

**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 2022

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, D02, WR20, 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. 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;
- uncertainty from the discontinuance of LIBOR and transition to any other interest rate benchmark;
- statements regarding the effect and consequences of the COVID-19 public health crisis;
- 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 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 or housing market conditions in the regions in which we operate, including but not limited to, 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 17 May 2022, 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 funding and the effect of currency exchange rate movements on the amount recorded in the Company's financial statements as an asbestos liability; 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; 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; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; use of accounting estimates; risk and uncertainties arising out of the COVID-19 public health crisis, including the impact of COVID-19 on our business, sales, results of operations and financial condition 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

Exhibit No.	Description
99.1	Substantial Holding Notice
99.2	JHX Presentation Announcement
99.3	JHX Investor Day 2022 Presentation Day 1
99.4	Appendix 3Y - N Stein
99.5	Appendix 3Y - P Lisboa
99.6	Appendix 3Y - A Lloyd
99.7	Appendix 3Y - R Rodriguez
99.8	JHX Presentation Announcement
99.9	JHX Investor Day 2022 Presentation Day 2
99.10	JHX Annual General Meeting Notification

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: 19 September 2022

James Hardie Industries plc
By: /s/ Joseph C. Blasko

Joseph C. Blasko
General Counsel, Chief Compliance
Officer and Company Secretary

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James Hardie Industries plc
Europa House 2nd Floor,
Harcourt Centre
Harcourt Street, Dublin 2,
D02 WR20, Ireland

T: +353 (0) 1 411 6924
F: +353 (0) 1 479 1128

9 September 2022

The Manager
Company Announcements Office Australian
Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

Substantial Holding Notice

As required under ASX Listing Rule 3.17.3 please see attached a copy of the substantial holding notice received by James Hardie on 8 September 2022.

Regards

A handwritten signature in black ink, appearing to read 'JCB', written over a horizontal line.

Joseph C. Blasko
General Counsel & Company Secretary

This announcement has been authorised for release by the General Counsel and Company Secretary, Mr Joseph C. Blasko.

James Hardie Industries plc is a limited liability company incorporated in Ireland with its registered office at Europa House 2nd Floor, Harcourt Centre, Harcourt Street, Dublin 2, D02 WR20, Ireland.

Directors: Michael Hammes (Chairman, USA), Anne Lloyd (Deputy Chairperson, USA), Peter-John Davis (Aus), Persio Lisboa (USA), Rada Rodriguez (Sweden),

Suzanne B. Rowland (USA), Nigel Stein (UK), Harold Wiens (USA).

Chief Executive Officer and Director: Aaron Erter (USA)

Company number: 485719

ARBN: 097 829 895

08/09/2022

James Hardie Industries PLC
Group Company Secretary
Second Floor, Europa House
Harcourt Centre
Harcourt Street
Dublin 2, D02 WR20 Ireland
Dear Sir/Madam,

Re: Disclosure of holding above 7% threshold

AustralianSuper Pty Ltd ("AustralianSuper") has a relevant share capital holding (as defined in Section 1047 of the Companies Act 2014) in James Hardie Industries PLC which requires disclosure under Section 1048 and/or Section 1050 of the Companies Act 2014, further particulars of which are set out below.

As at 02 September 2022, there was an aggregated interest in James Hardie Industries PLC Chess Depository Interests of 7.01% ordinary share capital. This was based on 31,055,856 shares held and a total of 443,000,471 total voting shares. A previous announcement of 6.99% interest in relevant share capital based on a total of 446,395,895 **total voting shares** was disclosed on 29 July 2021 for value date 23 July 2021.

Subsequently on 06 September 2022, there was an aggregated interest in James Hardie Industries PLC Chess Depository Interests of 7.06% ordinary share capital. This was based on 31,657,083 shares held and a total of 448,376,376 class shares outstanding. A previous announcement of 6.99% interest in relevant share capital based on a total of 444,368,782 **class shares outstanding** was disclosed on 05 August 2021 for value date 28 July 2021.

Yours faithfully

Andrew Lazar

Andrew Lazar
Principal, Investments Compliance & Regulatory Advisory

The Registered holder of all shares is:

JP Morgan Nominees Australia Limited
85 Castlereagh Street, Sydney NSW 2000

Date	Number of CDIs held	% held
02/09/2022	31,055,856	7.01%
06/09/2022	31,657,083	7.06%



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Europa House 2nd Floor,
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12 September 2022

The Manager
Company Announcement Office
Australian Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

JHX Investor Day 2022 Presentation – Day 1

James Hardie today released its Investor Day 2022 Presentation – Day 1 materials. The event is being held in New York, NY on Monday, 12 September 2022.

Copies of this document are available on James Hardie's investor relations website at <https://ir.jameshardie.com.au/>.

Yours faithfully

James Brennan-Chong
Director of Investor Relations and Market Intelligence

This announcement has been authorized for release by the CFO

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Chief Executive Officer and Director: Aaron Erter (USA)

Company number: 485719

ARBN: 097 829 895



JHX Investor Day 2022

New York, 12-13 September 2022 – Day 1



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

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

Forward-looking statements are necessarily subject to risks, uncertainties and other factors, many of which are unforeseeable and beyond the Company's control. Many factors could cause actual results, performance or achievements to be materially different from those expressed or implied in this Management Presentation, including, among others, the risks and uncertainties set forth in Section 3 "Risk Factors" in James Hardie's Annual Report on Form 20-F for the year ended 31 March 2022, which include, but are not necessarily limited to risks such as changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business, including the impact of COVID-19; changes in interest rates; changes in inflation rates; changes in exchange rates; the level of construction generally; changes in cement demand and prices; changes in raw material and energy prices; changes in business strategy and various other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. James Hardie assumes no obligation to update or correct the information contained in this Management Presentation except as required by law.

USE OF NON-GAAP FINANCIAL INFORMATION; AUSTRALIAN EQUIVALENT TERMINOLOGY

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

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

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

FORMALITIES

Zero Harm

Venue Layout

Welcome Bags

WiFi Network: JamesHardie

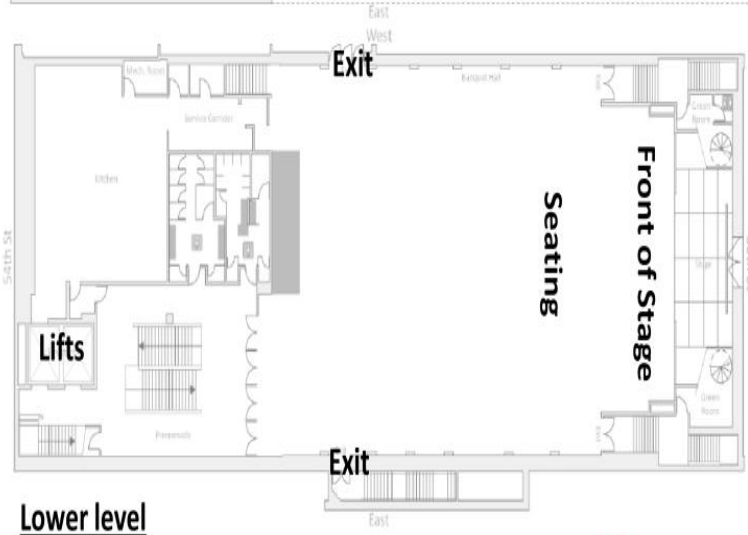
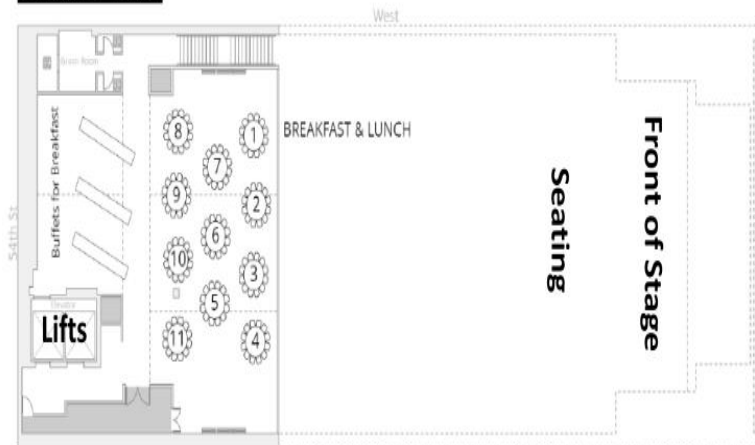
Password: Investor2022

Charging Your Items

Meals / Experience Groups

Agenda

Balcony level



Lower level



AGENDA – DAY 1 ZIEGFELD BALLROOM

Day 1 – Monday, September 12 th		
Breakfast	7:45-8:30 AM	All
Logistics Overview	8:30-8:45 AM	James Brennan-Chong
CEO Overview	8:45-9:15 AM	Aaron Erter
Zero Harm and ESG	9:15-9:30 AM	Ryan Kilcullen / Jill Kolling
Q&A	9:30-10:00 AM	All
Break	10:00-10:30 AM	All
North America Overview	10:30-11:30 AM	Sean Gadd
Q&A	11:30-12:00 PM	Sean Gadd
Lunch	12:00-1:30 PM	All
Northeast & Midwest R&R	1:30-2:00 PM	Chad Fredericksen
Customer	2:00-2:20 PM	John Madson
Contractor	2:20-2:40 PM	Chad Fredericksen
Q&A	2:40-3:00 PM	All
Break	3:00-3:30 PM	All
Homeowner	3:30-3:40 PM	Sean Gadd
It's Possible™	3:40-4:00 PM	Atousa Ghoreichi
Magnolia	4:00-4:20 PM	Atousa Ghoreichi
Visualization	4:20-4:35 PM	Chad Fredericksen
North America Closing	4:35-4:45 PM	Sean Gadd
Q&A	4:45-5:00 PM	All
Happy Hour	5:00-6:30 PM	All
Dinner	6:30-9:00 PM	All



AGENDA – DAY 2 ZIEGFELD BALLROOM

Day 2 – Tuesday, September 13 th		
Breakfast	7:00-8:00 AM	All
APAC	8:00-9:15 AM	John Arneil & Travis Johnson
Q&A	9:15-9:30 AM	All
Experience Session #1	9:30-10:00 AM	Breakout Groups
Break	10:00-10:15 AM	All
Europe	10:15-11:15 AM	Tobias Bennerscheidt & Henning Risse
Q&A	11:15-11:30AM	All
Experience Session #2	11:30AM-12:00 PM	Breakout Groups
Lunch	12:00-1:15 PM	All
Global Innovation	1:15-2:15 PM	Joe Liu & Alan Miller
Q&A	2:15-2:30 PM	All
Experience Session #3	2:30-3:00 PM	Breakout Groups
Break	3:00-3:15 PM	All
Global Capacity	3:15-4:00 PM	Ryan Kilcullen
Q&A	4:00-4:15 PM	All
Closing with CEO & CFO	4:15-4:45 PM	Aaron Erter & Jason Miele
Q&A	4:45-5:00 PM	All
Happy Hour	5:00-6:30 PM	All
Dinner	6:30-9:00 PM	All





INVESTOR DAY 2022 – CEO AARON ERTER



FULL YEAR FISCAL YEAR 2023 GUIDANCE

Management reaffirms full year FY23 Adjusted Net Income¹ guidance of:

US\$730 million and US\$780 million

a 22% increase at the mid point relative to FY22

North America Guidance – Full Year FY23

Net Sales Growth 18+% growth versus FY22

EBIT margin 28-32%

James Hardie's guidance is based on current estimates and assumptions and is subject to a number of known and unknown uncertainties and risks, including those related to the COVID-19 pandemic and set forth in our Q1 FY23 Media Release in "Forward-Looking Statements."

¹ Fiscal Year 2022 and 2023 Adjusted Net Income excludes asbestos related expenses and adjustments.

WHO AM I?



WHO AM I?



Managed diverse global businesses



Demonstrated passion and experience in building consumer-centric and brand led growth organizations



Developed insight driven innovation organizations



Driven sustained profitable growth



SHERWIN-WILLIAMS

StanleyBlack&Decker

PLZ
CORP

valspar



Integrated customer focused supply chain organizations



Developed deep experience in new business development and commercialization

WHY JAMES HARDIE?

- ✓ Great Reputation Within the Industry
- ✓ Experienced & Talented Team
- ✓ First Class and Committed Board
- ✓ Strong Cash Position
- ✓ Tremendous Growth Opportunities
- ✓ My Experience is Aligned to Accelerate Value



RIGHT GLOBAL STRATEGY TO DELIVER GROWTH

1

Market to Homeowners to Create Demand

2

Penetrate and Drive Profitable Growth in Existing and New Segments

3

Commercialize Global Innovations by Expanding Into New Categories

Continued Execution and Expansion of Foundational Initiatives:

- i) LEAN Manufacturing
- ii) Customer Engagement
- iii) Supply Chain Integration



Zero Harm & ESG

MY FOCUS



Being in the field
with our customers
and team members



Successfully
executing on our
commitments



Developing a diverse
world-class team
rooted in respect and
teamwork



Driving
Profitable
growth

WHAT TO EXPECT?

