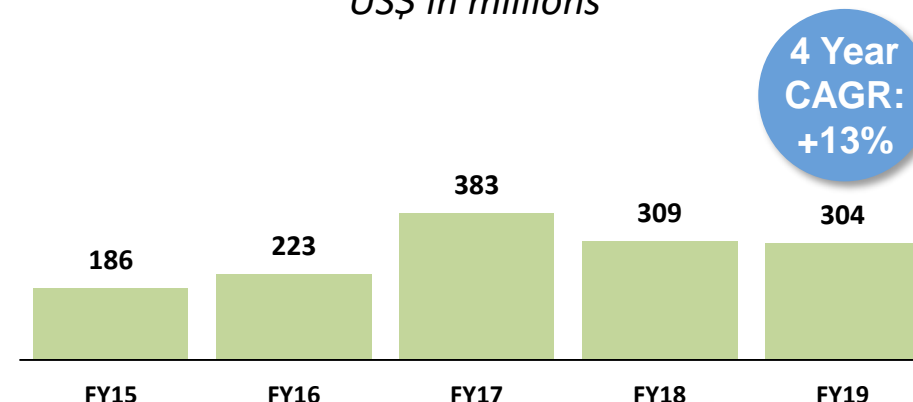
US\$ in millions



1. CAGR calculation excludes FY19 Fermacell Adjusted Net Income (Integrated Fermacell acquisition into JHX in April 2018, beginning of FY19)

## Operating Cash Flow

US\$ in millions





## A NEW JAMES HARDIE

### FY20-FY21: Transform to Enable Consistent, Profitable Growth Globally

- World class manufacturing via **LEAN** to expand margins
- Closely **partner with customers** via **Push/Pull** strategy to drive above market growth
- **Integrate supply chain** with our customers to **serve the market seamlessly** with optimal working capital
- Implement and embed a **globally integrated management system**
- Deliver **consistent financial results**, every quarter

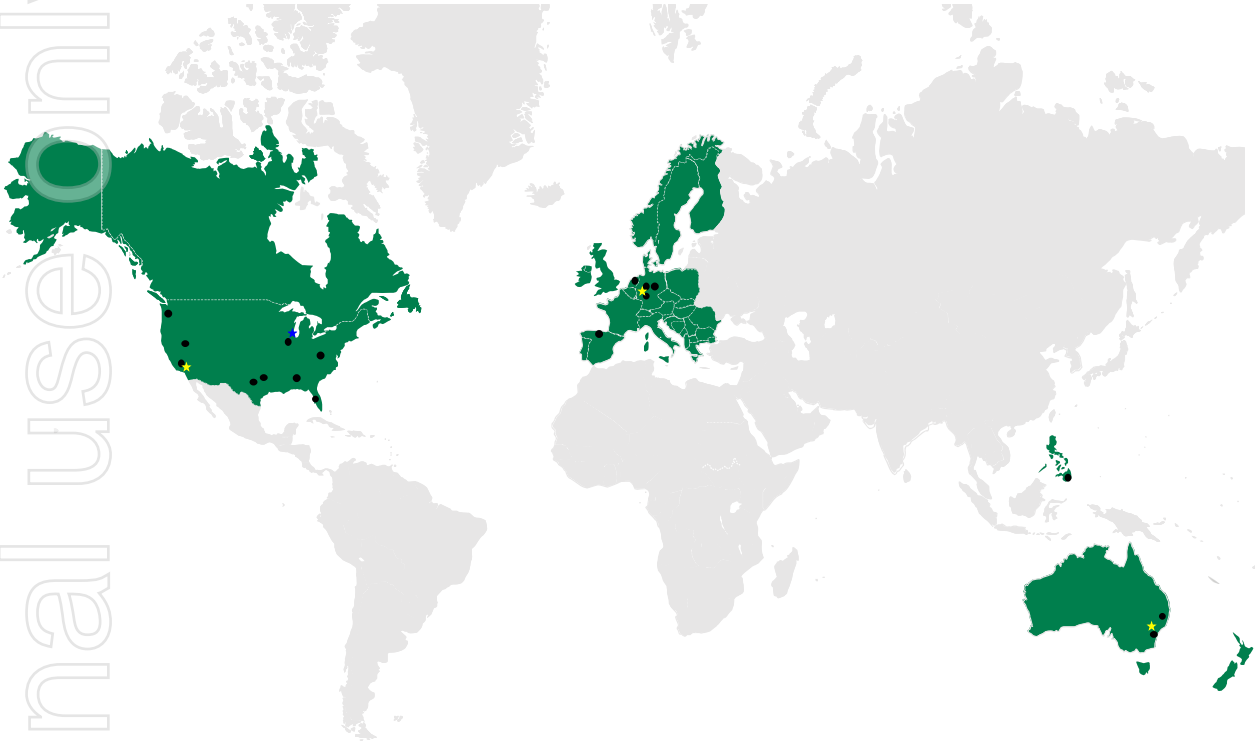
### Measureable Accomplishments and Record Performance

- ✓ **US\$107 million** in cumulative global **LEAN savings**
- ✓ Drove profitable growth on profitable growth in North America:
  - Net Sales growth of **+8% (FY20); +12% (FY21)** vs +8% (FY15-FY19)
  - Expanded EBIT margin to **29% (FY21)** from 24% (FY15-FY19)
- ✓ Significantly expanded Europe business:
  - Increased Net Sales to **€351m in FY21** from €318m in FY19
  - Increased Adjusted EBIT **4X** to **€36m in FY21** from €9m in FY19
- ✓ Expanded APAC Adjusted EBIT Margin to **28% (FY21)** from 24% (FY15-FY19)
- ✓ Delivered **record operating cash flow** of **US\$787 million** in **FY21**, a **2.6X** increase from FY19 of US\$304 million

# A NEW JAMES HARDIE: FROM WORLD'S BEST FIBER CEMENT PRODUCER...

...TO A WORLD CLASS MANUFACTURER VIA LEAN

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Global LEAN Savings  
After Eight Quarters<sup>1</sup>

**\$US 107  
MM<sup>1</sup>**

1. Cumulative for FY20 and FY21

Global LEAN Savings  
Targets FY22-FY24

**\$US 340  
MM<sup>2</sup>**

2. Cumulative for FY22 to FY24

LEAN Savings and Targets are relative to FY19.



