

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
Washington, D.C. 20549

FORM 6-K

**Report of Foreign Private Issuer Pursuant to Rule 13a-16 or 15d-16
under the Securities Exchange Act of 1934**

For the Month of September 2018

1-15240
(Commission File Number)

JAMES HARDIE INDUSTRIES plc
(Translation of registrant's name into English)

Europa House, Second Floor
Harcourt Centre
Harcourt Street, Dublin 2, Ireland
(Address of principal executive offices)

Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40-F.

Form 20-F..X.... Form 40-F.....

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(1): Not Applicable

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7): Not Applicable

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Forward-Looking Statements

This Form 6-K contains forward-looking statements. 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 offering circulars, invitation memoranda and prospectuses, in media releases and other written materials and in oral statements made by the Company's officers, directors or employees to analysts, institutional investors, existing and potential lenders, representatives of the media and others. Statements that are not historical facts are forward-looking statements and such forward-looking statements are statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Examples of forward-looking statements include:

- statements about the Company's future performance;
- projections of the Company's results of operations or financial condition;
- statements regarding the Company's plans, objectives or goals, including those relating to strategies, initiatives, competition, acquisitions, dispositions and/or its products;
- expectations concerning the costs associated with the suspension or closure of operations at any of the Company's plants and future plans with respect to any such plants;
- expectations concerning the costs associated with the significant capital expenditure projects at any of the Company's plants and future plans with respect to any such projects;
- expectations regarding the extension or renewal of the Company's credit facilities including changes to terms, covenants or ratios;
- expectations concerning dividend payments and share buy-backs;
- statements concerning the Company's corporate and tax domiciles and structures and potential changes to them, including potential tax charges;
- statements regarding tax liabilities and related audits, reviews and proceedings;
- statements regarding the possible consequences and/or potential outcome of legal proceedings brought against us and the potential liabilities, if any, associated with such proceedings;
- expectations about the timing and amount of contributions to Asbestos Injuries Compensation Fund (AICF), a special purpose fund for the compensation of proven Australian asbestos-related personal injury and death claims;
- expectations concerning the adequacy of the Company's warranty provisions and estimates for future warranty-related costs;
- statements regarding the Company's ability to manage legal and regulatory matters (including but not limited to product liability, environmental, intellectual property and competition law matters) and to resolve any such pending legal and regulatory matters within current estimates and in anticipation of certain third-party recoveries; and
- statements about economic conditions, such as changes in the US economic or housing recovery or changes in the market conditions in the Asia Pacific region, the levels of new home construction and home renovations, unemployment levels, changes in consumer income, changes or stability in housing values, the availability of mortgages and other financing, mortgage and other interest rates, housing affordability and supply, the levels of foreclosures and home resales, currency exchange rates, and builder and consumer confidence.

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. Readers are cautioned not to place undue reliance on these forward-looking statements and all such forward-looking statements are qualified in their entirety by reference to the following cautionary statements.

Forward-looking statements are based on the Company's current expectations, estimates and assumptions and because forward-looking statements address future results, events and conditions, they, by their very nature, involve inherent risks and uncertainties, many of which are unforeseeable and beyond the Company's control. Such known and unknown risks, uncertainties and other factors may cause actual results, performance or other achievements to differ materially from the anticipated results, performance or achievements expressed, projected or implied by these forward-looking statements. These factors, some of which are discussed under "Risk Factors" in Section 3 of the Form 20-F filed with the Securities and Exchange Commission on 22 May 2018, include, but are not limited to: all matters relating to or arising out of the prior manufacture of products that contained asbestos by current and former Company subsidiaries; required contributions to AICF, any shortfall in AICF and the effect of currency exchange rate movements on the amount recorded in the Company's financial statements as an asbestos liability; the continuation or termination of the governmental loan facility to AICF; compliance with and changes in tax laws and treatments; competition and product pricing in the markets in which the Company operates; the consequences of product failures or defects; exposure to environmental, asbestos, putative consumer class action or other legal proceedings; general economic and market conditions; the supply and cost of raw materials; possible increases in competition and the potential that competitors could copy the Company's products; reliance on a small number of customers; a customer's inability to pay; compliance with and changes in environmental and health and safety laws; risks of conducting business internationally; compliance with and changes in laws and regulations; currency exchange risks; dependence on customer preference and the concentration of the Company's customer base on large format retail customers, distributors and dealers; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; possible inability to renew credit facilities on terms favorable to the Company, or at all; acquisition or sale of

businesses and business segments; changes in the Company's key management personnel; inherent limitations on internal controls; use of accounting estimates; integration of Fermacell into our business; and all other risks identified in the Company's reports filed with Australian, Irish and US securities regulatory agencies and exchanges (as appropriate). The Company cautions you that the foregoing list of factors is not exhaustive and that other risks and uncertainties may cause actual results to differ materially from those referenced in the Company's forward-looking statements. Forward-looking statements speak only as of the date they are made and are statements of the Company's current expectations concerning future results, events and conditions. The Company assumes no obligation to update any forward looking statements or information except as required by law.

EXHIBIT INDEX

<u>Exhibit No.</u>	<u>Description</u>
<u>99.1</u>	Appendix 3B
<u>99.2</u>	Appendix 3B
<u>99.3</u>	2018 USA Investor Tour - Cover Day 1
<u>99.4</u>	2018 USA Tour - Company Update - Louis Gries
<u>99.5</u>	2018 USA Tour - Zero Harm - Ryan Kilcullen
<u>99.6</u>	2018 USA Tour - Operations - Matt Marsh/ Ryan Kilcullen/ Dave Merkley
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<u>99.8</u>	2018 USA Tour - Exteriors - Sean Gadd
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<u>99.11</u>	2018 USA Tour - James Hardie Europe - Jack Truong

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: 20 September 2018

James Hardie Industries plc

By: /s/ Natasha Mercer

Natasha Mercer

Company Secretary

EXHIBIT INDEX

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Appendix 3B

New issue announcement, application for quotation of additional securities and agreement

Information or documents not available now must be given to ASX as soon as available. Information and documents given to ASX become ASX's property and may be made public.

Introduced 01/07/96 Origin: Appendix 5 Amended 01/07/98, 01/09/99, 01/07/00, 30/09/01, 11/03/02, 01/01/03, 24/10/05, 01/08/12, 04/03/13

Name of entity

James Hardie Industries plc

ABN

097 829 895 Incorporated in Ireland. The liability of members is limited.

We (the entity) give ASX the following information.

Part 1 All issues

You must complete the relevant sections (attach sheets if there is not enough space).

1	*Class of *securities issued or to be issued	Ordinary shares/CDIs issued on vesting of Restricted Stock Units (RSUs).
2	Number of *securities issued or to be issued (if known) or maximum number which may be issued	RSUs vesting: 284,350 ordinary shares/CDIs.

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

3	Principal terms of the *securities (e.g. if options, exercise price and expiry date; if partly paid *securities, the amount outstanding and due dates for payment; if *convertible securities, the conversion price and dates for conversion)	RSUs vesting: 284,350 ordinary shares/CDIs issued on vesting of RSUs.
4	Do the *securities rank equally in all respects from the *issue date with an existing *class of quoted *securities? If the additional *securities do not rank equally, please state: <ul style="list-style-type: none">• the date from which they do• the extent to which they participate for the next dividend, (in the case of a trust, distribution) or interest payment• the extent to which they do not rank equally, other than in relation to the next dividend, distribution or interest payment	Yes, ordinary shares/CDIs issued on vesting of RSUs rank equally with issued ordinary shares/CDIs.
5	Issue price or consideration	Vesting of RSUs: 284,350. No amount payable.
6	Purpose of the issue (If issued as consideration for the acquisition of assets, clearly identify those assets)	Vesting of RSUs: 284,350 RSUs vesting pursuant to the James Hardie Industries Long Term Incentive Plan 2006 (2006 Plan).

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

6a	Is the entity an *eligible entity that has obtained security holder approval under rule 7.1A? If Yes, complete sections 6b – 6h in relation to the *securities the subject of this Appendix 3B, and comply with section 6i	No. Equity securities issued under the 2001 Plan are no longer the subject of security holder approval.
6b	The date the security holder resolution under rule 7.1A was passed	Not applicable
6c	Number of *securities issued without security holder approval under rule 7.1	0
6d	Number of *securities issued with security holder approval under rule 7.1A	Not applicable
6e	Number of *securities issued with security holder approval under rule 7.3, or another specific security holder approval (specify date of meeting)	Not applicable
6f	Number of *securities issued under an exception in rule 7.2	284,350
6g	If *securities issued under rule 7.1A, was issue price at least 75% of 15 day VWAP as calculated under rule 7.1A.3? Include the *issue date and both values. Include the source of the VWAP calculation.	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

6h If *securities were issued under rule 7.1A for non-cash consideration, state date on which valuation of consideration was released to ASX Market Announcements

Not applicable

6i Calculate the entity's remaining issue capacity under rule 7.1 and rule 7.1A – complete Annexure 1 and release to ASX Market Announcements

65,939,008 (Annexure 1 attached)

7 *Issue dates
 Note: The issue date may be prescribed by ASX (refer to the definition of issue date in rule 19.12). For example, the issue date for a pro rata entitlement issue must comply with the applicable timetable in Appendix 7A.
 Cross reference: item 33 of Appendix 3B.

17 September 2018

	Number	*Class
8 Number and *class of all *securities quoted on ASX (including the *securities in section 2 if applicable)	441,808,468	Ordinary shares/CDIs

	Number	*Class
9 Number and *class of all *securities not quoted on ASX (including the *securities in section 2 if applicable)	584,714 (equivalent to 584,714 CDIs) 4,064,021 (equivalent to 4,064,021 CDIs) 141,904 2006 Plan RSUs have been cancelled. 4,062 2001 Plan RSUs have been cancelled.	2001 Plan RSUs 2006 Plan RSUs

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

10	Dividend policy (in the case of a trust, distribution policy) on the increased capital (interests)	Ordinary shares/CDIs issued on vesting of RSUs rank for dividends equally with issued ordinary shares/CDIs.
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Part 2 Pro rata issue

11	Is security holder approval required?	Not applicable
12	Is the issue renounceable or non-renounceable?	Not applicable
13	Ratio in which the *securities will be offered	Not applicable
14	*Class of *securities to which the offer relates	Not applicable
15	*Record date to determine entitlements	Not applicable
16	Will holdings on different registers (or subregisters) be aggregated for calculating entitlements?	Not applicable
17	Policy for deciding entitlements in relation to fractions	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

18	Names of countries in which the entity has security holders who will not be sent new offer documents <small>Note: Security holders must be told how their entitlements are to be dealt with. Cross reference: rule 7.7.</small>	Not applicable
19	Closing date for receipt of acceptances or renunciations	Not applicable
20	Names of any underwriters	Not applicable
21	Amount of any underwriting fee or commission	Not applicable
22	Names of any brokers to the issue	Not applicable
23	Fee or commission payable to the broker to the issue	Not applicable
24	Amount of any handling fee payable to brokers who lodge acceptances or renunciations on behalf of security holders	Not applicable
25	If the issue is contingent on security holders' approval, the date of the meeting	Not applicable
26	Date entitlement and acceptance form and offer documents will be sent to persons entitled	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

27	If the entity has issued options, and the terms entitle option holders to participate on exercise, the date on which notices will be sent to option holders	Not applicable
28	Date rights trading will begin (if applicable)	Not applicable
29	Date rights trading will end (if applicable)	Not applicable
30	How do security holders sell their entitlements <i>in full</i> through a broker?	Not applicable
31	How do security holders sell <i>part</i> of their entitlements through a broker and accept for the balance?	Not applicable
32	How do security holders dispose of their entitlements (except by sale through a broker)?	Not applicable
33	*Issue date	Not applicable

Part 3 Quotation of securities

You need only complete this section if you are applying for quotation of securities

- 34 Type of *securities
(tick one)
- (a) *Securities described in Part 1

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

(b) All other +securities

Example: restricted securities at the end of the escrowed period, partly paid securities that become fully paid, employee incentive share securities when restriction ends, securities issued on expiry or conversion of convertible securities

Entities that have ticked box 34(a)

Additional securities forming a new class of securities

Tick to indicate you are providing the information or documents

35 If the +securities are +equity securities, the names of the 20 largest holders of the additional +securities, and the number and percentage of additional +securities held by those holders

36 If the +securities are +equity securities, a distribution schedule of the additional +securities setting out the number of holders in the categories

1 - 1,000

1,001 - 5,000

5,001 - 10,000

10,001 - 100,000

100,001 and over

37 A copy of any trust deed for the additional +securities

Entities that have ticked box 34(b)

38 Number of +securities for which +quotation is sought

39 +Class of +securities for which quotation is sought

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

<p>40</p> <p>Do the *securities rank equally in all respects from the *issue date with an existing *class of quoted *securities?</p> <p>If the additional *securities do not rank equally, please state:</p> <ul style="list-style-type: none"> • the date from which they do • the extent to which they participate for the next dividend, (in the case of a trust, distribution) or interest payment • the extent to which they do not rank equally, other than in relation to the next dividend, distribution or interest payment 	<p>Not applicable</p>
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<p>41</p> <p>Reason for request for quotation now</p> <p><small>Example: In the case of restricted securities, end of restriction period</small></p> <p>(if issued upon conversion of another *security, clearly identify that other *security)</p>	<p>Not applicable</p>
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	Number	*Class
<p>42</p> <p>Number and *class of all *securities quoted on ASX (including the *securities in clause 38)</p>	<p>Not applicable</p>	<p>Not applicable</p>

+ See chapter 19 for defined terms.

Quotation agreement

- 1 *Quotation of our additional* securities is in ASX’s absolute discretion. ASX may quote the *securities on any conditions it decides.
- 2 We warrant the following to ASX.
 - The issue of the *securities to be quoted complies with the law and is not for an illegal purpose.
 - There is no reason why those *securities should not be granted *quotation.
 - An offer of the *securities for sale within 12 months after their issue will not require disclosure under section 707(3) or section 1012C(6) of the Corporations Act.
Note: An entity may need to obtain appropriate warranties from subscribers for the securities in order to be able to give this warranty
 - Section 724 or section 1016E of the Corporations Act does not apply to any applications received by us in relation to any *securities to be quoted and that no-one has any right to return any* securities to be quoted under sections 737, 738 or 1016F of the Corporations Act at the time that we request that the *securities be quoted.
 - If we are a trust, we warrant that no person has the right to return the* securities to be quoted under section 1019B of the Corporations Act at the time that we request that the *securities be quoted.
- 3 We will indemnify ASX to the fullest extent permitted by law in respect of any claim, action or expense arising from or connected with any breach of the warranties in this agreement.
- 4 We give ASX the information and documents required by this form. If any information or document is not available now, we will give it to ASX before *quotation of the *securities begins. We acknowledge that ASX is relying on the information and documents. We warrant that they are (will be) true and complete.

Sign here: /s/Natasha Mercer..... Date: 17 September 2018
Company Secretary

Print Natasha Mercer.....
name:

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+ See chapter 19 for defined terms.

Appendix 3B – Annexure 1

Calculation of placement capacity under rule 7.1 and rule 7.1A for eligible entities

Introduced 01/08/12 Amended 04/03/13

Part 1

Rule 7.1 – Issues exceeding 15% of capital	
Step 1: Calculate “A”, the base figure from which the placement capacity is calculated	
<i>Insert</i> number of fully paid *ordinary securities on issue 12 months before the *issue date or date of agreement to issue	440,896,295
<p>Add the following:</p> <ul style="list-style-type: none"> • Number of fully paid *ordinary securities issued in that 12 month period under an exception in rule 7.2 • Number of fully paid *ordinary securities issued in that 12 month period with shareholder approval • Number of partly paid *ordinary securities that became fully paid in that 12 month period <p><i>Note:</i></p> <ul style="list-style-type: none"> • <i>Include only ordinary securities here – other classes of equity securities cannot be added</i> • <i>Include here (if applicable) the securities the subject of the Appendix 3B to which this form is annexed</i> • <i>It may be useful to set out issues of securities on different dates as separate line items</i> 	<p style="text-align: center;">912,173</p> <p>Not applicable</p> <p>Not applicable</p>

+ See chapter 19 for defined terms.

Subtract the number of fully paid *ordinary securities cancelled during that 12 month period	0
“A”	441,808,468

Step 2: Calculate 15% of “A”	
“B”	0.15 <i>[Note: this value cannot be changed]</i>
Multiply “A” by 0.15	66,271,270
Step 3: Calculate “C”, the amount of placement capacity under rule 7.1 that has already been used	
<p>Insert number of *equity securities issued or agreed to be issued in that 12 month period <i>not counting</i> those issued:</p> <ul style="list-style-type: none"> • Under an exception in rule 7.2 • Under rule 7.1A • With security holder approval under rule 7.1 or rule 7.4 <p><i>Note:</i></p> <ul style="list-style-type: none"> • <i>This applies to equity securities, unless specifically excluded – not just ordinary securities</i> • <i>Include here (if applicable) the securities the subject of the Appendix 3B to which this form is annexed</i> • <i>It may be useful to set out issues of securities on different dates as separate line items</i> 	332,262
“C”	332,262

+ See chapter 19 for defined terms.

Step 4: Subtract "C" from ["A" x "B"] to calculate remaining placement capacity under rule 7.1	
"A" x 0.15 <i>Note: number must be same as shown in Step 2</i>	66,271,270
Subtract "C" <i>Note: number must be same as shown in Step 3</i>	(332,262)
Total ["A" x 0.15] – "C"	65,939,008 <i>[Note: this is the remaining placement capacity under rule 7.1]</i>

Part 2

Rule 7.1A – Additional placement capacity for eligible entities	
Step 1: Calculate "A", the base figure from which the placement capacity is calculated	
"A" <i>Note: number must be same as shown in Step 1 of Part 1</i>	Not applicable
Step 2: Calculate 10% of "A"	
"D"	0.10 <i>Note: this value cannot be changed</i>
Multiply "A" by 0.10	Not applicable

+ See chapter 19 for defined terms.

<p>Insert number of *equity securities issued or agreed to be issued in that 12 month period under rule 7.1A</p> <p><i>Notes:</i></p> <ul style="list-style-type: none"> • <i>This applies to equity securities – not just ordinary securities</i> • <i>Include here – if applicable – the securities the subject of the Appendix 3B to which this form is annexed</i> • <i>Do not include equity securities issued under rule 7.1 (they must be dealt with in Part 1), or for which specific security holder approval has been obtained</i> • <i>It may be useful to set out issues of securities on different dates as separate line items</i> 	Not applicable
“E”	Not applicable

Step 4: Subtract “E” from [“A” x “D”] to calculate remaining placement capacity under rule 7.1A	
<p>“A” x 0.10</p> <p><i>Note: number must be same as shown in Step 2</i></p>	Not applicable
<p>Subtract “E”</p> <p><i>Note: number must be same as shown in Step 3</i></p>	Not applicable
<p>Total [“A” x 0.10] – “E”</p>	<p>Not applicable</p> <p><i>Note: this is the remaining placement capacity under rule 7.1A</i></p>

+ See chapter 19 for defined terms.

Appendix 3B

New issue announcement, application for quotation of additional securities and agreement

Information or documents not available now must be given to ASX as soon as available. Information and documents given to ASX become ASX's property and may be made public.

Introduced 01/07/96 Origin: Appendix 5 Amended 01/07/98, 01/09/99, 01/07/00, 30/09/01, 11/03/02, 01/01/03, 24/10/05, 01/08/12, 04/03/13

Name of entity

James Hardie Industries plc

ABN

097 829 895 Incorporated in Ireland. The liability of members is limited.

We (the entity) give ASX the following information.

Part 1 All issues

You must complete the relevant sections (attach sheets if there is not enough space).

1	*Class of *securities issued or to be issued	Ordinary shares/CDIs issued on vesting of Restricted Stock Units (RSUs).
2	Number of *securities issued or to be issued (if known) or maximum number which may be issued	RSUs vesting: 218,473 ordinary shares/CDIs.

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

3	Principal terms of the *securities (e.g. if options, exercise price and expiry date; if partly paid *securities, the amount outstanding and due dates for payment; if *convertible securities, the conversion price and dates for conversion)	RSUs vesting: 218,473 ordinary shares/CDIs issued on vesting of RSUs.
4	Do the *securities rank equally in all respects from the *issue date with an existing *class of quoted *securities? If the additional *securities do not rank equally, please state: <ul style="list-style-type: none">• the date from which they do• the extent to which they participate for the next dividend, (in the case of a trust, distribution) or interest payment• the extent to which they do not rank equally, other than in relation to the next dividend, distribution or interest payment	Yes, ordinary shares/CDIs issued on vesting of RSUs rank equally with issued ordinary shares/CDIs.
5	Issue price or consideration	Vesting of RSUs: 218,473. No amount payable.
6	Purpose of the issue (If issued as consideration for the acquisition of assets, clearly identify those assets)	Vesting of RSUs: 218,473 RSUs vesting pursuant to the James Hardie Industries Long Term Incentive Plan 2006 (2006 Plan).

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

6a	Is the entity an *eligible entity that has obtained security holder approval under rule 7.1A? If Yes, complete sections 6b – 6h <i>in relation to the *securities the subject of this Appendix 3B</i> , and comply with section 6i	No. Equity securities issued under the 2001 Plan are no longer the subject of security holder approval.
6b	The date the security holder resolution under rule 7.1A was passed	Not applicable
6c	Number of *securities issued without security holder approval under rule 7.1	0
6d	Number of *securities issued with security holder approval under rule 7.1A	Not applicable
6e	Number of *securities issued with security holder approval under rule 7.3, or another specific security holder approval (specify date of meeting)	Not applicable
6f	Number of *securities issued under an exception in rule 7.2	218,473
6g	If *securities issued under rule 7.1A, was issue price at least 75% of 15 day VWAP as calculated under rule 7.1A.3? Include the *issue date and both values. Include the source of the VWAP calculation.	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

6h If *securities were issued under rule 7.1A for non-cash consideration, state date on which valuation of consideration was released to ASX Market Announcements

Not applicable

6i Calculate the entity's remaining issue capacity under rule 7.1 and rule 7.1A – complete Annexure 1 and release to ASX Market Announcements

65,971,779 (Annexure 1 attached)

7 *Issue dates
 Note: The issue date may be prescribed by ASX (refer to the definition of issue date in rule 19.12). For example, the issue date for a pro rata entitlement issue must comply with the applicable timetable in Appendix 7A.
 Cross reference: item 33 of Appendix 3B.

18 September 2018

	Number	*Class
8 Number and *class of all *securities quoted on ASX (including the *securities in section 2 if applicable)	442,026,941	Ordinary shares/CDIs

	Number	*Class
9 Number and *class of all *securities not quoted on ASX (including the *securities in section 2 if applicable)	584,714 (equivalent to 584,714 CDIs) 3,845,548 (equivalent to 3,845,548 CDIs) No 2006 Plan RSUs have been cancelled. No 2001 Plan RSUs have been cancelled.	2001 Plan RSUs 2006 Plan RSUs

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

	Number	+Class
10	Dividend policy (in the case of a trust, distribution policy) on the increased capital (interests)	Ordinary shares/CDIs issued on vesting of RSUs rank for dividends equally with issued ordinary shares/CDIs.