Consumer Focused
Customer & Trade Driven

RESULTS
DRIVEN

SAFETY #1

TEAM
approach

OPERATE WITH
RESPECT AND
AUTHENTICITY







ZERO HARM AND ESG



ZERO HARM UPDATE AND ESG – PRESENTERS



Ryan Kilcullen
EVP Global Operations



Jill Kolling
VP ESG and Chief
Sustainability Officer



AGENDA

Investor Day 2022 – Zero Harm and ESG

<u>Topic</u>	<u>Presenter</u>
Zero Harm Update	Ryan Kilcullen
ESG Update	Jill Kolling





ZERO HARM UPDATE
Ryan Kilcullen, EVP Operations





Our conviction that every incident is preventable



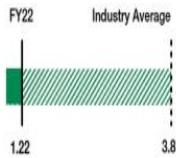
JH ZERO HARM

Our culture

- Foundational, non-negotiable element of our global culture
- A collective belief that we are “our brother’s/sister’s keeper”
- A conviction that every incident is preventable
- Proactive actions made continually
- Embedded in our behavior 24/7

ZERO HARM

- ✔ Managing our zero harm safety culture that focuses on safe people, safe places and safe systems



Our total recordable incident rate (TRIR) is below industry average

GOAL → CONTINUOUS IMPROVEMENT



ZERO HARM IN ACTION

Leadership Commitment – APAC Safety Day

JAMES HARDIE ASIA PACIFIC ZERO HARM PLEDGE

SAVE SAFE PEOPLE
ZERO HARM
THROUGH SYSTEMS SAFE PLAYS

I am personally committed to a ZERO HARM working environment

Signature
JamesHardie

We are all ZERO HARM Leaders

At James Hardie, our families rely on us to come home safely every day. We will do everything to guarantee that happens.

John Arneil
General Manager, APAC
JamesHardie

James Hardie Asia Pacific Zero Harm Pledge

We are all Zero Harm Leaders through:

- Speaking up, talking and listening
- Always considering our advantages
- Fatigue management, including rest, recovery and sleep
- Encouraging and recognizing safety & quality leadership
- Training and empowering our people
- Looking out for each other and our environment
- Following our rules and procedures

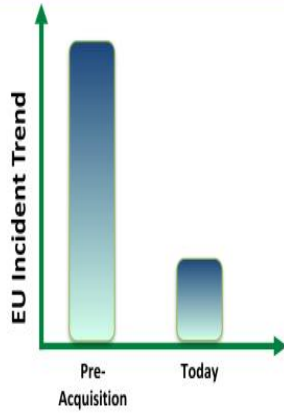
Changing our behaviours is key for our transformation towards Zero Harm

Operator Engagement



ZERO HARM IN ACTION

Global Replication of Best Practices



Total Company Zero Harm



Sales



Fleet



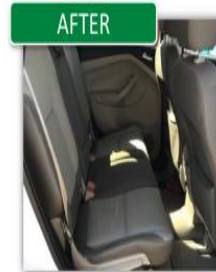
Office



Think of **your safety story** and write a brief summary

- What states were involved?
- Which errors happened as a result of the states?

SAFESTART NOW STORY CARD	
<p>Storyteller:</p> <p>Summary (what happened?)</p> <p>Errors:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What activity? What happened? <input type="checkbox"/> What state or states? <input type="checkbox"/> What critical errors? <input type="checkbox"/> How could it have been worse? 	<p>Story Card</p> <p>What were the states and errors?</p> <p>STATES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Building <input type="checkbox"/> Position <input type="checkbox"/> Fatigue <input type="checkbox"/> Complacency <p>ERRORS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Eyes not on task <input type="checkbox"/> Mind not on task <input type="checkbox"/> Size of fit <input type="checkbox"/> Balance, reaction, grip <p>Use your names on cover or introduce to the linked name, which provides the rest of story.</p>



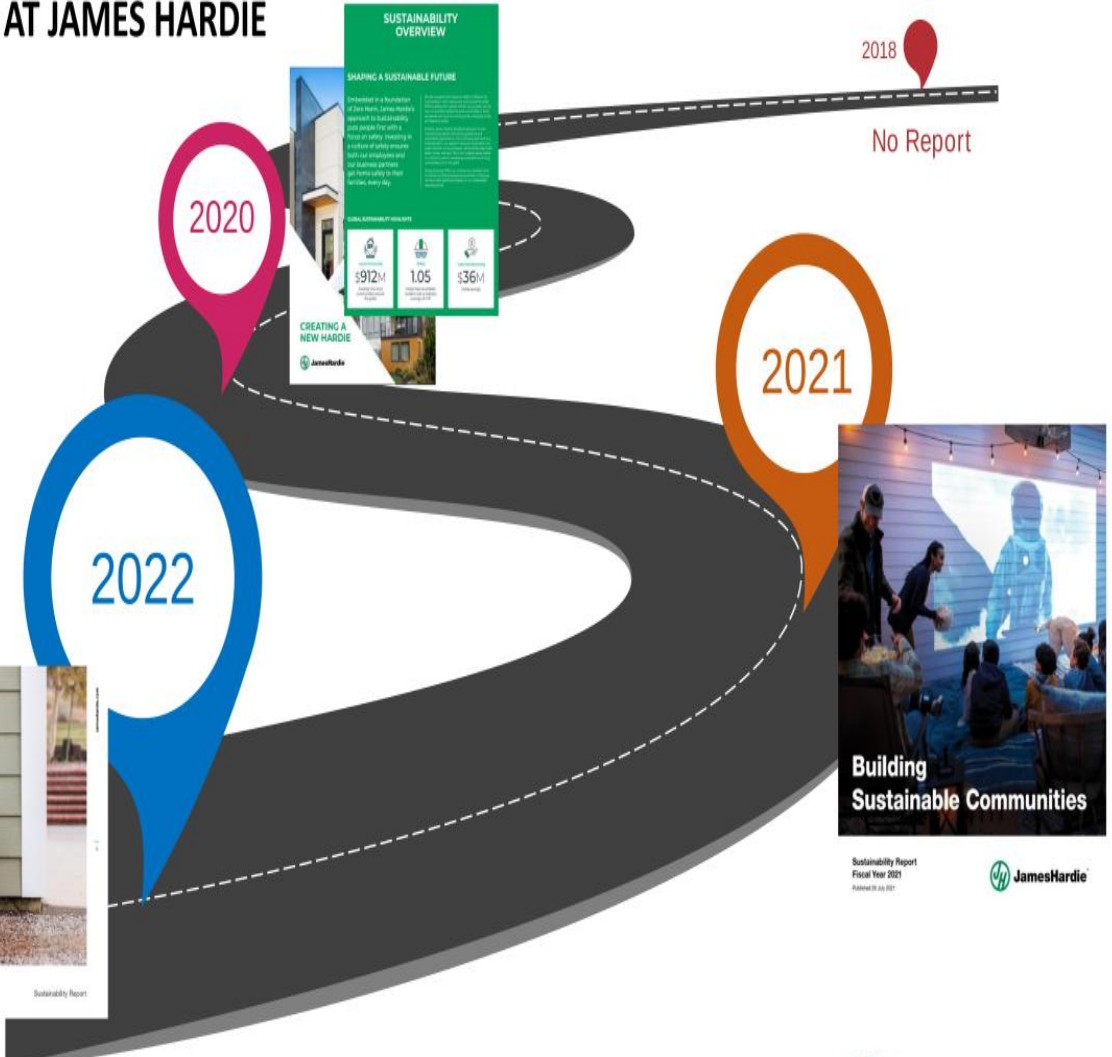


ESG UPDATE

Jill Kolling, VP ESG & Chief Sustainability Officer



HISTORY OF ESG AT JAMES HARDIE



2018

No Report

2020

2021

2022

SUSTAINABILITY OVERVIEW

SHAPING A SUSTAINABLE FUTURE

Underpinned by a Purpose-driven Business Strategy, James Hardie's approach to Sustainability is built on the foundation of safety, integrity, and respect for the environment. Our Sustainability Strategy is designed to create long-term value for our stakeholders and the planet.

CREATING A NEW HARDIE

£912M
1.05
£36M

Building Sustainable Communities

FY 2022

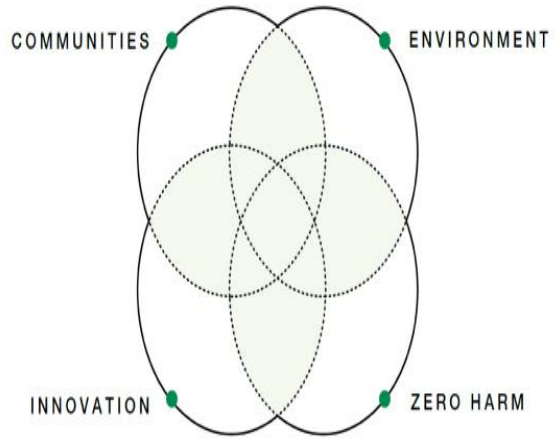
JamesHardie
Sustainability Report

Building Sustainable Communities

Sustainability Report
Fiscal Year 2021
Published July 2021

OUR PILLARS

James Hardie’s sustainability strategy integrates our global strategy for value creation and operational performance. It focuses on our four key pillars of Communities, Environment, Innovation and Zero Harm.



COMMUNITIES

With a global mindset, we carefully manage our business impact by employing, sourcing, delivering and giving locally.



ENVIRONMENT

We seek to minimize our impact on the environment, and we prioritize the management of water, waste, energy and emissions.



INNOVATION

We use new technologies to produce high-quality sustainable products, solutions and building practices.



ZERO HARM

Safety is a non-negotiable value of our company. Our Zero Harm culture empowers all employees to ensure the safety of fellow employees, partners, customers and communities.

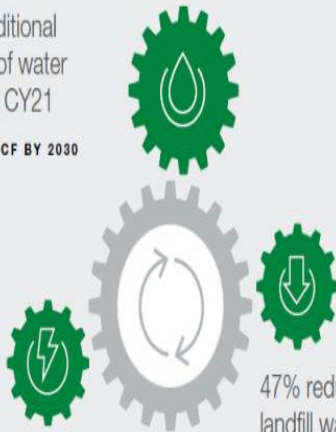
FY22 highlights

ENVIRONMENT

- Promoting environmental excellence by reducing waste and our use of water and energy (CY19 baseline)

3.87M additional cubic feet of water recycled in CY21

GOAL → 20M CF BY 2030



21% reduction in scope 1+2 greenhouse gas intensity (MT CO₂e/\$ revenue) in CY21

GOAL → 40% BY 2030

47% reduction in landfill waste intensity (MT/\$ revenue) in CY21

GOAL → 50% BY 2030

COMMUNITIES

- Adding value to our communities by committing to gender diversity in management positions

19%

gender diversity in all management positions in FY22

GOAL → 20% BY FY24

ZERO HARM

- Managing our zero harm safety culture that focuses on safe people, safe places and safe systems



Our total recordable incident rate (TRIR) is below industry average

GOAL → CONTINUOUS IMPROVEMENT

INNOVATION

- Embracing innovation by delivering solutions that help improve the lives of homeowners

26%

of revenue from products with Environmental Product Declarations in FY22

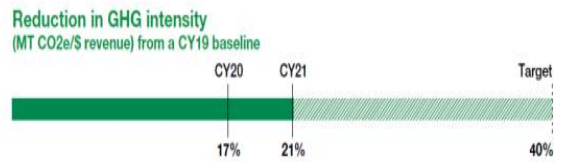
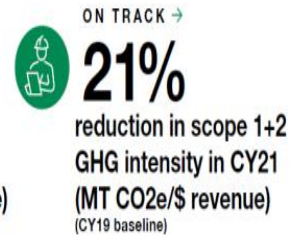
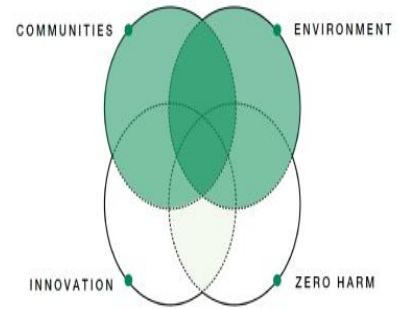
GOAL → 80% BY 2030

FY22 HIGHLIGHTS – ELIMINATING COAL



After 50 years, the coal boiler at our Carole Park facility in Queensland, Australia was shut down in March. In its place are two new natural gas boilers.

