

ersonal use only



JamesHardie™



James Hardie Investor Day 2024

DAY ONE | FRIDAY, JUNE 21ST | WASHINGTON D.C.



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, beliefs and general good faith evaluation of information available at the time the forward-looking statements were made concerning future events and conditions. Readers are cautioned not to place undue reliance on any forward-looking statements or rely upon them as a guarantee of future performance or results or as an accurate indication of the times at or by which any such performance or results will be achieved.

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 2024, which include, but are not necessarily limited to risks such as changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business, including; 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.

All amounts are in US Dollars, unless otherwise noted

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 slides titled "Non-GAAP Financial Measures" included in this 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 definitions and a cross-reference from the non-GAAP financial measure used in this Management Presentation to the equivalent GAAP financial measure used in the Company's Consolidated Financial Statements. See slides titled "Non-GAAP Financial Measures" included in this Management Presentation.

Formalities

Attendance

Charging Your Items

Presentations

Badges & Groups

Welcome Bags

Agenda



Agenda: Day One

DAY ONE | FRIDAY, JUNE 21ST | WASHINGTON D.C.

| | |
|---|---------------------|
| Registration/Breakfast at Sheraton Reston | All |
| Logistics Overview | James Brennan-Chong |
| Welcome | Aaron Erter, CEO |
| People Strategic Priorities | Farhaj Majeed |
| APAC | John Arneil |
| Europe | Christian Claus |
| <i>9:00am Break for 5min</i> | |
| North America | Sean Gadd |
| Dream Builder | Chad Fredericksen |
| Day One Wrap-Up | Aaron Erter, CEO |
| Q&A | All |
| <i>10:15am Break for 45min</i> | |
| Dream Builder Workshop | All |
| Lunch | All |
| New Construction Panel | John Madson |
| <i>Travel to Field Visit</i> | |
| Field Visit | All |
| <i>Travel to Hotel</i> | |
| Reception at Sheraton Reston | All |
| Dinner at Sheraton Reston | All |





Agenda: Day Two

DAY TWO | MONDAY, JUNE 24TH | NEW YORK

| | |
|--|--------------------|
| Registration/Breakfast at Pendry Hotel | All |
| Logistics Overview | Joe Ahlersmeyer |
| Welcome | Aaron Erter, CEO |
| Finance Strategic Priorities | Rachel Wilson, CFO |
| Global Operations Strategic Priorities | Ryan Kilcullen |
| <i>9:00am Break for 5min</i> | |
| ESG Roadmap | Jill Kolling |
| Innovation Strategic Priorities | Joe Liu |
| Long-Term North America Aspirations | Aaron Erter, CEO |
| Q&A | All |
| <i>~10:15am Travel to Field Visit #1</i> | |
| Field Visit #1 | All |
| <i>Travel to Lunch</i> | |
| Lunch | All |
| Repair & Remodel Panel | John Madson |
| <i>Travel to Field Visit #2</i> | |
| Field Visit #2 | All |
| <i>Travel</i> | |
| Dinner at Yankee Stadium | All |
| <i>Travel to Pendry Hotel</i> | |

Zero Harm



Stay Together as a Group



Utilize Safety Equipment When Provided
(E.g., Hard Hats, etc.)



Stay Hydrated and Leverage Facilities
as Needed



Please be Aware of Your Surroundings and
Identify the Nearest Emergency Exit



What The Best Are Made Of

Aaron Erter
CHIEF EXECUTIVE OFFICER



© 2023 Warner Bros. Discovery, Inc. or its subsidiaries and affiliates. All trademarks are the property of their respective owners. All rights reserved.

Goals For The Two Days “In the Field”



Experience the James Hardie Value Proposition



What it means to be “Homeowner Focused, Customer and Contractor Driven™”



How we Activate Our Purpose



James Hardie: Snapshot

ASX: JHX; NYSE: JHX



JamesHardie™

World's #1 Producer and Marketer of High-Performance Fiber Cement Siding

135+
Years



~5K Employees Worldwide¹

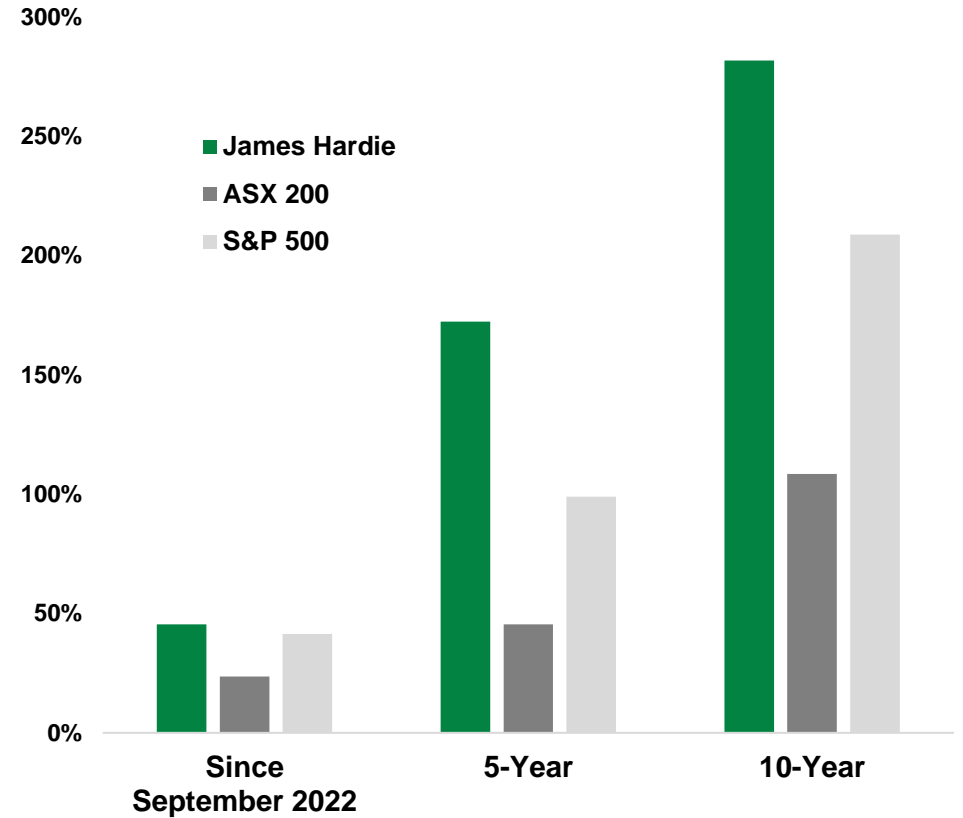


~4Bn Standard Feet of Volume¹ Globally

A \$21Bn
US \$14Bn

Market Capitalization²

Total Shareholder Return³



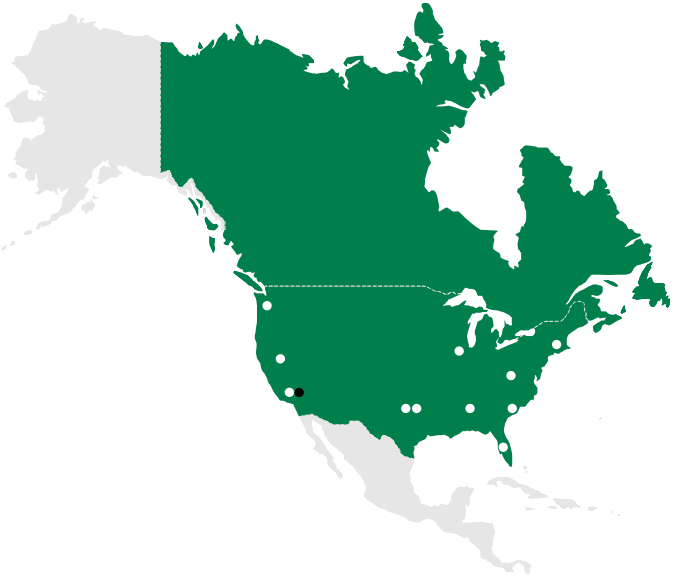
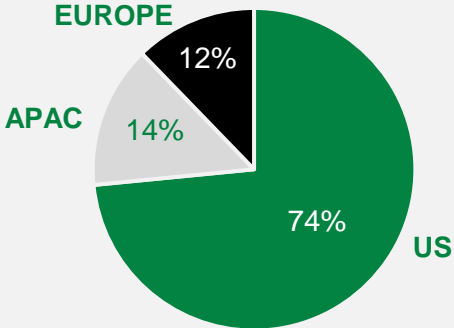
James Hardie Global Reach

FY24 GROUP RESULTS

Net Sales
US \$3.9 billion
 +4% vs FY23

Adjusted EBIT
US \$941 million
 +21% vs FY23

Net Sales By Region



NORTH AMERICA

Net Sales
US \$2.9 billion
 +4% vs FY23

EBIT
US \$921 million
 +20% vs FY23



EUROPE

Net Sales
US \$482 million
 +7% vs FY23

EBIT
US \$45 million
 +70% vs FY23



APAC

Net Sales
US \$563 million
 +4% vs FY23

EBIT
US \$166 million
 +16% vs FY23

GLOBALLY

Operating Sites: 19 | R&D Centers: 3

- Manufacturing Facilities
- Research and Development

Embracing Our Future Remains Rooted In Our Purpose



PURPOSE

Building a Better Future for All™



VISION

To inspire how communities design, build, and grow today and tomorrow.