Part 2 Pro rata issue

11	Is security holder approval required?	Not applicable
12	Is the issue renounceable or non-renounceable?	Not applicable
13	Ratio in which the +securities will be offered	Not applicable
14	+Class of +securities to which the offer relates	Not applicable
15	+Record date to determine entitlements	Not applicable
16	Will holdings on different registers (or subregisters) be aggregated for calculating entitlements?	Not applicable
17	Policy for deciding entitlements in relation to fractions	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

18	Names of countries in which the entity has security holders who will not be sent new offer documents <small>Note: Security holders must be told how their entitlements are to be dealt with. Cross reference: rule 7.7.</small>	Not applicable
19	Closing date for receipt of acceptances or renunciations	Not applicable
20	Names of any underwriters	Not applicable
21	Amount of any underwriting fee or commission	Not applicable
22	Names of any brokers to the issue	Not applicable
23	Fee or commission payable to the broker to the issue	Not applicable
24	Amount of any handling fee payable to brokers who lodge acceptances or renunciations on behalf of security holders	Not applicable
25	If the issue is contingent on security holders' approval, the date of the meeting	Not applicable
26	Date entitlement and acceptance form and offer documents will be sent to persons entitled	Not applicable

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

27	If the entity has issued options, and the terms entitle option holders to participate on exercise, the date on which notices will be sent to option holders	Not applicable
28	Date rights trading will begin (if applicable)	Not applicable
29	Date rights trading will end (if applicable)	Not applicable
30	How do security holders sell their entitlements <i>in full</i> through a broker?	Not applicable
31	How do security holders sell <i>part</i> of their entitlements through a broker and accept for the balance?	Not applicable
32	How do security holders dispose of their entitlements (except by sale through a broker)?	Not applicable
33	+Issue date	Not applicable

Part 3 Quotation of securities

You need only complete this section if you are applying for quotation of securities

- 34 Type of *securities
(tick one)
- (a) *Securities described in Part 1

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

(b) All other *securities

Example: restricted securities at the end of the escrowed period, partly paid securities that become fully paid, employee incentive share securities when restriction ends, securities issued on expiry or conversion of convertible securities

Entities that have ticked box 34(a)

Additional securities forming a new class of securities

Tick to indicate you are providing the information or documents

35 If the *securities are *equity securities, the names of the 20 largest holders of the additional *securities, and the number and percentage of additional *securities held by those holders

36 If the *securities are *equity securities, a distribution schedule of the additional *securities setting out the number of holders in the categories

1 - 1,000

1,001 - 5,000

5,001 - 10,000

10,001 - 100,000

100,001 and over

37 A copy of any trust deed for the additional *securities

Entities that have ticked box 34(b)

38 Number of *securities for which *quotation is sought

39 *Class of *securities for which quotation is sought

+ See chapter 19 for defined terms.

Appendix 3B
New issue announcement

<p>40</p> <p>Do the +securities rank equally in all respects from the +issue date with an existing +class of quoted +securities?</p> <p>If the additional +securities do not rank equally, please state:</p> <ul style="list-style-type: none"> • the date from which they do • the extent to which they participate for the next dividend, (in the case of a trust, distribution) or interest payment • the extent to which they do not rank equally, other than in relation to the next dividend, distribution or interest payment 	<p>Not applicable</p>
---	-----------------------

<p>41</p> <p>Reason for request for quotation now</p> <p>Example: In the case of restricted securities, end of restriction period</p> <p>(if issued upon conversion of another +security, clearly identify that other +security)</p>	<p>Not applicable</p>
--	-----------------------

	Number	+Class
<p>42</p> <p>Number and +class of all +securities quoted on ASX (including the +securities in clause 38)</p>	<p>Not applicable</p>	<p>Not applicable</p>

+ See chapter 19 for defined terms.

Quotation agreement

- 1 +Quotation of our additional +securities is in ASX’s absolute discretion. ASX may quote the +securities on any conditions it decides.
- 2 We warrant the following to ASX.
 - The issue of the +securities to be quoted complies with the law and is not for an illegal purpose.
 - There is no reason why those +securities should not be granted +quotation.
 - An offer of the +securities for sale within 12 months after their issue will not require disclosure under section 707(3) or section 1012C(6) of the Corporations Act.
Note: An entity may need to obtain appropriate warranties from subscribers for the securities in order to be able to give this warranty
 - Section 724 or section 1016E of the Corporations Act does not apply to any applications received by us in relation to any +securities to be quoted and that no-one has any right to return any +securities to be quoted under sections 737, 738 or 1016F of the Corporations Act at the time that we request that the +securities be quoted.
 - If we are a trust, we warrant that no person has the right to return the +securities to be quoted under section 1019B of the Corporations Act at the time that we request that the +securities be quoted.
- 3 We will indemnify ASX to the fullest extent permitted by law in respect of any claim, action or expense arising from or connected with any breach of the warranties in this agreement.
- 4 We give ASX the information and documents required by this form. If any information or document is not available now, we will give it to ASX before +quotation of the +securities begins. We acknowledge that ASX is relying on the information and documents. We warrant that they are (will be) true and complete.

Sign here: /s/Natasha Mercer..... Date: 18 September 2018
Company Secretary

Print Natasha Mercer.....
name:

== == == == ==

+ See chapter 19 for defined terms.

Appendix 3B – Annexure 1

Calculation of placement capacity under rule 7.1 and rule 7.1A for eligible entities

Introduced 01/08/12 Amended 04/03/13

Part 1

Rule 7.1 – Issues exceeding 15% of capital	
Step 1: Calculate “A”, the base figure from which the placement capacity is calculated	
Insert number of fully paid *ordinary securities on issue 12 months before the *issue date or date of agreement to issue	441,117,337
<p>Add the following:</p> <ul style="list-style-type: none"> • Number of fully paid *ordinary securities issued in that 12 month period under an exception in rule 7.2 • Number of fully paid *ordinary securities issued in that 12 month period with shareholder approval • Number of partly paid *ordinary securities that became fully paid in that 12 month period <p><i>Note:</i></p> <ul style="list-style-type: none"> • <i>Include only ordinary securities here – other classes of equity securities cannot be added</i> • <i>Include here (if applicable) the securities the subject of the Appendix 3B to which this form is annexed</i> • <i>It may be useful to set out issues of securities on different dates as separate line items</i> 	<p style="text-align: right;">909,604</p> <p style="text-align: right;">Not applicable</p> <p style="text-align: right;">Not applicable</p>

+ See chapter 19 for defined terms.

Subtract the number of fully paid *ordinary securities cancelled during that 12 month period	0
“A”	442,026,941

Step 2: Calculate 15% of “A”	
“B”	0.15 <i>[Note: this value cannot be changed]</i>
Multiply “A” by 0.15	66,304,041
Step 3: Calculate “C”, the amount of placement capacity under rule 7.1 that has already been used	
<p>Insert number of *equity securities issued or agreed to be issued in that 12 month period <i>not counting</i> those issued:</p> <ul style="list-style-type: none"> • Under an exception in rule 7.2 • Under rule 7.1A • With security holder approval under rule 7.1 or rule 7.4 <p><i>Note:</i></p> <ul style="list-style-type: none"> • <i>This applies to equity securities, unless specifically excluded – not just ordinary securities</i> • <i>Include here (if applicable) the securities the subject of the Appendix 3B to which this form is annexed</i> • <i>It may be useful to set out issues of securities on different dates as separate line items</i> 	332,262
“C”	332,262

+ See chapter 19 for defined terms.

Step 4: Subtract "C" from ["A" x "B"] to calculate remaining placement capacity under rule 7.1	
"A" x 0.15 <i>Note: number must be same as shown in Step 2</i>	66,304,041
Subtract "C" <i>Note: number must be same as shown in Step 3</i>	(332,262)
Total ["A" x 0.15] – "C"	65,971,779 <i>[Note: this is the remaining placement capacity under rule 7.1]</i>

Part 2

Rule 7.1A – Additional placement capacity for eligible entities	
Step 1: Calculate "A", the base figure from which the placement capacity is calculated	
"A" <i>Note: number must be same as shown in Step 1 of Part 1</i>	Not applicable
Step 2: Calculate 10% of "A"	
"D"	0.10 <i>Note: this value cannot be changed</i>
Multiply "A" by 0.10	Not applicable

+ See chapter 19 for defined terms.

Step 3: Calculate “E”, the amount of placement capacity under rule 7.1A that has already been used	
<p>Insert number of +equity securities issued or agreed to be issued in that 12 month period under rule 7.1A</p> <p><i>Notes:</i></p> <ul style="list-style-type: none"> • This applies to equity securities – not just ordinary securities • Include here – if applicable – the securities the subject of the Appendix 3B to which this form is annexed • Do not include equity securities issued under rule 7.1 (they must be dealt with in Part 1), or for which specific security holder approval has been obtained • It may be useful to set out issues of securities on different dates as separate line items 	Not applicable
“E”	Not applicable

Step 4: Subtract “E” from [“A” x “D”] to calculate remaining placement capacity under rule 7.1A	
<p>“A” x 0.10</p> <p><i>Note: number must be same as shown in Step 2</i></p>	Not applicable
<p>Subtract “E”</p> <p><i>Note: number must be same as shown in Step 3</i></p>	Not applicable
<p>Total [“A” x 0.10] – “E”</p>	<p>Not applicable</p> <p><i>Note: this is the remaining placement capacity under rule 7.1A</i></p>

+ See chapter 19 for defined terms.



**JAMES HARDIE
NORTH AMERICA
INVESTOR & ANALYST TOUR**

20th & 21st SEPTEMBER 2018

DAY 1 PRESENTATIONS

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This Management Presentation contains forward-looking statements. 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 offering circulars, invitation memoranda and prospectuses, in media releases and other written materials and in oral statements made by the Company's officers, directors or employees to analysts, institutional investors, existing and potential lenders, representatives of the media and others. Statements that are not historical facts are forward-looking statements and such forward-looking statements are statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Examples of forward-looking statements include:

- statements about the Company's future performance;
- projections of the Company's results of operations or financial condition;
- statements regarding the Company's plans, objectives or goals, including those relating to strategies, initiatives, competition, acquisitions, dispositions and/or its products;
- expectations concerning the costs associated with the suspension or closure of operations at any of the Company's plants and future plans with respect to any such plants;
- expectations concerning the costs associated with the significant capital expenditure projects at any of the Company's plants and future plans with respect to any such projects;
- expectations regarding the extension or renewal of the Company's credit facilities including changes to terms, covenants or ratios;
- expectations concerning dividend payments and share buy-backs;
- statements concerning the Company's corporate and tax domiciles and structures and potential changes to them, including potential tax charges;
- statements regarding tax liabilities and related audits, reviews and proceedings;
- statements regarding the possible consequences and/or potential outcome of legal proceedings brought against us and the potential liabilities, if any, associated with such proceedings;
- expectations about the timing and amount of contributions to Asbestos Injuries Compensation Fund (AICF), a special purpose fund for the compensation of proven Australian asbestos-related personal injury and death claims;
- expectations concerning the adequacy of the Company's warranty provisions and estimates for future warranty-related costs;
- statements regarding the Company's ability to manage legal and regulatory matters (including but not limited to product liability, environmental, intellectual property and competition law matters) and to resolve any such pending legal and regulatory matters within current estimates and in anticipation of certain third-party recoveries; and
- statements about economic conditions, such as changes in the US economic or housing recovery or changes in the market conditions in the Asia Pacific region, the levels of new home construction and home renovations, unemployment levels, changes in consumer income, changes or stability in housing values, the availability of mortgages and other financing, mortgage and other interest rates, housing affordability and supply, the levels of foreclosures and home resales, currency exchange rates, and builder and consumer confidence.

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS (CONTINUED)

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. Readers are cautioned not to place undue reliance on these forward-looking statements and all such forward-looking statements are qualified in their entirety by reference to the following cautionary statements.

Forward-looking statements are based on the Company's current expectations, estimates and assumptions and because forward-looking statements address future results, events and conditions, they, by their very nature, involve inherent risks and uncertainties, many of which are unforeseeable and beyond the Company's control. Such known and unknown risks, uncertainties and other factors may cause actual results, performance or other achievements to differ materially from the anticipated results, performance or achievements expressed, projected or implied by these forward-looking statements. These factors, some of which are discussed under "Risk Factors" in Section 3 of the Form 20-F filed with the Securities and Exchange Commission on 22 May 2018, include, but are not limited to: all matters relating to or arising out of the prior manufacture of products that contained asbestos by current and former Company subsidiaries; required contributions to AICF, any shortfall in AICF and the effect of currency exchange rate movements on the amount recorded in the Company's financial statements as an asbestos liability; the continuation or termination of the governmental loan facility to AICF; compliance with and changes in tax laws and treatments; competition and product pricing in the markets in which the Company operates; the consequences of product failures or defects; exposure to environmental, asbestos, putative consumer class action or other legal proceedings; general economic and market conditions; the supply and cost of raw materials; possible increases in competition and the potential that competitors could copy the Company's products; reliance on a small number of customers; a customer's inability to pay; compliance with and changes in environmental and health and safety laws; risks of conducting business internationally; compliance with and changes in laws and regulations; currency exchange risks; dependence on customer preference and the concentration of the Company's customer base on large format retail customers, distributors and dealers; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; possible inability to renew credit facilities on terms favorable to the Company, or at all; acquisition or sale of businesses and business segments; changes in the Company's key management personnel; inherent limitations on internal controls; use of accounting estimates; the integration of Fermacell into our business; and all other risks identified in the Company's reports filed with Australian, Irish and US securities regulatory agencies and exchanges (as appropriate). The Company cautions you that the foregoing list of factors is not exhaustive and that other risks and uncertainties may cause actual results to differ materially from those referenced in the Company's forward-looking statements. Forward-looking statements speak only as of the date they are made and are statements of the Company's current expectations concerning future results, events and conditions. The Company assumes no obligation to update any forward-looking statements or information except as required by law.



Company Update

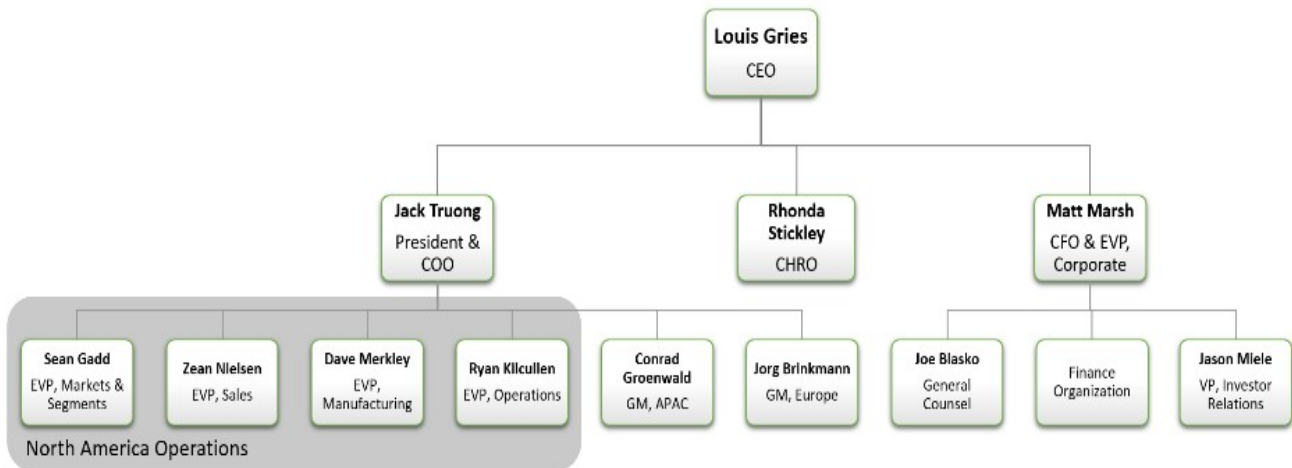
Louis Gries



We are an Organic Growth Company

- **North America:** 35/90
 - Exteriors volume growth above market with 20-25% EBIT margin
- **Europe:** Create a €1 billion business with Hardie like returns within the next 10 years
- **APAC:** Deliver organic growth above market with strong returns

ORGANIZATION CHART – TRANSITION PERIOD





**NA Fiber Cement Organic Growth Strategy
Update & Go-Forward**



WHAT IS 35/90?

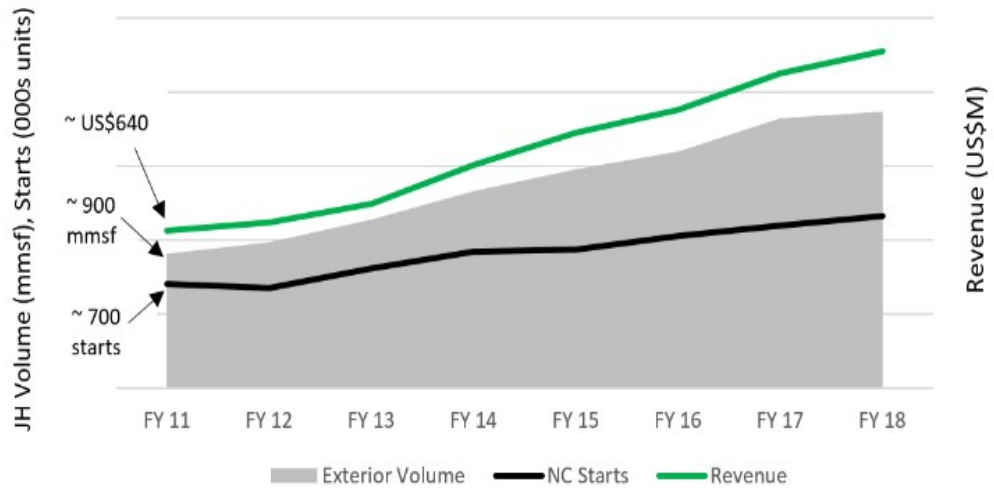
- Exterior strategy for North America business
- Siding & trims
- Participate in all segments
 - Market Development to switch the preference for vinyl in Northern and Mid-Atlantic regions
 - Defend against hard siding competitors that attempt to position themselves as close alternatives sold at a discount to JH
- PDG (growth above market index) is the outcome
 - Market Index is determined by the change in market activity weighted for segment positions

SIDING INDUSTRY CATEGORIES

- Natural Wood
- Hardboard
- OSB
- Aluminum
- Vinyl
- Fiber Cement
- Resin-based

BUILT FOR 6 PERCENT

Exteriors - Top Line Growth



Source: JHX reported results and Dodge Data & Analytics.

GETTING BACK TO 6 PERCENT

- Capacity shortfall has been addressed across all product lines
- Value Props are strong, but are being enhanced:
 - Market Development model vs. vinyl had to be tuned-up to address an increasing on-the-wall premium relative to home value
 - In competitive hard siding markets that can benefit from a factory finished solution, we are funding initiatives that increase the net value of ColorPlus® against perceived close alternatives
- Reallocation of our field sales resources toward previously underserved markets has started to show early returns

JH INTERIORS – HISTORICAL PERSPECTIVE

From zero to market share leader based on:

- Technical product performance advantages
- Contractor benefits
- Focused approach to market share development

The cement board category grew rapidly from 1990 - 2012

- Category growth has flattened out and started to slowly decline based on changing flooring preferences
- Competition in some still niche applications from mats & membranes

JH OPS ENABLES THE ORGANIC GROWTH STRATEGY

- High throughput, low unit cost advantage over other FC participants
- Further gains available in plant performance, product capability & capital efficiency
- 1991 – 2018 ... and beyond
 - 24/7 operation
 - Machine scale
 - Regional sites to reduce shipping radius
 - Large sites to build on machine scale advantages
 - Additional processes to hone in on specific customer needs
 - Zero Harm commitment
 - Lean initiative
 - Mega sites that are positioned to provide greater flexibility and reach



Q&A





Zero Harm

Ryan Kilcullen



AGENDA

- History of safety at James Hardie
- Zero Harm journey
- Zero Harm approach & progress
- Next steps

SAFETY AT HARDIE – HISTORICAL PERSPECTIVE

	1991 NA Business Start-Up	2006 2 & 20	2017 Zero Harm
Safety Approach	Compliance	Manage Risk	Lead & Empower
Safety Culture	Avoid Injuries	React to Incidents	Engage Work Teams
Targeted Industry Performance	Above Average	Top Quartile	World Class

TRANSFORMATION TO ZERO HARM

From an industry top quartile performer (2 & 20)...

...to a World Class safety culture (Zero Harm)

Leadership drives “safety results”



Leadership enables culture

Employee compliance



Employee empowerment & ownership

“Safety spend” to maintain threshold conditions



Zero Harm thinking integrating into every decision

Local bias in tools, procedures & processes



Global standardization with world class bench marking

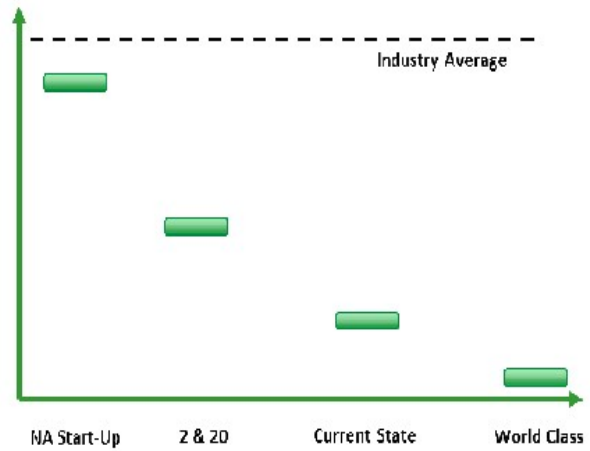
OUR STRATEGY FOR TRANSFORMATION

**A Comprehensive Strategy
to Enable the Cultural Shift**



**Results in a 5-year Journey to
World Class Performance**

Zero Harm Safety Performance



ZERO HARM ROAD MAP

A 5-year roadmap was established & guides our resource allocation and focus...