Asia Pacific joins North America as a coal-free region as we continue our commitment to transition away from coal.

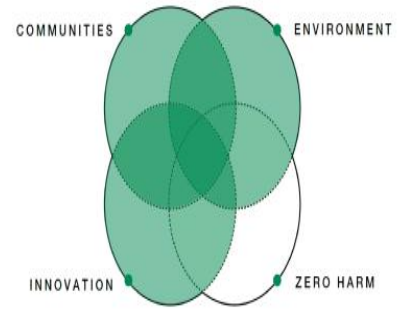


FY22 HIGHLIGHTS – RECYCLING AND REUSING WASTE



In our waste takeback program in Europe, we salvage trim cuttings from our customers and bring them back to our fiber gypsum plants to recycle into new Fermacell® fiber gypsum boards.

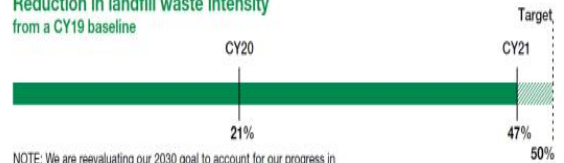
In Texas, we signed a multi-year contract with a local company for a proprietary beneficial reuse of waste from our Cleburne and Waxahachie fiber cement plants.



2030 GOAL →
50%
reduction in landfill
waste intensity
(MT/\$ revenue)
(CY19 baseline)

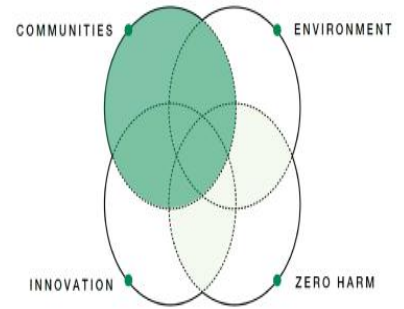
ON TRACK →
47%
reduction in landfill
waste intensity in CY21
(MT/\$ revenue)
(CY19 baseline)

Reduction in landfill waste intensity
from a CY19 baseline



NOTE: We are reevaluating our 2030 goal to account for our progress in reducing landfill waste intensity over the past three calendar years.

FY22 HIGHLIGHTS – INCLUSION AND DIVERSITY



Our I&D program focuses on culture, employee engagement, employee capabilities, hiring practices, and growing and developing talent in the organization. We prioritize inclusion in the workplace so our employees feel they have a voice and are comfortable doing their best work.

FY24 GOAL →
20%
gender diversity
in all management
positions by FY24

ON TRACK →
19%
gender diversity
in all management
positions in FY22

Gender diversity in management positions



FY22 HIGHLIGHTS – IMPACTING LOCAL ECONOMIES



→ 150 MILES

SOURCED →

80%

of raw materials locally

HIRED →

75%

from the local communities in which we operate

→ 500 MILES

CONTRIBUTED →

\$1.42B

in economic value in communities where we operate

DELIVERED →

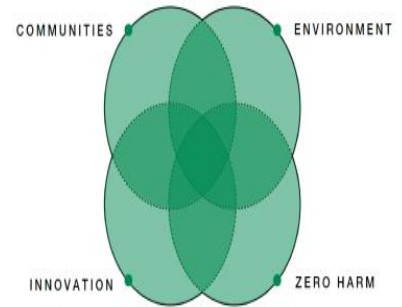
65%

of our products locally

DONATED →

\$800,000

locally



James Hardie builds value by contributing to local economies through capital expenditure at our plants and by investing in our employees, in local ecosystems and across our supplier base.

CONTINUING OUR ESG JOURNEY



- Building out a global ESG team
- Continue to evolve our ESG reporting
- Incorporate customer and consumer insights
- Gain a better understanding of our upstream and downstream carbon footprint
- Develop a more strategic approach to social sustainability
- Revisit our goals



Q&A





30 MINUTE BREAK





INVESTOR DAY 2022 – NORTH AMERICA



PRESENTERS



Sean Gadd
President
North America



Chad Fredericksen
VP North America
Professional Channel



John Madson
VP North America
Sales



Atousa Ghoreichi
SVP North America
Marketing, PR, and Communications

AGENDA

Investor Day 2022 – North America

<u>Topic</u>	<u>Presenter</u>
North America Overview	Sean Gadd
Built for Growth	
Why We Win	
Regional Approach	
Q&A	
Lunch	
Northeast & Midwest Repair & Remodel	Chad Fredericksen
Customer	John Madson
Contractor	Chad Fredericksen
Q&A / Break	
Homeowner	Sean Gadd
It's Possible™	Atousa Ghoreichi
Magnolia	Atousa Ghoreichi
Visualization	Chad Fredericksen
North America Closing	Sean Gadd
Q&A	





NORTH AMERICA: OVERVIEW
Sean Gadd, President North America



NORTH AMERICA – SUMMARY

Proven track record as a growth company

James Hardie fiber cement proven to deliver high value

We want to win in all regions and all segments

Accelerate sustainable profitable growth in Northeast and Midwest Repair & Remodel market

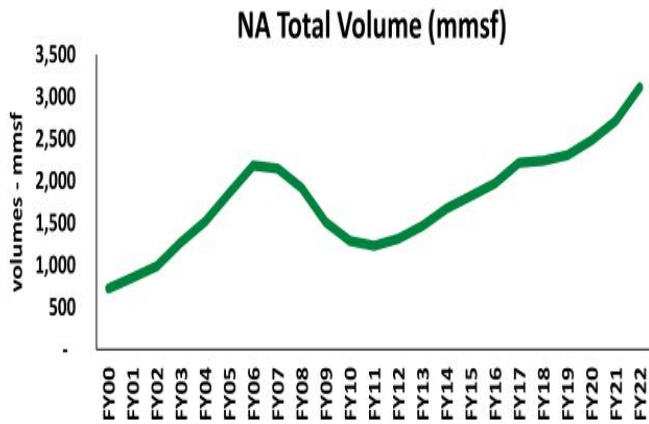




NORTH AMERICA: BUILT FOR GROWTH



VOLUME AND NET SALES GROWTH



20 Year Performance

Volume ↑ 3.1x vs 2002
 6% CAGR

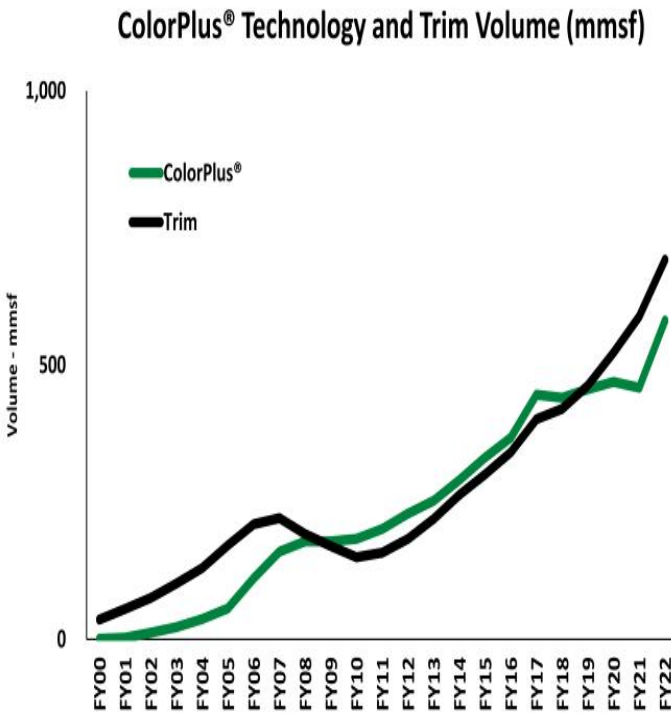
Net Sales ↑ 5.7x vs 2002
 9% CAGR

10 Year Performance

Volume ↑ 2.4x vs 2012
 9% CAGR

Net Sales ↑ 3.1x vs 2012
 12% CAGR

DRIVING PROFITABLE MIX THROUGH FULL WRAP SOLUTIONS & COLORPLUS® TECHNOLOGY



20 Year Volume Performance

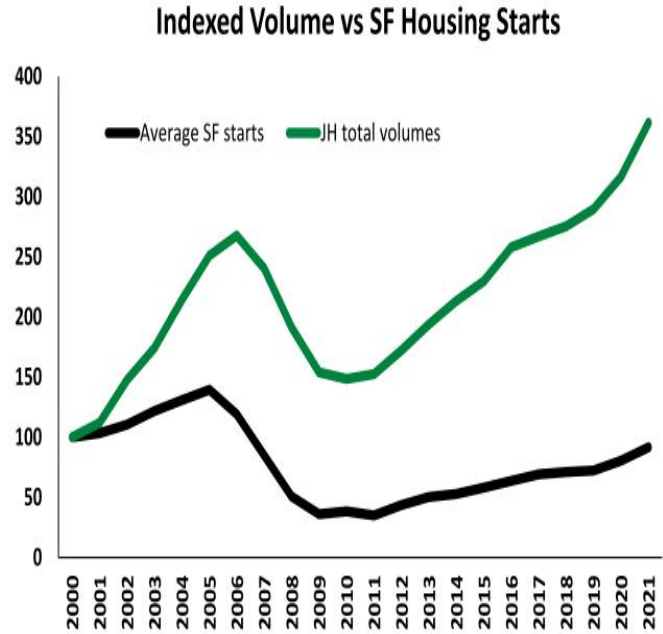
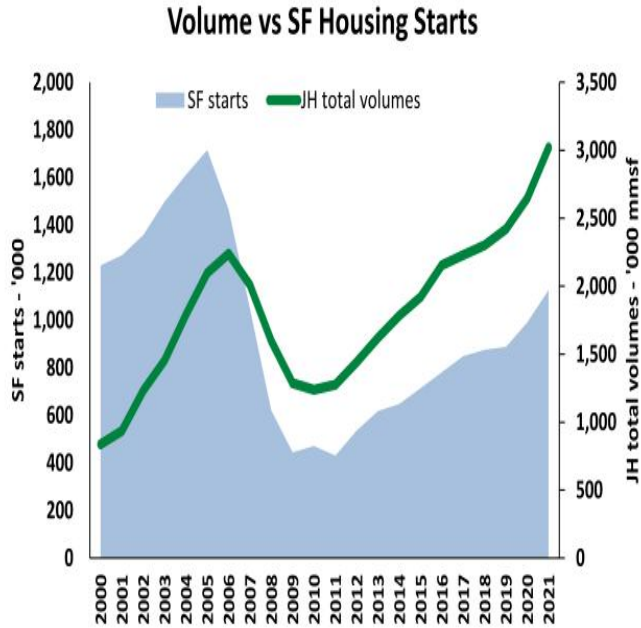
ColorPlus® 21% CAGR
Trim 12% CAGR

10 Year Volume Performance

ColorPlus® 10% CAGR
Trim 14% CAGR

ColorPlus® and Trim Volume has Grown from 88 mmsf in FY02, to 412 mmsf in FY12 to 1,273 mmsf in FY22