MISSION

Be the most respected and sought after building materials brand in the world.

VALUES



Honor Our Commitments



Collaborate for Greatness



Do the Right Thing



Be Bold and Progressive



Embrace Our Diversity

SUPPORTED BY OUR FOUNDATIONAL IMPERATIVES



Activating Our Purpose

Building a Better Future for All™

\$1.85Bn¹

Invested in Local Communities



Supporting our Veterans and First Responders with Hardie™ Honors



HABITAT STRONG
Building efficient, resilient housing for a changing climate



Copyright 2023 Tunnel to Towers Foundation. All Rights Reserved.

Helping America's Heroes by Providing Mortgage-free Homes



Helping kids build the strength of character to weather a lifetime of new challenges



The James Hardie Strategy

Homeowner Focused, Customer and Contractor Driven™

Strategic Initiatives

- 1 Profitably grow and take share where we have the right to win
- 2 Bring our customers high valued, differentiated solutions
- 3 Connect and influence all the participants in the customer value chain

Supported by Our Foundational Imperatives



Zero Harm



Hardie Operating System



ESG



Our People

Enabled by

- ✓ Customer Integration
- ✓ Innovative Solutions
- ✓ Brand of Choice
- ✓ Global Capacity Expansion

Executive Leadership Team (ELT)



CEO
Aaron Erter
Chicago



CFO
Rachel Wilson
Chicago



Chief HR
Officer (CHRO)
Farhaj Majeed
Chicago



President
North America
Sean Gadd
Chicago



President
APAC
John Arneil
Sydney



President
Europe
Christian Claus
Düsseldorf



EVP Global
Operations
Ryan Kilcullen
Chicago



Chief Information
Officer (CIO)
James Johnson
Chicago



VP ESG/ Chief
Sustainability Officer
Jill Kolling
Chicago



VP Head of
Transformation
Stephen Balsavich
Chicago



Chief Technology
Officer (CTO)
Joe Liu
Chicago



VP Corporate
Communications
Joel Wasserman
Chicago



Chief Legal Counsel
Tim Beastron
Chicago

US Housing Fundamentals Support Long-Term Growth

Repair & Remodel

Housing Stock Aging Into Prime Remodeling Years



**~35 Million Homes
Aged 20 to 40 Years Old¹**
(Single-Family Portion +23% vs. '19)

New Construction

Cumulative Undersupply of US Housing



**U.S. Housing is Currently
Undersupplied by
~2.1M Units²**

Opportunity for Material Conversion and Long-Term Profitable Share Gain

Personal & Family

People Strategic Priorities

FARHAJ MAJEED
CHIEF HUMAN RESOURCES
OFFICER



Building a Better Future for All™



People Strategic Priorities

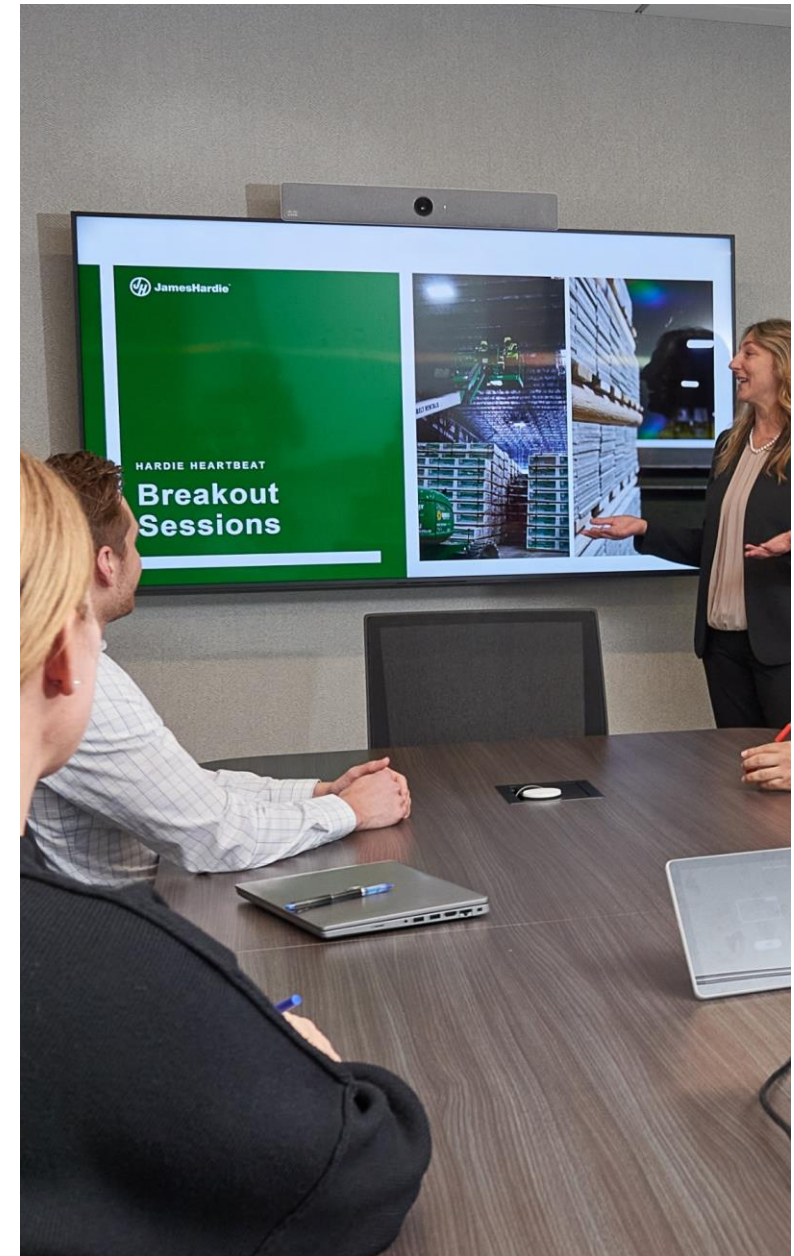
Building a Better Future for All™ by focusing on what we can control supported by our strategic foundations.

Strengthen the Foundation: Design an HR strategy to inform the future vision of HR, establish an operating model to build efficiency in service delivery, and elevate talent systems and methodology in succession planning

Build and Transform: Transform the function to accelerate business strategy, driving the transition of the HR function from administrative to a strategic partner

Enable and Unlock Sustained Strategic Growth: Serve as an integrated enabler and partner in growth of the business, focusing on opportunities to enhance and build continued efficiency in the business and within the HR function

**Elevating HR to be a Strategic Business Partner
An Enabler for Growth**



People Strategy: Core Pillars

|  Organizational Agility |  Great Talent |  Winning Culture |
|--|--|--|
| Strategic People Drivers | | |
| <p>Build an organization designed with James Hardie Strategy at its center and deliver HR functional excellence</p> | <p>Build a robust and sustainable talent pool enabled by a strong leadership and development capability</p> | <p>Bring the James Hardie Purpose, Vision, Mission and Values to life to enable and unlock our best</p> |
| Progress to Date | | |
| <p>Enhanced HR Operating Model</p> <p>Defined the HR Roadmap</p> | <p>Optimized Talent and Succession Planning</p> <p>Aligned Compensation Framework to Global Strategy</p> | <p>Established Annual Global Employee Engagement Survey</p> <p>Activated Global Diversity, Equity, & Inclusion Goals</p> |

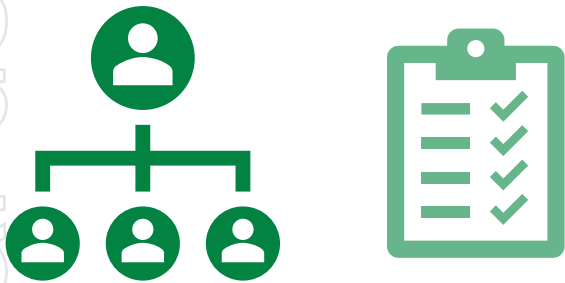
Activating Our Strategy: Organizational Agility