## A NEW JAMES HARDIE: EXECUTING PUSH-PULL STRATEGY

### Hunter Lansing, CEO



**\$1.0  
Bn**

Revenue

**112**

Branches in  
35 States

**1,600**

Sales  
Associates

## A NEW JAMES HARDIE: EXECUTING PUSH-PULL STRATEGY

**Mike Jost, COO**



**\$12.1  
Bn**

Revenue

**800**

Nationwide  
Locations

**15,000**

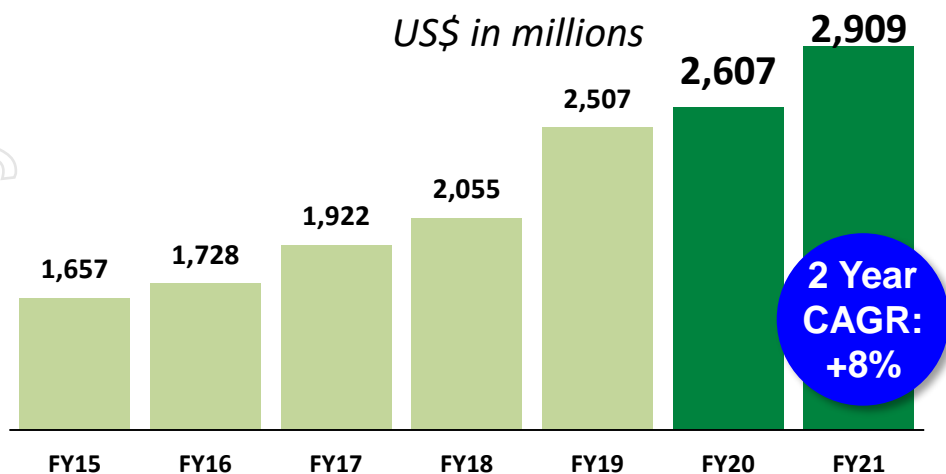
Sales  
Associates



# A NEW JAMES HARDIE: STEP CHANGE IN DELIVERING CONSISTENT FINANCIAL RESULTS, GLOBALLY

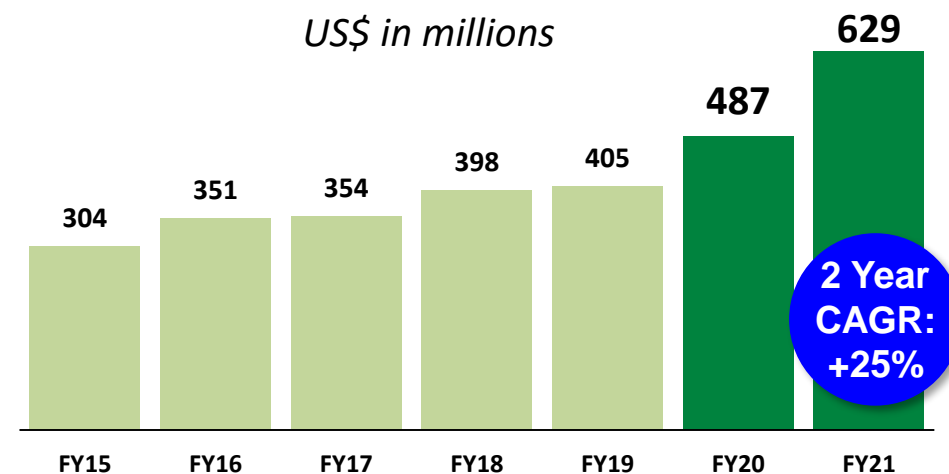
## Net Sales

US\$ in millions



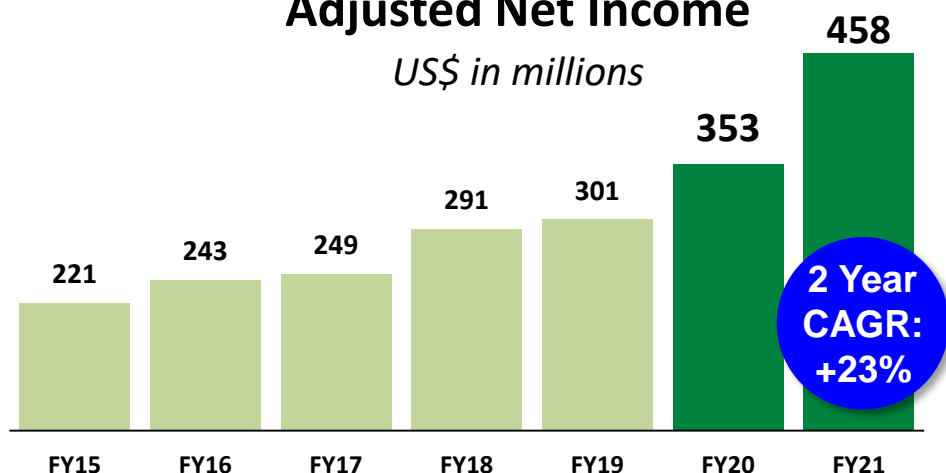
## Adjusted EBIT

US\$ in millions



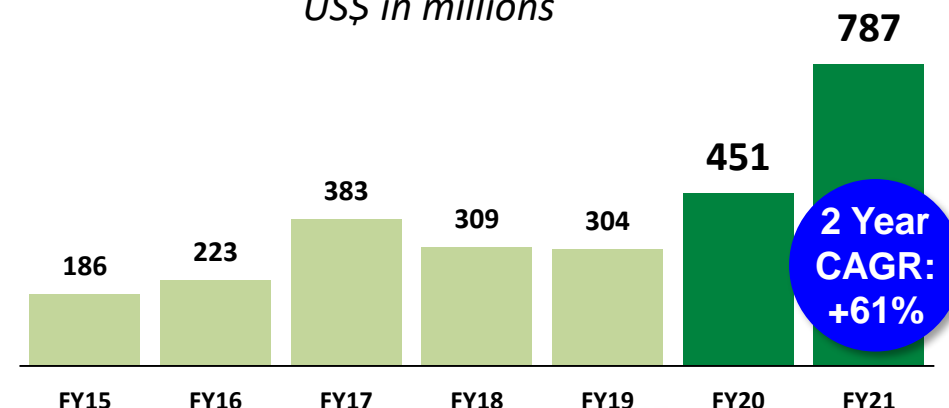
## Adjusted Net Income

US\$ in millions

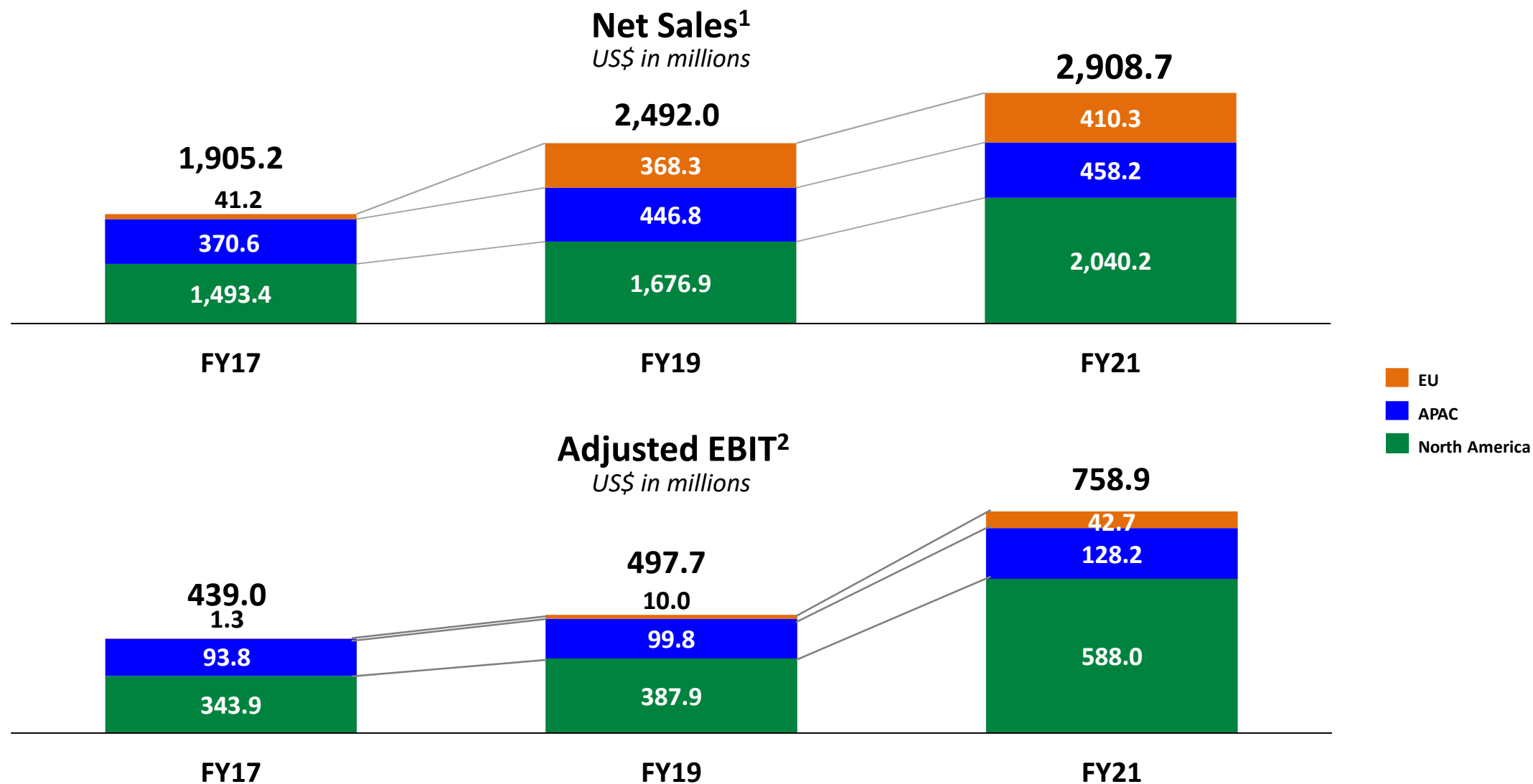


## Operating Cash Flow

US\$ in millions