	Desired Outcomes	Core Programs & Accomplishments	Progress vs Expectation		
			2&20	Year1 Goal	Zero Harm
<u>Safe People</u>	Operator empowerment	<i>Milliken</i> <ul style="list-style-type: none"> Hourly directed sub-committee at all facilities 		●	
	Visible leadership	SAFESTART <ul style="list-style-type: none"> All NA sites in full SafeStart implementation Multi-day all NA manufacturing leadership training 		●	
	Resources committed to enable	Incremental safety roles added to the business – both site & central level		●	
<u>Safe Places</u>	“Rosehill”-level housekeeping in NA	NA/AsiaPac housekeeping tours & benchmarking, local NA pilots in place		●	
	Facilities that represent the Brand	Centralized COE in facilities maintenance, network wide lighting, ventilation etc.		●	
	Industry best in class guarding & LOTO controls	LOTO <ul style="list-style-type: none"> Industry best in class LOTO standardization 		●	
<u>Safe Systems</u>	Proactive, leading indicators guide actions & adjustments	Shift from lagging incidents to proactive measures of safety engagement		●	
	Network core systems standardization	SDMS <ul style="list-style-type: none"> Enterprise safety DMS enables deep insights Standardization of systems initiated – onboarding, forklift pedestrian interface, etc		●	

We are encouraged by our progress and have formalized game plans for continued advancement in FY19 & beyond

ZERO HARM STRATEGY – SAFE PEOPLE

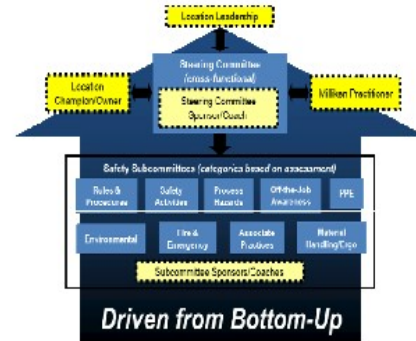
Safe People

Leadership that enables

Empowered employees

Peer-to-Peer Language

Milliken



ZERO HARM STRATEGY – PLACES & SYSTEMS

Safe Places

Zero Harm integrated design

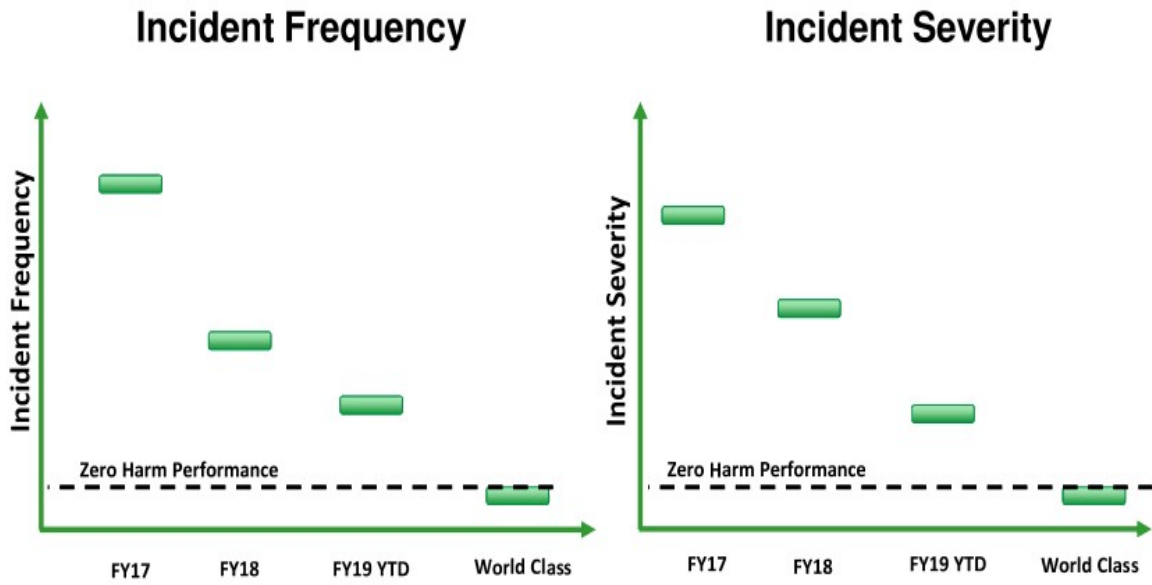
Facilities that represent our brand

Safe Systems

Global best practice sharing

World class benchmarking

ZERO HARM RESULTS – NORTH AMERICA



ZERO HARM – GLOBAL DEPLOYMENT

We are leveraging our global resources & applying a universal approach to our Zero Harm strategy



KEY TAKEAWAYS

- JH organization is highly committed to journey to world class safety performance
- Work force empowerment & leadership engagement are critical to our Zero Harm strategy
- Global integration is occurring & best practice sharing is raising the standard in all regions
- We are pleased by year one progress & have a roadmap for future direction



Q&A





OPERATIONS

Matt Marsh

Ryan Kilcullen

Dave Merkley



AGENDA

- Introduction
- Enabling Growth & Network Returns
- Transforming Our Manufacturing Approach
- Customer Value Creation & FC Process Innovation
- Capacity Project Update



INTRODUCTION



HARDIE OPERATIONS – HISTORICAL PERSPECTIVE

JH Operations: A significant enabler of our 35/90 organic growth strategy

NETWORK CAPACITY WITH UNIQUE RETURNS

- Regional flexibility
- Efficient freight network
- Capex:Capacity efficiency

FC MANUFACTURING SCALE ADVANTAGE

- Hatchcheck scale up
- 24/7 fiber cement
- High throughput ColorPlus® technology

PROCESS INNOVATION & CUSTOMER VALUE

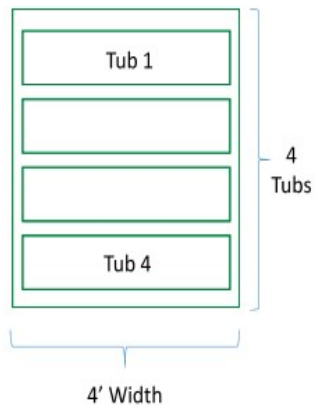
- Engineered for Climate®
- Low density
- Coatings advantage

HARDIE PLANT OVERVIEW

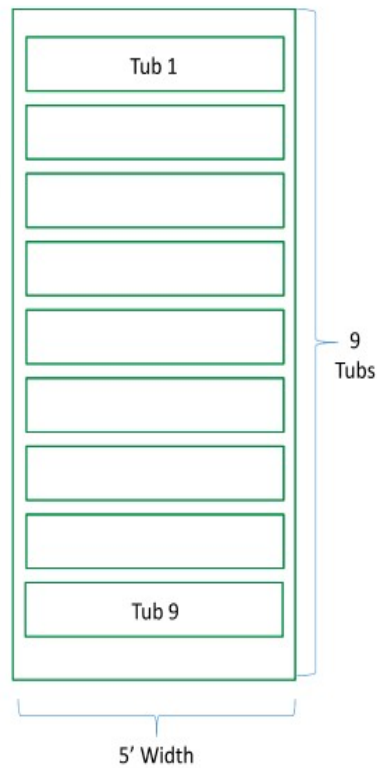
		Manufacturing Processes	Key Process Objectives	Inventory Model
Pre-Autoclave	Raw Materials	Continuous Process	Long Continuous Run	Make-to-Inventory
	Sheet Machine			
	Autoclaves	Raw Material Conversion	Raw Material Yield	Postponed Differentiation
Post-Autoclave	Finishing	Material Handling	Long Continuous Run	Make-to-Inventory
	ColorPlus®	Discrete Piece Processing	Coatings Yield	&
	Finished Goods Inventory			Make-to-Order

SHEET MACHINE INDEX CONCEPT

4x4 Sheet Machine



9x5 Sheet Machine



Machine Throughput Drivers

Machine throughput of “design product” is determined by:

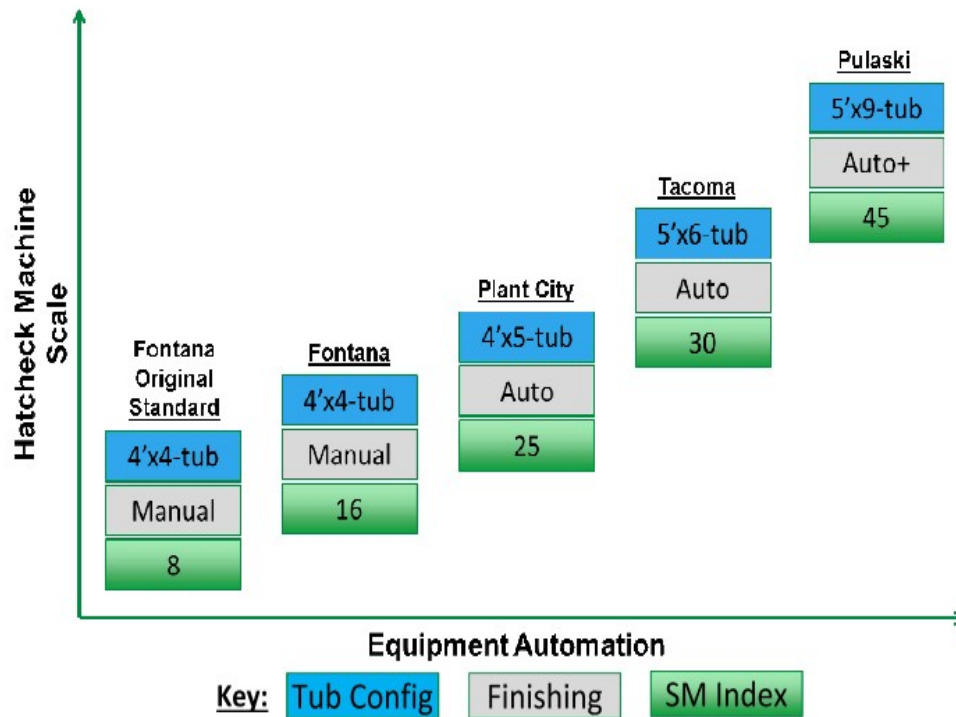
- Machine index
- Film build capability

Other factors that influence throughput:

- Product line discounts on felt speed
- Machine width utilization

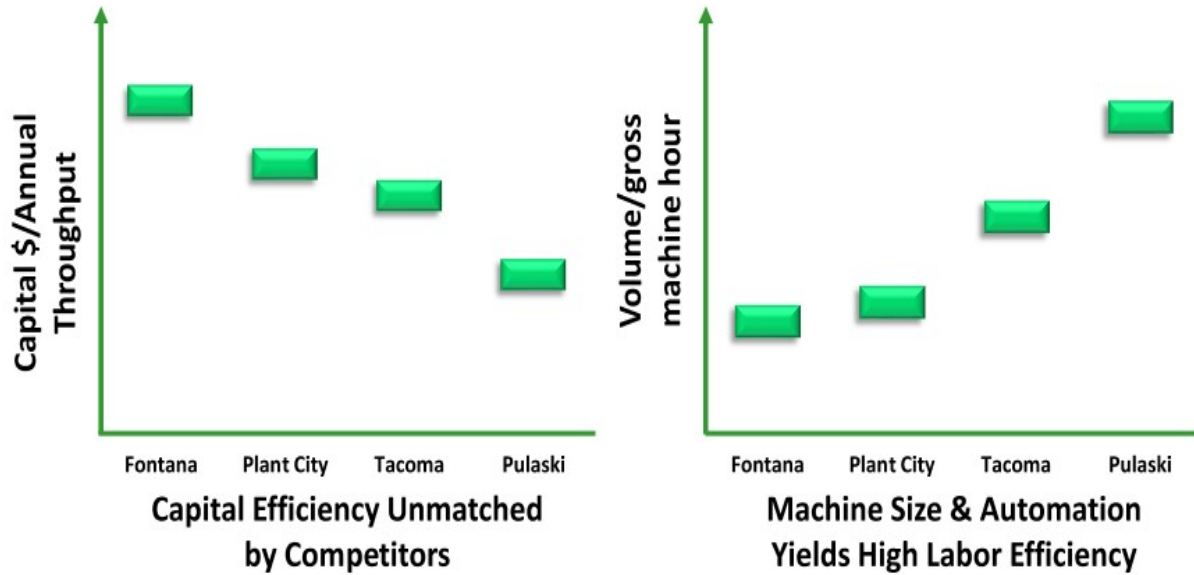
MACHINE INDEXING CREATED HIGH THROUGHPUT FC

A culture of engineering step-change has yielded a tremendous increase in manufacturing scale



MANUFACTURING SCALE CREATES FC MOAT

Manufacturing scale creates a significant competitive advantage



PROCESS INNOVATION LEADS TO CUSTOMER VALUE

Internally developed process capability enables product differentiation

Product thickness & density control



HardieTrim® & Artisan® product lines

Fit-to-purpose manufacturing processing



HardieZone® Engineered for Climate®

Post-processing engineering



Aspyre

Coatings application expertise



ColorPlus® Technology

HARDIE OPERATIONS – ENABLING FUTURE VALUE CREATION

JH Operations: Organized to deliver on the next phase of value creation in our 35/90 organic growth strategy

NETWORK CAPACITY WITH UNIQUE RETURNS

High scale mega-sites
optimizing total network
returns

FC MANUFACTURING SCALE ADVANTAGE

Transforming from the world
leading FC producer to a
world class manufacturer

PROCESS INNOVATION & CUSTOMER VALUE

FC process innovation &
scale advantage delivering
customer value & returns



ENABLING GROWTH & NETWORK RETURNS



HISTORICAL CORE CONCEPTS IN CAPACITY PLANNING

Core concepts of our approach to capacity management

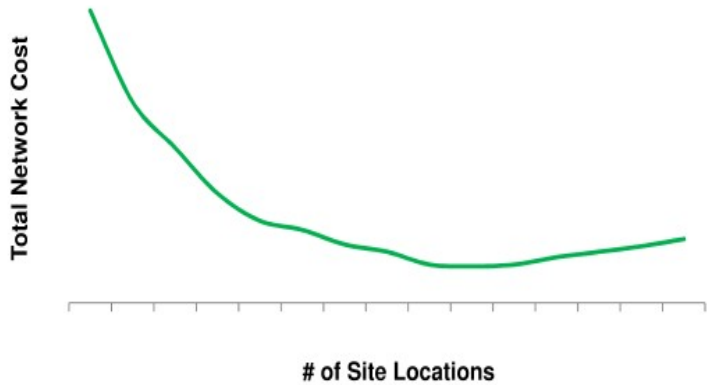
- ➔ Provide supply ahead of demand to enable JH organic growth strategy
- ➔ Make network design investments with the end state in mind
- ➔ Design an optimal network footprint for JH by optimizing a multi-part equation

Freight costs + Capital costs + Site operational costs

Our understanding of the drivers of our network cost equation combined with our insights of our long-term organic growth strategy enabled the creation of a highly efficient current state manufacturing footprint

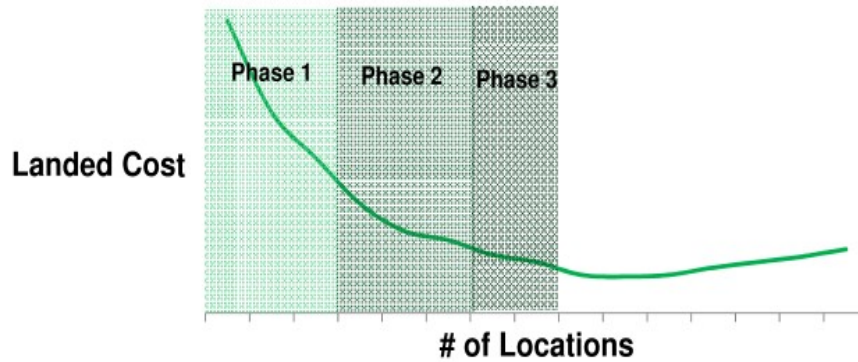
DESIGNING AN OPTIMIZED JH FOOTPRINT

JH Total Network Cost Trade-Off Curve



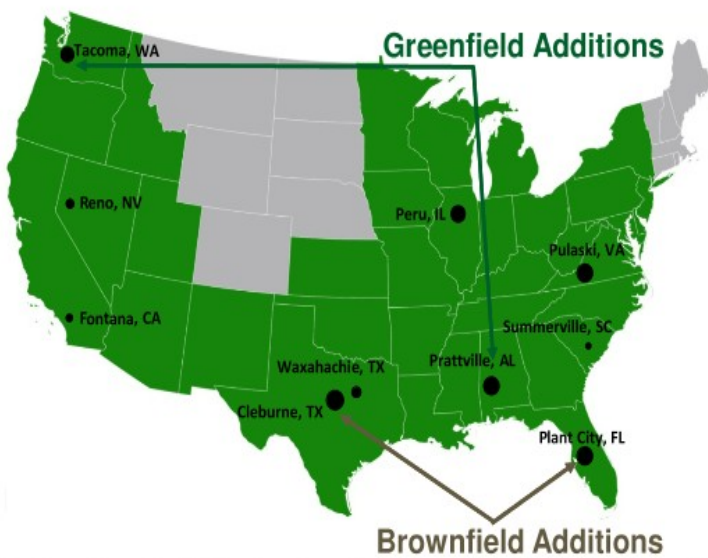
PHASES OF OUR NETWORK EXPANSION

	<u>Phase 1</u>	<u>Phase 2</u>	<u>Phase 3</u>
Markets Enabled	HZ10	HZ5	Existing
Approach	Greenfield	Greenfield	Brownfield Bias
Network Enabler	Significant LOH Reductions	Continued LOH Reductions Post-autoclave Value Add Full-Wrap Capability	Product Line Flexibility Multi-Line Sites Brownfield Capability



JH NORTH AMERICAN MANUFACTURING NETWORK

- ➔ Post-recession capacity adds – combination of greenfield & brownfield sites
- ➔ Recent brownfield sites have used site optionality to create multi-line plants with continued investment in post-autoclave value-add capability



Note: Nameplate capacity of 4,626mmsf is post completion of announced greenfield expansion in Alabama of 600 mmsf.

Nameplate Capacity (mmsf)

4,626 mmsf

Products

Primed Siding (HardieZone®)

Backer

Trim

ColorPlus® Technology

HardieShingle®

Aspyre

KEY LEARNINGS THROUGH PHASE 3 OF OUR EXPANSION

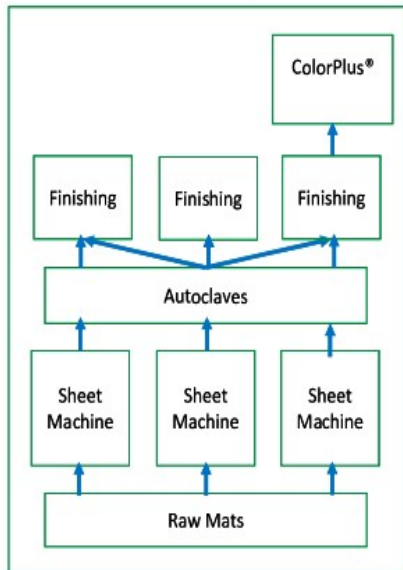
Insights from our expansion to date have led us to value creation opportunities for our phase 4 expansion

Key Insights

- ➔ Brownfield expansion offers a significant capital efficiency over greenfield
- ➔ Multi-line (3+ SM) plants can be efficiently run and have the opportunity to enable a valuable scale advantage with site improvements & operating changes
- ➔ Pre- and Post-autoclave assets can be decoupled – both on-site & by distance
- ➔ Regional machine/product line specialization benefit is enabled by volume scale
- ➔ Diminishing freight returns from greenfield sites creates an opportunity for value creation through brownfield expansion expertise & mega-site operations

INSIGHT EXAMPLE #1: MULTI-LINE OPERATING OPPORTUNITY

Addition of 3rd SM Cleburne Pre-Expansion



Opportunities

Post-autoclave flexibility

By-pass finishing for Color

Shared systems running at high utilizations, driving plant decision making despite low value add

Site leadership focus: continuous improvement instead of constraint management

Material flow optimization

INSIGHT EXAMPLE #2: REGIONAL PRODUCT SPECIALIZATION



Regional Specialization of Products:

- Input cost advantage
- Machines advantaged

Operational Advantages

- Reduced changeovers
- Improvements from specialization

Opportunity to ship higher ratio of products via rail

INSIGHT EXAMPLE #3: POST AUTOCLAVE SPOKE OPPORTUNITY

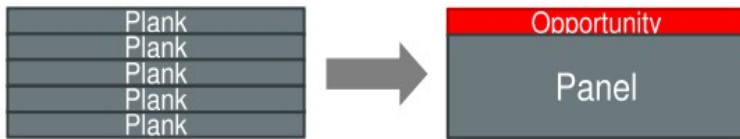
Enabled mega-site provides in market, post autoclave operations

- ✓ Low input cost
- ✓ Low capital cost (land, building, and installation)
- ✓ In plant economies of scale
- ✓ Competitive rail enabled
- ✓ Shortened truck length of haul



INSIGHT EXAMPLE #4: SPECIALIZATION FOR EFFECTIVE CAPACITY

5 foot wide machines



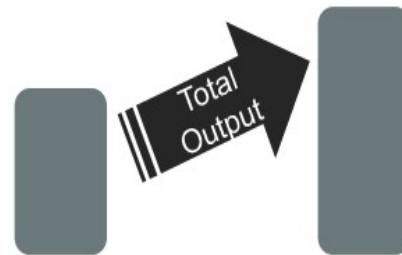
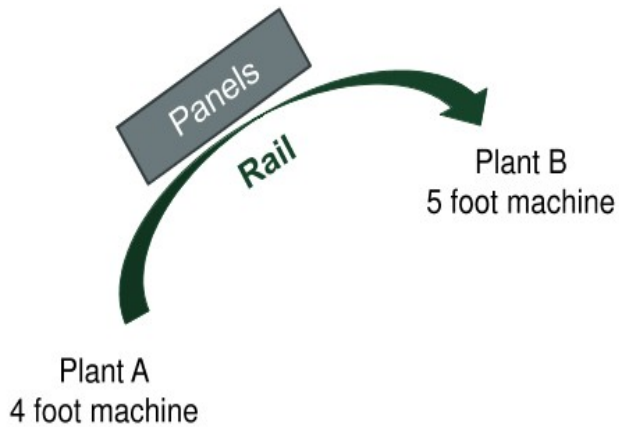
Optimize products to machines

More output with same hours

Changeover Reduction

Low incremental cost to produce

Efficient supply chain

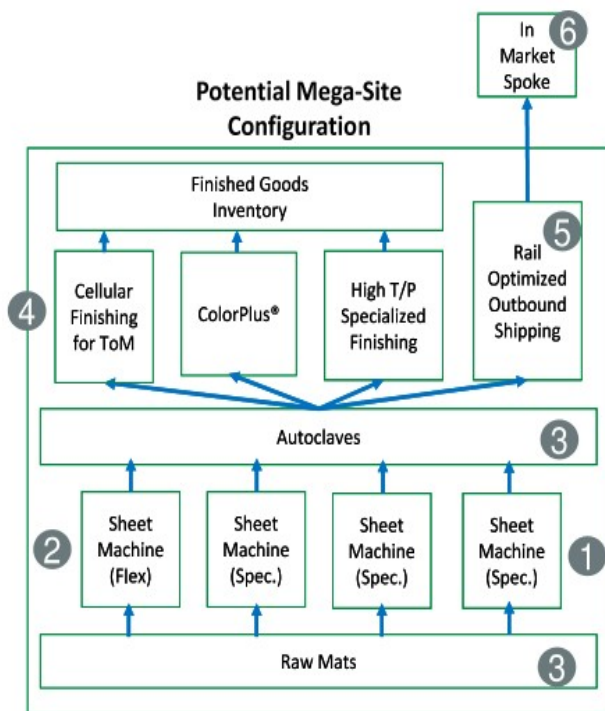


TODAY TO 35/90 – PHASE 4 OF OUR NETWORK EXPANSION

In our phase 4 network expansion we will look to apply these insights

- ➔ Brownfield expansions at existing sites
- ➔ Investments in multi-line (3+ SM) sites will enable efficient mega-sites
- ➔ Individual capacity investments will deliver total network optimization benefits
- ➔ Post-autoclave decoupling will enable on-site efficiencies as well as the potential for spoke value add operations

CORE CONCEPTS OF A MEGA-SITE (INSIDE THE WALLS)

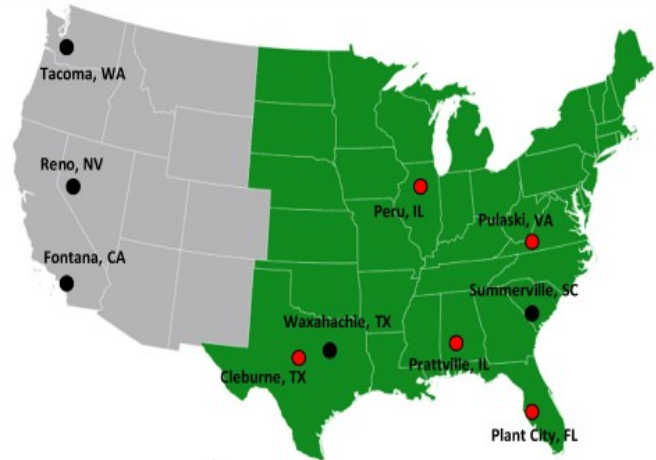


- ① Capex & opex efficiencies from multi-line construction & operations
- ② Flex product line capability for full local market coverage, specialized to distribute unit cost advantage into network
- ③ Excess capacity in support systems enables focus on true value drivers
- ④ Single-stage value add in post-autoclave operations
- ⑤ High-volume, efficient rail shipping
- ⑥ In-market spoke enables a freight optimized approach benefiting from mega-site scale in other markets

CORE CONCEPTS OF MEGA-SITES (OUTSIDE THE WALLS)

Deliver landed cost advantage while benefiting from site scale

- In-market spoke enables freight efficiencies
- High volume rail capability
- Optimized plant and product mix



Plant Mix – all plants

Plant Mix – impacted plants



CAPACITY SUMMARY

- Our current network footprint was designed to enable future organic volume growth at a high efficiency
- Insights from our network build out are well understood, and learnings are being applied to future investments
- Mega-site facilities will enable a scale advantage locally & create total network optimization benefits



TRANSFORMING OUR MANUFACTURING APPROACH



HISTORICAL MANUFACTURING APPROACH

JH Manufacturing Approach: A decentralized, entrepreneurial approach utilizing step change engineering to scale a process with unlocked potential

An approach that enabled unique manufacturing capabilities...