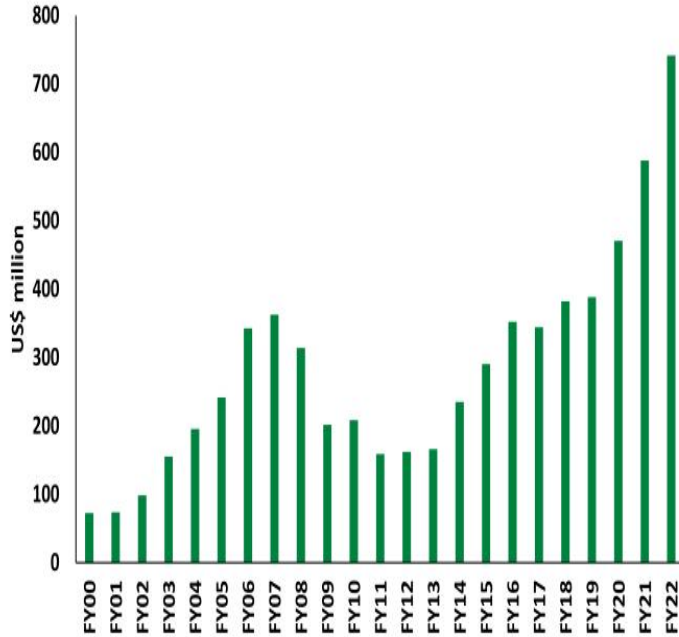
PENETRATING REPAIR & REMODEL SEGMENT



Successfully Penetrating Repair & Remodel While Continuing to Win Market Share

LONG TERM PROFITABILITY

Adjusted EBIT



20 Year Performance

Adjusted EBIT \uparrow 7.6x vs 2002
11% CAGR

10 Year Performance

Adjusted EBIT \uparrow 4.6x vs 2012
16% CAGR

Sustainable Profitable Growth

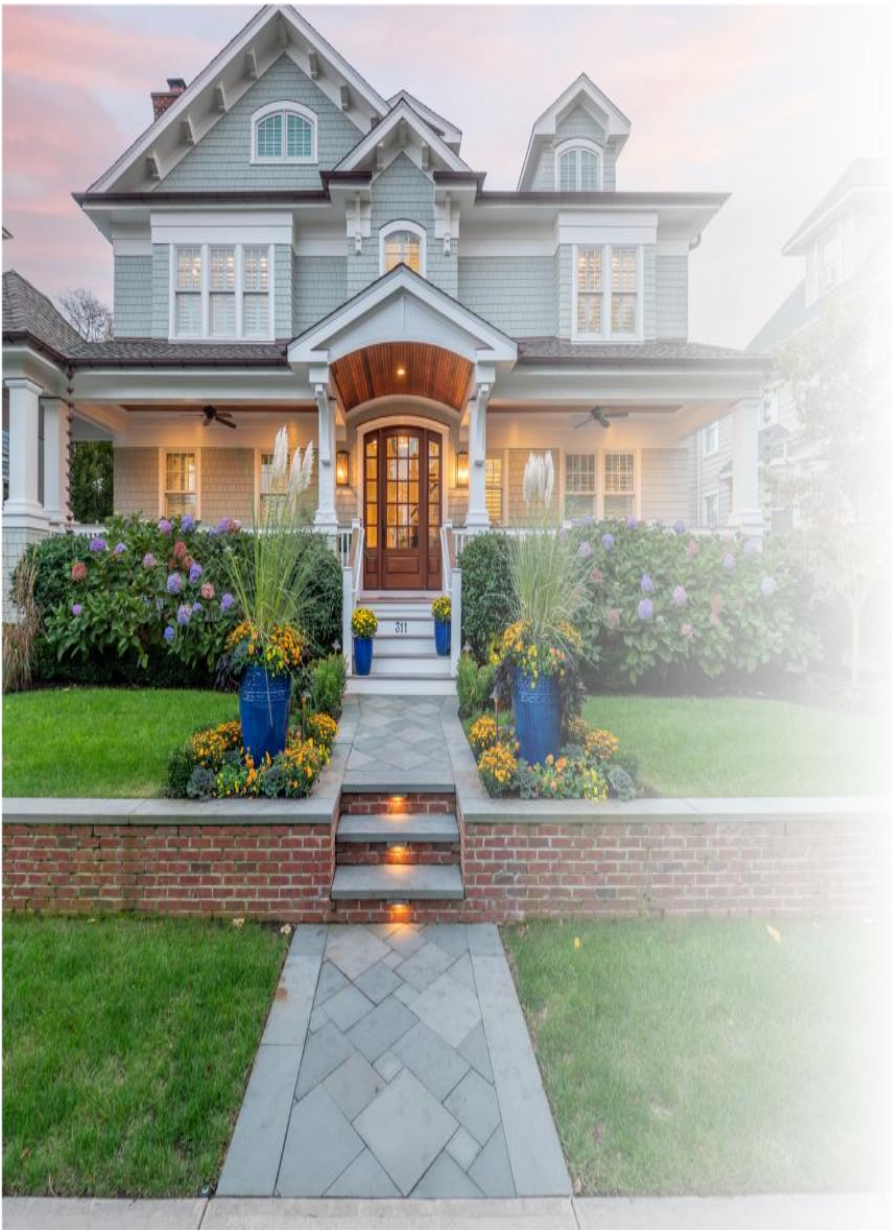
BUILT FOR GROWTH





NORTH AMERICA: WHY WE WIN





James Hardie Value Proposition

Exterior Design

- ✓ Curb Appeal

Superior Durability

- ✓ Resistance to Fire & Weather

Low Maintenance

- ✓ Full Wrap Solution

Trusted Brand

- ✓ On Over 10 Million Homes

Unrivaled Business Support



WHY WE WIN AGAINST THE COMPETITION

Vinyl

- Exterior Design
- Superior Durability
- Low Maintenance with a refresh solution
- Affordable based on value

Wood

- Superior Durability
- Low Maintenance
- Design
 - Full range of products
- Superior Support and Tools

Other FC

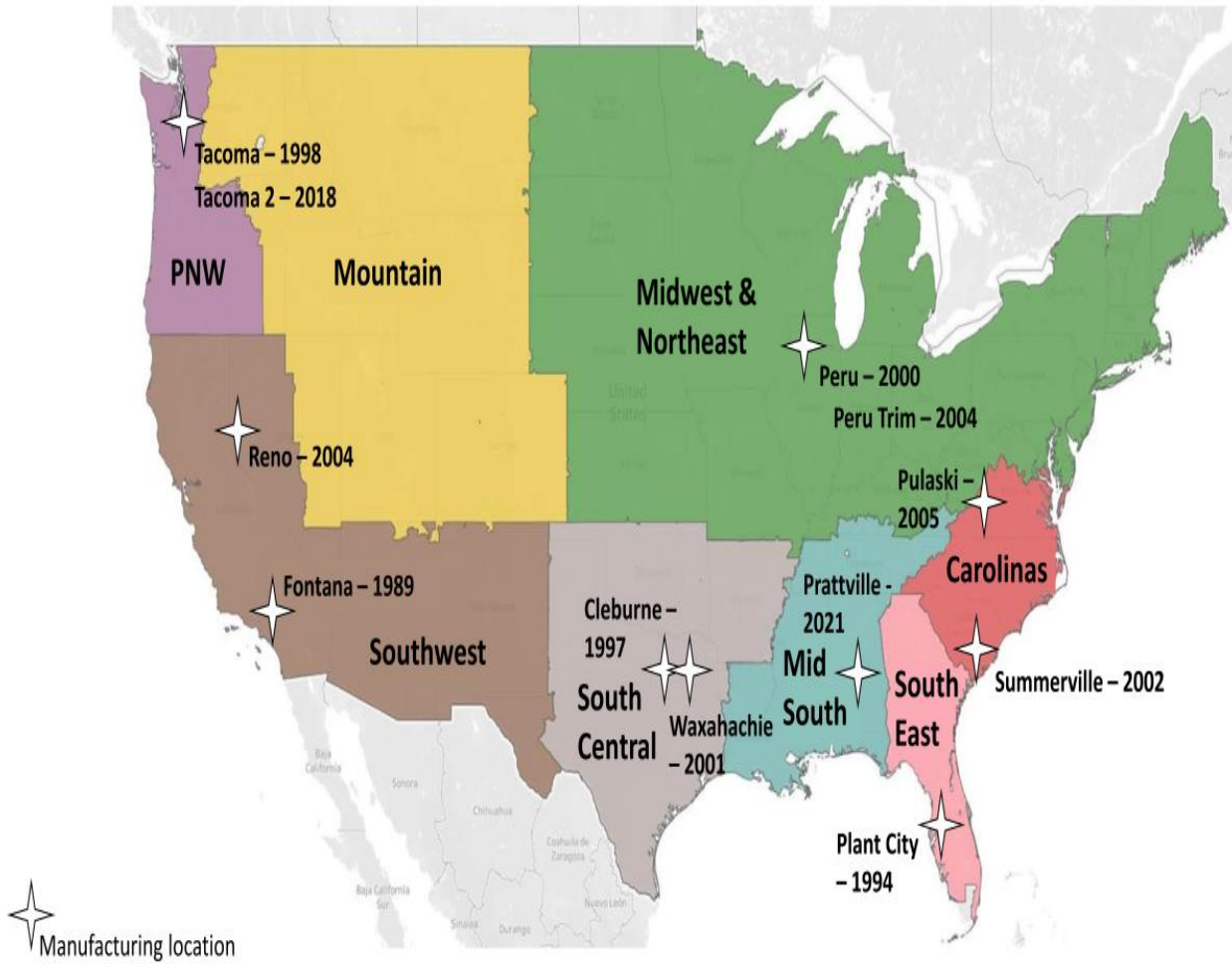
- Trusted Brand
- Engineered for Climate™
- Technology
- Representation, Support, and Tools
- Diversified Segments