# A NEW JAMES HARDIE: PROFITABLE GROWTH IN AN EXPANDING GLOBAL FOOTPRINT



1. Net Sales for each region as previously reported. The total Net Sales amount shown is the sum of the three regions.

2. Adjusted EBIT for each region as previously reported. The total Adjusted EBIT amount shown is the sum of the three regions.



# JAMES HARDIE HAS A FRONT ROW SEAT TO DESIGN CHANGES AROUND THE WORLD...

## MODERN LOOK

...THAT TRANSFORMS THE WAY THE WORLD BUILDS WITH  
ENDLESS POSSIBILITIES OF DESIGN AND AESTHETICS



③ North America

② Europe



① Australia



## **FY22 AND BEYOND: DRIVE PROFITABLE GROWTH GLOBALLY**

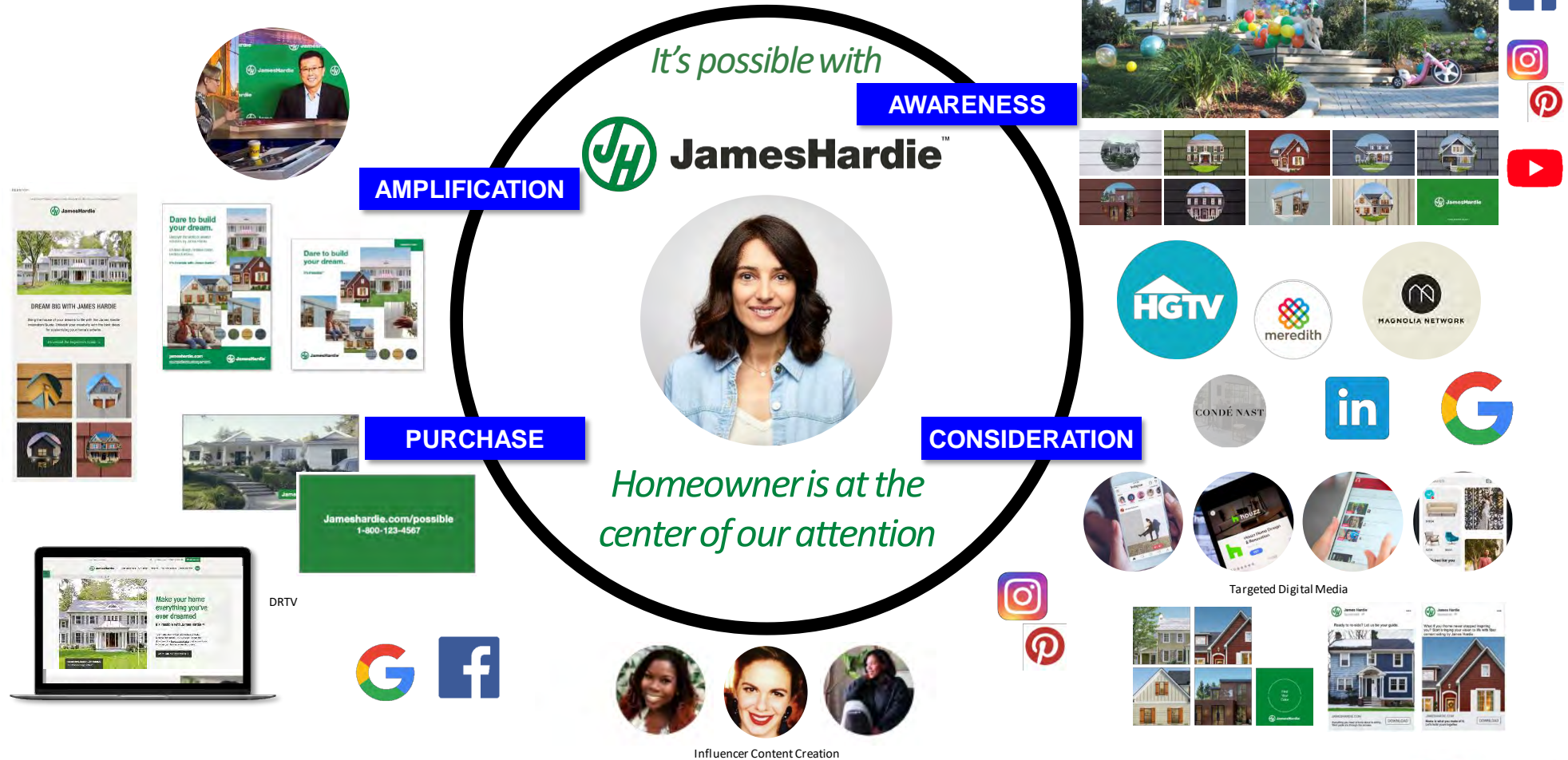
- 1 Market to Homeowners to Create Demand**
- 2 Penetrate and Drive Profitable Growth in Existing and New Segments**
- 3 Commercialize Global Innovations by Expanding Into New Categories**