Industry leading economic returns from manufacturing capacity

Step change engineering delivering unmatched FC cost position

FC process technology leadership creates customer value

...that contributed significantly to the value creation equation of JH

Tacoma 1: $\frac{\$100\text{M in annual revenue}}{\$30\text{M invested capital}}$

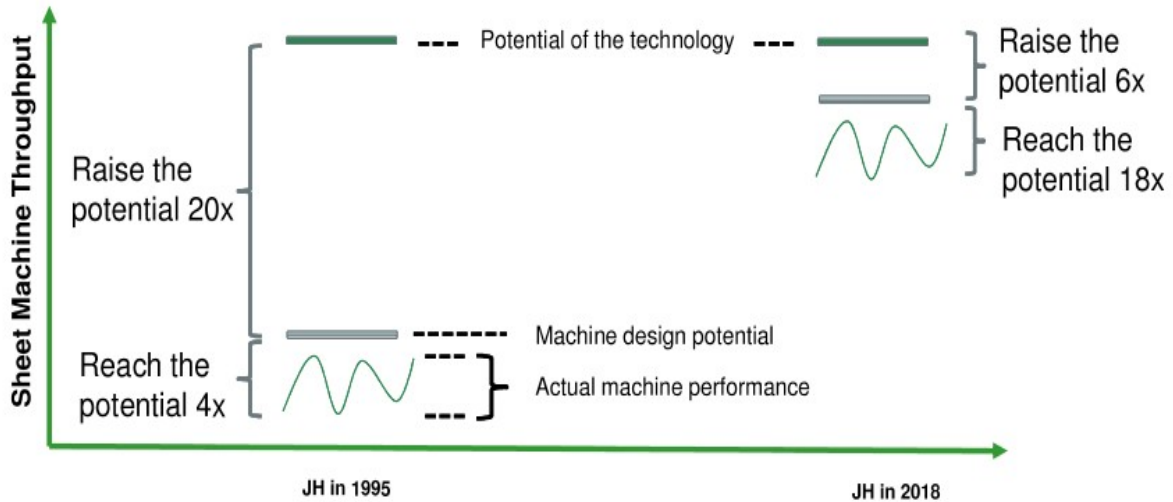
9x5 Hatschek productivity over Generation One 4x4 FC line

Low Density → HLD Trim

HZ5 Durability → Northern FC

AN APPROACH THAT ALIGNS WITH THE OPPORTUNITY

The value creation opportunity in JH manufacturing has shifted significantly...



...and the approach, capabilities, and focus must align to it

A NEW PATH FORWARD FOR HARDIE MANUFACTURING

We are in the early stages of deployment of a shift in how we manage of manufacturing site operations...

<u>From</u>		<u>To</u>
Local site autonomy	➔	Network standardization
Step change delivers the gains	➔	Continuous improvement sustains & improves
Technical/Engineering managers	➔	Lean leaders
Factories as innovations labs	➔	Focused factories & targeted centers of innovation

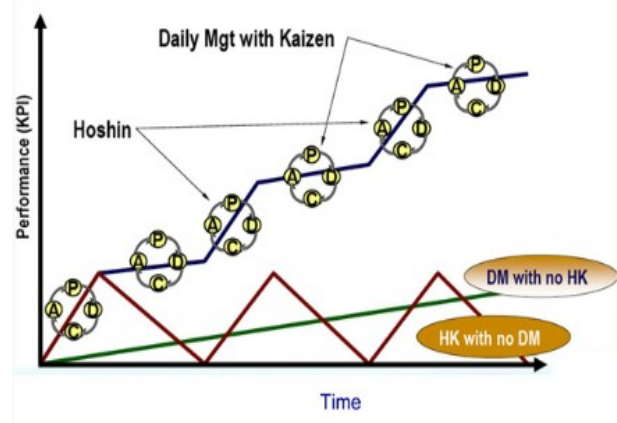
A TRANSFORMATION TO LEAN MANUFACTURING

The adoption of a lean manufacturing approach will create the platform for our manufacturing transformation

Expected Outcomes of Lean

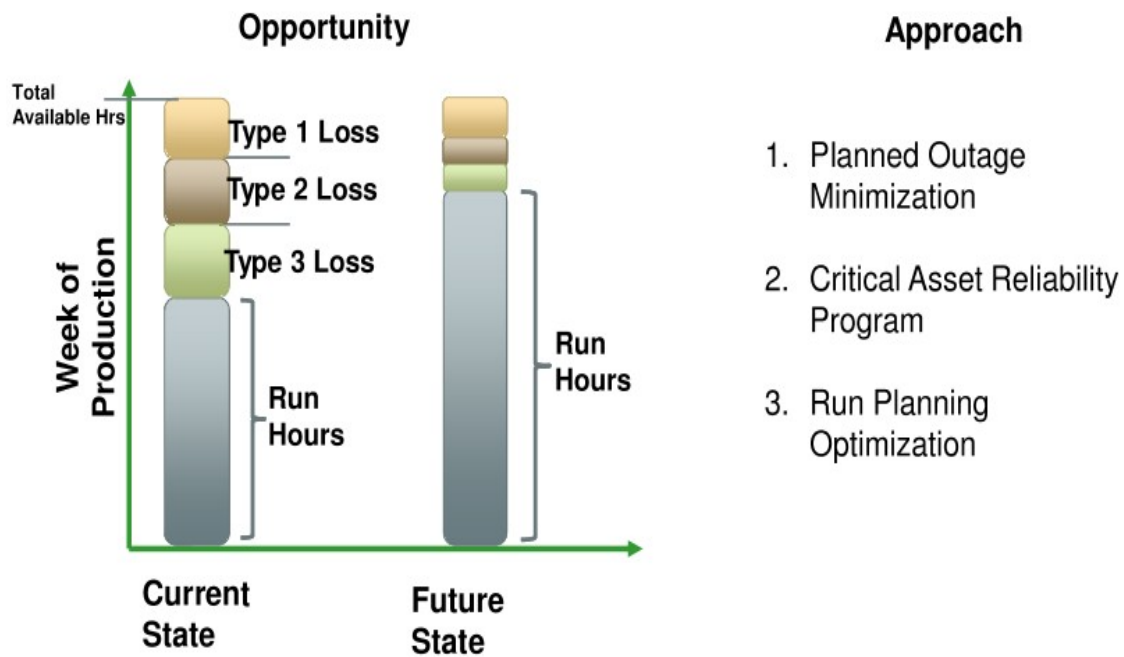
- A JH manufacturing operating system
- Increased standardization
- Common problem solving approach
- Empowering leadership approach

Sustain & Build on Improvements



MACHINE & PROCESS RELIABILITY

We have recently launched a reliability initiative designed to increase the net production hours of our sheet machines



ADDITIONAL AREAS OF OPPORTUNITY & FOCUS

We have invested in organizational capability to deliver on a number of specific additional opportunities inside of JH operations

Product Line Operations

Manufacturing focus on supporting profitable product line shifts and growth.

Expected Outcomes

- Interiors Focus
- Top-of-Market Focus

ColorPlus® Operations

Enabling the market share gain approach of our product strategy group

Expected Outcomes

- Execution of a an enabling strategy for ColorPlus® Technology growth
- Inside & Outside the gate opportunity

Post Autoclave 2.0

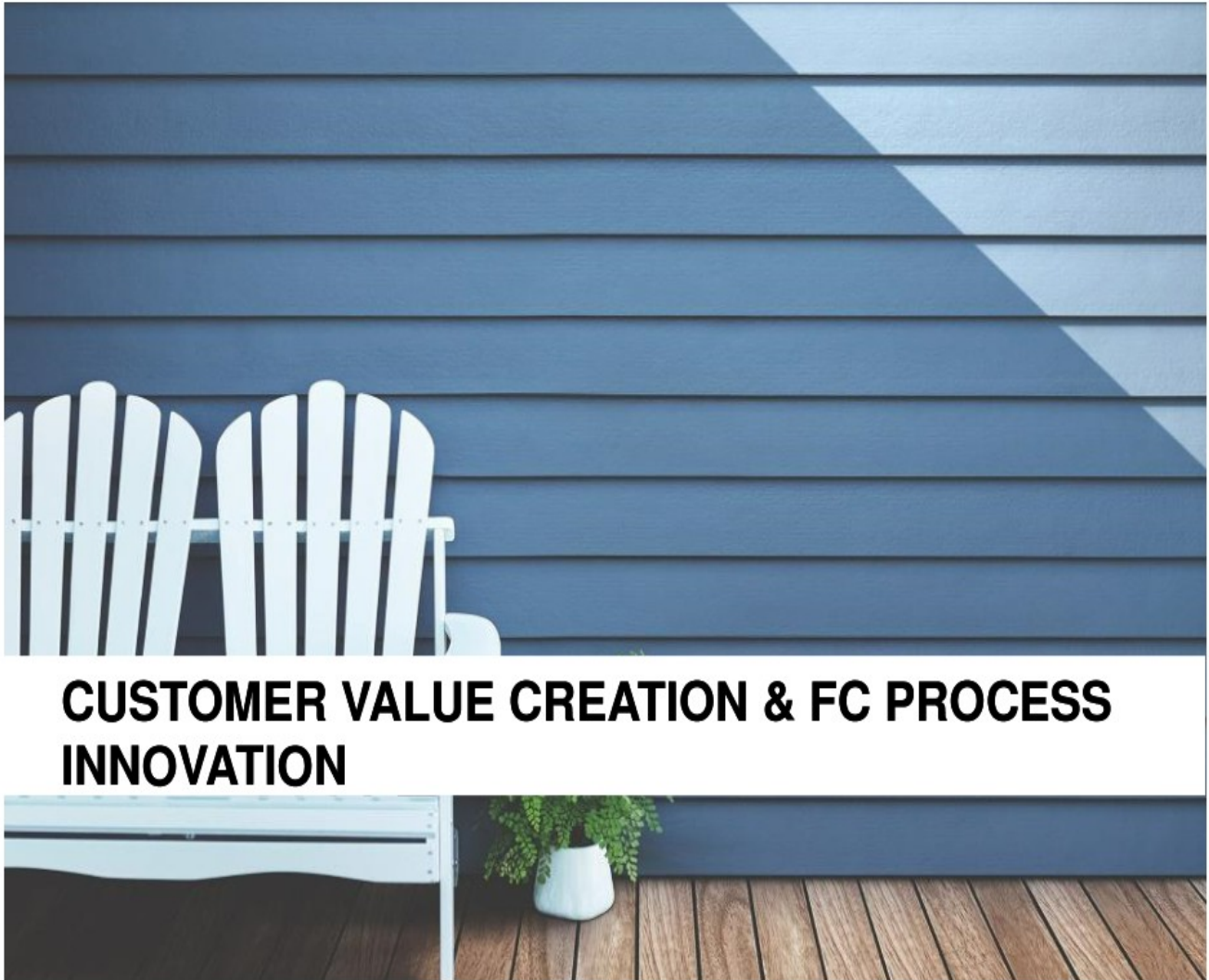
Creating a lift in the efficiency of product flow from the autoclave to the truck.

Expected Outcomes

- Line-to-truck optimization
- Off-the-line activity elimination
- Non-value add process minimization

JH MANUFACTURING STRATEGY SUMMARY

- A culture of innovation & step change has delivered significant value creation from our historical manufacturing approach
- Greater efficiencies in our base network will be generated from a shift to continuous improvement, world class manufacturing
- We are designing a more rigorous operating approach to manage the scale of our current & future sites



**CUSTOMER VALUE CREATION & FC PROCESS
INNOVATION**



JH MANUFACTURING STEP CHANGE

We have also doubled down on our ability to deliver break through engineering step change in all areas of JH manufacturing

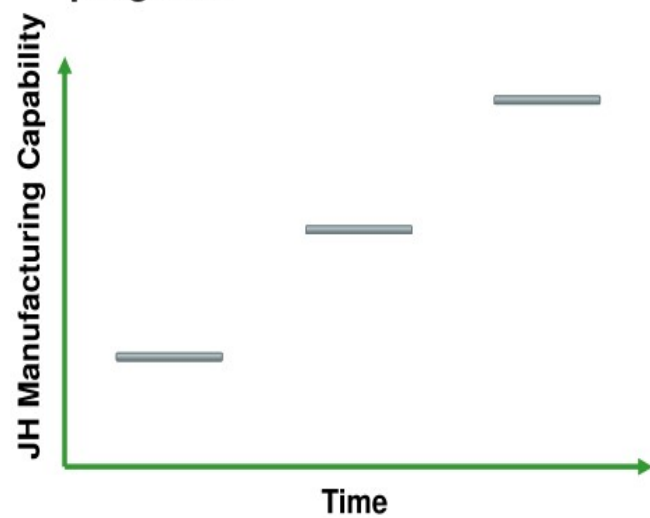
Step innovation in...

Next Generation
Hatschek

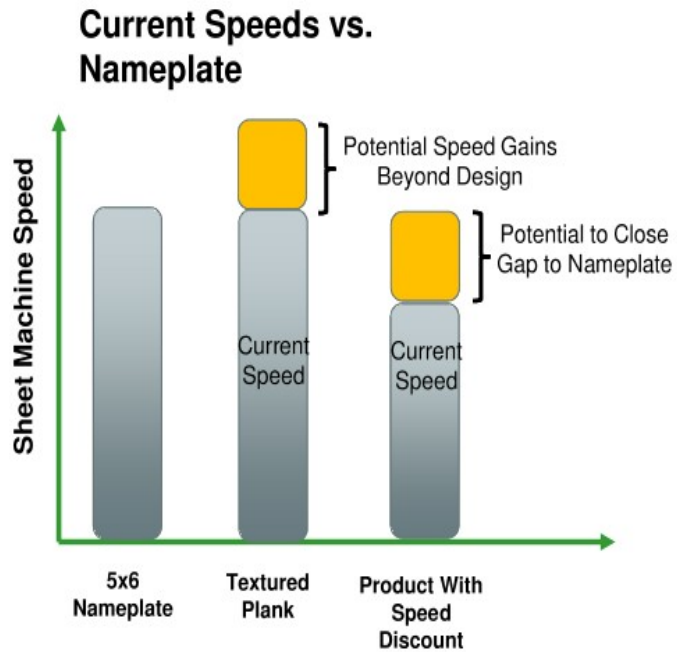
New Product Enablers

Mfg Platform
Development

...enables break through
progress



STEP CHANGING THE HATSCHEK PROCESS

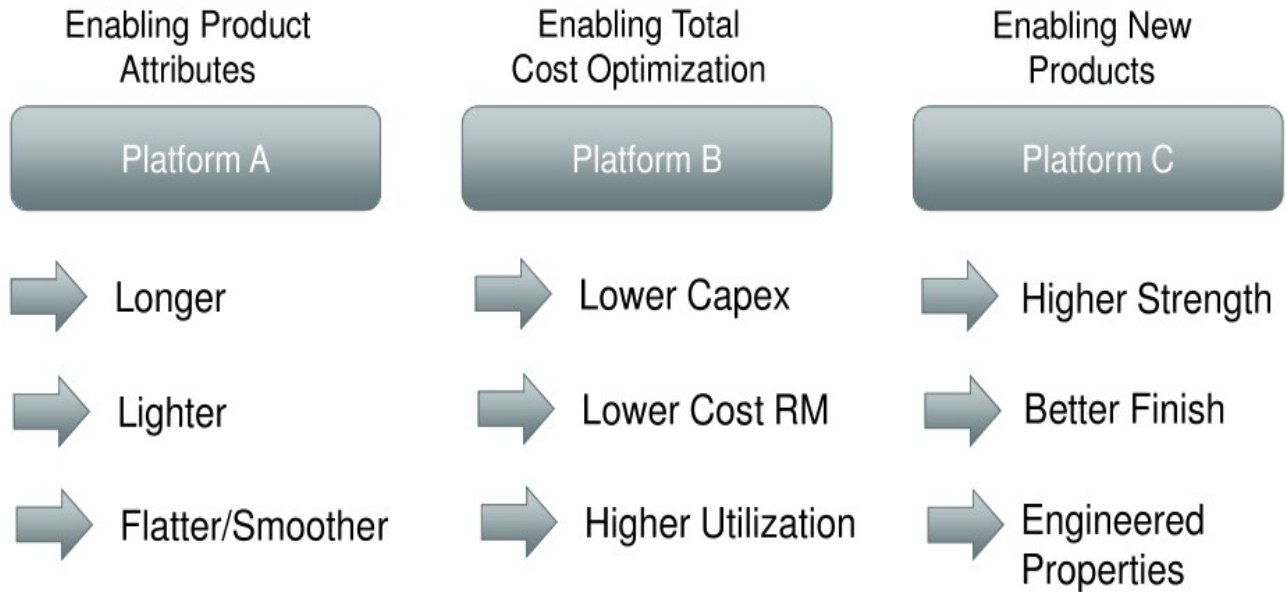


Enabled by step change innovation...

- Significant increase in drainage rate
- Raw material formation modifications
- Felt technology innovation
- New approach to sheet forming

MANUFACTURING PLATFORM STEP CHANGE

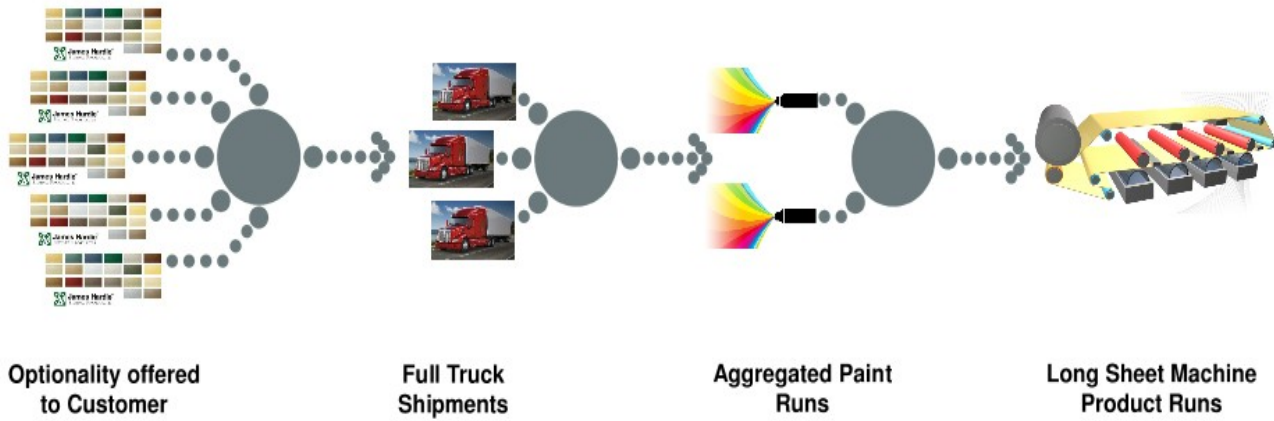
Manufacturing platform innovation has the potential to unlock significant process, product and cost levers in fiber cement manufacturing



MANUFACTURING AND SUPPLY CHAIN SCALE

➔ Supply Chain enables efficient, full truck load shipments to distribution

➔ Scale and aggregation allows for efficient manufacturing



MANUFACTURING CAPABILITY SUMMARY

- We have an established history in step change manufacturing innovation
- We are adding to and enhancing the talent and capability of our engineering teams with the talent & capability to accelerate the pace of step change in JH
- The value associated with continuous improvement has increased with our scale and we are organizing to deliver
- Step change & continuous improvement efforts are both critical to delivering on our 35/90 manufacturing effort



CAPACITY PROJECT UPDATE



TACOMA 2 UPDATE



First Stacks Produced

- In start-up phase
 - C+ line expected 1H FY20
- Nameplate Capacity - 300 mmstdft/year
- Capabilities – Plank, Backer, HardieShingle[®], ColorPlus[®] Technology
- 130 Employees at full production
- Site benefits
 - Low input cost
 - Proximity to growing markets

ALABAMA UPDATE

- Construction in process
- Expected commissioning 1H FY20
- Initial Nameplate Capacity – 600 mmstdft/year
- Anticipated Capabilities – HZ10 & HZ5 Plank, Backer, Aspyre Plank
- 175 – 200 Employees at full production
- Site benefits
 - Low input cost
 - Skilled manufacturing workforce
 - Rail accessibility



SUMMARY

- Tacoma II and Alabama projects are on-track
- Both investments bring incremental flat sheet and product line capacity to support future demand creation
- Learnings from our previous experience in building & operating sites are being applied

OVERALL SUMMARY

- We have a clear path forward in operations to continue to enable our 35/90 organic growth strategy
- Our network design capabilities continue to improve and mega-sites are expected to be important to future capacity
- Our journey to world class manufacturing has started
- Process innovation and customer value creation will continue to be focus areas of our manufacturing strategy



Q&A





**JAMES HARDIE
NORTH AMERICA
INVESTOR & ANALYST TOUR**

20th & 21st SEPTEMBER 2018

DAY 2 PRESENTATIONS

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This Management Presentation contains forward-looking statements. 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 offering circulars, invitation memoranda and prospectuses, in media releases and other written materials and in oral statements made by the Company's officers, directors or employees to analysts, institutional investors, existing and potential lenders, representatives of the media and others. Statements that are not historical facts are forward-looking statements and such forward-looking statements are statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Examples of forward-looking statements include:

- statements about the Company's future performance;
- projections of the Company's results of operations or financial condition;
- statements regarding the Company's plans, objectives or goals, including those relating to strategies, initiatives, competition, acquisitions, dispositions and/or its products;
- expectations concerning the costs associated with the suspension or closure of operations at any of the Company's plants and future plans with respect to any such plants;
- expectations concerning the costs associated with the significant capital expenditure projects at any of the Company's plants and future plans with respect to any such projects;
- expectations regarding the extension or renewal of the Company's credit facilities including changes to terms, covenants or ratios;
- expectations concerning dividend payments and share buy-backs;
- statements concerning the Company's corporate and tax domiciles and structures and potential changes to them, including potential tax charges;
- statements regarding tax liabilities and related audits, reviews and proceedings;
- statements regarding the possible consequences and/or potential outcome of legal proceedings brought against us and the potential liabilities, if any, associated with such proceedings;
- expectations about the timing and amount of contributions to Asbestos Injuries Compensation Fund (AICF), a special purpose fund for the compensation of proven Australian asbestos-related personal injury and death claims;
- expectations concerning the adequacy of the Company's warranty provisions and estimates for future warranty-related costs;
- statements regarding the Company's ability to manage legal and regulatory matters (including but not limited to product liability, environmental, intellectual property and competition law matters) and to resolve any such pending legal and regulatory matters within current estimates and in anticipation of certain third-party recoveries; and
- statements about economic conditions, such as changes in the US economic or housing recovery or changes in the market conditions in the Asia Pacific region, the levels of new home construction and home renovations, unemployment levels, changes in consumer income, changes or stability in housing values, the availability of mortgages and other financing, mortgage and other interest rates, housing affordability and supply, the levels of foreclosures and home resales, currency exchange rates, and builder and consumer confidence.

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS (CONTINUED)

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. Readers are cautioned not to place undue reliance on these forward-looking statements and all such forward-looking statements are qualified in their entirety by reference to the following cautionary statements.