Pillar Objective: Build an organization designed with James Hardie Strategy at its center and deliver HR functional excellence

Global Initiatives

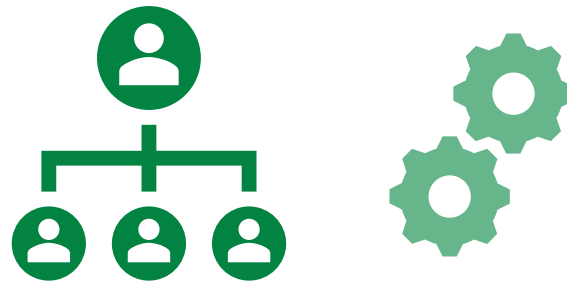
Job Architecture

Establish a global job architecture to serve as the standard infrastructure for the human capital and financial practices that drive the business



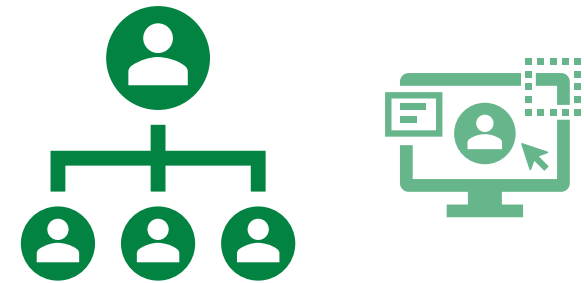
HR Transformation

Optimize HR technology solutions and implement additional technologies to centralize and standardize employee data, increase self-service options, and improve reporting capabilities



Functional Organization Design

Leverage industry best practices to define the optimal Organization Design to elevate service delivery and optimize business functionality



Activating Our Strategy: Great Talent

Pillar Objective: Build a robust and sustainable talent pool enabled by a strong leadership and development capability

Global Initiatives

Learning & Development Strategy: Grow@Hardie Development Month

Launch development month, focusing on learning and professional development opportunities across a variety of topics and experience modalities



Talent Assessment and Succession Planning

Enhance the Global Talent Management process to enable the strategic placement of the right people in the right roles at the right time



James Hardie University

Create a learning culture at James Hardie by establishing:

- *Learning Philosophy
- *Learning Solutions

- *Learning Facility
- *Learning Structure



JamesHardie[™]
University



Activating Our Strategy: Winning Culture

Pillar Objective: Bring the James Hardie Purpose, Vision, Mission and Values to life to enable and unlock our best

Global Initiatives

Wellbeing Strategy

Launch a global wellbeing strategy, inclusive of a comprehensive suite of programs, initiatives, and education resources, with an intentional focus on mental health support



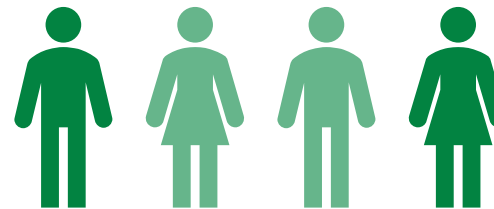
Hardie Heartbeat

Enhance survey to include leadership effectiveness and inclusion index scores, add optional demographics questions and predetermined post survey accountability



DEIB

Understanding Diversity, Equity, Inclusion and Belonging (DEIB) fuels our culture and business, executing on representation and belonging goals so James Hardie better reflects the communities we serve and feeds an inclusive and equitable culture



ESPP

Established an Employee Stock Purchase Plan (ESPP) to enable employees to have a greater ownership in the success of the company



Building a Better Future For All™

As we transform as an organization, bring our People Strategy to life, and embark on this journey of innovation and enhancement, we will drive success by maintaining:

1

“Purpose” Focused

Remain grounded in our James Hardie Purpose & Vision, making decisions that enable HR to be a strategic business partner that supports business growth and delivers an enhanced people experience



2

Holistic Participation

Collaborate with cross-functional James Hardie stakeholders to ensure connection and project success as we strive to deliver consistent outcomes and positive customer experiences for the long term



3

Sustainable Progress

Design with simplicity and standardization at the center, execute with excellence, and have a continuous improvement mindset, while celebrating success both big and small



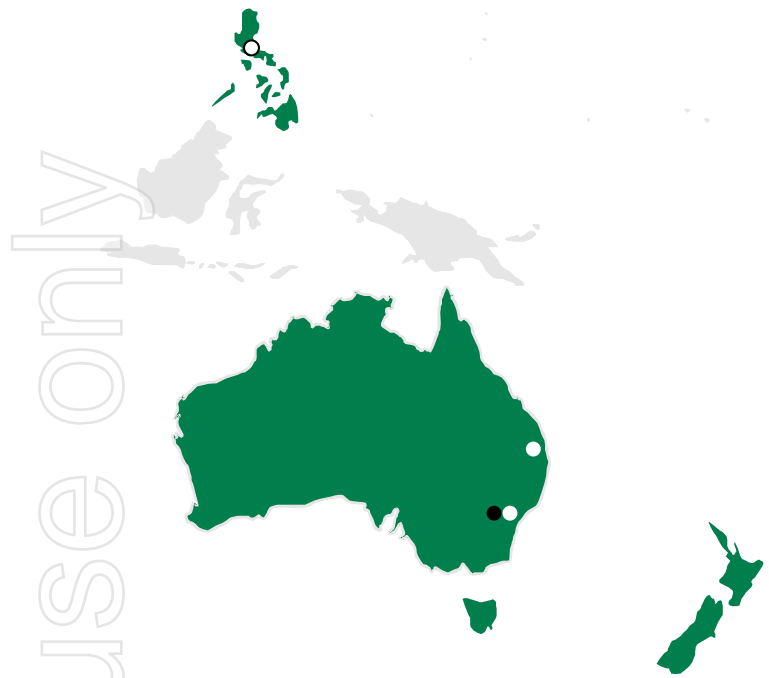
ersonal use only

APAC

JOHN ARNEIL
PRESIDENT APAC



APAC Snapshot



Net Sales
A **\$856 million**
+9% vs FY23

EBIT
A **\$253 million**
+21% vs FY23

APAC
Operating Sites: 3 | R&D Centers: 1

- Manufacturing Facilities
- Research and Development



John Arneil
President APAC

992 EMPLOYEES¹

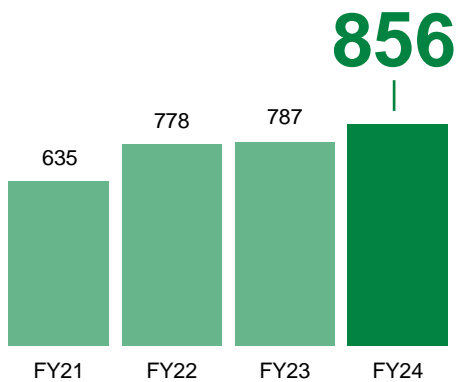
FY24 SEGMENT NET SALES
% of total (in USD)



FY24 SEGMENT EBIT
% of total (in USD)

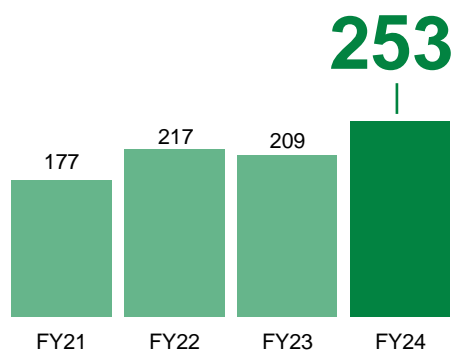
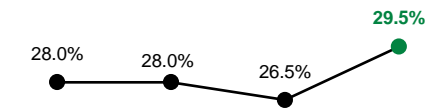


■ APAC ■ North America and Europe



NET SALES
A\$ millions

ADJUSTED EBIT MARGIN (%)



ADJUSTED EBIT
A\$ millions

1. Average number of employees for Fiscal Year 2024

APAC Strategic Priorities

Building a Better Future for All™ by focusing on what we can control supported by our strategic foundations.