**Continued Execution and Expansion of Foundational Initiatives: i) LEAN Manufacturing, ii) Customer Engagement, and iii) Supply Chain Integration**



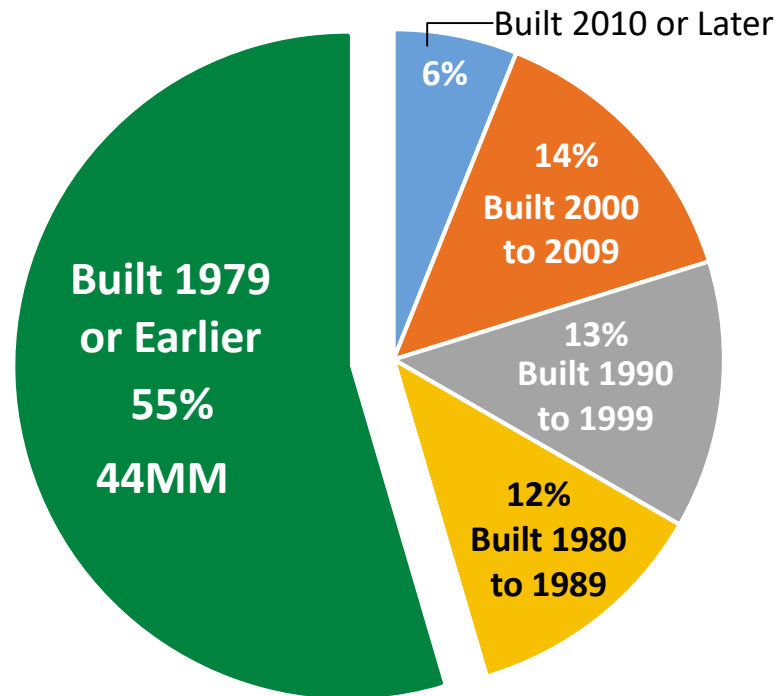
# PUSH – PULL: 360 INTEGRATED MARKETING TO CHRISTINE...

Campaign Started on May 3<sup>rd</sup>, 2021



## FY22 AND BEYOND: EXTEND INTO NEW AND EXISTING SEGMENTS (NA REPAIR AND REMODEL)

### Share of Owner-Occupied Housing by Year Structure Built<sup>1</sup>



<sup>1</sup> 2019 US Census-Detached Homes (American Housing Survey)

### 44 Million Homes That are More Than 40 years old

- Significant opportunity for re-Siding and remodeling
- James Hardie is the trusted innovator with premium quality products that enable homeowners to realize their dream homes with pride and joy
- Marketing to the homeowners to create awareness and demand
- Global innovation to deliver endless possibilities of design and aesthetics, and address unmet needs

Create Demand with Homeowners and Integrate with Customers  
to Expand Growth in Repair & Remodel Segment

## FY22 AND BEYOND: GLOBAL INNOVATION...TRANSFORM THE WAY THE WORLD BUILDS



**Combines Lasting Beauty & Endless Design Possibilities**

**WITH**

**Trusted Protection & Low Maintenance**



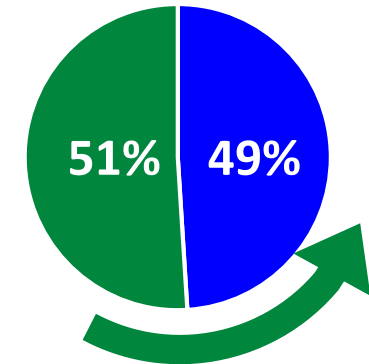
# FY22 AND BEYOND: PROFITABLE ORGANIC GLOBAL GROWTH VIA INNOVATION

## INTRODUCING HARDIE® TEXTURED PANELS



### External Cladding in New Single Family Construction

NORTH AMERICA<sup>1</sup>



- Addressable With Current JHX Product Portfolio
- Expansion Opportunity Through Innovation

Market Driven Innovation Expands Opportunities for Organic Growth

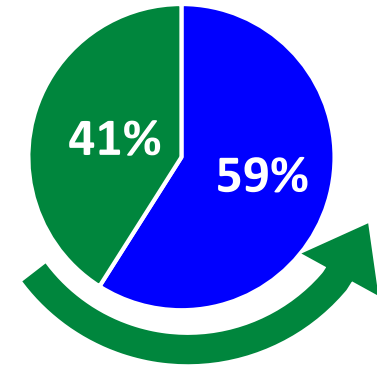
## FY22 AND BEYOND: PROFITABLE ORGANIC GLOBAL GROWTH VIA INNOVATION

### INTRODUCING HARDIE™ FINE TEXTURE CLADDING



### External Cladding in New Single Family Construction

APAC<sup>1</sup>



● Addressable With Current JHX Product Portfolio

● Expansion Opportunity Through Innovation

Market Driven Innovation Expands Opportunities for Organic Growth

## SUMMARY: A NEW JAMES HARDIE

# Drive Sustainable Profitable Growth, Globally

- Build on success to date of foundational transformation initiatives started in FY19:
  1. World class manufacturing via LEAN to continue to expand margins
  2. Closely partner with customers via Push/Pull to continue to drive above market growth
  3. Supply chain integration with our customers to serve the market seamlessly with optimal working capital
- Focus on 3 critical initiatives in FY22-FY24:
  1. Marketing to homeowners to create demand
  2. Penetrate and drive profitable growth in existing and new segments
  3. Commercialize global innovations by expanding into new categories

Continue to Drive Profitable Growth Into the Future



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# GROWTH THROUGH MARKETING TO HOMEOWNERS

TENNESSEE: MODERN FARMHOUSE



## BRAND VISION

Be the top of mind brand that delivers curb appeal to homeowners.