Forward-looking statements are based on the Company's current expectations, estimates and assumptions and because forward-looking statements address future results, events and conditions, they, by their very nature, involve inherent risks and uncertainties, many of which are unforeseeable and beyond the Company's control. Such known and unknown risks, uncertainties and other factors may cause actual results, performance or other achievements to differ materially from the anticipated results, performance or achievements expressed, projected or implied by these forward-looking statements. These factors, some of which are discussed under "Risk Factors" in Section 3 of the Form 20-F filed with the Securities and Exchange Commission on 22 May 2018, include, but are not limited to: all matters relating to or arising out of the prior manufacture of products that contained asbestos by current and former Company subsidiaries; required contributions to AICF, any shortfall in AICF and the effect of currency exchange rate movements on the amount recorded in the Company's financial statements as an asbestos liability; the continuation or termination of the governmental loan facility to AICF; compliance with and changes in tax laws and treatments; competition and product pricing in the markets in which the Company operates; the consequences of product failures or defects; exposure to environmental, asbestos, putative consumer class action or other legal proceedings; general economic and market conditions; the supply and cost of raw materials; possible increases in competition and the potential that competitors could copy the Company's products; reliance on a small number of customers; a customer's inability to pay; compliance with and changes in environmental and health and safety laws; risks of conducting business internationally; compliance with and changes in laws and regulations; currency exchange risks; dependence on customer preference and the concentration of the Company's customer base on large format retail customers, distributors and dealers; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; possible inability to renew credit facilities on terms favorable to the Company, or at all; acquisition or sale of businesses and business segments; changes in the Company's key management personnel; inherent limitations on internal controls; use of accounting estimates; the integration of Fermacell into our business; and all other risks identified in the Company's reports filed with Australian, Irish and US securities regulatory agencies and exchanges (as appropriate). The Company cautions you that the foregoing list of factors is not exhaustive and that other risks and uncertainties may cause actual results to differ materially from those referenced in the Company's forward-looking statements. Forward-looking statements speak only as of the date they are made and are statements of the Company's current expectations concerning future results, events and conditions. The Company assumes no obligation to update any forward-looking statements or information except as required by law.



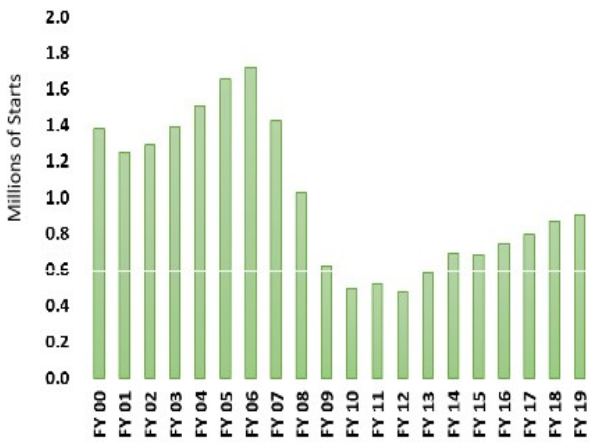
Exteriors

Sean Gadd



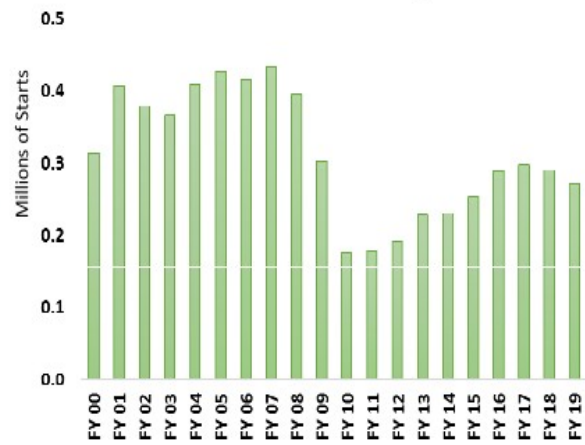
HOUSING STARTS

Single Family Starts



Source: Dodge Data & Analytics

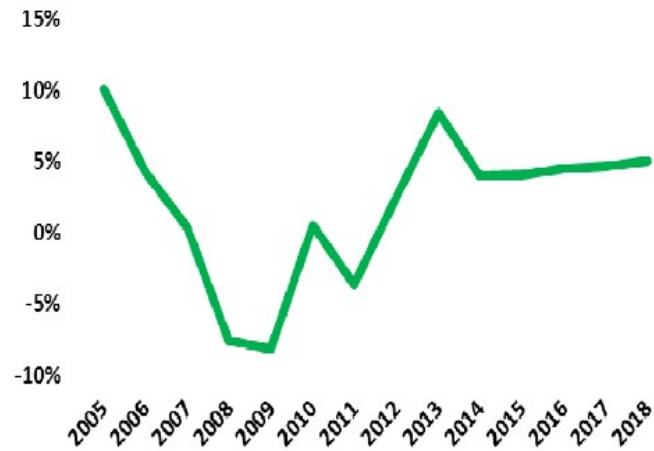
Addressable Multi-Family Starts



Single-family growth stable. Multi-family growth moderating.

REPAIR & REMODEL

Repair & Remodel Project Growth



Source: Hanley Wood

Repair & remodel projects continue to grow at ~5% annually

KEY TAKEAWAYS

- Market is growing at a moderate rate, which is good for James Hardie
- It provides the right environment to grow market share
- Builders and contractors are confident and looking to differentiate

AGENDA

- Strategy = 35/90
- How it works
 - Penetration vs. vinyl and wood
 - Defend against lower value alternatives
- Key enablers of the strategy
 - ColorPlus® Technology
 - Non-metro markets
 - Aspyre

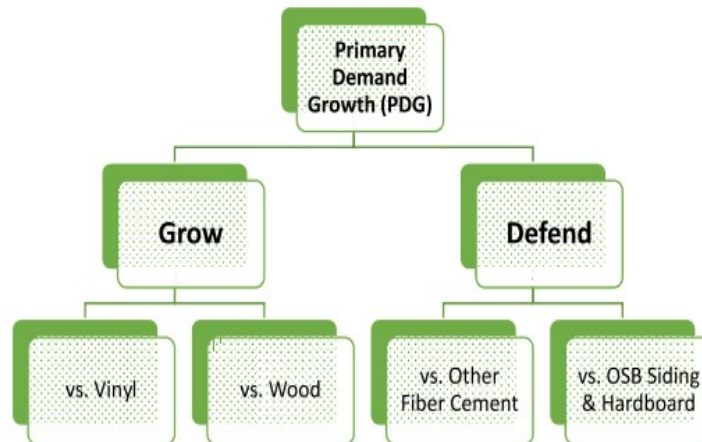


35/90 – Exteriors Growth Strategy



35/90 – EXTERIORS GROWTH STRATEGY

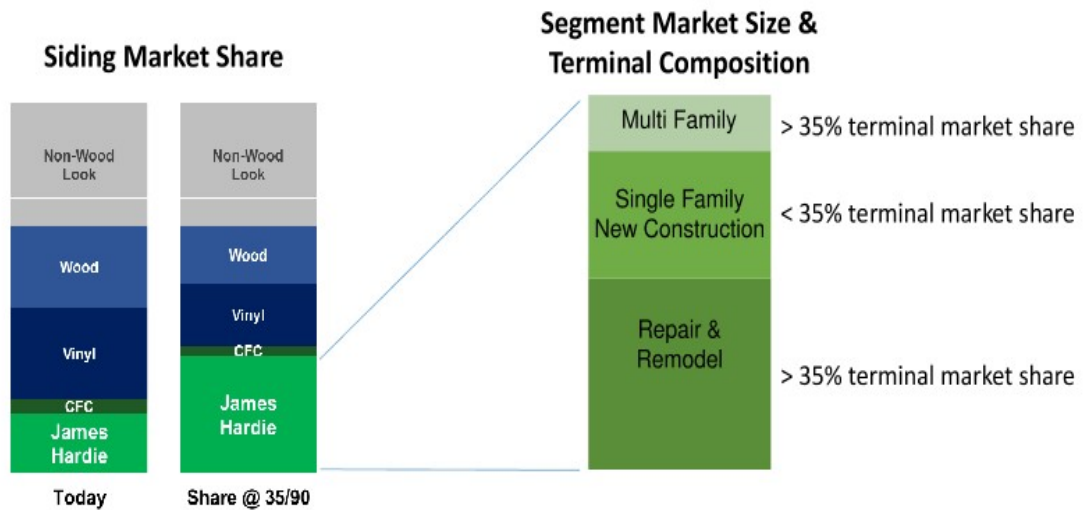
- Exteriors growth strategy remains 35/90
- Organic growth strategy measured by our growth above our market index (primary demand growth)
- Primary demand growth is delivered by:
 - Winning share from vinyl and wood
 - Defending against lower value alternatives



35/90 – EXTERIORS GROWTH STRATEGY

Market segmentation ... JH positioned for growth in all segments

- Single family ~85%, multi-family ~15%
- ~40% new construction, ~60% repair and remodel



Source: NAHB + Internal Management Estimates

35/90 requires participation in all geographies and segments

35/90 – VALUE PROPOSITION VS. COMPETITION

Vinyl

- Exterior appeal
 - curb, porch and deck
- Durability
 - Resistance to fire & abuse
- Low maintenance with a refresh solution
- Based on the value, James Hardie fiber cement is affordable

Wood & Wood Alternatives

- Product Durability
- Low maintenance
- Full product range for all types of homes and segments
- Full exterior & core color offering
- JH company support & representation

Competitive Fiber Cement

- Trusted brand
- Engineered for Climate®
- Technology
- Manufacturing scale
- Representation & support
- Diversified segments



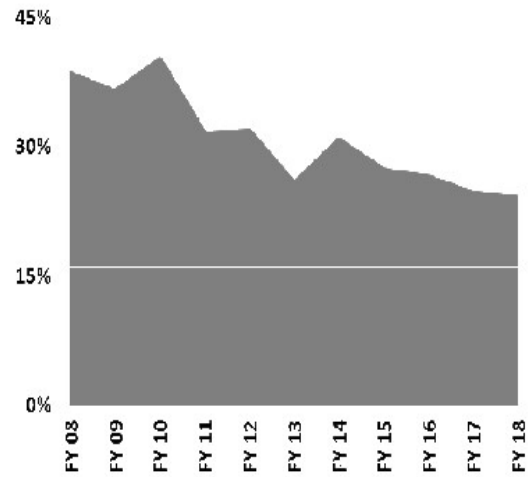
Grow Against Vinyl



JAMES HARDIE VERSUS VINYL



Historic Vinyl Share

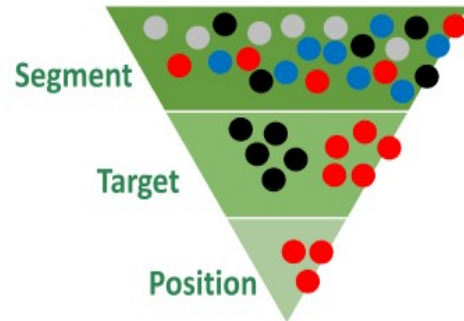


Source: NAHB + Internal Management Estimates

Positioned to accelerate our market share against vinyl with color by leveraging our superior value proposition, sales force and market development approach

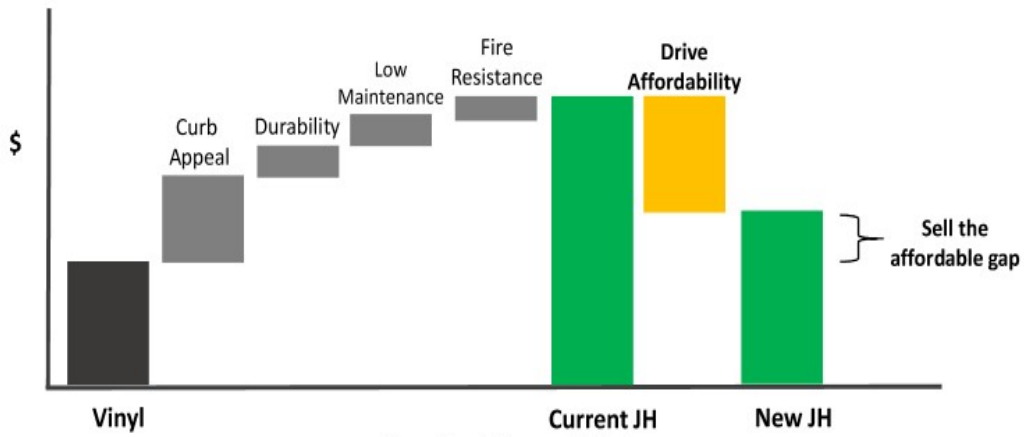
MARKET DEVELOPMENT VS. VINYL – NEW CONSTRUCTION

- Market development approach → Segment, Target, Position → “Money Ball”
- For the target builder looking to differentiate
- Providing a better looking home
 - Sell their homes at a higher price
 - Sell their homes faster
- Supporting through transition
- Leveraging the win



TOTAL COST VERSUS PERCEIVED VALUE

Fiber Cement has a compelling value proposition against vinyl

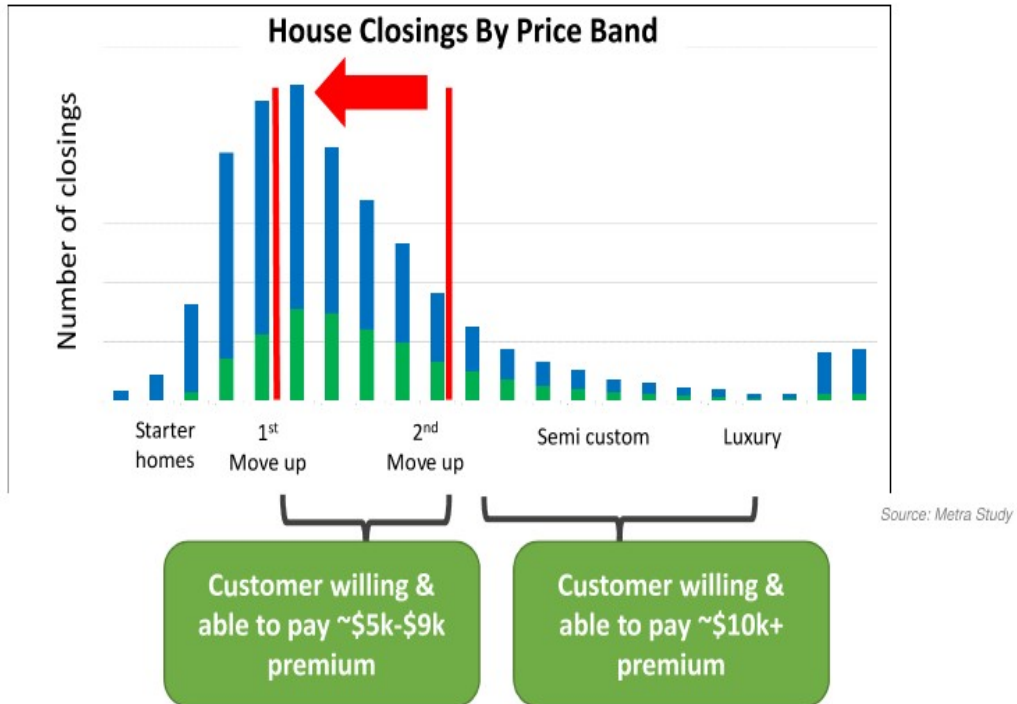


Source: Internal Management Estimates

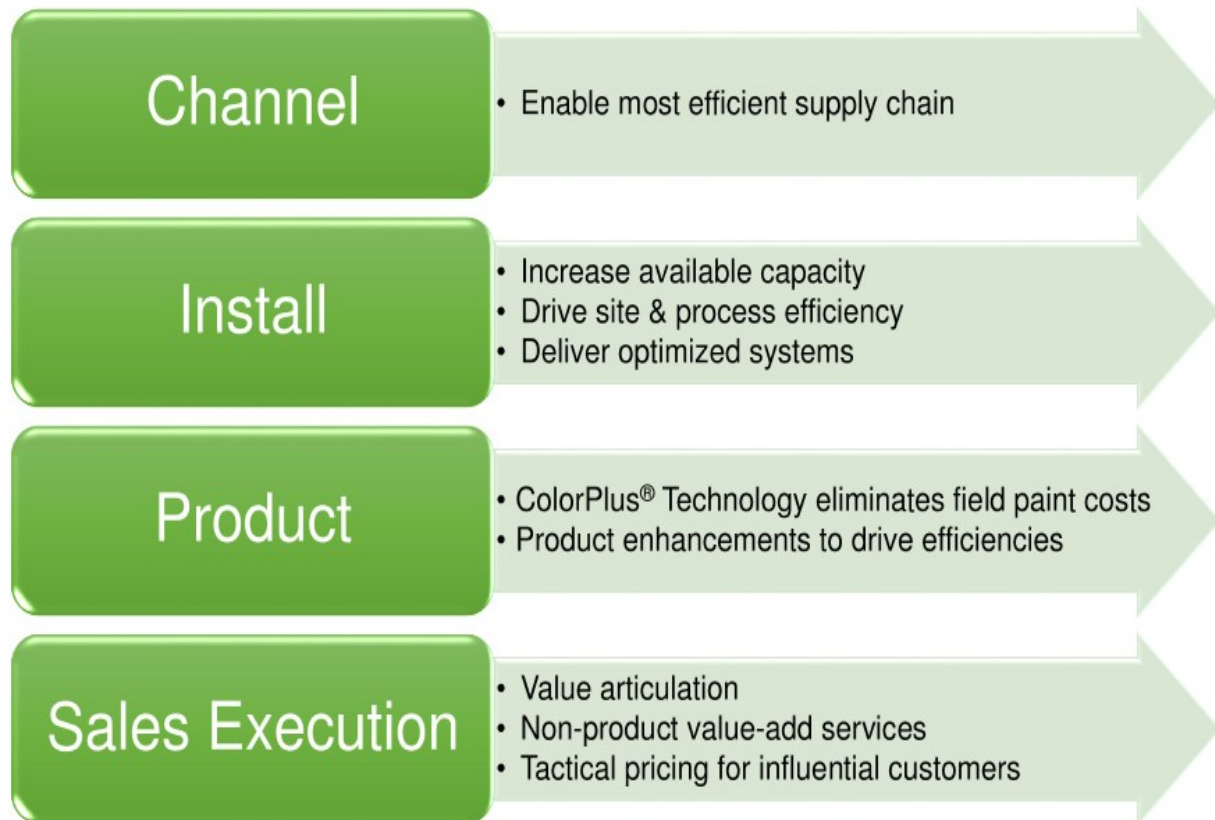
Curb Appeal + **Durability** + **Fire Resistance**

ACCELERATING GROWTH AGAINST VINYL

In the single-family new construction segment, driving affordability for the builder will significantly increase the available market size for James Hardie



4 KEY LEVERAGE POINTS FOR AFFORDABILITY

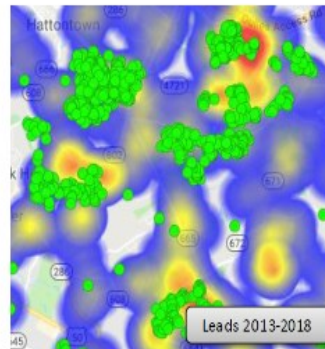
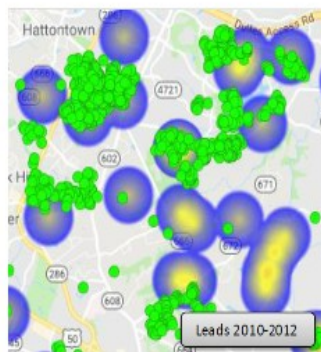


ACCELERATE ADOPTION



MARKET DEVELOPMENT VS. VINYL – REPAIR AND REMODEL

- Market development approach → Segment, Target, Position
- Target homeowner looking for a re-side
- In the right neighborhood
 - James Hardie “Lockdown”
 - Vinyl battleground



VALUE FOR CONTRACTORS

Via an aligned contractor

- Looking to partner and grow
- Position James Hardie fiber cement products in the home
- At the right price

Take advantage of everything the James Hardie Contractor Alliance Program has to offer:



GET RECOGNIZED AND DIFFERENTIATE YOUR BUSINESS ▶



ACQUIRE NEW TOOLS AND SKILLS TO INCREASE PROFITABILITY ▶



EARN HARDIEREWARDS™ POINTS AND OTHER BENEFITS ▶



ALIGN WITH THE #1 BRAND OF SIDING ▶



RE-SIDE LEADS FOR PARTNER CONTRACTORS



JamesHardie

REQUEST A QUOTE

Fill in the form below and JamesHardie will contact you with up to three local siding contractors who will prepare an estimate for your project. (We need to be able to contact you.)

First Name* Last Name*

First Address*

Phone Number*

Address*



WE FOUND 6 CONTRACTORS NEAR ZIP CODE 60515

Featured Contractor

OPAL ENTERPRISES, INC.
1000 W. 163RD ST.
96%
Based on 15 reviews
with 14 photos
and 1 review

View Profile | Get a Quote

Preferred Contractor

SMARTBUILD CONSTRUCTION INC.
1601 W. 163RD ST.
100%
Based on 15 reviews
with 14 photos
and 1 review

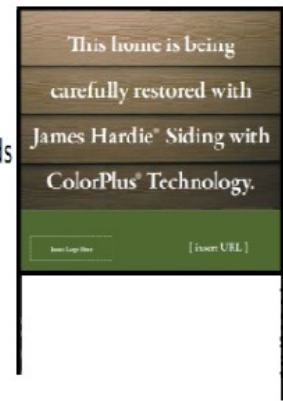
View Profile | Get a Quote

Over 15,000 home owner leads generated in 2017

REPAIR AND REMODEL

- Drive awareness and preference for James Hardie with ColorPlus® technology in vinyl battleground neighborhoods
- Sell value proposition directly to the home owner via an aligned contractor
- Leverage that home in the desired neighborhood
- Move the battleground neighborhood to a fiber cement standard ... then move to an adjacent neighborhood that references this new standard
- Create the “Wake”

ENHANCING THE WAKE





Defend Against Lower Value Alternatives



WIN AGAINST LOWER VALUE ALTERNATIVES

- As we pull a market off a vinyl standard, builders we don't touch move to hard siding
- Lower value alternatives can pick up some of this business
 - "Me too" positioning
 - Utility product benefit, particularly trim
 - Ease of install

WIN AGAINST LOWER VALUE ALTERNATIVES

- Targeted geographic approach
- Sell the superior advantages of James Hardie fiber cement exterior to the homeowner via our builders and aligned contractors
- Tactically deliver competitive packages to the builder
 1. ColorPlus® Technology
 2. Full-wrap
 3. 100% Hardie™
- Build stronger partnerships and value with installers and trades
- Deliver a winning strategy in non-metro markets

POSITION FIBER CEMENT AGAINST WOOD



James Hardie siding products are designed to combat the shortcomings of wood and wood alternatives to provide a **longer-lasting, lower-maintenance, weather resistant** exterior

“No Wood Is Good”

Don't be fooled. When it comes to long-term on-the-wall performance, engineered wood siding still performs like wood.