Profitable Share Gain: *Defend and Grow* our strong category share of core products in Single-Family New Construction, Multi-Family New Construction, and Alterations & Additions with an emphasis on leveraging our right to win and customer integration

Accelerate Material Conversion: Drive material conversion by changing the way homeowners remodel and builders build through **demand creation and Co-Creation**

Innovation: Accelerate growth against masonry via product and business model innovation

Homeowner Focused, Customer and Contractor Driven™

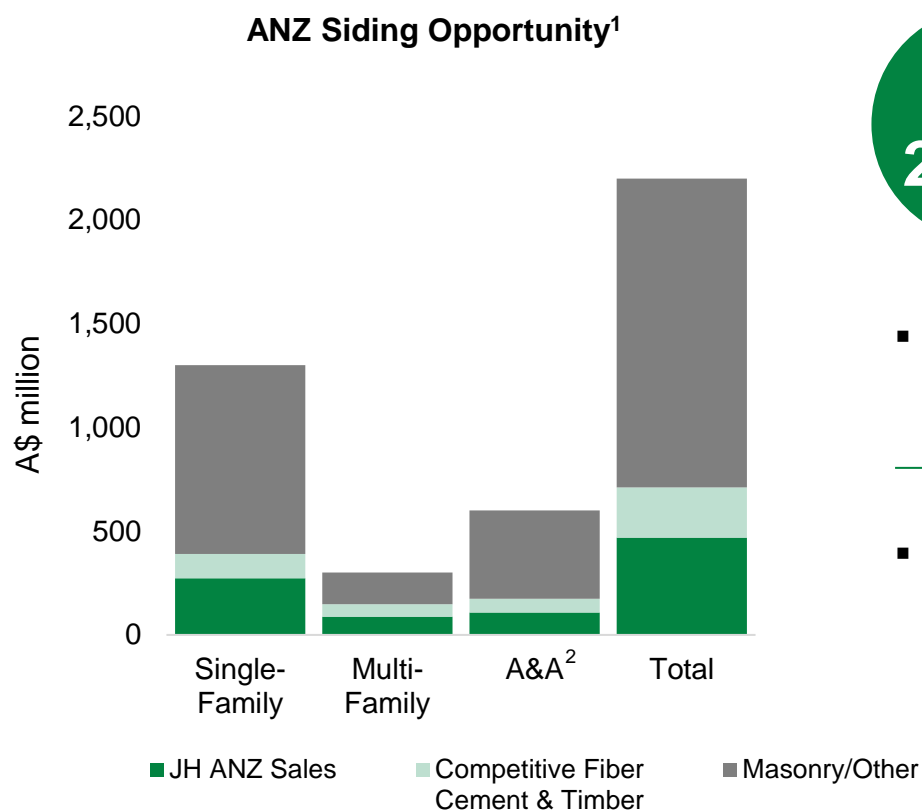




Profitable Share Gain in ANZ

Defend and Grow our strong category share of core products in Single-Family New Construction, Multi-Family New Construction, and Alterations & Additions with an emphasis on leveraging our right to win and customer integration

ANZ Siding Opportunity¹



A\$ 2.2Bn ANZ Siding Opportunity

- ANZ is primarily a New Construction market
- Opportunity to win against competitive fiber cement, timber, and masonry

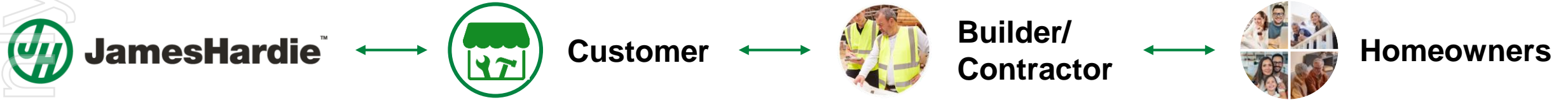
Defend and Grow in Exterior Cladding

1. FY23 Management Estimate, includes only Australia and New Zealand (ANZ) siding (excludes our interiors business, Philippines business, and accessories)

2. A&A refers to "Alterations & Additions"

Accelerate Material Conversion Through Demand Creation

Homeowner Focused, Customer and Contractor Driven™



Brand of Choice

Modern Forecast



Cause Marketing



Customer Marketing



Trade Marketing



Sponsorships & Influencers



Accelerate Material Conversion Through Co-Creation

Stage
#1

Buy-In

Align on growth plan with builder leadership and gain stakeholder alignment

Stage
#2

Where to Play & How to Win

Identify consumer needs and design/construction methodology to support

Stage
#3

Collaborate on New Product Development

Develop architectural drawings/designs, construction details and implementation plans



Accelerate Growth Against Masonry Via Product & Business Model Innovation



Product Innovation



Hardie™ Fine Texture Cladding



Stria™ Cladding



Linea™ Weatherboard



Axon™ Cladding



Hardie™ Oblique™ Cladding



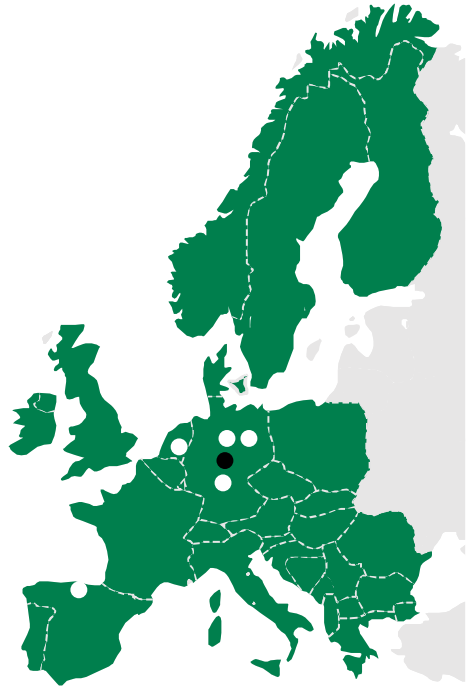
Hardie™ Brushed Concrete Cladding

Europe

CHRISTIAN CLAUS
PRESIDENT EUROPE



Europe Snapshot



Net Sales
€445 million

+3% vs FY23

EBIT
€42 million

+65% vs FY23

EUROPE

Operating Sites: 5 | R&D Centers: 1

○ Manufacturing Facilities

● Research and Development



Christian Claus
President Europe

1,043 EMPLOYEES¹

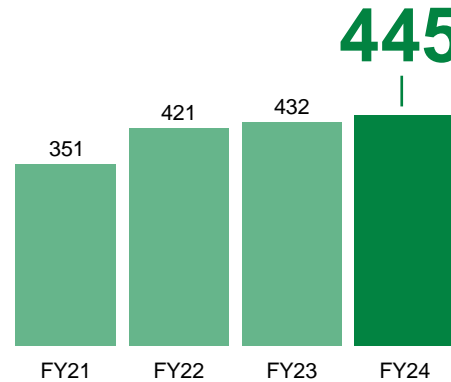
FY24 SEGMENT NET SALES
% of total (in USD)

12%

FY24 SEGMENT EBIT
% of total (in USD)

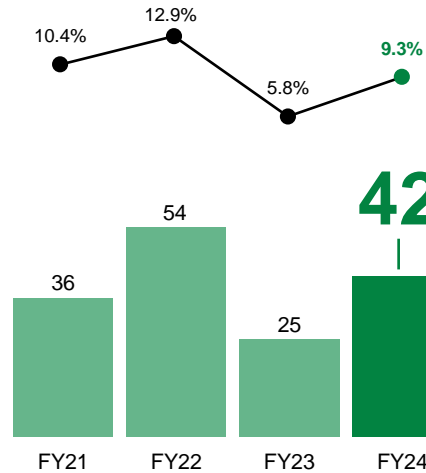
4%

■ Europe ■ North America and APAC



NET SALES
€ millions

ADJUSTED EBIT MARGIN (%)



ADJUSTED EBIT
€ millions

1. Average number of employees for Fiscal Year 2024

Europe Strategic Priorities

Building a Better Future for All™ by focusing on what we can control supported by our strategic foundations.

Fiber Cement Growth: Build foundation for long-term *high value product* growth, namely panel, via our high quality, low-cost value proposition, specifically targeting project specifiers and architects

Fiber Gypsum Growth: Focused growth on *high value product* solutions with Therm25™ flooring and improve core fiber gypsum business by leveraging our value proposition

HOS Integration: Execute critical initiatives via Hardie™ Operating System to drive continuous improvement in our plants, and operational efficiency across our commercial business