FULL WRAP SOLUTION



**We Manufacture
High Performance
Fiber Cement
Building Solutions**

GROWTH THROUGH INNOVATION & CAPACITY EXPANSION

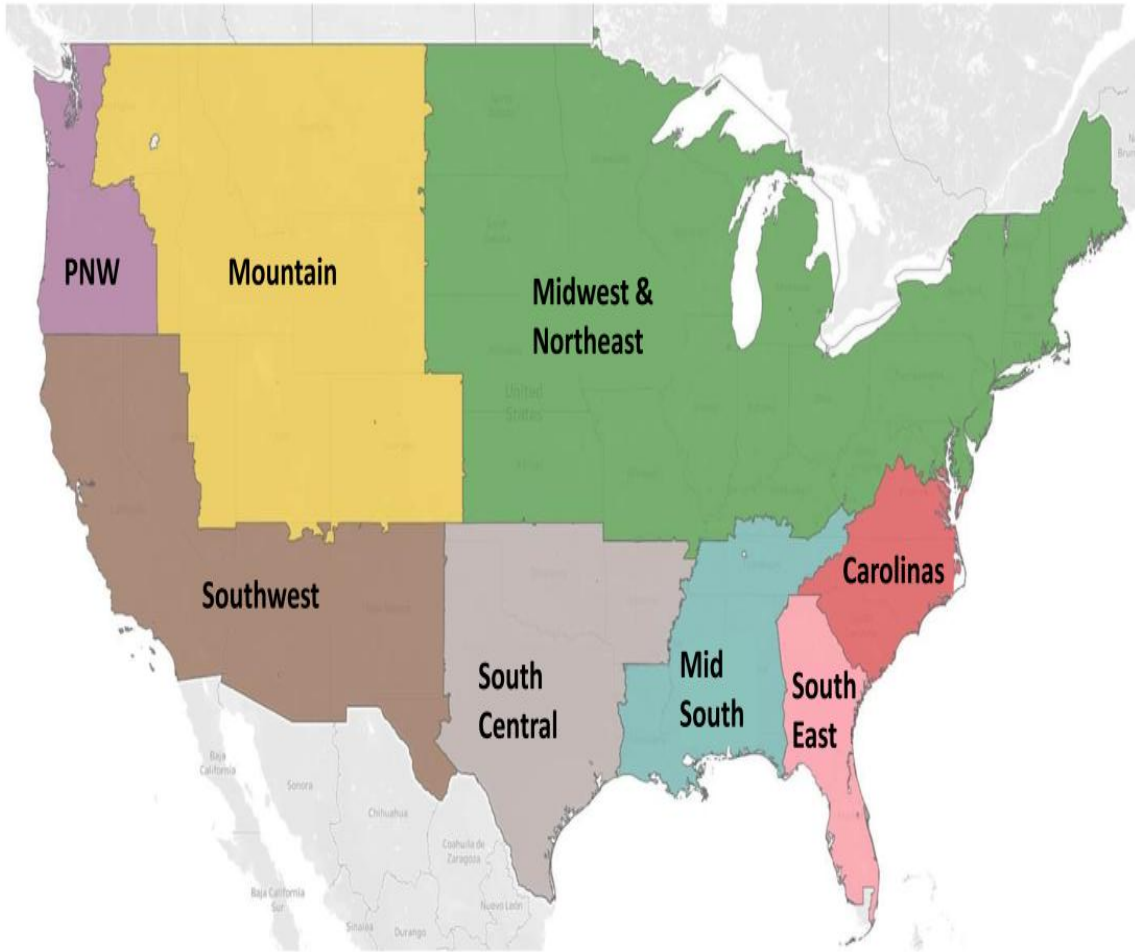




NORTH AMERICA: REGIONAL APPROACH



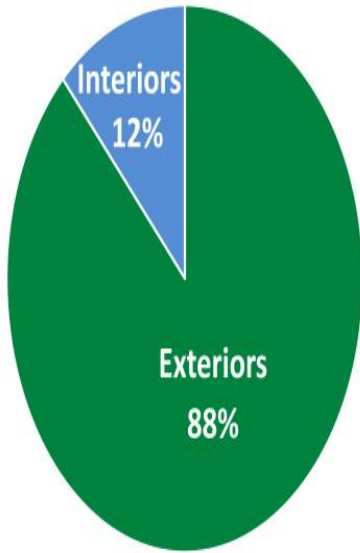
REGIONAL MAP



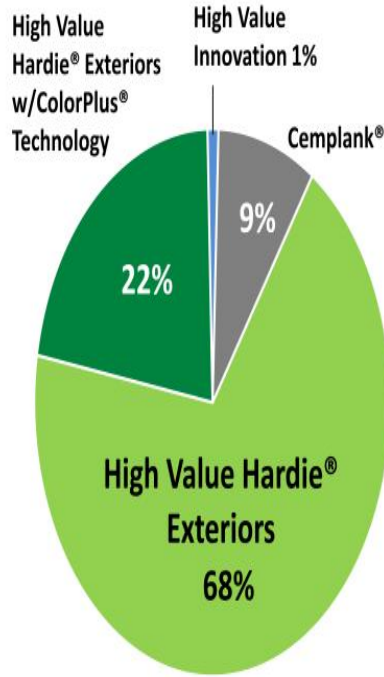
VOLUME OVERVIEW

FY22 Exteriors

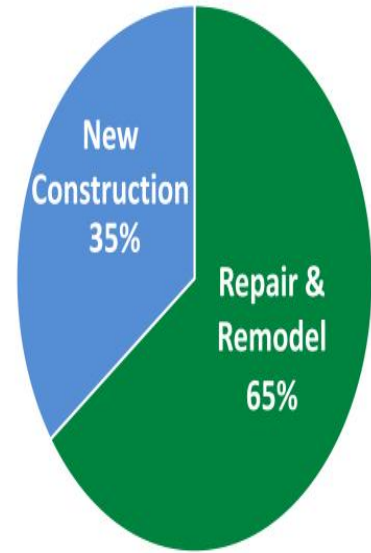
FY22 Exteriors vs Interiors



By Product



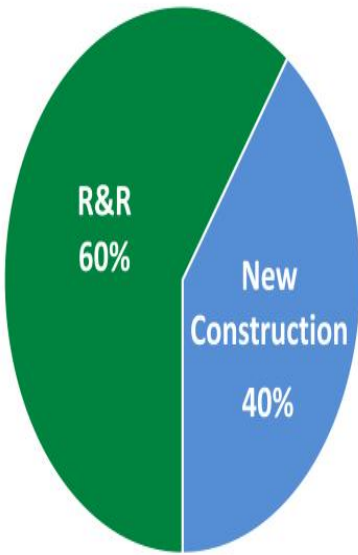
By End Market¹



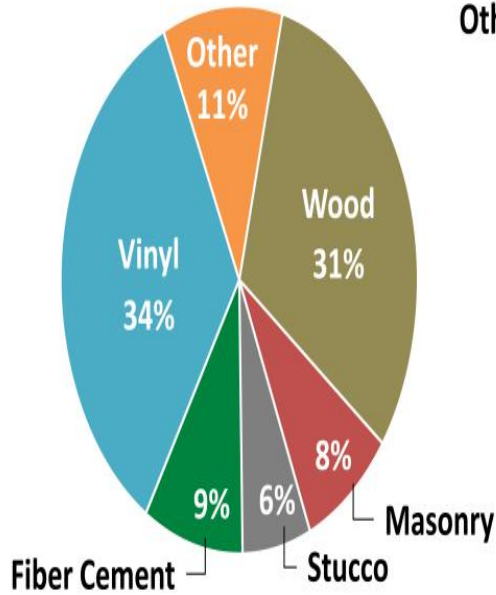
We Are Now 65% Repair & Remodel

NORTH AMERICA 2021 EXTERIOR CLADDING MARKET

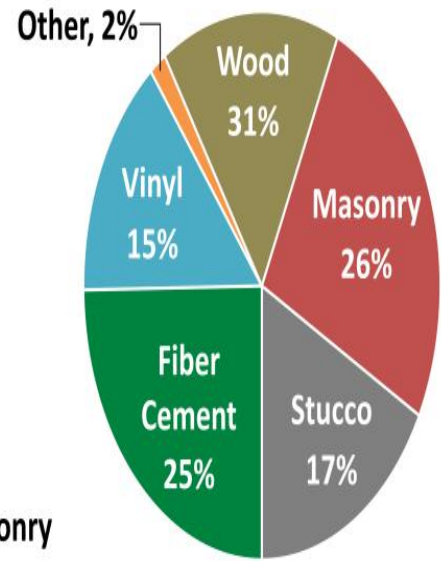
Total Market



Repair & Remodel



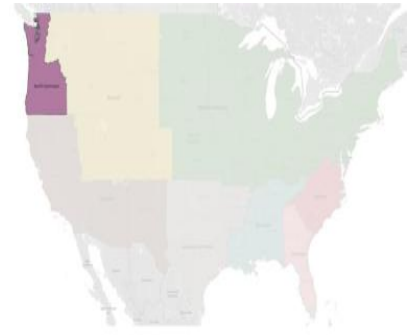
New Construction



Significant Opportunity for Sustainable Profitable Growth

1 Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit

PACIFIC NORTHWEST OVERVIEW



Region: Pacific Northwest

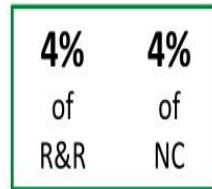
Standard: Fiber cement, 56% of New Construction

Market Background:

- 4 side Architecture
- Moving to Modern

Our Approach: Defend with Primed Full Wrap, penetrate modern with Aspyre® and Hardie® Architectural Collection

**Pacific Northwest Market
as a % of Total US Market¹**

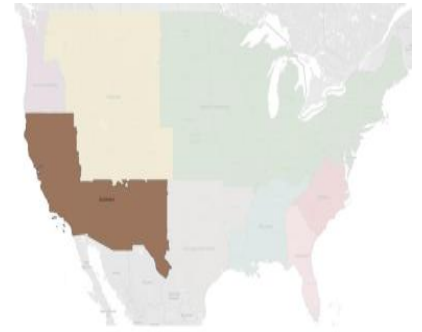


**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

SOUTHWEST OVERVIEW



Region: Southwest

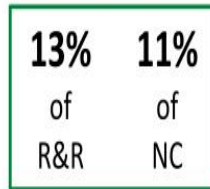
Standard: Stucco, 57% of New Construction

Market Background:

- Mediterranean look

Our Approach: Win with Primed full wrap everywhere, with separate focus on Southern California Coast and Northern California with Aspyre. Opportunity to win Modern with Hardie® Architectural Collection

**Southwest Market
as a % of Total US Market¹**



**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

MOUNTAIN OVERVIEW



Region: Mountain

Standard: Wood, 37% of New Construction

Market Background:

- Denver is largest market
- 4 side Architecture
- Consolidated builder market

Our Approach: Win with Primed Full Wrap

**Mountain Market
as a % of Total US Market¹**

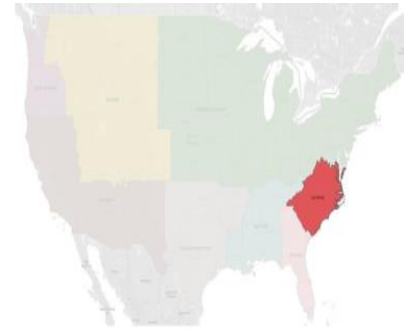


**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

CAROLINAS OVERVIEW



Region: Carolinas

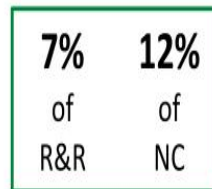
Standard: Vinyl, Fiber Cement (both ~30% of New Construction); Vinyl, 36% of R&R

Market Background:

- Largest ColorPlus® market
- Consolidated builder market 4 Sided Architecture

Our Approach: ColorPlus® Technology

**Carolinas Market
as a % of Total US Market¹**



**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

SOUTHEAST OVERVIEW



Region: Southeast

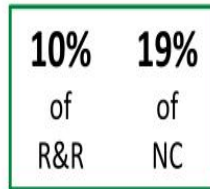
Standard: Stucco, 36% of New Construction; Fiber Cement

Market Background:

- Atlanta very consolidated 4 Side Architecture
- Florida: Stucco liability

Our Approach: Defend with Primed in Atlanta, and grow in Florida with Full Wrap ColorPlus® Technology and Hardie® Architectural Collection

**Southeast Market
as a % of Total US Market¹**

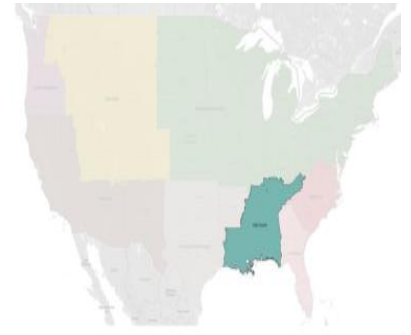


**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

MID SOUTH OVERVIEW



Region: Mid South

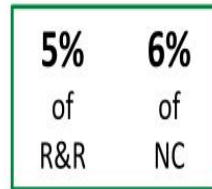
Standard: Brick, 33% of New Construction

Market Background:

- Fairly fragmented
- High paint costs on the coast

Our Approach: Exteriors with ColorPlus® Technology on the coast and Primed Full Wrap everywhere else

Mid South Market
as a % of Total US Market¹



% of Homes >40
Years or Older²



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

SOUTH CENTRAL OVERVIEW



Region: South Central

Standard: Brick/Masonry, 37% of New Construction

Market Background:

- Historical ordinance for 80% masonry until 2018
- Region moving to 4 Sided Architecture

Our Approach: Win with Primed Full Wrap, penetrating new Masonry opportunity in New Construction

South Central Market
as a % of Total US Market¹



% of Homes >40
Years or Older²



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census

NORTHEAST AND MIDWEST OVERVIEW



Region: Northeast & Midwest

Standard: Vinyl, 39% of R&R (Fiber Cement 7% of R&R)

Market Background:

- Old Housing Stock primarily with Vinyl and Wood siding
- Northeast is 4 side Architecture
- Predominantly wood look

Our Approach: Exteriors with ColorPlus® Technology Full Wrap market development

**Sustainable Profitable Growth Opportunity
in Repair & Remodel for
James Hardie Fiber Cement**

**Northeast & Midwest Markets
as a % of Total US Market¹**

45%	23%
of	of
R&R	NC

**% of Homes >40
Years or Older²**



¹ Per NAHB Home Innovation survey that measures total square feet volume including waste of all external cladding materials going on the side of homes in calendar year 2021, does not include Trim and Soffit
² US Census



Q&A





90 MINUTE LUNCH





NORTH AMERICA: NORTHEAST AND MIDWEST R&R
Chad Fredericksen, VP North America Pro Channel



NORTHEAST AND MIDWEST REPAIR & REMODEL – SUMMARY

The Repair & Remodel market in the Northeast and Midwest is a Sustainable Profitable Growth Opportunity

James Hardie has industry leading capabilities across the entire Repair & Remodel value chain

Our integrated and aligned value chain enables our key customers and contractors to capture a disproportionate share of demand helping them and us make more money