STRATEGIC GAME PLAN

- Product superiority – cement vs. wood
- Company vs. Company – primary demand / value creation
- Full product portfolio
 - Move to ColorPlus® Technology as the primary solution
 - Sell full wrap (primed siding and trim)
 - Fulfill design needs with the Aspyre collection from James Hardie™
- Create barriers throughout our value chain to maintain market position as we drive adoption of fiber cement
- Focus on the affordability gap driving conversions
- Leverage our sales resources and execute fast – single focus

VALUE ADD PARTNER PROGRAMS

SIDE™
MASTER

SAFETY • INTEGRITY • DURABILITY • EFFICIENCY



JamesHardie



GO-FORWARD

- Central US market focus
- “No Wood is Good” marketing strategy
- Maintain direct sales, primary demand model
- Continue to develop account management competency
- Accelerate growth in non-metro markets
- Improved non-product value creation to JH partners



ColorPlus® Technology



WIN WITH COLOR

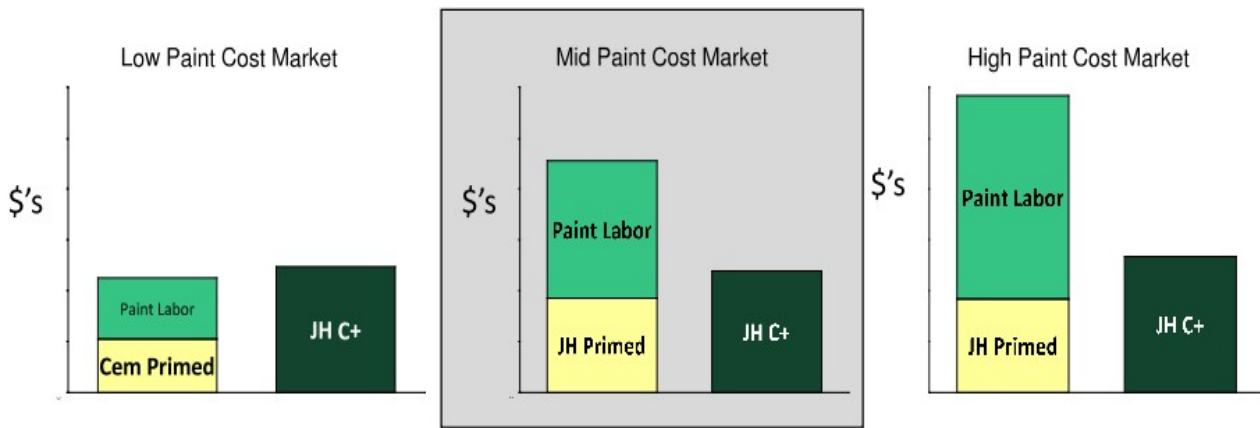
- ColorPlus® Technology remains a key enabler for future growth against vinyl and lower value alternatives
- James Hardie has significant scale advantage with ColorPlus® Technology
- ColorPlus® Technology penetration flattened as we moved away from building an efficient supply chain design
- ColorPlus® Technology is at the forefront of our go-to-market strategy

COLORPLUS® TECHNOLOGY VALUE PROPOSITION

ColorPlus® Technology can create more value for customers:

- KEEP: Delivers a factory applied finish – better than field paint
- REINFORCE: Able to provide benefit of a lower total cost solution in many markets ... particularly “mid paint cost markets”

Cost of Primed Hardie & Field Paint vs. ColorPlus® Technology (Before Cost of Install)



Source: Internal Management Estimates

COLORPLUS® TECHNOLOGY STRATEGIC IMPORTANCE

In addition to competitive installed cost, ColorPlus® offers other important benefits:



Competitive Advantage

- Hardie's scale enables more efficient manufacturing and distribution of prefinished product
- Hardie's pull strategy enables channel members to get acceptable inventory turns on stocked colors
- A prefinished market builds moats due to complexity of execution for close alternatives



JH Returns

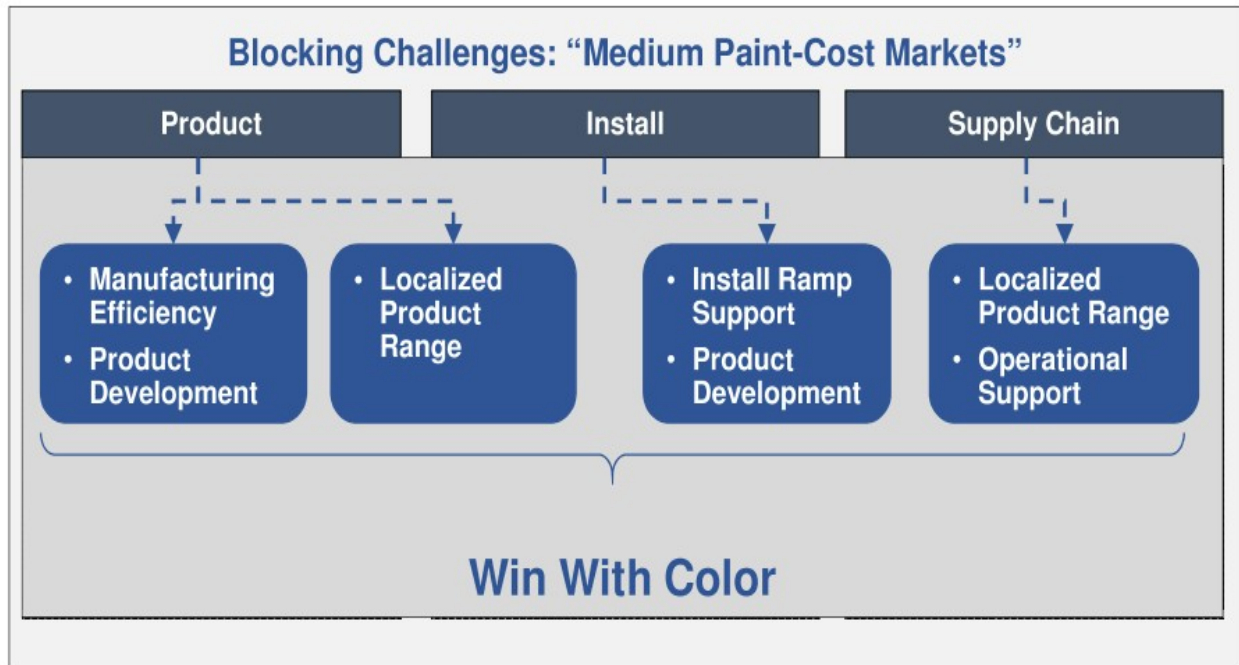
- ColorPlus® Technology delivers strong contribution to company returns

COLORPLUS® TECHNOLOGY PENETRATION: BLOCKERS

Blocking Challenges: “Medium Paint Cost Markets”

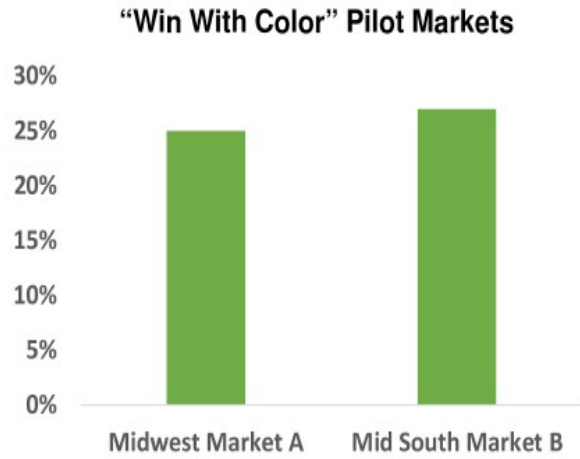
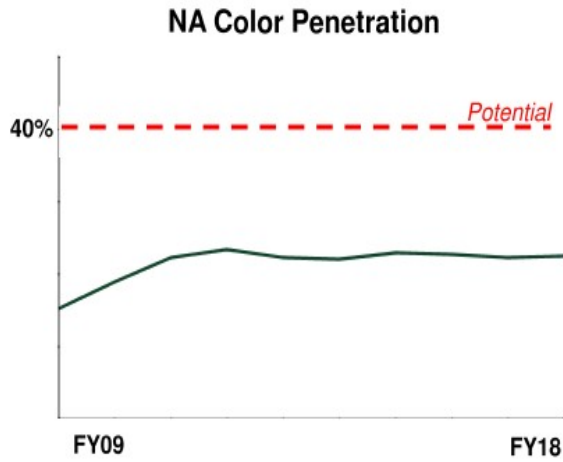
Product	Install	Supply Chain
<ul style="list-style-type: none">• Not clearly delivering affordability• Promoting more accessories & color choices than most want to pay for	<ul style="list-style-type: none">• Pool of capable C+ labor is lacking in many markets• Installers unfamiliar with C+, learning curve inefficiency can lead to higher install costs	<ul style="list-style-type: none">• Complexity of product offering can lead to increased investment in inventory• Lack of local availability of product range hinders builder adoption• No clear direction from JH to help coordinate supply chain

COLORPLUS® TECHNOLOGY PENETRATION: SOLUTIONS



PILOT MARKETS SHOW POTENTIAL OF 'WIN WITH COLOR'

As we activate our "Win With Color" strategy in pilot markets, we see good indicators for future markets



Target for C+ to comprise ~40% of our product mix

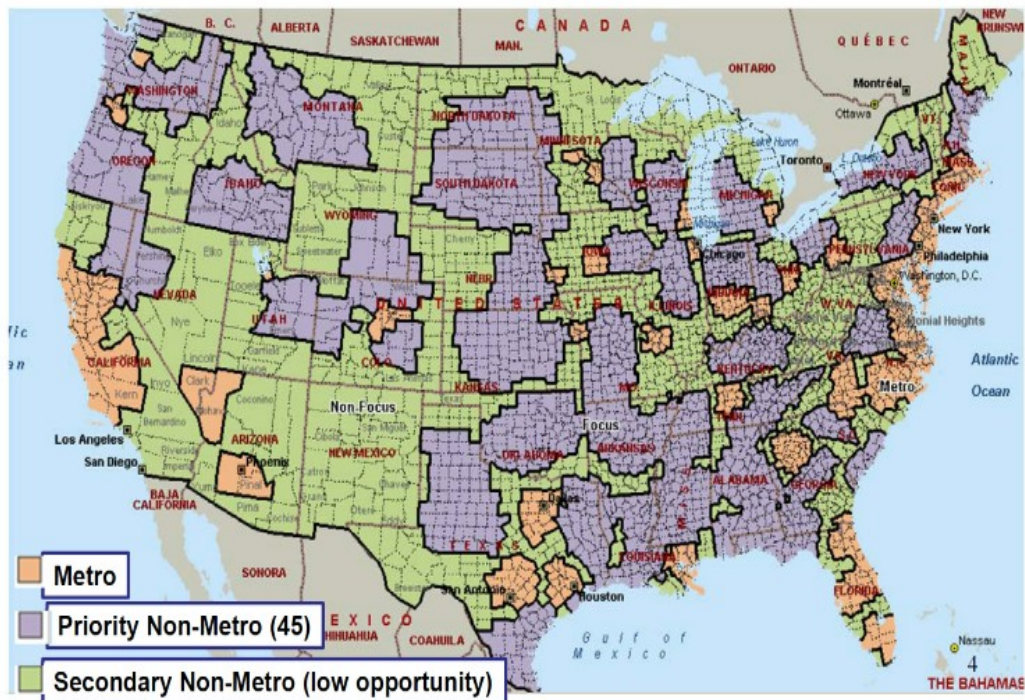


Non-Metro



NON-METRO MARKETS

- Winning in non-metro markets remains key deliverable to achieve 35/90



NON-METRO MARKET ASSUMPTIONS

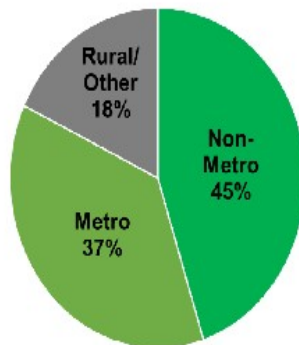
- Lower population density → *more difficult to cover with direct sales*
- Lower average income & home values → *less willingness to pay*
- Large geographic spread & lower volumes → *more expensive distribution*
- Fragmented installer base → *harder to train on new products*
- Relationship-driven culture → *more influence by local dealers*

Result: Lower cost, easier to install lower value alternatives have disproportionate share

IMPORTANCE OF NON-METROS

Non-metro markets are in the aggregate a larger market than metros ... we cannot achieve 35/90 without a stronger presence in these markets

US Housing Starts – Addressable



We believe we need
~20% penetration of non-
metros to achieve 35/90

Source: Dodge Analytics & Internal Management Definitions

As a result, we are developing strategies for more effective non-metro performance and will allocate increasing resources to this segment

NON-METRO – HOW IT WORKS

- James Hardie's job is to change the market standard
- Find or create natural aggregation points
- Improve efficiency/cost
- Integrate non-metro installers and dealers into the James Hardie network



STRATEGIC OBJECTIVE AND GO-FORWARD GAME PLAN

- Introduce non-metro segment team to accelerate market adoption
- Aligning partners & eliminating market barriers
- Create a repeatable approach to plan, target & accelerate growth
- Focus on the affordability to drive conversion from vinyl and wood based alternatives
- Right dealer, right installer ... delivering color in an easy way

KEY TAKEAWAYS

- We cannot deliver 35/90 without growth in non-metros
- Implementation of a James Hardie market acceleration team
- Network of in market partners delivering the value proposition of fiber cement to builders and homeowners
- Affordability throughout the supply chain remains key
- Unique programs to ensure long term retention of conversions following market development activities



Aspyre Collection from James Hardie™



ASPYPE ENABLES GROWTH AGAINST WOOD...

To achieve 35/90, we must capture market share against wood

The Aspyre collection is a product line designed to target 300 mmsqft of high-end wood

Aspyre allows us to defend against low-value alternatives and new entrants, while extending the fiber cement S-curve as traditional James Hardie users graduate to higher-end aesthetics

Aspyre extends the reputation of James Hardie as a product leader



BY TARGETING THE TOP-OF-MARKET SEGMENT...



Applications

- Vertical and Horizontal Siding
- Reveal accents and Columns
- Ship porch ceiling and outdoor living space

Aspyre Products

- Shiplap: ~3500 Sqft
- Reveal: ~2000 Sqft

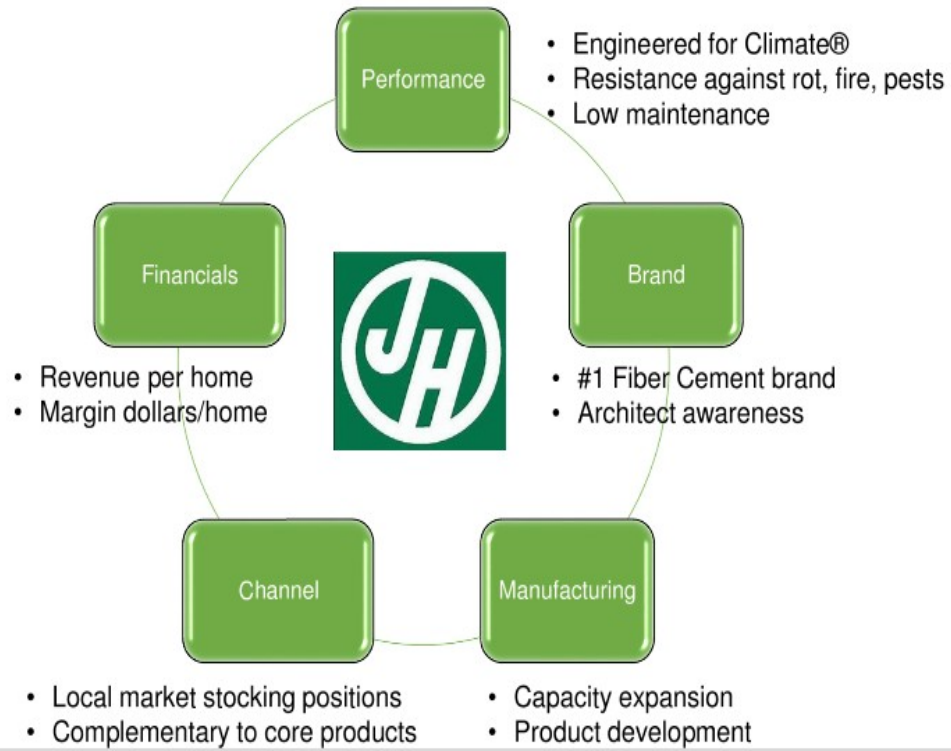
ENABLING VERSATILE DESIGN OPTIONS...



- Lock-joints enable hidden fasteners and easy install
- Thick planks enable mitered corners delivering desired contemporary design
- Machined profiles enable high-end wood profiles and design

BUILDING ON CORE JH ADVANTAGES

James Hardie Advantage





Key Takeaways



KEY TAKEAWAYS

- Housing market remains relatively strong
- Hardie is set to accelerate share growth through market development against vinyl and through a sales approach against low value alternatives and wood
- Hardie has the scale advantage to use color as a key enabler
- Hardie has an innovative approach for small markets that will enable us to grow there
- The Aspyre Collection from James Hardie™ rounds out our product offering, protecting our brand and allowing us to grow against wood



Q&A





Interiors

Sean Gadd



JAMES HARDIE INTERIORS

- Interiors overview
- Competitive set
- How we compete
- Emerging trends
- Growth path forward

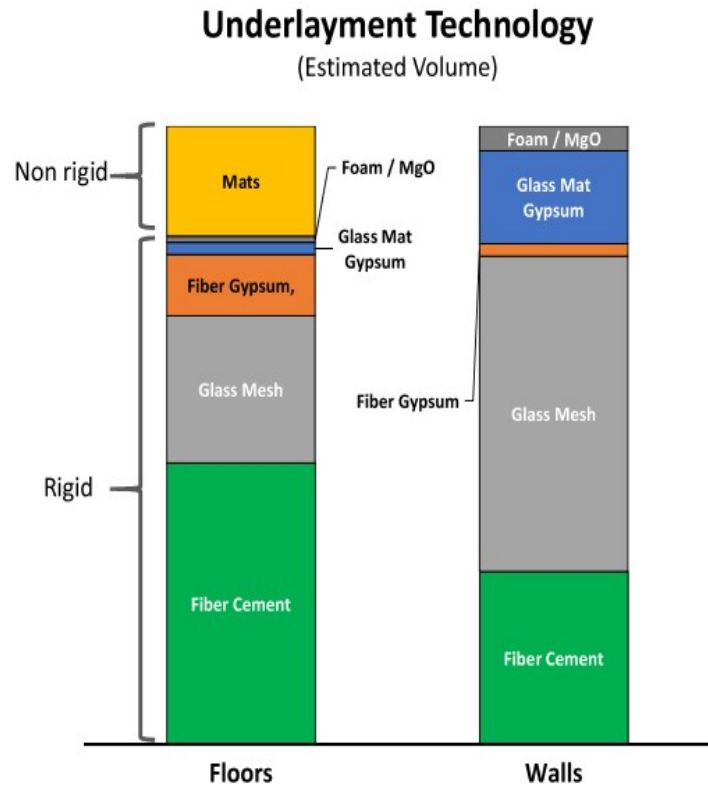
TILE UNDERLAY OVERVIEW

- Tile underlayment is installed under tile in wet areas and can be rigid or non-rigid
- Backer board (a rigid tile underlayment) provides a solid foundation upon which to install the tile and protects the subfloor from moisture and mold
- Tile underlayment is most commonly installed on floors and walls
 - 1/4" thickness used for floors
 - 1/2" thickness used for walls



TILE UNDERLAYMENT OVERVIEW

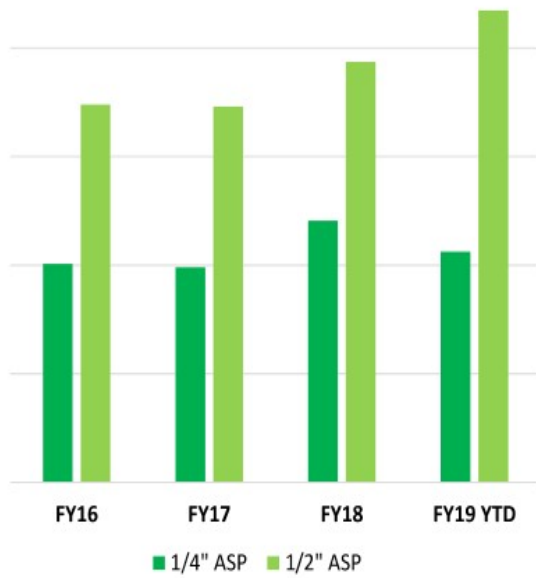
- Total tile underlayment market is estimated at ~1.1bsqft
- Market for floor underlayment is in slight decline
- Market for walls is expected to grow at +3-4% per year



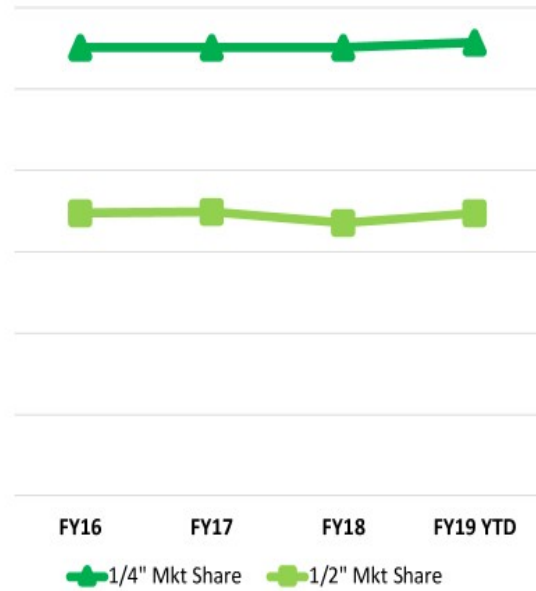
Source: Catalina Research, Ciprus Report

HISTORIC INTERIORS PERFORMANCE

Average Selling Price




Market Share %



Estimated market share stable since FY15 ... average selling price accretion

COMPETITIVE OVERVIEW

	Description	Performance Gap vs. HardieBacker	Example Brands
Rigid	Fiber Cement	Cement board with 90% Portland cement and sand	
	Glass mesh cement	Cement board wrapped in fiberglass mesh	<ul style="list-style-type: none"> • Crumbles, messy when cut • Not as stiff or strong USG – Durock National Gypsum - Permabase
	Gypsum	Gypsum core, typically wrapped with paper or glass mat	<ul style="list-style-type: none"> • Poorer moisture or mold resistance • Weaker, lower tile adhesion Fiberock DensShield
Non Rigid	Foam	Extruded polystyrene or poly-iso foam core with facer	<ul style="list-style-type: none"> • Expensive • Lower tile adhesion Schluter Systems - Kerdi
	Mats	Polyethylene sheet	<ul style="list-style-type: none"> • Expensive • Installation methods not as widely understood Schluter Systems - Ditra

VALUE PROPOSITION – RIGID TILE UNDERLAYMENT

- HardieBacker® is the market leader in rigid tile underlayment, >95% category share in fiber cement
- Strongest rigid tile underlayment on the market
- Superior tile adhesion
- Uniform composition
- Highest compressive strength
- Easy → no mess cutting
- Strong moisture and mold performance

HardieBacker®
Cement Board

FOR USE ON
WALLS, FLOORS
AND COUNTERTOPS

MOST PREFERRED BRAND OF BACKER BOARD

MADE BETTER

- 90% Portland cement and sand
- No loose filler
- Solid foundation for your tile job

INSTALLS BETTER

- Simple score and snap
- Clean cuts
- Less dust and debris

PERFORMS BETTER

- Outstanding moisture and mold resistance
- Excellent tile adhesion

INTERIORS CHANNEL SPLIT – RIGID TILE UNDERLAYMENT

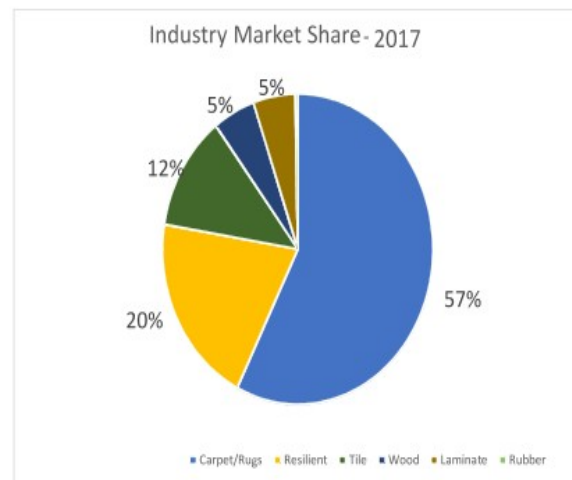
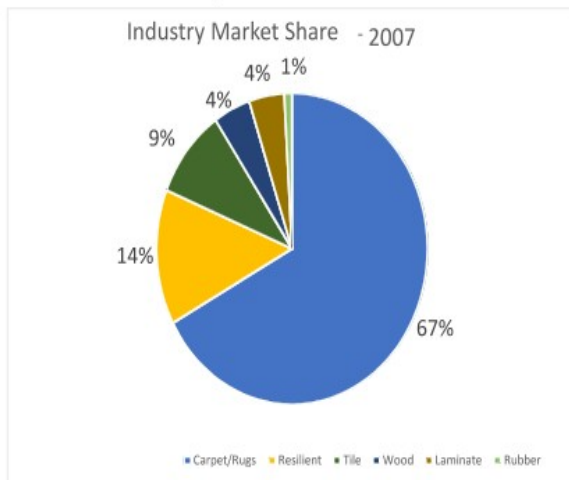
		Example Companies	% of Rigid Underlayment	Primary Customer
Retail	Big Box Retail	 	~60%	DIY, remodeling contractor, JOAT
	Pro-Tile	  	~20%	Tile contractors
Pro	Gypsum	 	~10%	Drywall contractors
	Lumber	 	~10%	GCs, custom builders

Source: Catalina Research, NAHB, US Census, HW, Management Estimates

James Hardie is the market leader in retail, but is currently underpenetrated in Pro-Tile. Future focus on channel alignment will help drive additional growth in that market.