Customer, Builder, Contractor and Architect Focused





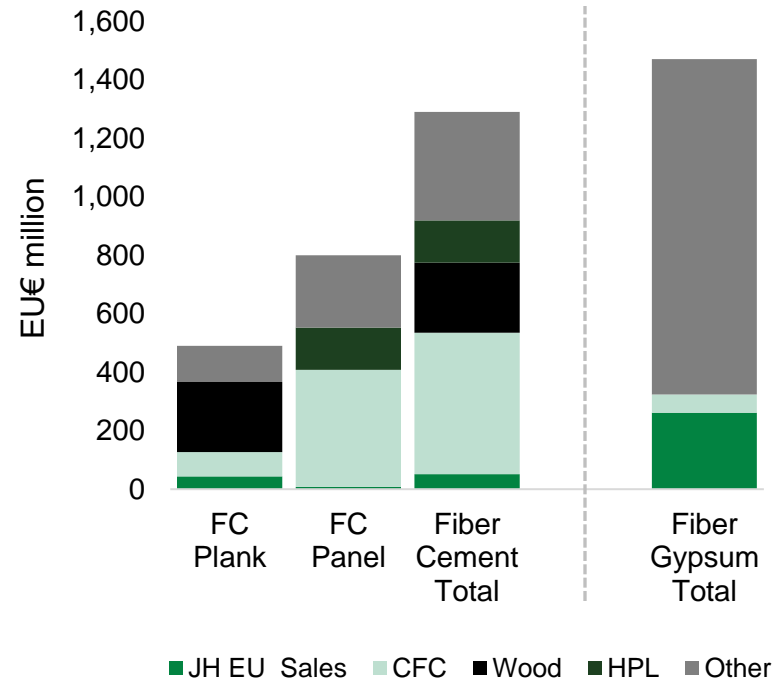
Europe Siding & Interiors Opportunity

Build foundation for long-term *high value product* growth

€2.8Bn

Europe Siding & Interiors Opportunity

EU Siding & Interiors Opportunity¹



Fiber Cement Façade (High Value Product)

- **Panel:** Focus against Competitive Fiber Cement (CFC) and High Pressure Laminate (HPL)
- **Plank:** Focus against Competitive Fiber Cement (CFC) and Wood

Fiber Gypsum

- **Floor:** Therm25™ (High Value Product) opportunity against Wet Screed
- **Wall:** Timber frame market for Interior Walls

Grow High Value Products in Fiber Cement and Fiber Gypsum

1. FY23 Management Estimate, includes only Fiber Cement siding, and Fiber Gypsum interiors.

Leveraging Our Value Proposition to Support Our Strategic Priorities

Fiber Cement Value Proposition

FC Panel

- Affordable, high-performance solution
- Non-combustible
- Low maintenance backed by 15-year warranty

FC Plank

- 20%+ faster installation
- Most natural look and aesthetics
- Low maintenance backed by 15-year warranty

Fiber Gypsum Value Proposition

Therm25™ Flooring

- 100% Dry Solution
- Workable after 24hrs
- Low Installation Height from 35mm

Fiber Gypsum Wall

- Single layer construction
- Superior fire protection
- Thermal efficiency



Support Strategic Execution Through Demand Creation

Customer, Builder, Contractor and Architect Focused



JamesHardie™



Customer



Builder/
Contractor



Architect

Brand of Choice

Lead Campaigns



Trade Marketing



Contractor Events



Architect Events



Local Campaigns

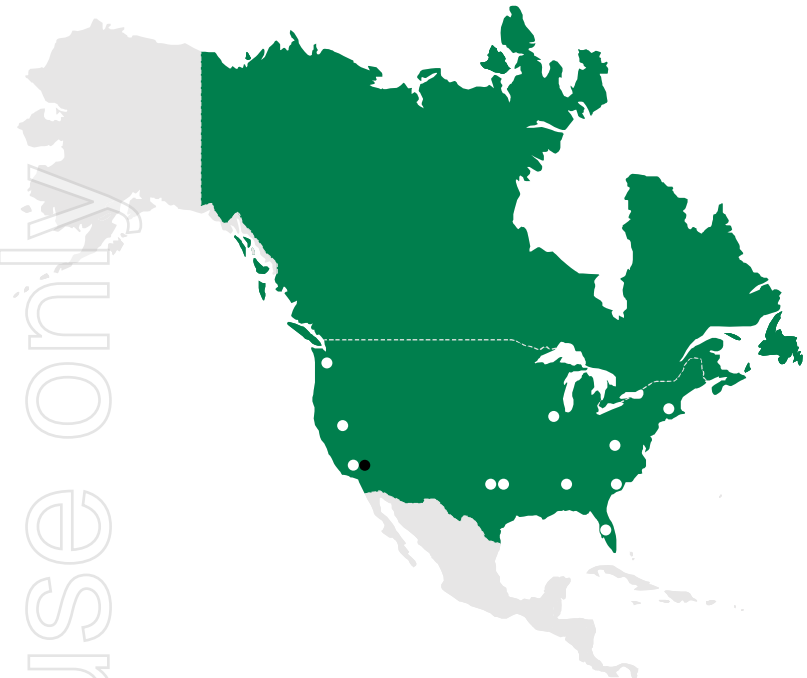


North America

SEAN GADD
PRESIDENT NORTH AMERICA



North America Snapshot



Net Sales
US **\$2.9 billion**

+4% vs FY23

EBIT
US **\$921 million**

+20% vs FY23

NORTH AMERICA

Operating Sites: 11 | R&D Centers: 1

○ Manufacturing Facilities

● Research and Development



Sean Gadd

President North America

3,337 EMPLOYEES¹

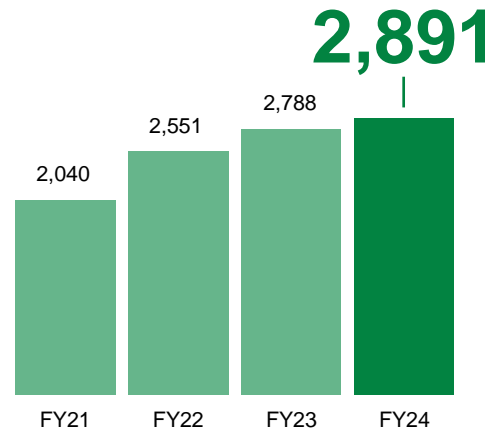
FY24 SEGMENT NET SALES % of total (in USD)



FY24 SEGMENT EBIT % of total (in USD)

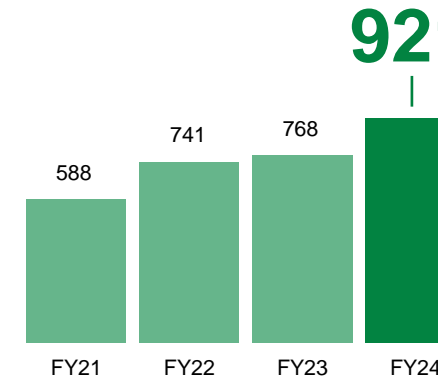
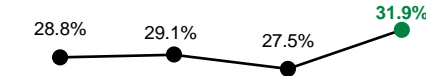


■ North America ■ APAC and Europe



NET SALES
US\$ millions

ADJUSTED EBIT MARGIN (%)



ADJUSTED EBIT
US\$ millions

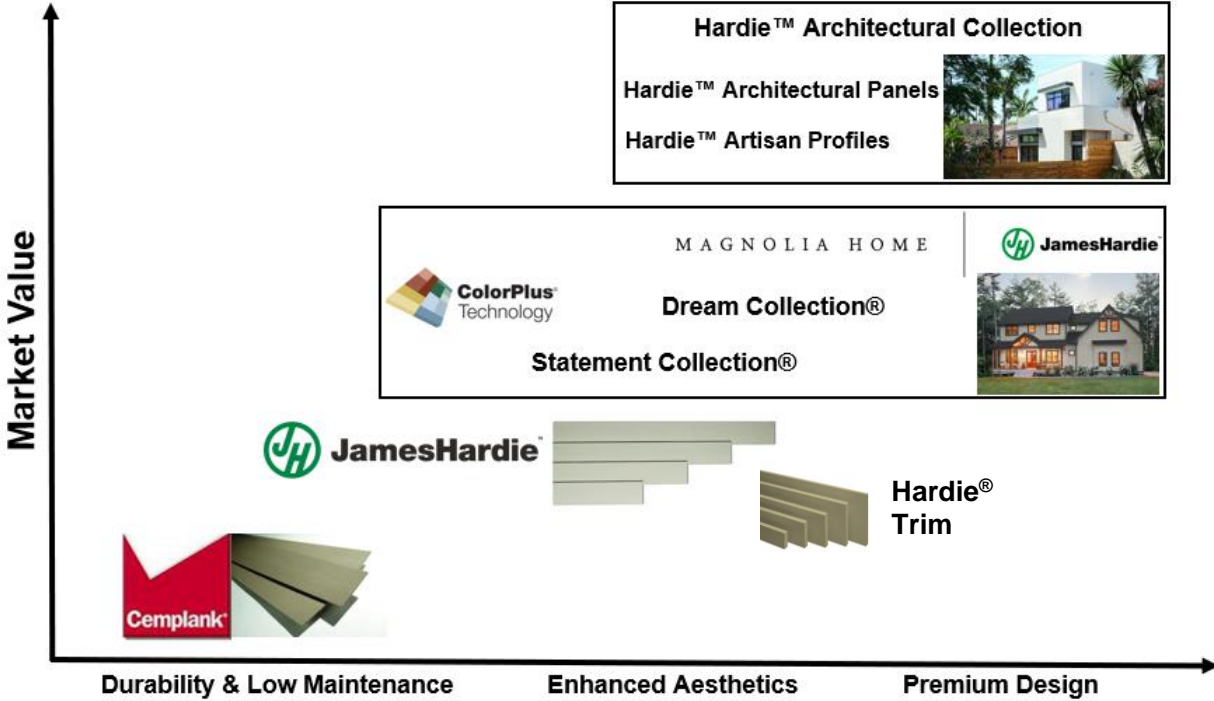
1. Average number of employees for Fiscal Year 2024