WHAT IT TAKES TO TURN A DREAM INTO A REALITY



COMPLETED RE-SIDE

CUSTOMER



Supply
Service
Education

CONTRACTOR



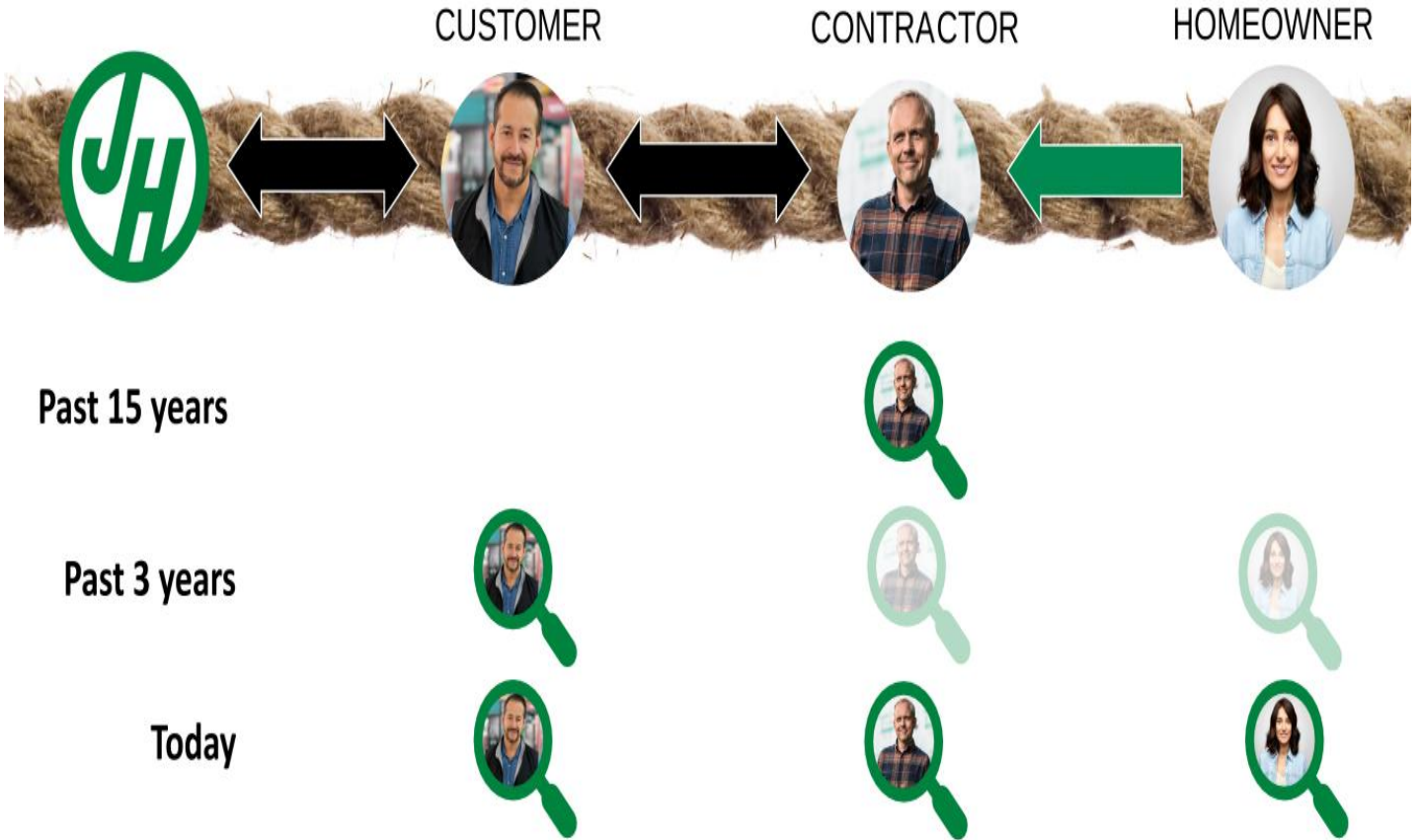
Expertise
Material
Labor

HOMEOWNER

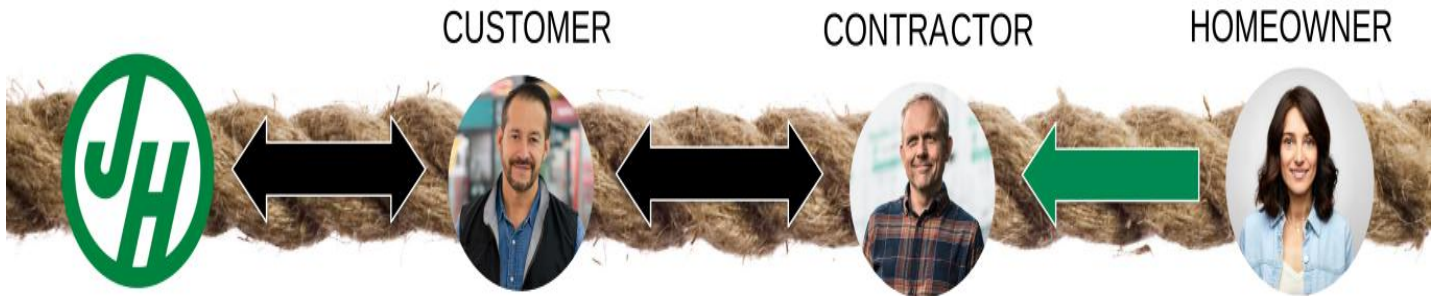


Home
Inspiration
Investment

INDUSTRY LEADING CAPABILITIES ACROSS THE ENTIRE VALUE CHAIN



CONNECTING THE VALUE CHAIN TO DRIVE GROWTH



Ensuring our Customers capture a disproportionate amount of the demand created and become the force multiplier



NORTH AMERICA: CUSTOMER
John Madson, VP North America Sales



CUSTOMER – KEY TAKEAWAYS

We are better aligned with our customers today than ever before

Our customers are motivated to support us as they make more money per transaction selling James Hardie than competitive products

The customer interacts with every contractor and can communicate the James Hardie value proposition to them at scale



HOW JAMES HARDIE DELIVERS WHAT THE CUSTOMER VALUES

CUSTOMER



Defined as any building materials supplier. Their customers include; R&R contractors, siding installers, and residential builders.

THE CUSTOMER CARES ABOUT



Organic growth



Higher value products



Efficient working capital utilization

HOW JAMES HARDIE DELIVERS WHAT THE CUSTOMER VALUES

Customer Need

ORGANIC GROWTH



HIGHER VALUE PRODUCTS



EFFICIENT WORKING CAPITAL



JH Value Creation

Superior demand creation

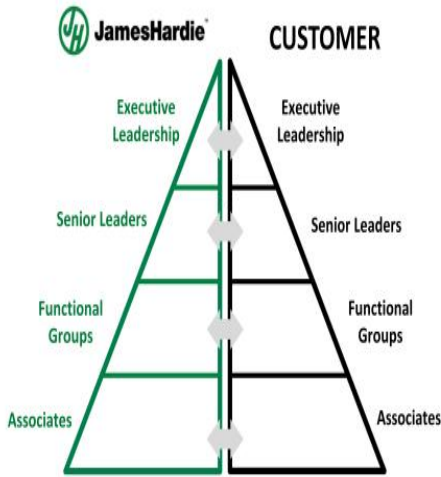
Broad product portfolio

Innovation

LEAN inventory management

HOW JAMES HARDIE DELIVERS WHAT THE CUSTOMER VALUES

INTEGRATED APPROACH



Guarantee alignment at every level of each organization.

SHARED GOALS



Establish and drive mutually beneficial goals from CEO to associates.

ENABLEMENT



Training, enablement tools, and consistent communication to drive execution and success relative to shared goals.

CUSTOMER – SUMMARY

We are better aligned with our customers today than ever before

Our customers are motivated to support us as they make more money per transaction selling James Hardie than competitive products

The customer has a broad reach to contractors and can communicate the JH value prop to them at scale





NORTH AMERICA: CONTRACTOR

Chad Fredericksen, VP North America Pro Channel



THE R&R CONTRACTOR – SUMMARY

Expand the number of contractors that sell James Hardie through our customer partnerships

Empower contractors to make more revenue and profit selling James Hardie over competitors

Retain the contractors by continually adding value to them through our Contractor Alliance Program



JAMES HARDIE CAPABILITY – UNDERSTANDING THE CONTRACTOR

R&R CONTRACTOR



Defined as any residential contractor who sells and produces an exterior cladding replacement project. The contractor's customer is the homeowner.

THERE ARE THREE WAYS A CONTRACTOR CAN MAKE MORE MONEY



Sell more projects



Increase the price of projects



Increase efficiency

JAMES HARDIE VALUE PROPOSITION TO CONTRACTORS

Contractor Need

SELL MORE PROJECTS



INCREASE THE PRICE



INSTALL MORE EFFICIENTLY



JH Value Creation

High quality
consumer leads

Higher value product
portfolio

Proprietary install
efficiency training

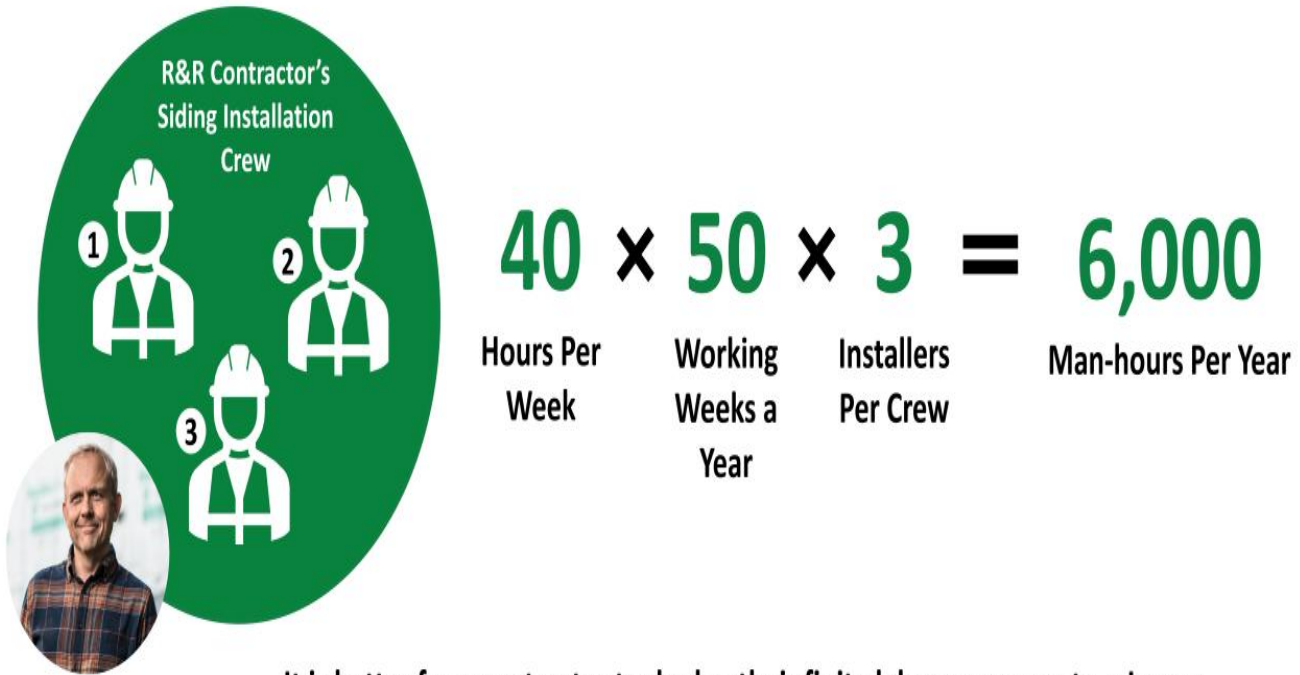
Marketing support

Sales training and in
home sales tools

Installation aids
and support

CONTRACTOR ALLIANCE PROGRAM

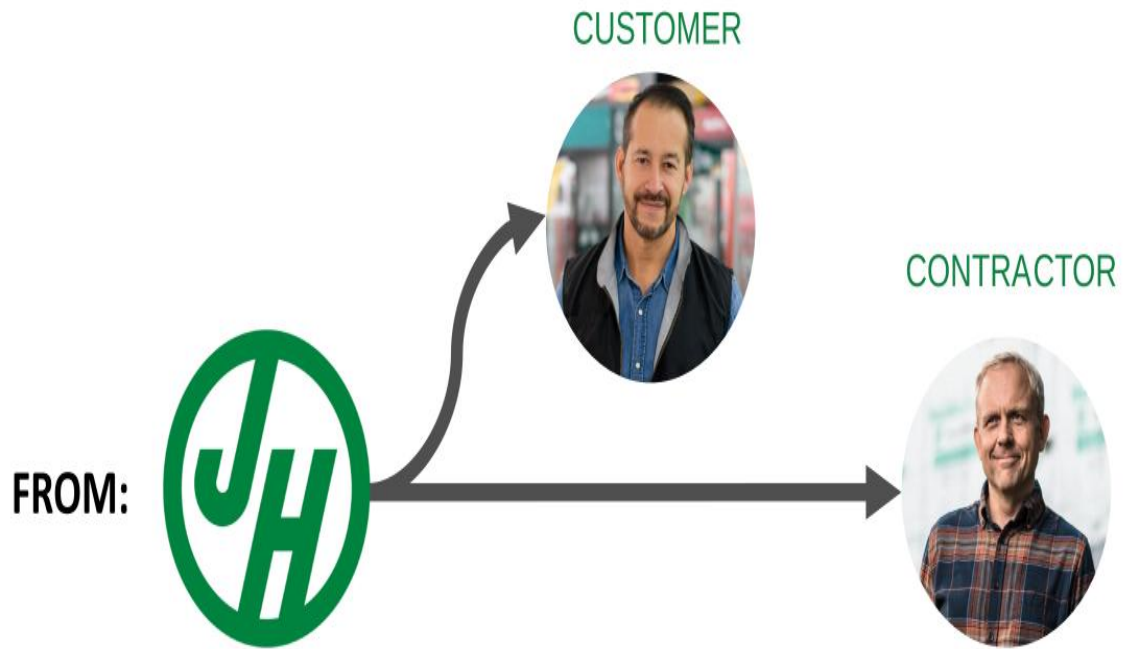
CONTRACTOR PROFITABILITY | MOST VALUABLE ASSET IS TIME