MATERIAL TRENDS IMPACTING TILE UNDERLAYMENT

- Resilient flooring is a term that refers to floor coverings that occupy a middle ground between soft floors and hard floors.
- Resilient flooring and more specific luxury vinyl tile (LVT) requires no underlayment when installed



Source: Floor Covering News – July, 2018

GROW MARKET SHARE IN RIGID UNDERLAYMENT

- 1** Share of Wall Capture
 - Continue to educate contractors on the value proposition and points of differentiation
 - Drive end user conversion to HardieBacker® from other technologies
- 2** Channel Alignment & Organization Execution
 - Maintain high level of engagement in retail channel, driving brand preference
 - Expand points of distribution and increase customer intimacy in pro channel
- 3** Actively Reinforce Use of ¼" on the Floor
 - Reinforce the use of ¼" for tile projects on the floor (instead of ½") in certain markets
 - Educate contractors on the value and workability of ¼" on the floor (switch them from ½")
- 4** Innovate to Enable Growth in Emerging Trends
 - Deliver innovative products that align with, and address, key trends in the marketplace:
 - Increased cost of labor to install
 - Waterproofing in showers/bathrooms
 - Growth in alternative technologies

SUMMARY

- Resilient flooring, which does not require a tile underlayment, is growing and is starting to reduce the addressable market for flooring tile underlayment
- James Hardie has strong market share in ¼" backer – used on the floor
- Opportunity to move contractors still using ½" gypsum on the floor to our ¼" product
- Continue to grow share in ½" backer on the wall
- Opportunity exists to develop products, taking advantage of the current trends
- We are funding product development to address developing market preferences



Q&A





North America Sales

Zean Nielsen



35/90: SOUND GAME PLANS PAIRED WITH SOUND EXECUTION

The role of my organization is to run a more effective field force, in a more complex market place, with more localized game plans.

To address this reality, and increase traction with our market model, we are:

1. Introducing a framework that allows us to plan, manage and monitor progress (TOED)
2. Building a centralized sales ops capability to better leverage our field resources
3. Re-calibrating field resources in a dynamic way that is consistent with future growth opportunities and allows us to defend our base

These initiatives will accelerate our ability to:

- Service & support current customers
- Grow through our channel partners
- Grow with current user base by expanding both product usage and geographical spread
- Execute new product and market initiatives downstream in market
- Run market development programs in vinyl standard markets at an accelerated pace

A STRUCTURED FRAME WORK AND SYSTEMATIC APPROACH

TARGET

Identify the potential and how to get to 35/90 – i.e. where & who to target first



ORGANIZE

Align the sales force around potential and reward the right long term behavior



ENABLE

Set up the sales force for success and arm them with the right Training, Value Props and Sales Tools

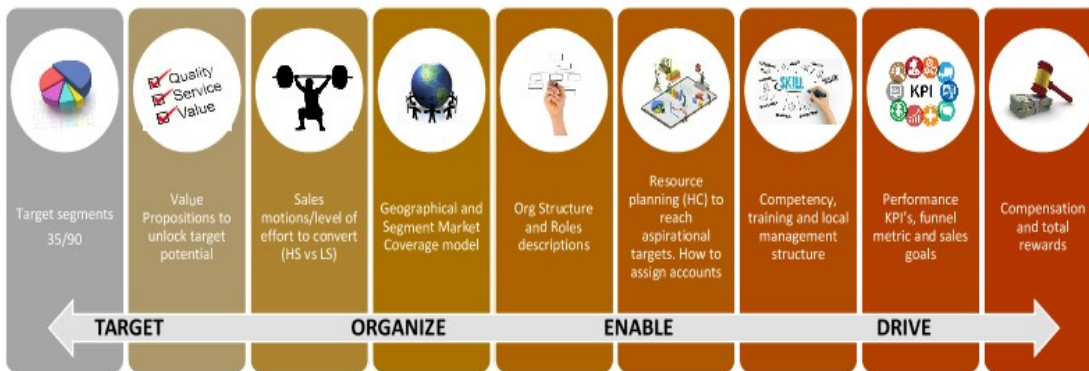
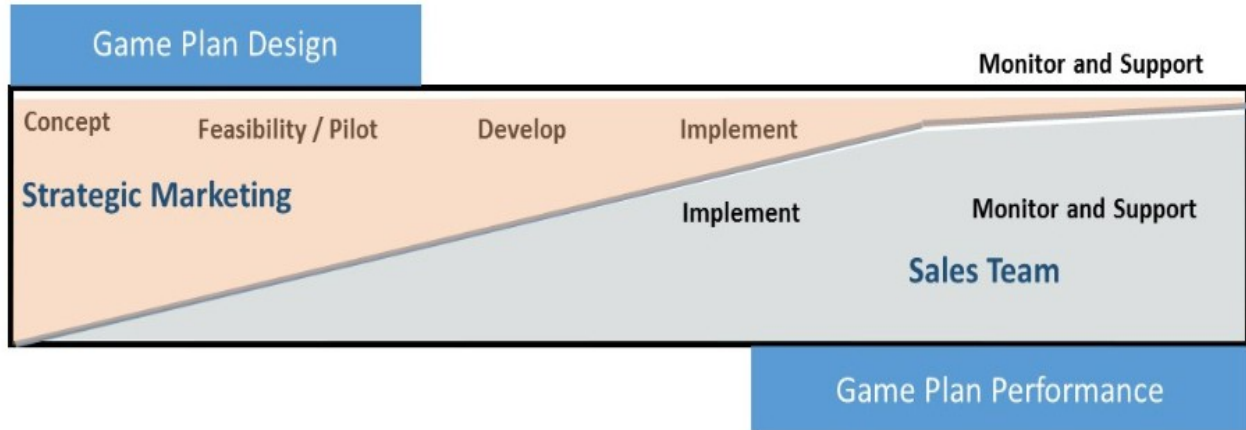


DRIVE

Ensure a culture that goes after and gets the potential, paired with systems that monitor progress and performance



TARGET: FROM GAME PLAN DESIGN TO SALES EXECUTION



SNAPSHOT OF PROGRAMS AND INITIATIVES

TARGET

Identify the potential

Break down of priority markets within 35/90 with P&S

Feeding the funnel via advanced targeting from HQ and HAT Team: against:

Lower value hard siding substitutes

Vinyl, all markets

ORGANIZE

Better align the sales force to both defend and grow

Re-organized High S, Low S and Interiors around game plans (March 2018)

Upgrade current resources to future state needs

Build centralized Sales Ops capabilities to better leverage field resources:

Staffed up, strengthening bench, up leveling skillsets

ENABLE

Enable field sales success

From analog to digital --- CRM & SFDC. Launch SME portal

Tune up value propositions and color+ programs to win against lower value hard siding substitutes and Vinyl

Inside Sales, Lead generation

Upgrade MF desk bid pricing and lead handling processes

DRIVE

Ensure a culture that goes after and gets the potential

Ladder / Funnel management /leakage detection programs

Wide Scale ASM and KAM development/coaching program

Reduce variability via enhanced training efforts

Analog to Digital push – connecting our systems (SAP, CRM, SDFC, APO, Tactical Pricing) to gain, speed & visibility in decision making and programs

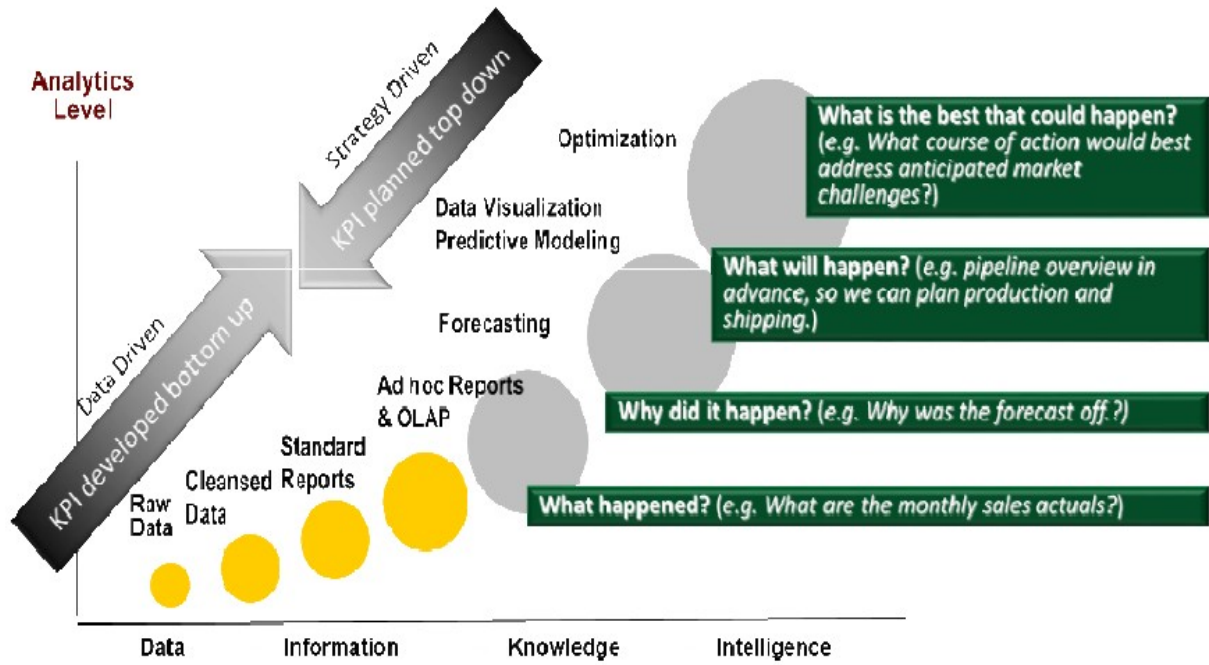
ORGANIZE / ENABLE: ESTABLISHMENT OF SALES OPERATIONS

As we connect processes and IT systems, Basic Ops functions will develop from efficiency necessities to strategic Sales Ops drivers



FROM LOCAL TO CENTRALIZED MARKET ANALYTICS WITH ADVANCED AND INTEGRATED SELLING AND REPORTING TOOLS

Turning Measurement into Data-Driven Intelligence



ENABLE: VINYL EXAMPLE THROUGH SIMPLE SALES TOOLS AND PROGRAMS



LUXURY PACKAGE

ITEM	QTY
RAKE	140
RAKE & SOFFIT	73
FASCIA ONLY	16
FASCIA & SOFFIT	130
RAKE & 2' 6" SOFFIT	20
FRIZE AT RAKE	63
6" FRIZE AT FASCIA	11
1x12 FRIZE AT FASCIA	39
6" CROWN AT FRIZE	120
PORCH BEAMS	30
COLUMNS	B.O.
SOFFIT UNDER CANT.	12
SHUTTERS (approx. size)	4
SHUTTERS (approx. size)	1
SHUTTERS DOGS	5
WINDOW HEAD	11
WINDOW HEADS	11
DOOR HEAD	2
2" FG. SILL	70
GARAGE HEADS	2
GARAGE SURROUNDS	50
GAP GARAGE	2
FLASHING AT WATERTABLE	120
DECORATIVE BRACKETS	3
DECORATIVE BRACKETS	3
TYVEK & TAPE (AT SIDING)	40
TYVEK & TAPE (AT STONE)	1.25
"HARD" HORIZ. SIDING	40
"HARD" 4" OUTSIDE CORNERS	200
"HARD" INSIDE CORNERS	120
LIGHT BLOCKS, ETC.	1
SIDINGS AND TRIM TOTAL	

DESIGNER PACKAGE

ITEM	QTY
RAKE	140
RAKE & SOFFIT	73
FASCIA ONLY	16
FASCIA & SOFFIT	130
FRIZE AT RAKE	63
6" FRIZE AT FASCIA	11
1x12 FRIZE AT FASCIA	39
6" CROWN AT FRIZE	120
PORCH BEAMS	30
COLUMNS	B.O.
SOFFIT UNDER CANT.	12
PORCH BEAM	30
COLUMNS	B.O.
SOFFIT UNDER CANT.	12
SHUTTERS (approx. size)	4
SHUTTERS (approx. size)	1
SHUTTERS DOGS	5
WINDOW HEAD	11
WINDOW HEADS	11
DOOR HEAD	2
2" FG. SILL	70
GARAGE HEADS	2
GARAGE SURROUNDS	50
GAP GARAGE	2
FLASHING AT WATERTABLE	120
DECORATIVE BRACKETS	3
DECORATIVE BRACKETS	3
TYVEK & TAPE (AT SIDINGS)	40
TYVEK & TAPE (AT STONE)	1.25
"HARD" HORIZ. SIDING	40
"HARD" 4" OUTSIDE CORNER	200
"HARD" INSIDE CORNER	120
LIGHT BLOCKS, ETC.	1
SIDING AND TRIM TOTAL	

STANDARD PACKAGE

ITEM	QTY	UNIT
RAKE	140	FEET
RAKE & SOFFIT	73	FEET
FASCIA ONLY	16	FEET
FASCIA & SOFFIT	130	FEET
FASCIA & 2' 6" SOFFIT	20	FEET
FRIZE AT RAKE	63	FEET
PORCH CEILING	120	SQ. FT.
PORCH BEAM	30	FEET
COLUMNS	B.O.	FEET
SOFFIT UNDER CANT.	12	SQ. FT.
SHUTTERS (approx. size)	4	PAIR 60"
SHUTTERS (approx. size)	1	PAIR 72"
SHUTTERS DOGS	5	PAIR
GAP GARAGE	2	SINGLE
FLASHING AT WATERTABLE	31	FEET
TYVEK & TAPE (AT SIDING)	40	SQUARE
TYVEK & TAPE (AT STONE)	1.3	SQUARE
"HARD" HORIZ. SIDING	40	SQUARE
"HARD" 4" OUTSIDE CORNERS	200	FEET
"HARD" INSIDE CORNERS	120	FEET
LIGHT BLOCKS, ETC.	1	HOUSE
SIDING AND TRIM TOTAL		

A market development transaction is a more sophisticated and consultative sale

Sales enabling tool includes architectural renderings and positioning affordable design options to help change perception

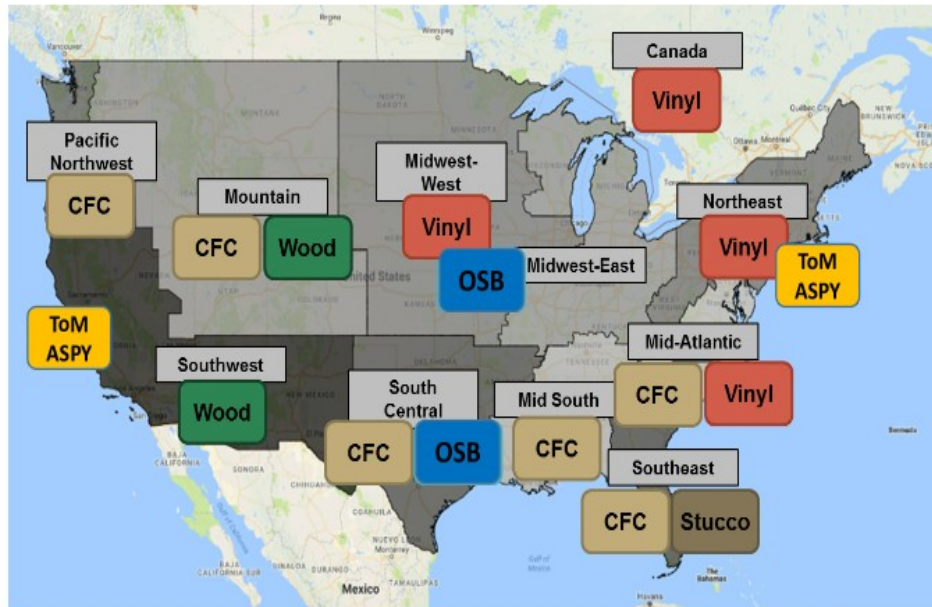
ORGANIZE: MARKET OPPORTUNITIES ARE REGIONAL IN NATURE

Current State

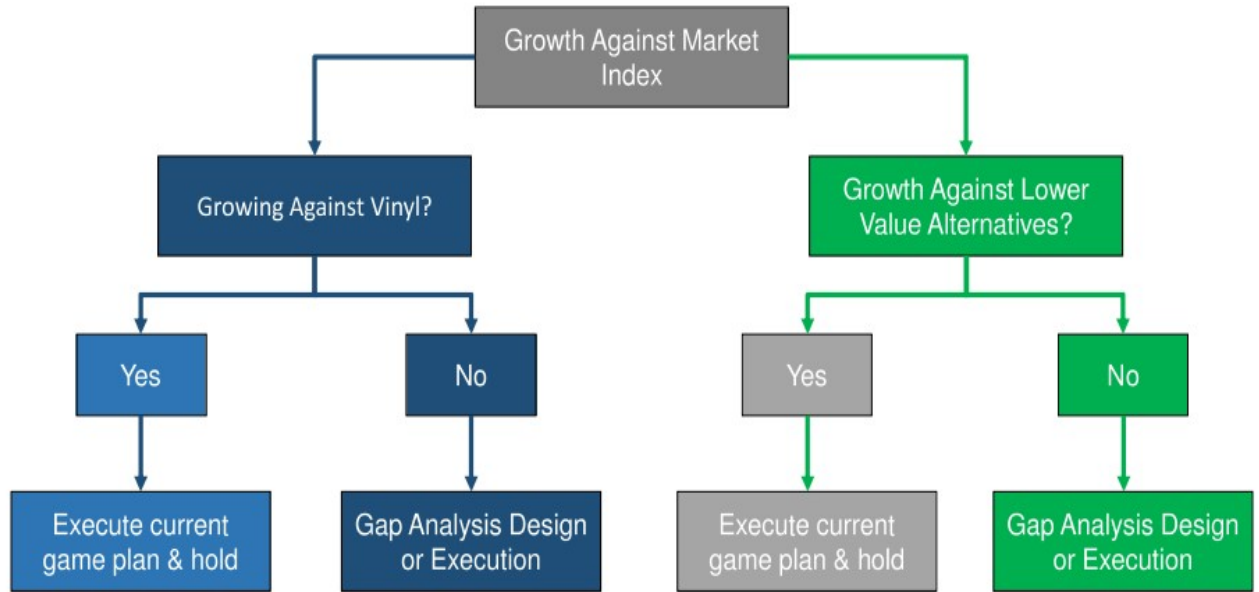
Current resource allocation aligned with the 90 vs the 35

Future State

Game plan and Geography-based territory alignments with balanced focus on market development, defend/AMA, sales CFC & hard siding volume, optimized travel time and workload. We need to service both the 35 and the 90



DRIVE: SALES OPS AND SALES MANAGEMENT WILL HELP TO ENSURE FOCUS ON THE RIGHT GAME PLANS & EXECUTION



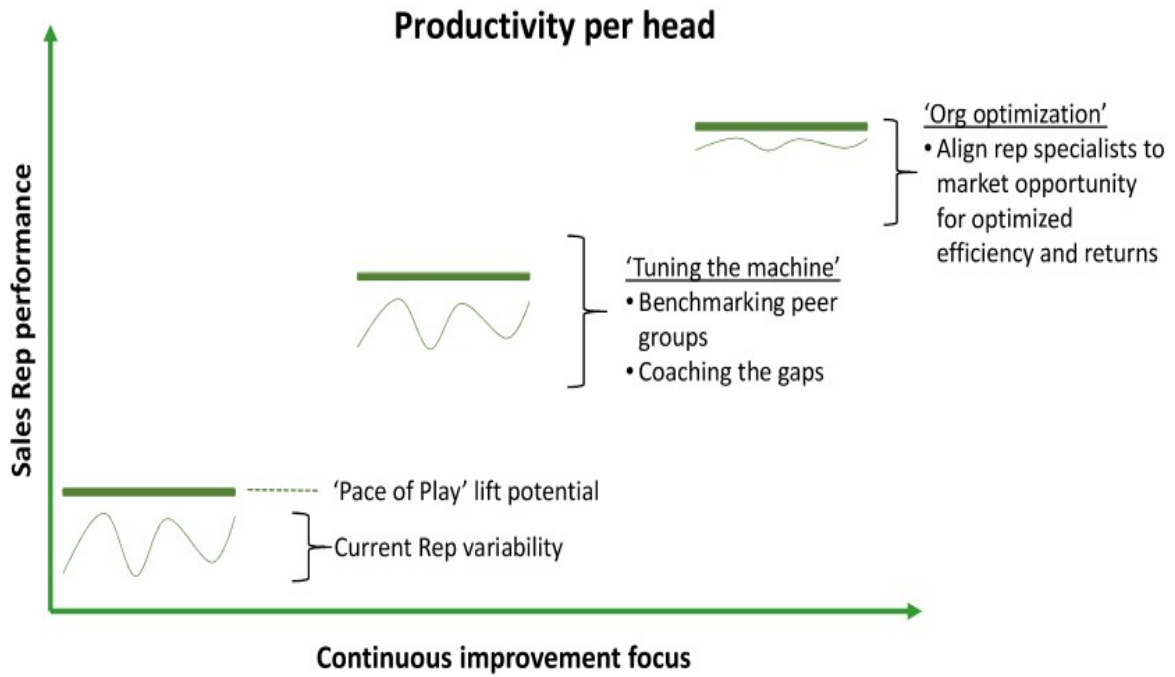
Real time RYG reporting with weekly sales calls to ensure implementation