Products for all Components of the Home and Category Segments

Products and Home Coverage



Products and Category Segments



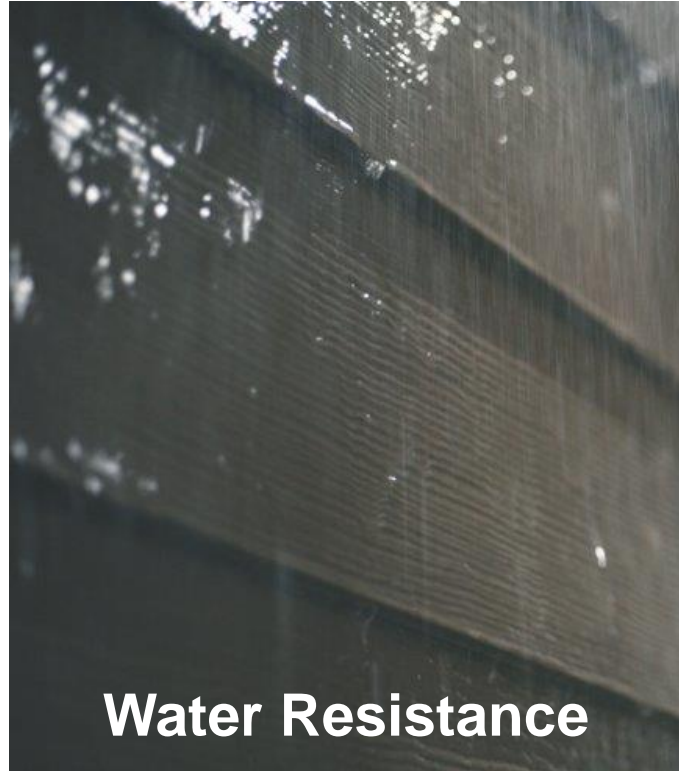
Full Wrap Solution to Drive Material Conversion

Value Proposition: Trusted Protection



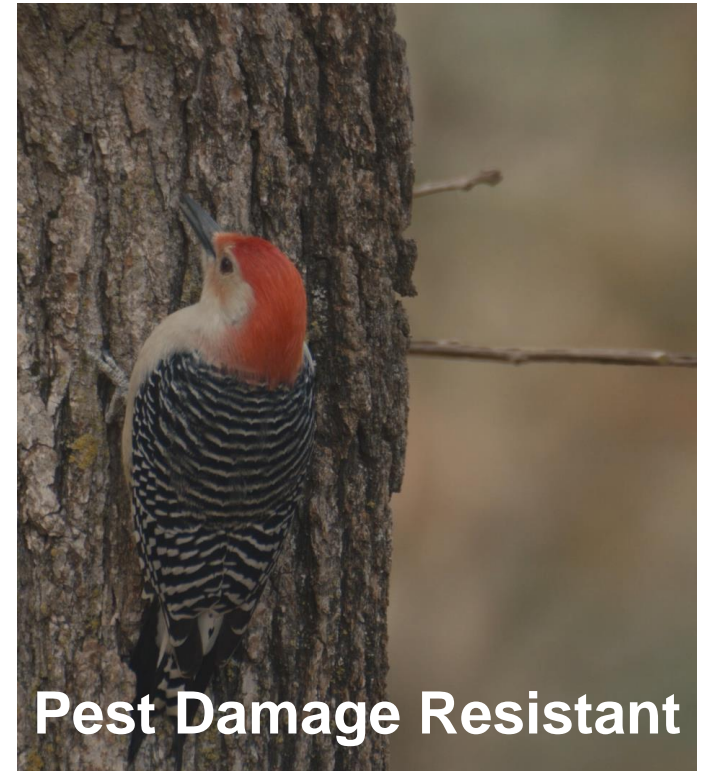
Fire Resistance¹

Watch the [Fire Demonstration video](#)



Water Resistance

Watch the [Dimensional Stability video](#)



Pest Damage Resistant

Watch the [Woodpecker Testimonial video](#)

1. Hardie® siding complies with ASTM E136 as a noncombustible cladding and is recognized by fire departments across the U.S. including Marietta, GA, Flagstaff, AZ and Orange County, CA. Fiber cement fire resistance does not extend to applied paints or coatings, which may be damaged or char when exposed to flames.

Value Proposition: Personalized Design & Long-Lasting Beauty



Personalized Design

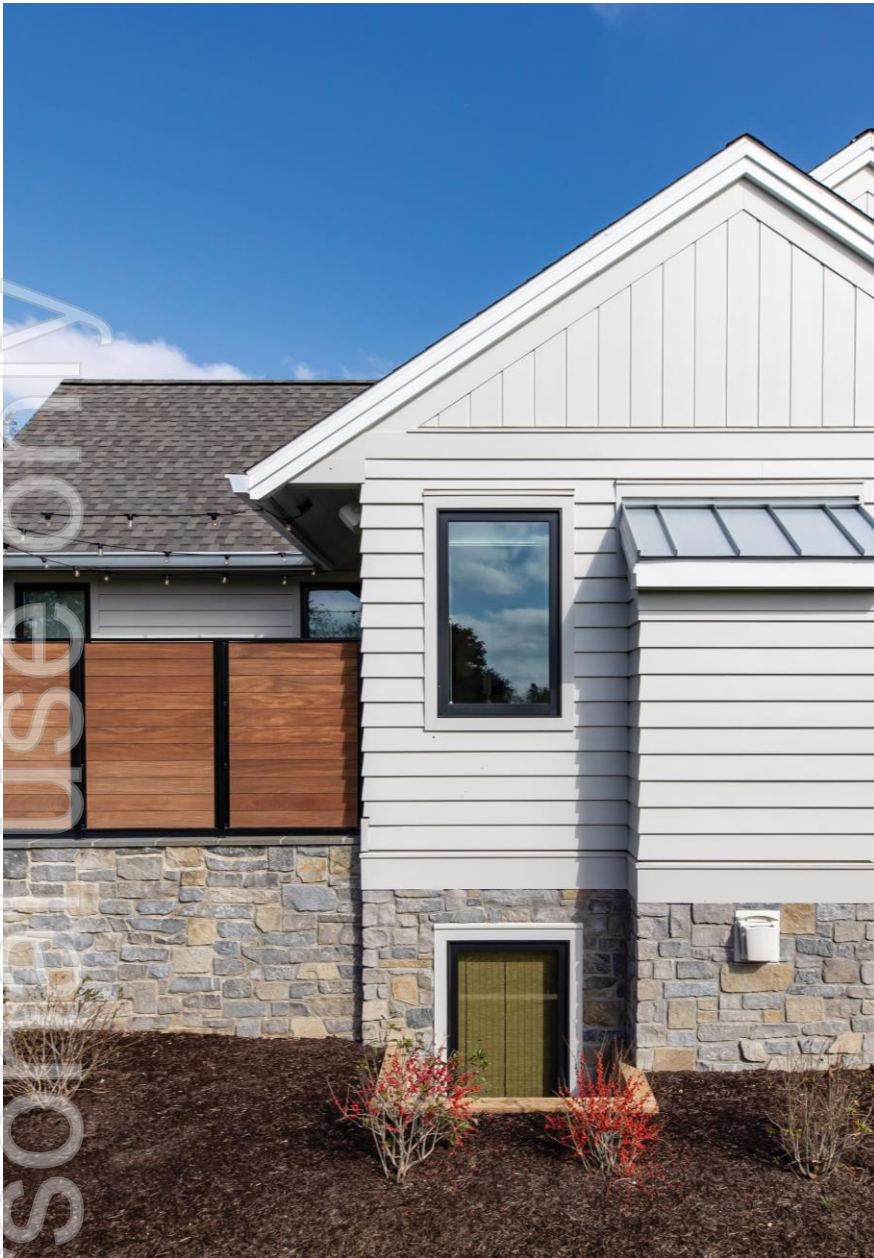


Long-Lasting Beauty



© 2023 Warner Bros. Discovery, Inc. or its subsidiaries and affiliates. All trademarks are the property of their respective owners. All rights reserved.