Self-Expression

Authenticity

Pride & Joy

Purposeful Design

Sanctuary





## TRANSFORMATION TO A GLOBAL CONSUMER BRAND

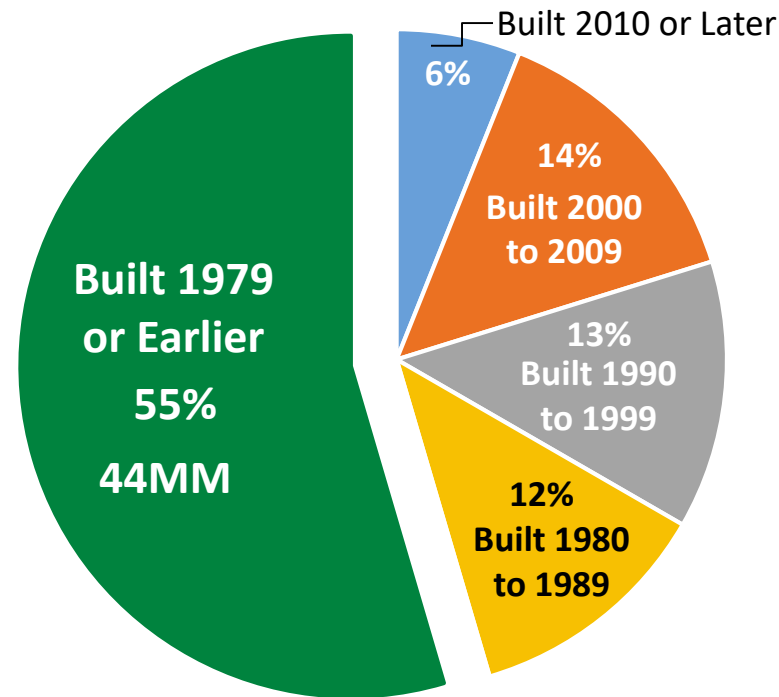
- Establishing a direct line of communication with homeowners
- Marketing high-value products and solutions
- Building a Global consumer brand





## ACCELERATE OUR PENETRATION INTO REPAIR AND REMODEL SEGMENT

### Share of Owner-Occupied Housing by Year Structure Built<sup>1</sup>



<sup>1</sup> 2019 US Census-Detached Homes (American Housing Survey)

### 44 Million Homes That are More Than 40 years old

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- Marketing to the homeowners to create awareness and demand
- Global innovation to deliver endless possibilities of design and aesthetics, and address unmet needs

Create Demand with Homeowners and Integrate with Customers  
to Expand Growth in Repair & Remodel Segment

## THE HOMEOWNER IS AT THE CENTER OF OUR ATTENTION



### MEET CHRISTINE

**Age:** 35-54

**HHI:** \$150K+

**Home Value\*:**  
\$350K - \$1MILL

\*wide range to account for regional nuances

#### Description:

- Married, mother of two
- In the process of renovating her home
- Creative, imaginative and perfectionist
- Cares about how other perceive her
- Her home is her hobby – an extension of herself

*"The outside of my home  
is a reflection of me."*

*"The outside of my  
home should keep  
what's inside safe."*

*"The exterior materials  
of a house are the first  
impression of the family  
that lives inside."*

Actively planning to remodel the exterior of her home.

## JAMES HARDIE'S VALUE TO THE HOMEOWNER



- Endless design possibilities to achieve your dream look
- Long-lasting beauty
- Trusted protection



**FIRE**



**WEATHER**



**WATER**



**PESTS**



**TIME**



# 360 INTEGRATED MARKETING TO CHRISTINE





# EXAMPLES OF ADVERTISEMENTS THAT CHRISTINE WILL SEE









## CONNECTING CONSUMER DEMAND TO OUR CUSTOMERS



Position our customers to capture consumer demand by enabling contractors to deliver on Christine's dream home exterior.

Customer  
Partnership



Customer  
Training



Contractor  
Events



Installation  
Training



## WITH JAMES HARDIE, IT'S POSSIBLE™



- We are just getting started with our multi-year campaign
- We are marketing directly to the homeowner to create demand, particularly in the R&R market
- Platform to improve on how we innovate and commercialize new products to the market