PRODUCTIVITY



DRIVE: REDUCING VARIABILITY AND DRIVE PRODUCTIVITY PER HEAD

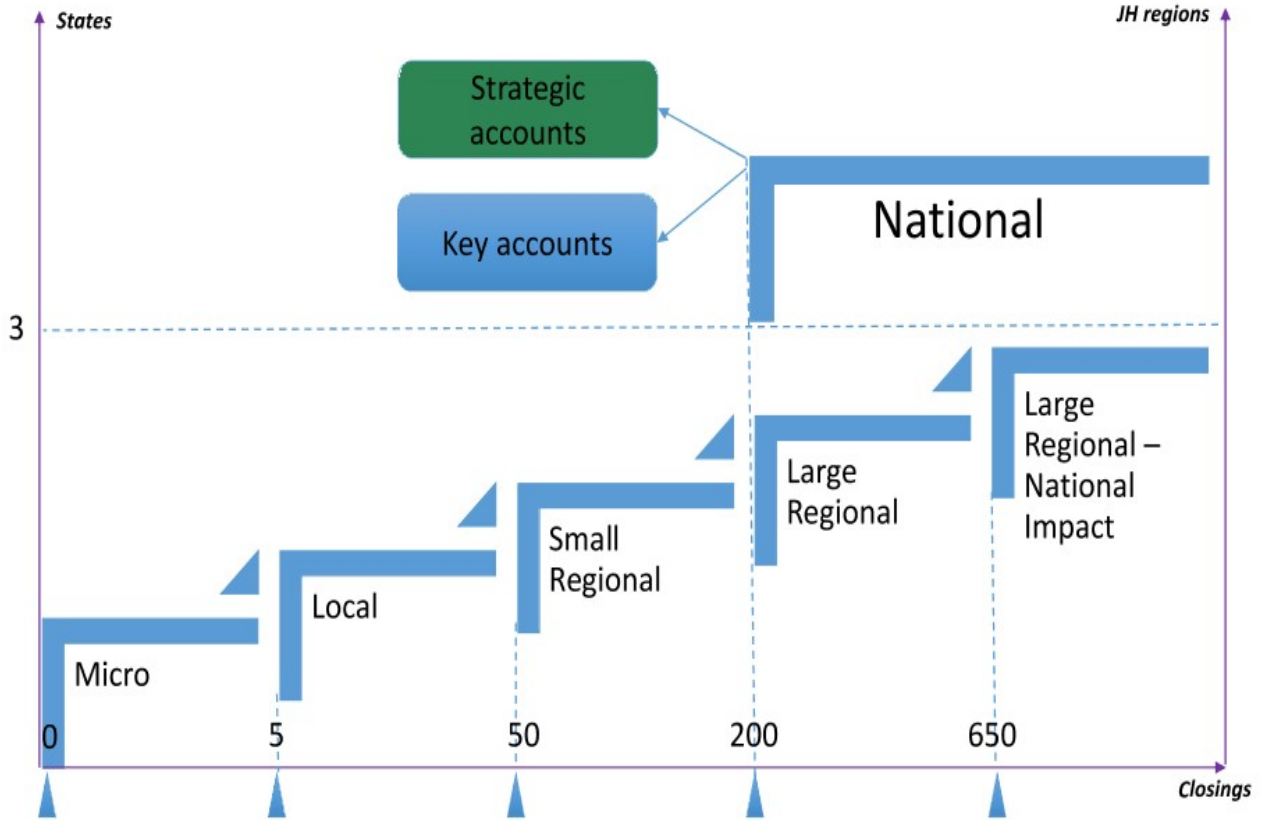




BUILDER TYPE SEGMENTATION: NATIONAL ACCOUNTS



BUILDER TYPE SEGMENTATION: IN SFNC ALL BUILDERS ARE NOT THE SAME, BUT ALL ARE IMPORTANT IN 35/90





SUMMARY



WE WIN BY PUTTING IT ALL TOGETHER AND EXECUTING THE STRATEGIES WELL

TUNED UP APPROACH

- JH T.O.E.D MODEL
- Discipline in execution & targeting by feeding the funnel with high quality leads
- “Defend” the base via KAM’s/Sam’s
- Localized & systematic approach / replicate “good” via Sales Ladders
- Quantifying leakage via sell thru, CAP membership and rebate data
- Renewed focus on Interiors and product roadmap

MANAGE VARIABILITY

- Sales effectiveness through analytics
- Manage variability by benchmarking reps
- Target and manage who we call on and when
- Simplified and standardized processes
- 360 degree view of the customer to better service them thus increasing organic growth of each account and limit leakage.
- Improved value props

RE-ESTABLISH HIGH-PERFORMING ORG

- Re-organized sales org into game plan vs traditional High S and Low S territories
- Establishing Sales ops, Inside Sales and sales analytics
- Structured to Win: by right people, right roles, right geo’s
- Train for tomorrow’s needs
- Beefing up hard hitting marketing programs - “No Wood Is Good”
- Stability in sales leadership



Q&A





JAMES HARDIE EUROPE

Jack Truong



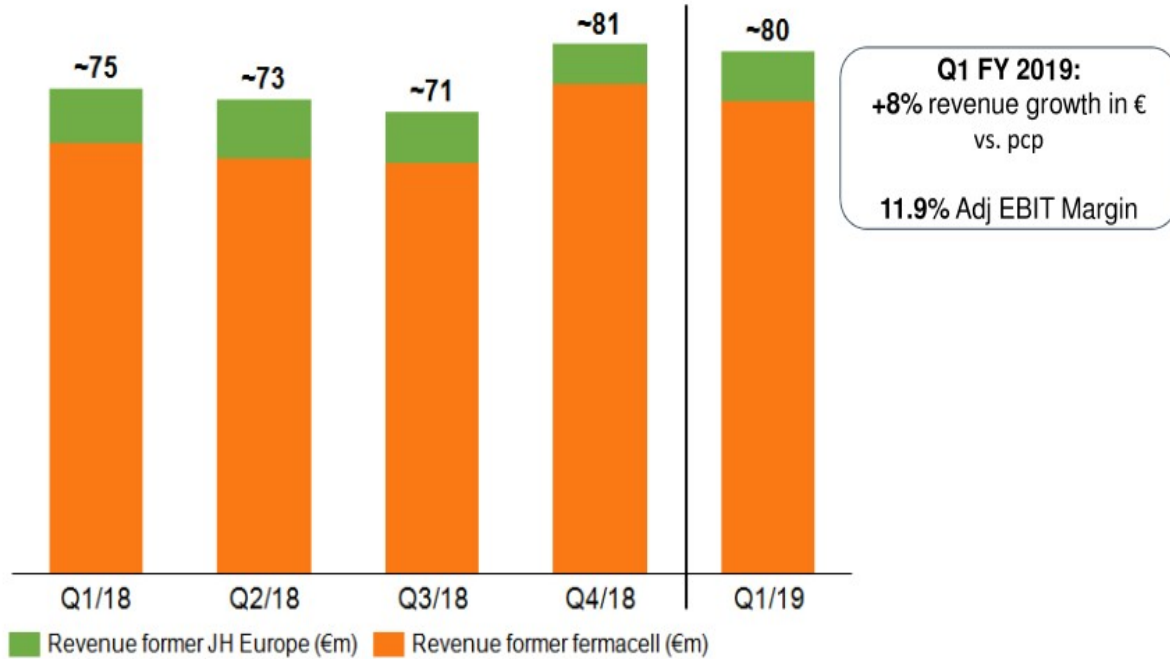
JAMES HARDIE EUROPE: PROFITABLE GROWTH

- Fiber Gypsum business has **very good upside growth potential**
- Leverage **fermacell market access and customer intimacy** to deliver initial phase of Fiber Cement growth
- Focus on **strategic innovation** based on European building preferences to deliver **transformational Fiber Cement growth**

FERMACELL HAS CONSISTENT TRACK RECORD OF GROWTH

Pre-Acquisition: (pro-forma fermacell + former JH Europe)
Revenue (€m) FY

Post-Acquisition



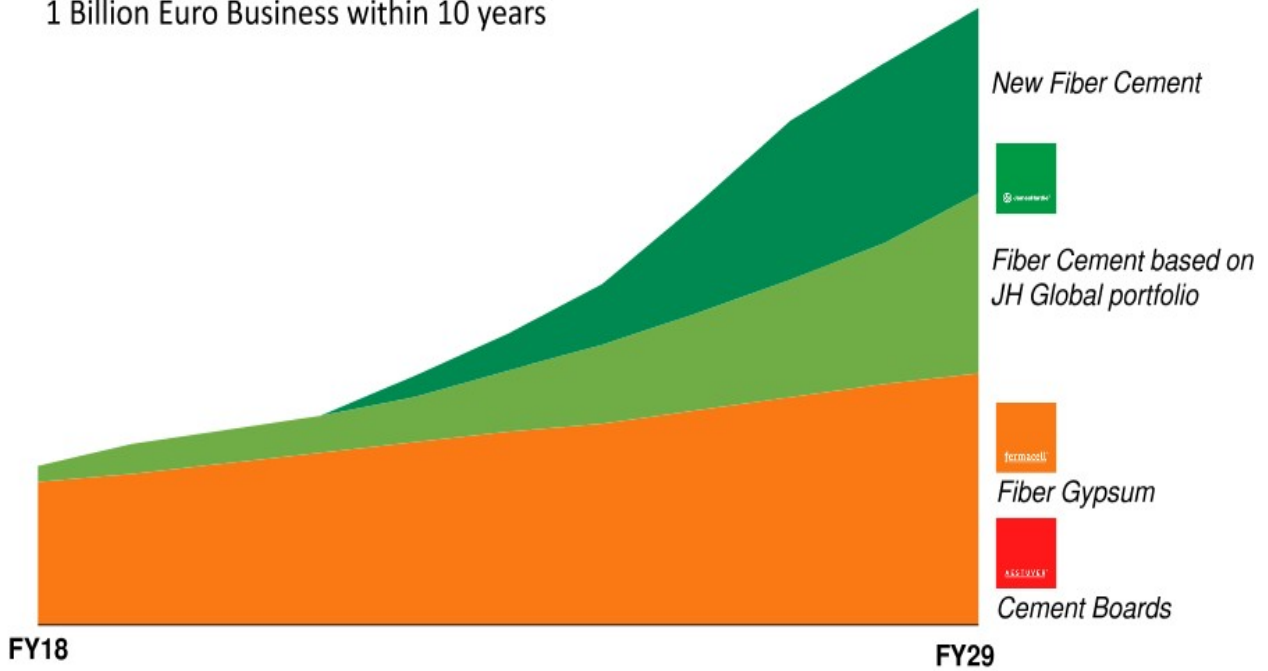
Source: JH internal



STEP-CHANGE, PROFITABLE GROWTH

Growth Ambition:

1 Billion Euro Business within 10 years

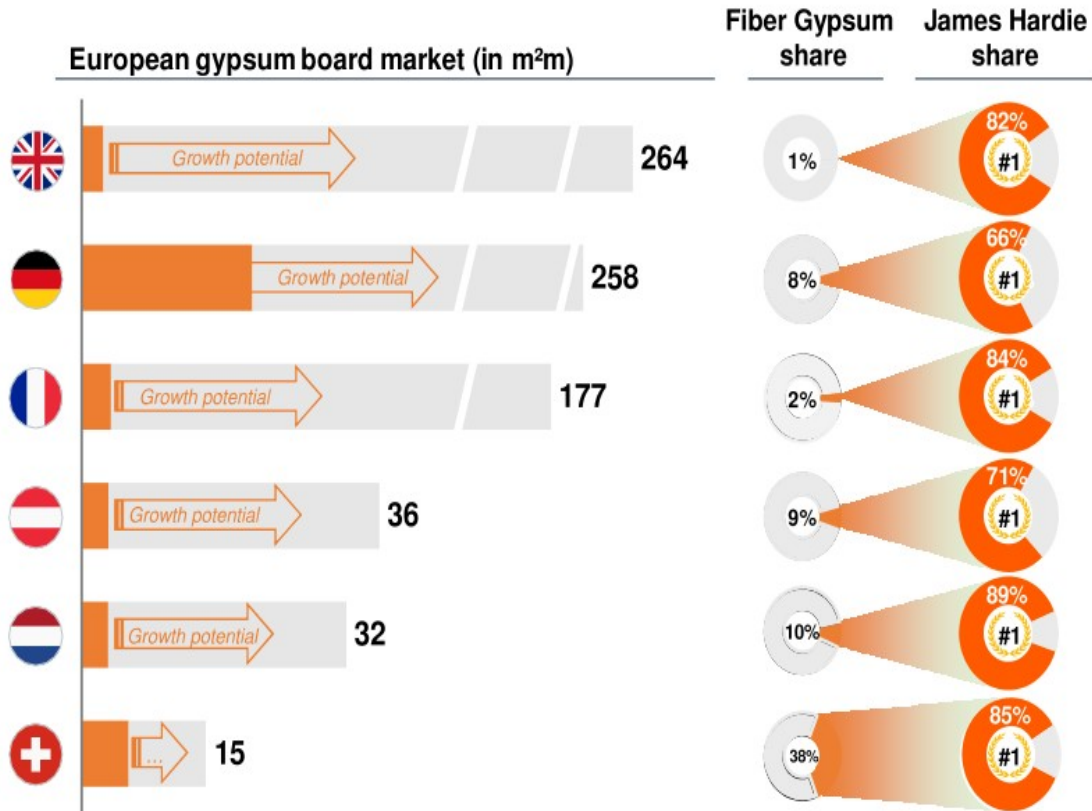


Source: JH internal

GROWTH OF FIBER GYPSUM BUSINESS



SIGNIFICANT GROWTH POTENTIAL FOR FIBER GYPSUM



Source: B+L Market research, Management estimation as of 2016

■ Gypsum plaster boards ■ Fiber Gypsum boards



GROWTH IN RESIDENTIAL, TIMBER FRAME HOMES



Where to play?

Strong position: Germany, Switzerland, Austria

Growth opportunities: UK, Nordics, Germany

Key trends:

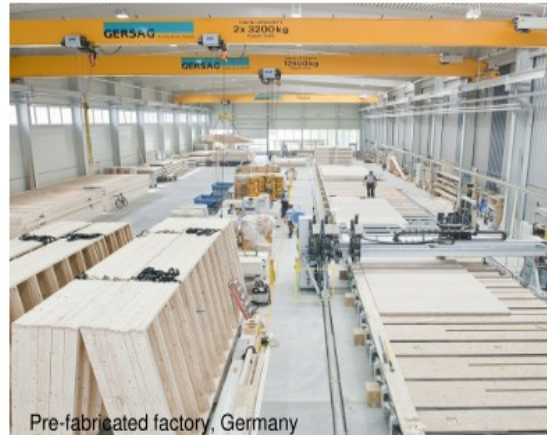
- Increased share of pre-fabricated homes
- Increased multi-story family homes
- Lightweight construction



New timber frame home in Hameln, Germany

How to win?

- Technical presale: Timber frame and pre-fab companies
- From two layers (gypsum, OSB) to one layer (fiber gypsum)
- Key value propositions: fire protection and acoustic reduction



Pre-fabricated factory, Germany

GROWTH IN COMMERCIAL BUILDINGS



Where to play?

Strong position: Germany, Denmark

Growth opportunities: UK, France, Sweden, Italy, Spain

Key trends:

- Increased technical requirements (esp. fire protection)



School, Aarhus, Denmark

How to win?

- Technical presale to architects, general contractors, and installers
- From two layers to one layer
- Key value propositions: more floor space, labor cost, fire protection, acoustic reduction



University Campus, Ipswich, UK

CASE STUDY: HOTEL PROJECTS



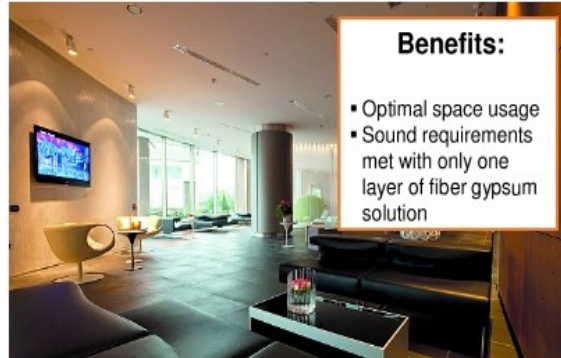
Fiber gypsum meets **acoustic reduction and impact resistance requirements** while increasing usable space



Benefits:

- +32 rooms vs. plan
- All regulations met with one layer of fiber gypsum solution

Cabin Metro, Copenhagen, Denmark



Benefits:

- Optimal space usage
- Sound requirements met with only one layer of fiber gypsum solution

The Hub Hotel, Milan, Italy



Benefits:

- More rooms added to concept
- Fire & sound requirements met with thinnest wall solution in the market

Hotel, Copenhagen, Denmark

REPAIR AND REMODEL GROWTH THROUGH DEALER COVERAGE



Where to play?

Strong position: Very high dealer coverage in key markets

Key trends:

- Do it for me instead of DIY
- Growing cities

How to win?

- Leverage on strong **fermacell** brand
- Digital marketing (one-to-many communication)

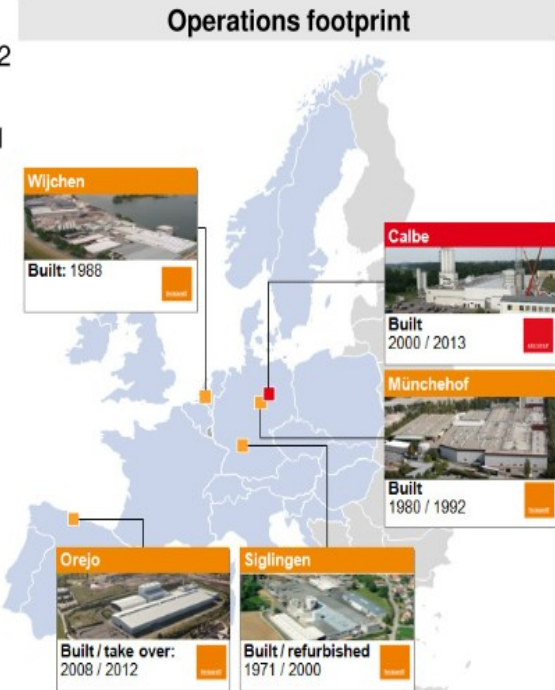
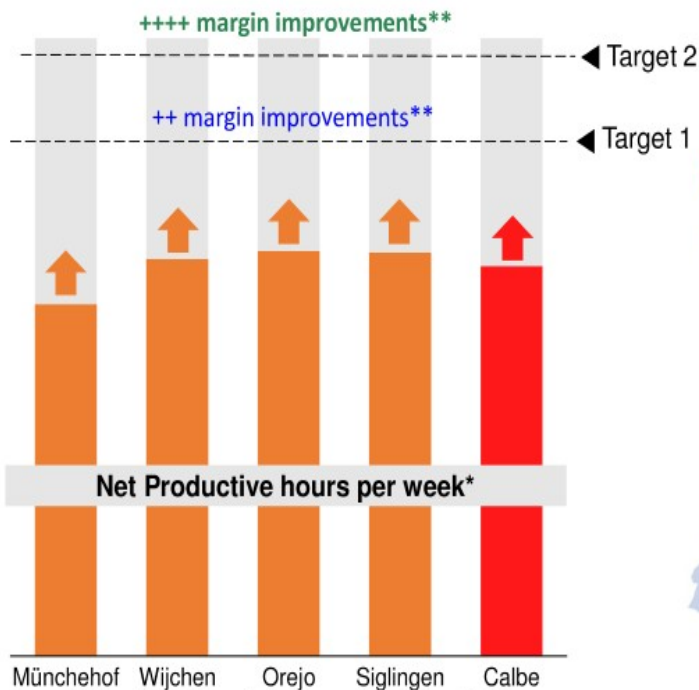


Source: JH internal, addresses delivered from July 2017 until August 2018

UNLOCKING CURRENT FIBER GYPSUM PLANT CAPACITY



- * Opportunity to leverage on James Hardie manufacturing know-how to unlock additional capacity
- * Potential to improve fiber gypsum margins in 2-3 years



Source: JH internal, *Illustrative, productive hours as of June to August 2018
 **For fiber gypsum boards only, excluding trading goods and accessories. High-level indicative scenario calculation for long-term EBIT margin impact based on key assumptions around development of production volumes, availability, sales volumes, sales prices, share of fixed vs variable costs and efficiencies

GROWTH OF FIBER CEMENT BUSINESS





Two growth levers

1 Grow in timber frame markets

- Renovation and remodel: residential and commercial
- New home construction



JH Europe competitive advantage

- Access timber frame and R&R channel market through **fermacell**
- Leverage initial solutions from James Hardie's APAC & NA portfolio
- Modify to meet local needs and preferences

2 Grow in masonry markets

- Primary demand model coupled with **new** products
- New homes, multi-family and commercial



- Access commercial channel and specification market through **fermacell**
- Expand portfolio developed locally for the European market

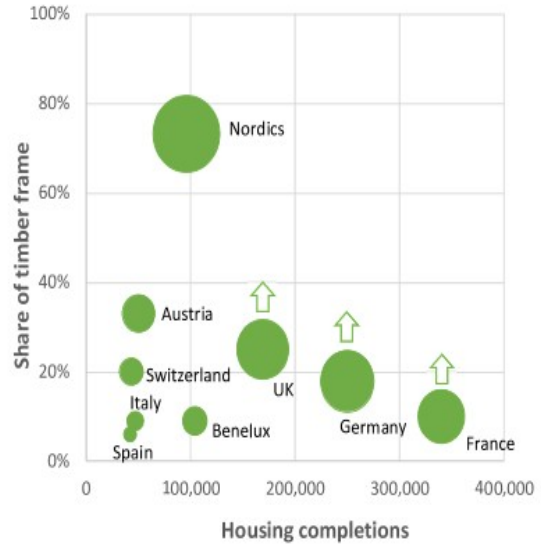
COVERAGE IN KEY MARKETS



Market coverage ...



... enables Fiber Cement penetration in timber frame segment



● Bubble size equals # housing completions times timber frame share

Source: Freedonia, Holzbau Deutschland, James Hardie market assessment

GROWTH IN TIMBER FRAME SEGMENT IN NORTHERN EUROPE



- Northern Europe construction has high percentage of timber frame construction and cladding
- Consistent construction approach across segments – R&R, single-family, multi-family
- 'Designed for climate' needs – construction and long-term performance in all weather conditions

Sweden market case studies



James Hardie solutions



HardiePlank[®]



Axon[™]

GROWTH IN TIMBER FRAME SEGMENT IN CENTRAL EUROPE

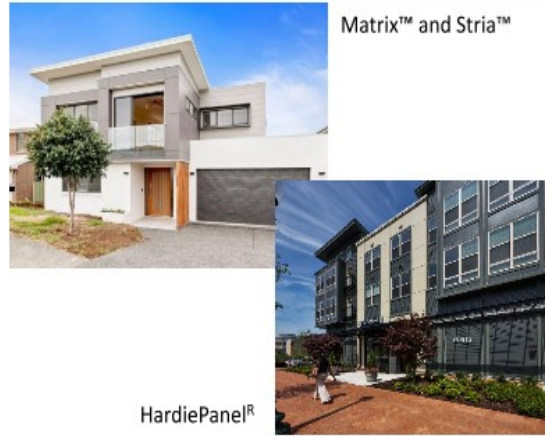


- Timber frame segment is strong in Central Europe – southern Germany, Switzerland, Austria, and eastern France
- Scalable technology transfer as platform for growth
- Broad base solutions – facades, functional linings, floors

Austria and Swiss market case studies



James Hardie solutions



GROWTH IN MASONRY MARKETS ACROSS EUROPE



- Masonry is strong in many geographies – UK, northern Germany, western France, Benelux
- Finish on masonry - 40% render/stucco, 40% brick/concrete, 20% lightweight
- Market development focus
 - Single-family – Second story new and renovation
 - Multi-family – Modern design panel clad and balcony in-fill
 - Commercial – Panel and render solutions

UK and France market case studies



James Hardie solutions



LEVERAGING FERMACELL MARKET ACCESS AND CUSTOMER INTIMACY TO GROW JAMES HARDIE FIBER CEMENT BUSINESS



- ✓ Market access, regional building preferences
- ✓ Strong **fermacell** brand and logistics network
- ✓ Synergies in new construction channel and R&R
- ✓ Joint sales: fiber cement and fiber gypsum products
- ✓ Local insight: People and regulatory needs



Joint delivery of fermacell and James Hardie products to dealers in Denmark



Joint fermacell (interior) and James Hardie (exterior) project "Bunn Leisure, White Horse Building" in UK

JAMES HARDIE EUROPE: PROFITABLE GROWTH

- Fiber Gypsum business has **very good upside growth potential**
- Leverage **fermacell market access and customer intimacy** to deliver initial phase of Fiber Cement growth
- Focus on **strategic innovation** based on European building preferences to deliver **transformational Fiber Cement growth**



PRESIDENT AND COO



GLOBAL STRATEGY REMAINS UNCHANGED

We are an Organic Growth Company

- **North America:** 35/90
 - Exteriors volume growth above market with 20-25% EBIT margin
- **Europe:** Create a €1 billion business with Hardie like returns within the next 10 years
- **APAC:** Deliver organic growth above the market with strong returns

STRENGTHEN THE CORE.....AND GROW SOME MORE

CURRENTLY

Strong leadership team
Talented employees, globally

Manufacturing plants with high
throughput and lowest unit cost

Good strategy against Vinyl and Close
Alternatives in NA toward 35/90

OPPORTUNITIES

Build organizational capabilities, depth
of talent and leadership
Best practice sharing

A network of high throughput
manufacturing plants that deliver lowest,
total delivered costs consistently and reliably

Strengthen our execution capabilities in sales
and market development
Digital marketing to enhance conversion
Innovation in products and solutions

SHORT TERM FOCUS

- Employee engagement
- Management system to improve predictability and reduce variability in our business and operations
- Integrated, global strategic plan



Q&A