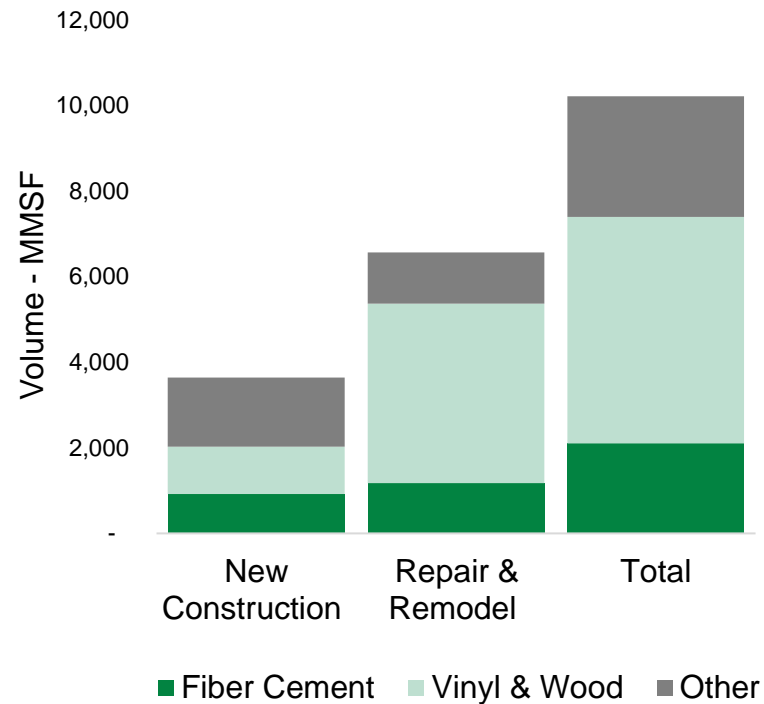




US Siding Opportunity

Accelerate growth in key end markets by driving *material conversion*.

US Siding Opportunity¹



~\$10Bn US Siding Opportunity
~10Bnsf

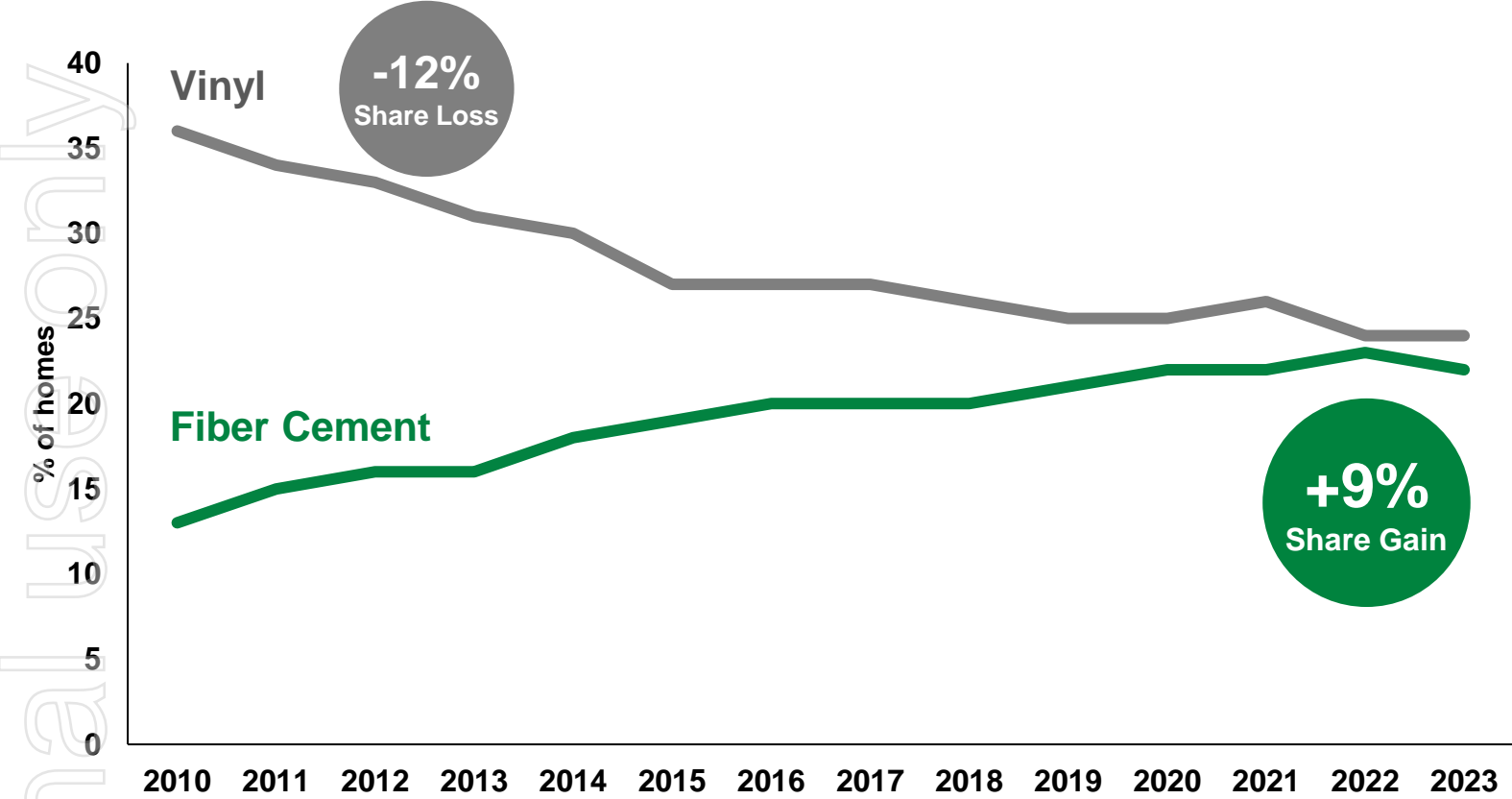
- Opportunity in R&R to win against vinyl and other wood-look substrates
- New Construction remains a significant opportunity for material conversion

Long Runway for Growth Through Material Conversion

1. NAHB Home Innovation 2022 + James Hardie CY22 reported volumes, Total assumes James Hardie 90% category share.

Consistent Fiber Cement Share Gains in New Construction

Material Share of Primary Cladding¹



Insights on New Construction Market

- Fiber Cement has Increased its Share of Primary Cladding, Gaining Share from Vinyl, Brick and Wood
- Ample Opportunity for Further Share Gain in New Construction
- Expect Fiber Cement to overtake Vinyl in Future Years underpinned by a commitment to 4%+ PDG

1. US Census Bureau (Characteristics of New Housing, 2023; Single-Family Completions)

Strong Track Record of Material Conversion with Significant Runway

North America Strategic Priorities

Building a Better Future for All™ by focusing on what we can control supported by our strategic foundations.

Repair & Remodel: Accelerate growth in key end markets, such as the Northeast and Midwest, by driving **material conversion** through full wrap solutions with contractors and homeowners against vinyl, and other competitive wood-look hard siding

New Construction: Deliver full wrap solutions to defend our robust position and grow share with national and regional single-family builders, through our aligned value chain with our customers and installers

Accelerate Profitable Share Gain: Increase demand through an integrated full wrap solution segment commercial approach, including targeted marketing, across the entire value chain

Homeowner Focused, Customer and Contractor Driven™



Repair & Remodel

Accelerate growth in key end markets, such as the Northeast and Midwest, by driving **material conversion** through full wrap solutions with contractors and homeowners against vinyl, and other competitive wood-look hard siding



Homeowner Demand Creation

- Superior Curb Appeal and Performance
- Personalized Home Visualization
- Integrated Marketing Campaign
 - Localized neighborhood marketing
 - Jobsite amplification



Grow and Enable Our Contractor Base

- Customer Integration and Amplification: One-to-Many
- Targeted Customer Dream Builder Events
- Contractor Alliance® Program (CAP)
 - Increase Number of Pitchers
 - Enable Current Contractor Business Growth
 - Better Value and Profitability to Contractor



Optimize Installation

- Expand Addressable Opportunity
 - Scale Installation Network Base
- Safety, Quality, and Efficiency Training
- Superior and Localized Business Support
 - Facilitate Ease of Adoption
 - Installation Innovation / Support





New Construction

Deliver full wrap solutions to defend our robust position and grow share with national and regional single-family builders, through our aligned value chain with our customers and installers



Superior Value Proposition

- Product Portfolio: Right Product for Right Price Point
- Trusted Product Performance and Durability
- Best-in-class Product Warranty



Specialized Support

- Localized Manufacturing
- Efficient and Integrated Supply Chains
- Builder Business Support
 - Design
 - Sales and Marketing
 - Installation