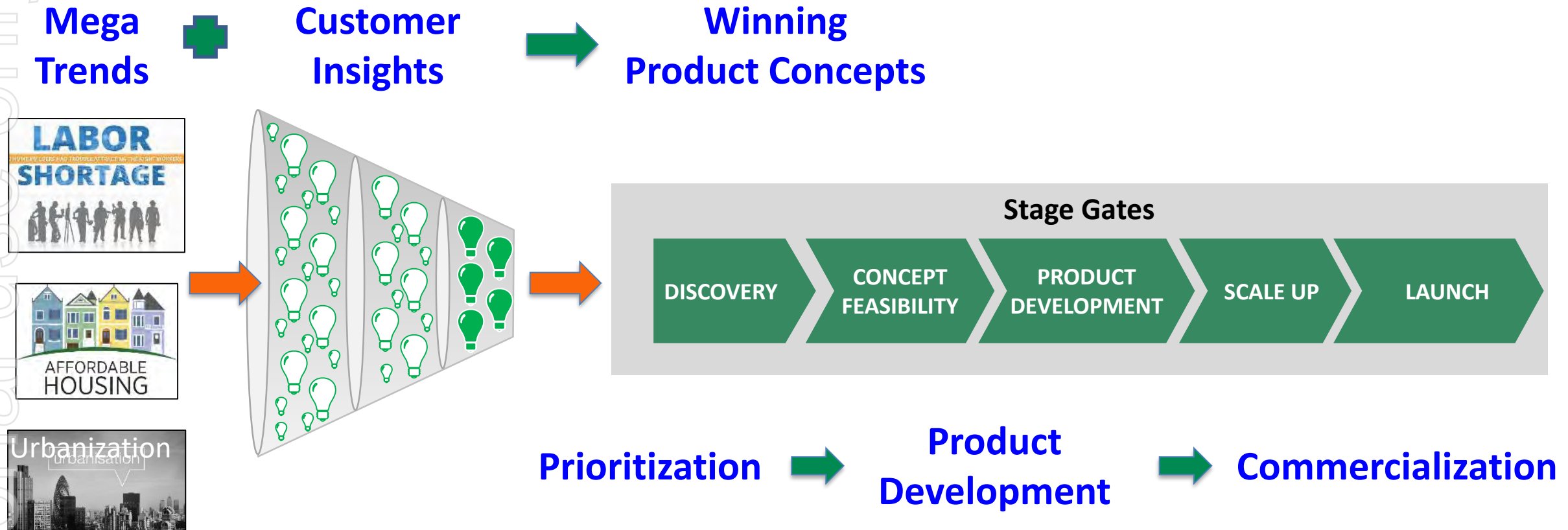
**GROWTH THROUGH GLOBAL INNOVATION**

NEW JERSEY: HARDIE® TEXTURED PANELS

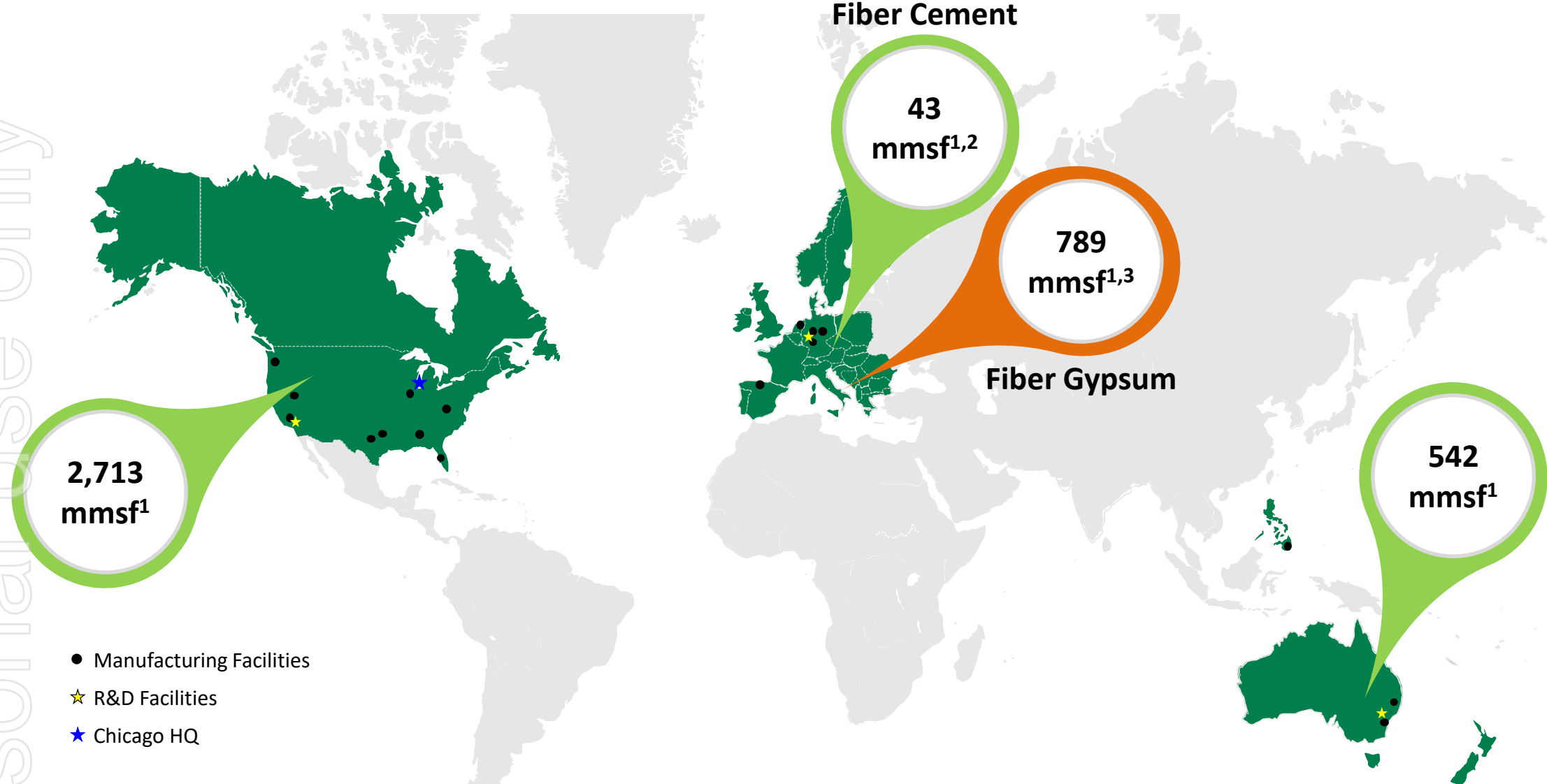


# CUSTOMER INSIGHTS TO INNOVATION PROCESS TO DELIVER...

...HIGH IMPACT NEW PRODUCTS



# INNOVATION: LEVERAGE OUR GLOBAL SCALE IN FIBER CEMENT & FIBER GYPSUM



1. FY21 Full Year volume  
2. EU FY21 Full Year Fiber Cement related volume  
3. EU FY21 Full Year Fiber Gypsum related volume

# PROFITABLE ORGANIC GROWTH VIA INNOVATION



**Combines Lasting Beauty & Endless Design Possibilities**

**WITH**

**Trusted Protection & Low Maintenance**



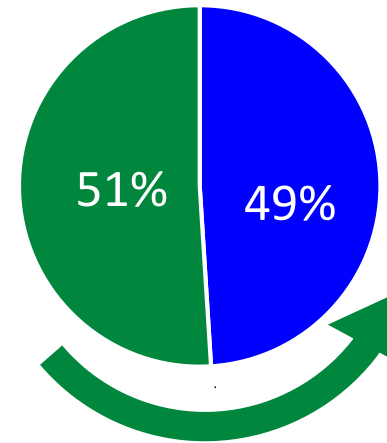
## PROFITABLE ORGANIC GROWTH VIA INNOVATION