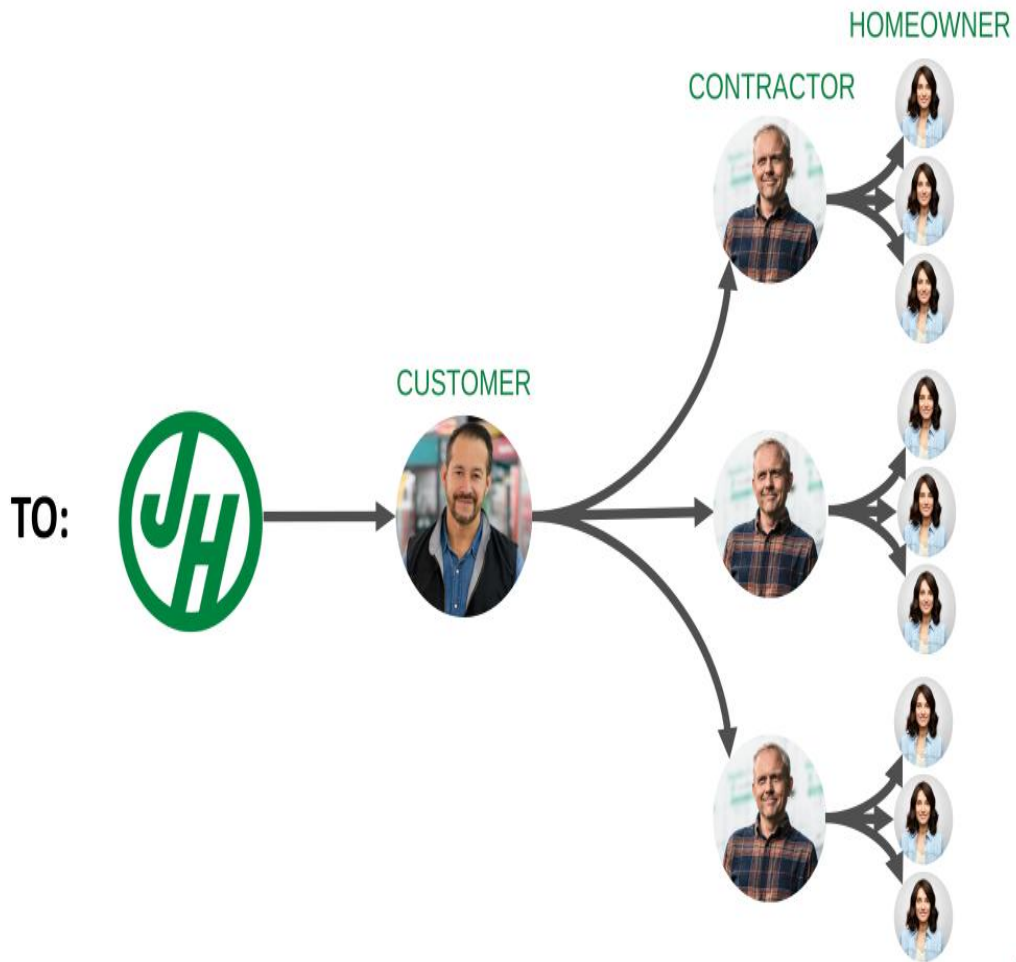
It is better for a contractor to deploy their finite labor resources to a James Hardie project than a market standard project



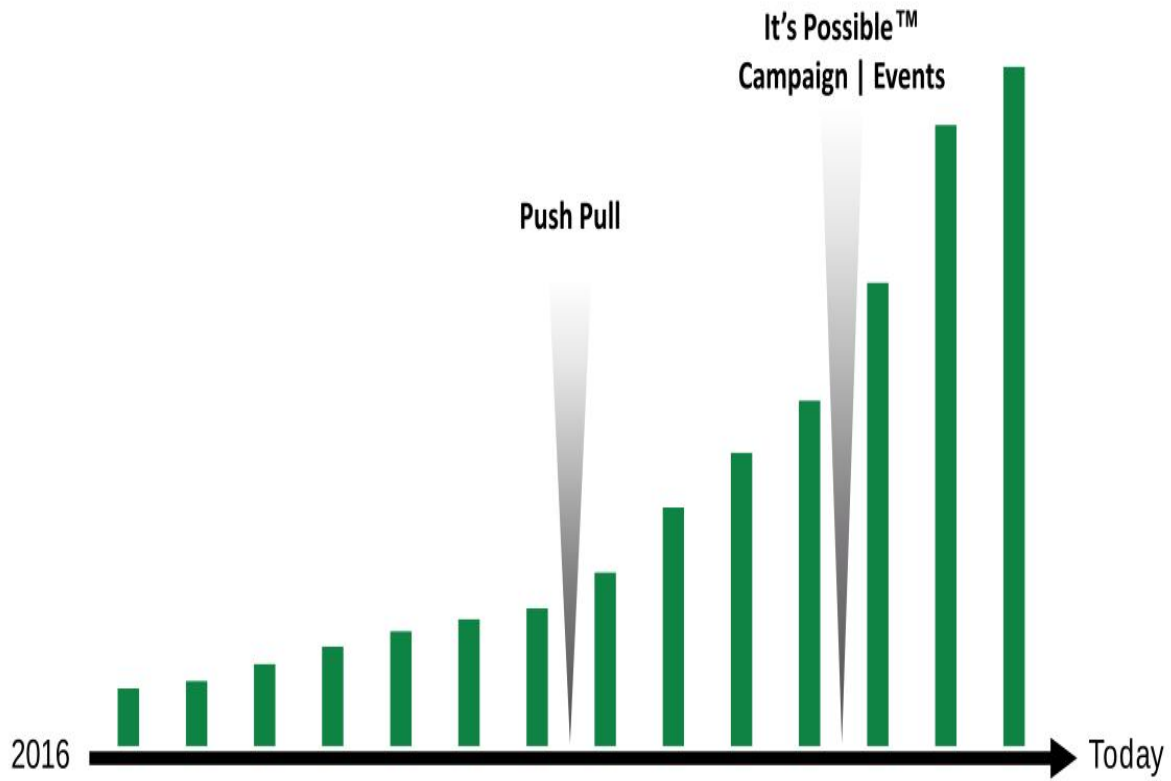
ALIGNING CUSTOMERS AND CONTRACTORS | FROM – TO



ALIGNING CUSTOMERS AND CONTRACTORS | FROM – TO



EXPANDING CONTRACTOR ALLIANCE PROGRAM MEMBERSHIP



Growth of Contractor Alliance Program membership in the Northeastern United States over time.

*Representative of total Contractor Alliance Program membership in the Northeastern US, shown semi-annually.

THE R&R CONTRACTOR – SUMMARY

Expand the number of contractors that sell James Hardie through our customer partnerships

Empower contractors to make more revenue and profit selling James Hardie over competitors

Retain the contractors by continually adding value to them through our Contractor Alliance Program





Q&A





30 MINUTE BREAK





NORTH AMERICA: HOMEOWNER
Sean Gadd, President North America



HOW JAMES HARDIE DELIVERS WHAT THE HOMEOWNER VALUES

HOMEOWNER



THE HOMEOWNER CARES ABOUT



Exterior appeal and design



Superior durability



Low maintenance

THE HOMEOWNER – SUMMARY

Our 360 degree Marketing Strategy to the Homeowner is working

We have researched and drawn insights into the pain points of the Homeowner's path to purchase

We have specific programs and tools to alleviate the homeowner pain points and improve their path to purchase



360 DEGREE MARKETING PROGRAM DELIVERED SIGNIFICANT RESULTS IN FY22



Equals Increased
Demand in FY22



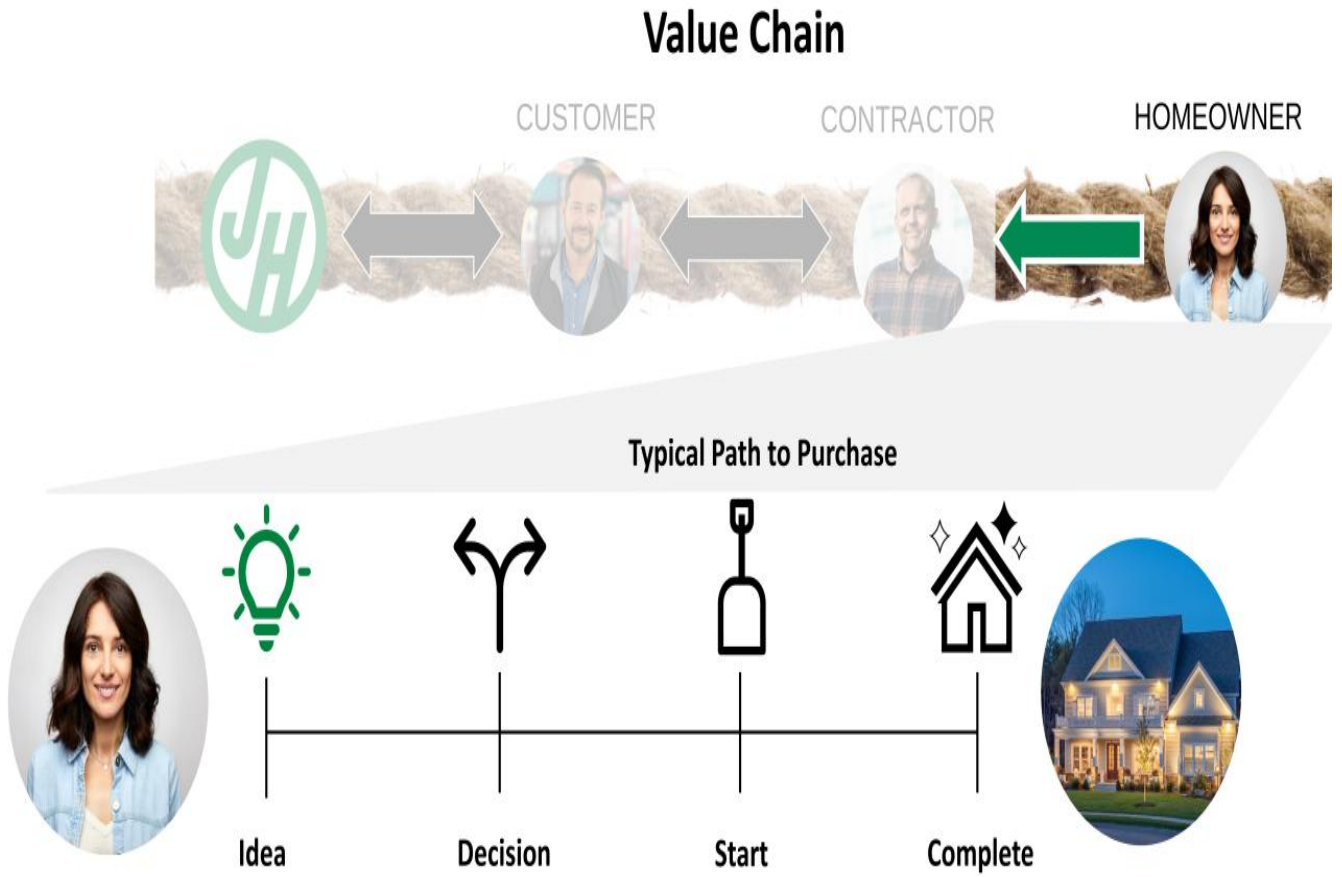
- Targeted 3 Key Metros in the Northeast in FY22
- 360 Degree Marketing Campaign¹ Driving Homeowners to Engage with James Hardie and our Customers
- Demand in 3 Target Regions Outpaced our Other ColorPlus® Technology Markets



¹ Statistics are for the period of May 2021 – March 2022 compared to pcp and are for the three targeted metro areas. Marketing campaign began in May 2021.

² Management calculation based on comparative growth of ColorPlus® customer sales volume for single family segment between July 2021 and February 2022, compared to pcp, in targeted campaign markets, as compared to non-targeted markets.