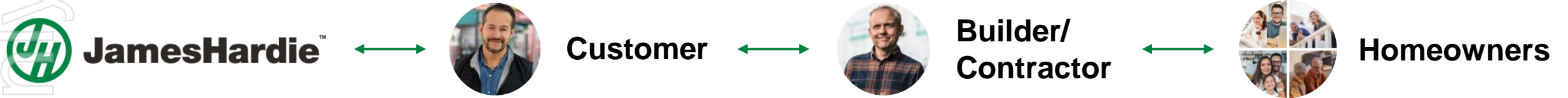


Defend & Extend

- Account Management with Big Builders
- Extend Focus to Fragmented Builders
- Customer Integration and Amplification: One-to-Many

Accelerate Profitable Share Gain Through Demand Creation

Homeowner Focused, Customer and Contractor Driven™



Brand of Choice

National Advertising



Cause Marketing



Homeowner Marketing



Trade Marketing



Local Marketing



Industry Leading Investment



MASS-MEDIA

TARGETED MEDIA



SOCIAL



SEARCH



JamesHardie.com



VISUALIZATION

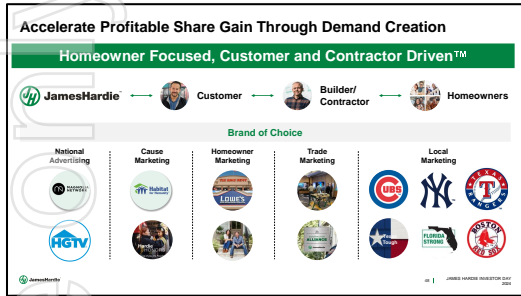


Industry Leading Demand Creation

ersonal use only

Enhanced Approach to Consistently Drive 4%+ PDG

Driving Demand Through James Hardie Brand Strength



Marketing for Growth

- Balanced Approach Across the Value Chain
- Increase in Efficiency of Spend
- Robust Consumer Insights & Proactive Testing

Strong Early Results in FY24

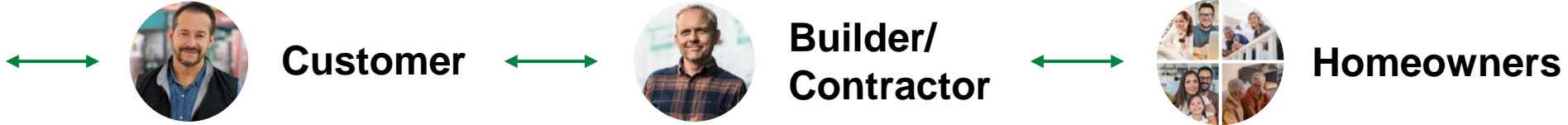
- Increasing our aided brand awareness by **+7 points**
- Driving website traffic up **+109%**
- Delivering an increase in qualified leads by **+31%**
- CAP Membership growth of **+20% to >6,000**

Homeowner Focused, Customer and Contractor Driven™



Accelerate Profitable Share Gain Through Demand Creation

Homeowner Focused, Customer and Contractor Driven™



Best-In-Class Demand Creation



Best-In-Class Demand Creation and Local Marketing Support



Superior Long-Lasting Beauty



Premium Quality Products



Best-in-Class Integrated Business Support



Premium Brand with Trusted Protection & Warranty



Best-in Class Integrated Business Support Including Localized Manufacturing



Optimize Installation



Great Path-to-Purchase Experience

ersonal use only

Day One Wrap-Up

AARON ERTER
CHIEF EXECUTIVE OFFICER



The James Hardie Strategy

Homeowner Focused, Customer and Contractor Driven™

Strategic Initiatives

- 1 Profitably grow and take share where we have the right to win
- 2 Bring our customers high valued, differentiated solutions
- 3 Connect and influence all the participants in the customer value chain

Supported by Our Foundational Imperatives



Zero Harm



Hardie Operating System



ESG



Our People

Enabled by

- ✓ Customer Integration
- ✓ Innovative Solutions
- ✓ Brand of Choice
- ✓ Global Capacity Expansion

US Housing Fundamentals Support Long-Term Growth

Repair & Remodel

Housing Stock Aging Into Prime Remodeling Years



~35 Million Homes Aged 20 to 40 Years Old¹
(Single-Family Portion +23% vs. '19)


New Construction

Cumulative Undersupply of US Housing



U.S. Housing is Currently Undersupplied by ~2.1M Units²

Opportunity for Material Conversion and Long-Term Profitable Share Gain

 JamesHardie[™] 1. Zonda analysis of US Census Bureau data; 20-40 Years Old defined as "heavy siding remodel years"
2. John Burns Research and Consulting, LLC, June 2024

ersonal use only

Day One Q&A

AARON ERTER
CHIEF EXECUTIVE OFFICER





Thank You!

Non-GAAP Financial Measures

Financial Measures – GAAP Equivalents

This document contains the financial statement line item EBIT, which is considered to be non-GAAP, but is consistent with the term used by Australian companies. Because we prepare our consolidated financial statements under GAAP, the equivalent GAAP financial Statement line item description used in our consolidated financial statements is Operating income (loss).

EBIT – Earnings before interest and tax

EBIT margin – EBIT margin is defined as EBIT as a percentage of net sales

Definitions

ASP – Average net sales price per msf ("ASP") – Total net sales of fiber cement and fiber gypsum products, excluding accessory sales, divided by the total volume of products sold

Working Capital – The working capital calculation used in our cash provided by operating analysis includes the change in: (1) Accounts and other receivables, net; (2) Inventories; and (3) Accounts payable and accrued liabilities.

ROCE - Return on Capital Employed; calculated as Adjusted EBIT / Adjusted Gross Capital Employed

mmsf – sales volume in million square feet, where a square foot is defined as a standard square foot of 5/16" thickness

msf – sales volume in thousand square feet, where a square foot is defined as a standard square foot of 5/16" thickness

Non-GAAP Financial Measures

Non-GAAP Financial Information Derived from GAAP Measures

Adjusted EBIT

| US\$ Millions | FY24 | FY23 |
|------------------------------------|----------|----------|
| EBIT | \$ 767.4 | \$ 741.4 |
| Asbestos: | | |
| Asbestos adjustments loss | 151.7 | 37.0 |
| AICF SG&A expenses | 1.6 | 1.4 |
| Asset Impairment - greenfield site | 20.1 | - |
| Adjusted EBIT | \$ 940.8 | \$ 779.8 |

North America Segment Adjusted EBIT and EBIT Margin

| US\$ Millions | FY24 | FY23 | FY22 | FY21 |
|--|--------------|--------------|--------------|--------------|
| North America Fiber Cement Segment EBIT | \$ 921.1 | \$ 767.5 | \$ 741.2 | \$ 585.5 |
| Restructuring expenses | - | - | - | 2.5 |
| North America Fiber Cement Segment Adjusted EBIT | \$ 921.1 | \$ 767.5 | \$ 741.2 | \$ 588.0 |
| North America Fiber Cement Segment net sales | 2,891.4 | 2,787.6 | 2,551.3 | 2,040.2 |
| North America Fiber Cement Segment Adjusted EBIT margin | 31.9% | 27.5% | 29.1% | 28.8% |

Non-GAAP Financial Measures

Non-GAAP Financial Information Derived from GAAP Measures

Asia Pacific Segment Adjusted EBIT and EBIT Margin

| A\$ Millions | FY24 | FY23 | FY22 | FY21 |
|---|------------------|------------------|------------------|------------------|
| Asia Pacific Fiber Cement Segment EBIT | A\$ 252.7 | A\$ 208.8 | A\$ 217.4 | A\$ 172.4 |
| Restructuring expenses | - | - | - | 4.9 |
| Asia Pacific Fiber Cement Segment Adjusted EBIT | A\$ 252.7 | A\$ 208.8 | A\$ 217.4 | A\$ 177.3 |
| Asia Pacific Fiber Cement Segment net sales | 856.3 | 787.0 | 777.7 | 635.2 |
| Asia Pacific Fiber Cement Segment Adjusted EBIT margin | 29.5% | 26.5% | 28.0% | 28.0% |

Europe Building Products Segment Adjusted EBIT and EBIT Margin

| € Millions | FY24 | FY23 | FY22 | FY21 |
|--|---------------|---------------|---------------|---------------|
| Europe Building Products Segment EBIT | € 41.5 | € 25.2 | € 54.2 | € 31.4 |
| Restructuring expenses | - | - | - | 4.5 |
| Europe Building Products Segment Adjusted EBIT | € 41.5 | € 25.2 | € 54.2 | € 35.9 |
| Europe Building Products Segment net sales | 444.5 | 431.8 | 420.5 | 350.6 |
| Europe Building Products Segment Adjusted EBIT margin | 9.3% | 5.8% | 12.9% | 10.4% |