### Market Driven Innovation

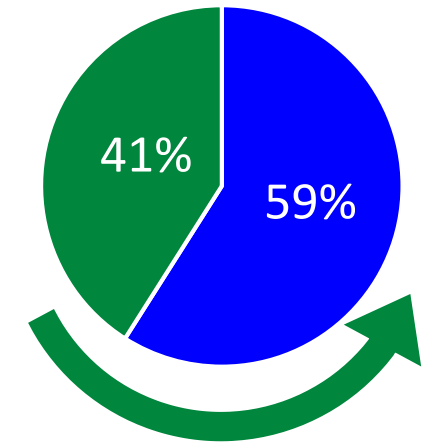
- **Innovation Platform:** Innovative products that deliver endless possibilities of design and aesthetics for the homeowner
- **Superior Performance:** Deliver key performance properties of durability, low maintenance, non-combustibility and improved labor efficiency, by using James Hardie world class Fiber Cement technology
- **Expansion Opportunities:** Open new markets and enlarge existing markets by introducing 'change-the-basis-of-competition' market-led innovations

### Exterior Wall Material by Region<sup>1</sup>

North America<sup>2</sup>



Australia/New Zealand<sup>3</sup>



● Addressable With Current JHX Product Portfolio

● Expansion Opportunity Through Innovation

<sup>1</sup> Exterior Cladding Material used in New Construction (NAHBNow, 2020)

<sup>2</sup> Source: NAHBNow 8 October 2020 for the full year 2019

<sup>3</sup> Source: BIS Oxford, Australian Bureau of Statistics, BRANZ and Management Estimates

Market Driven Innovation Expands Opportunities for Organic Growth



# INTRODUCING HARDIE® TEXTURED PANELS



Hardie®  
Smooth Sand  
Panel



Hardie®  
Multi-Groove  
Panel



# INTRODUCING HARDIE™ FINE TEXTURE CLADDING



Hardie™ Fine  
Texture Cladding



# HARDIE® TEXTURED PANELS



FLORIDA: HARDIE® TEXTURED PANELS



# HARDIE® TEXTURED PANELS



FLORIDA: HARDIE® TEXTURED PANELS



# HARDIE® TEXTURED PANELS



OREGON: HARDIE® TEXTURED PANELS



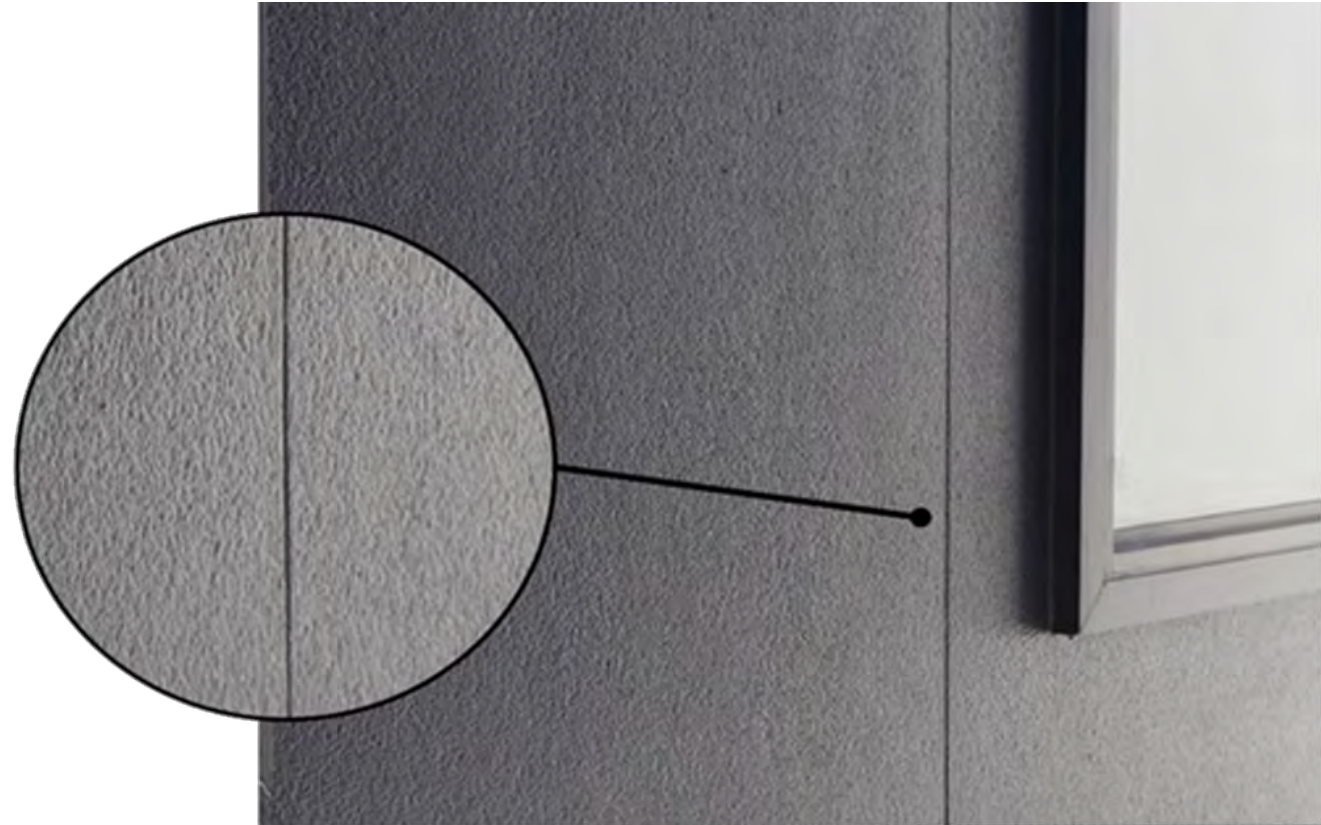
# HARDIE™ FINE TEXTURE CLADDING



AUSTRALIA: HARDIE™ FINE TEXTURE CLADDING

## EXPANDING FROM FUNCTIONAL TO AESTHETICS

- Unique look to expand design possibilities
- Proprietary factory-applied textures for consistent finish
- Improved productivity with fewer trades to manage on the jobsite
- James Hardie® 30 year non-prorated warranty





# MAKING THE HOMEOWNER THE CENTER OF OUR ATTENTION



## REPAIR & REMODEL (NA)

**Jennifer & Brent**  
**Huntington Beach, California, USA**  
**Home Value: US\$ 850k**



## NEW CONSTRUCTION (NA)

**San Dee & Cary**  
**Portland, Oregon, USA**  
**Home Value: US\$ 630k**



## REPAIR & REMODEL (APAC)

**Jane & Matt**  
**Illawarra, NSW, Australia**  
**Home Value: AU\$ 1,000k**



## HIGH IMPACT COMMERCIALIZATION

**>90%**

Test Selling Market Acceptance in  
our Target Markets



Invest in Marketing to create a  
New Category

**Net Sales Price  
in Test Sales**

**\$1,800--\$2,000/msf**

**Vs.**

**\$745/msf<sup>1</sup>**

Driving Revenue and EBIT growth  
Higher Price AND Higher Gross Margin %

<sup>1</sup> NA Average Price per unit in FY21

## LAUNCHING IN NORTH AMERICA & AUSTRALIA

## PROFITABLE ORGANIC GROWTH VIA INNOVATION



**Combines Lasting Beauty & Endless Design Possibilities**

**WITH**

**Trusted Protection & Low Maintenance**





## FINANCIAL SUMMARY

COASTAL: CONTEMPORARY



## A NEW JAMES HARDIE: DRIVE PROFITABLE GROWTH, GLOBALLY

### LEAN Manufacturing



**Lower and More  
Consistent Cost**

### Push/Pull & Customer Integration



**Market  
Share Gain**

### Marketing to Homeowners



**Create Demand  
of High Value  
Products**

### Penetrate Existing and New Segments



**Accelerate Growth  
in R&R Segment  
with  
High Value Products**

### Market Led Innovation



**Expand  
Addressable Market  
with  
High Value Products**



## A NEW JAMES HARDIE: FY 2022 GUIDANCE AND KEY ASSUMPTIONS

Adjusted Net Income<sup>1,2</sup>

# \$520 to \$570 million

+14% to +24% vs pcg

### Key Assumptions:

#### North America

Volume Growth Above Market	+6% to +8%
Average Net Sales Price	+4% to +6% improvement versus FY21

#### Global

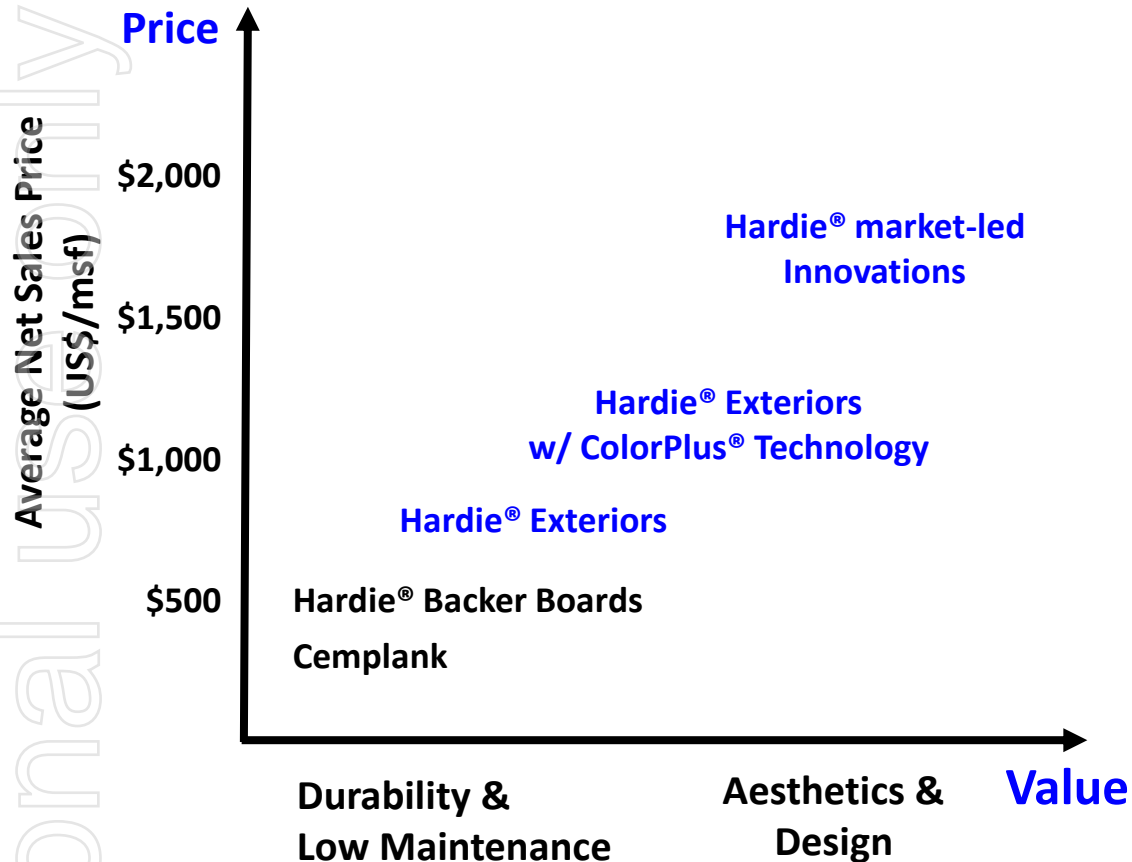
SG&A and R&D investment <sup>3</sup>	US\$80 to US\$110 million incremental to FY21
COGS inflation	US\$100 to US\$150 million incremental to FY21

<sup>1</sup> Adjusted Net Income excludes asbestos related expenses and adjustments

<sup>2</sup> Adjusted Net Income formerly referred to as Adjusted NOPAT

<sup>3</sup> SG&A and R&D investment excludes increases or decreases in stock compensation expenses driven by changes in the JHX share price.

## A NEW JAMES HARDIE: DRIVE HIGH VALUE PRODUCT MIX



### Maximize Net Sales and Gross Margin

- Accelerate Volume Growth
- with disciplined price management
- and shift mix from low value to high value products:
  - ✓ Cemplank® to Hardie® Exteriors where appropriate
  - ✓ Hardie® Exteriors with ColorPlus® Technology to gain share versus vinyl and wood
  - ✓ Hardie® market-led innovations to expand into adjacent categories



## **A NEW JAMES HARDIE: FINANCIAL SUMMARY**

- 1. Step Change In Global Financial Results**
- 2. Drive High Value Product Mix While Accelerating Volume Growth**
- 3. Raised Ebit Margin Targets In All Three Regions**
- 4. Step Change In Operating Cash Flow & Strong Balance Sheet**
- 5. Capital Allocation Priorities Aligned With Value Creation**

Organic Growth Above Market With Strong Returns





## CLOSING COMMENTS

NEW YORK: COLONIAL



## A NEW JAMES HARDIE

# Drive Sustainable Profitable Growth, Globally

- Build on success to date of foundational transformation initiatives started in FY19:
  1. World class manufacturing via LEAN to continue to expand margins
  2. Closely partner with customers via Push/Pull to continue to drive above market growth
  3. Supply chain integration with our customers to serve the market seamlessly with optimal working capital
- Focus on 3 critical initiatives in FY22-FY24:
  1. Marketing to homeowners to create demand
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Continue to Drive Profitable Growth, Globally Into the Future





## QUESTION AND ANSWER

FLORIDA: CAPE COD