IMPROVING THE HOMEOWNER'S PATH TO PURCHASE



WE ARE ENHANCING HOW WE CONNECT TO THE HOMEOWNER

Improving & Expanding Marketing Program



Building Trust Via Magnolia Collaboration



Developing Visualization Tool



Augmenting Retail Presence





NORTH AMERICA: HOMEOWNER – IT'S POSSIBLE™
Atousa Ghoreichi, SVP North America Marketing



THE HOMEOWNER: IT'S POSSIBLE™ – SUMMARY

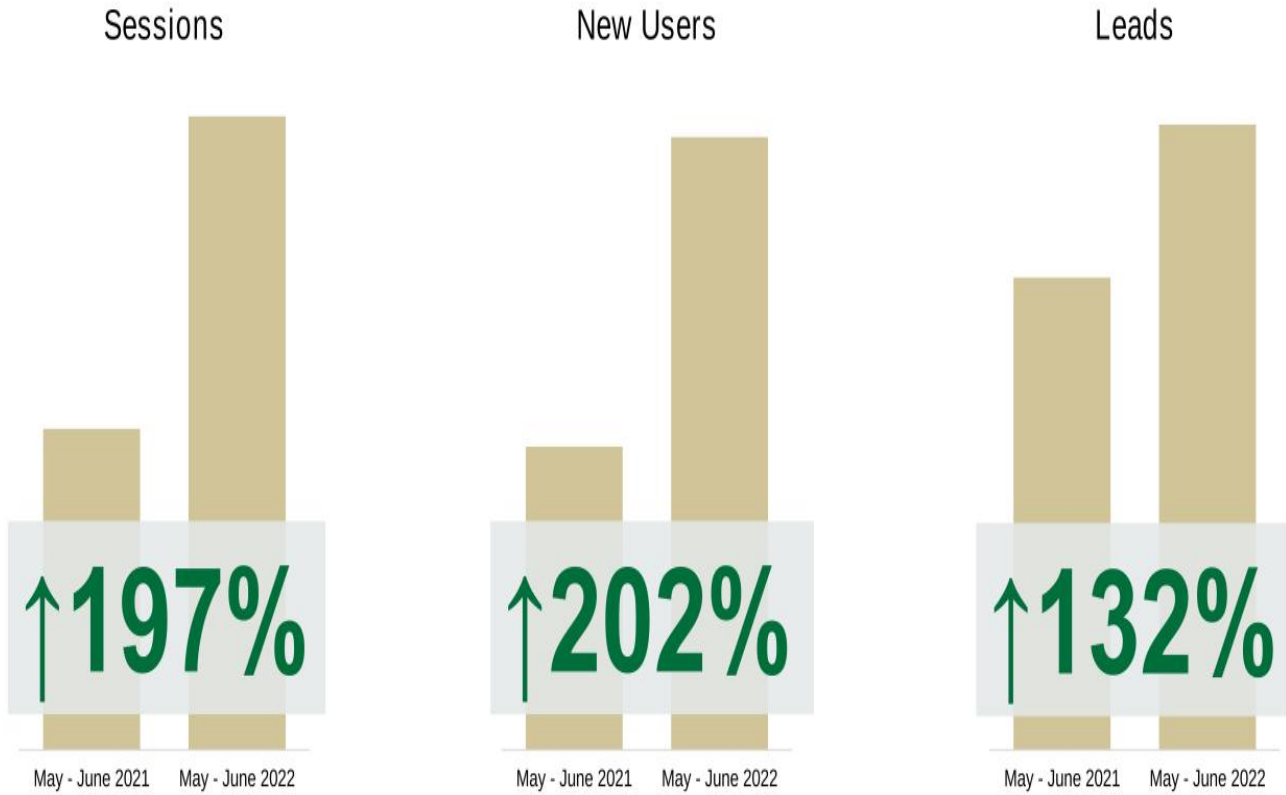
Building a consumer brand is a journey and results of the year one launch are promising

We have taken learnings from this first year to inform and enhance the program moving forward

Given the positive results to date, we are expanding our focus to 3 new key target metros in the Northeast and Midwest

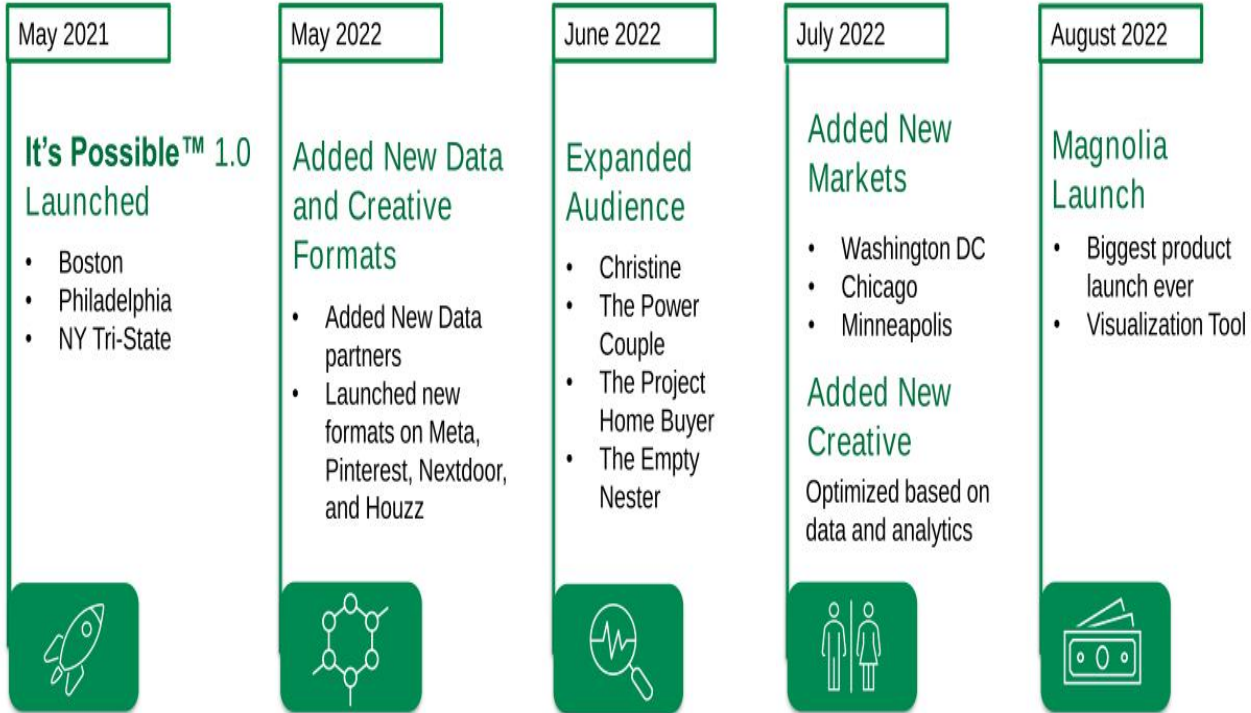


THIS IS WHAT SUCCESS LOOKS LIKE





IT'S POSSIBLE™ 1.0 EVOLVES TO 2.0



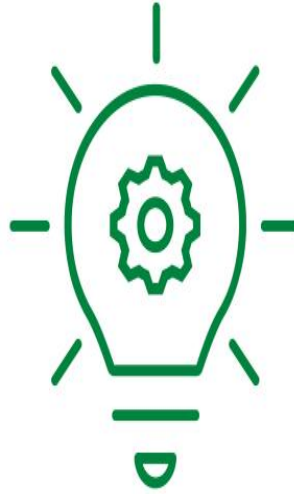
STRATEGIC MEDIA PILLARS IN FY23



CHRISTINE(S) ARE
READY TO BUY



BUILD UPON
EARLIER
SUCCESS



LEVERAGE
MEDIA & DATA
INNOVATION



AUDIENCE
SEGMENTATION &
PERSONALIZATION

BUILDING UPON OUR WINNING FORMULA

Homeowner at
Center of Attention



360 Marketing Communications



Drive to Website



Capture the Lead



Expanded Audience

Optimize Ad Campaigns

Initiate Path To Purchase

Lead Capture & Nurture

GROWING OUR AUDIENCE



CHRISTINE

THE POWER COUPLE
The Dreamer, the Doer

THE PROJECT HOME BUYER
Taking on the next project

THE EMPTY NESTER
The Retired, Downsizer

REFRESHED CREATIVE TO DRIVE FURTHER ENGAGEMENT



INSPIRING WITH DESIGN, REASSURING WITH DURABILITY

It's Possible™ to fall in love

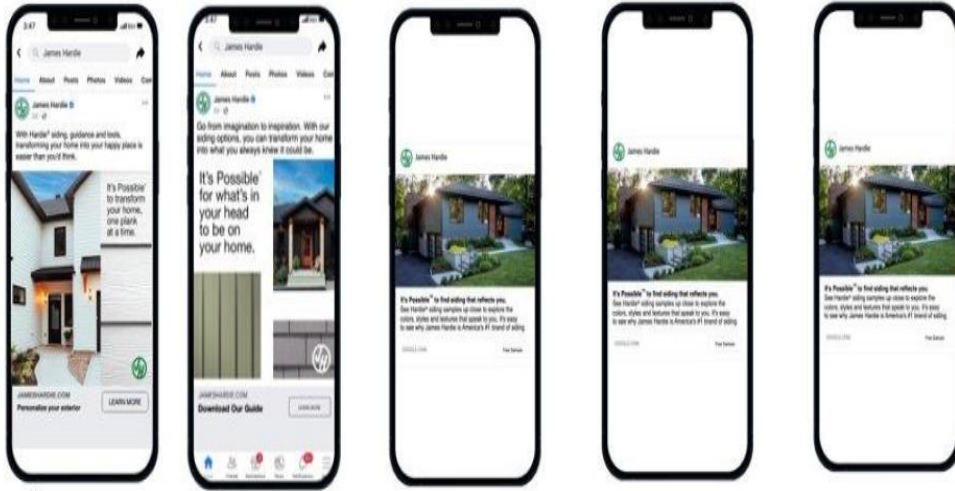
It's Possible™ to fall in love with shades of gray.

It's Possible™ to fall in love with shades of gray.

Siding | Trim | Soffit

 **JamesHardie**

FIND YOUR COLOR



INSPIRING WITH DESIGN, REASSURING WITH DURABILITY



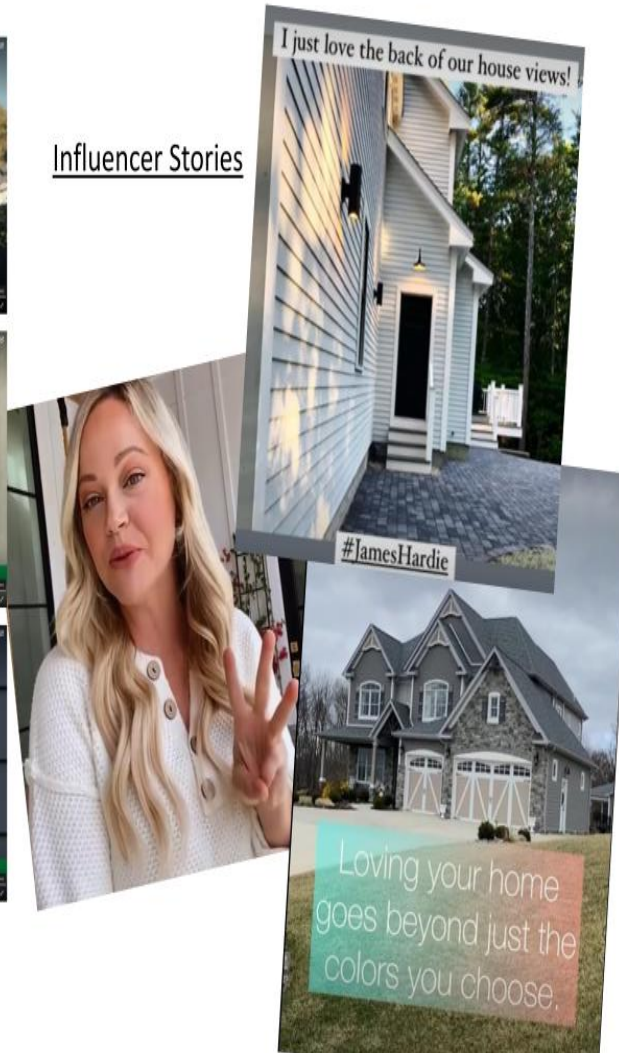
Three vertical panels representing mobile app screens. Each panel has a back arrow at the top, a category list 'Siding | Trim | Soffit', the James Hardie logo, and a button at the bottom: 'LEARN MORE', 'TAKE THE STYLE QUIZ', and 'REQUEST INSPIRATION'.



MAXIMIZING VIDEO ACROSS TV, INFLUENCERS & ORGANIC CHANNELS



Influencer Stories



Exterior Design Week



Lead Gen TV Spot

EXPANSION OF MARKETING PROGRAM COVERING MAJORITY OF NE/MW MARKET

Expanding 360 Marketing Program



Expanding to 3 New
Metro Areas

Covers the 6 Largest
Metro Areas
In Northeast and
Midwest

Source: 2022 Nielsen Data

Q1 PERFORMANCE SUMMARY



Year over year, overall **lead volume was up around 33%** in Q1 for Epicenter FY23.



Paid Search (search) has grown 4x YoY and made up 78% of total Q1 leads.



Display (ad banners) exceeded Q1 forecasted leads at 105%





NORTH AMERICA: HOMEOWNER – MAGNOLIA
Atousa Ghoreichi, SVP North America Marketing



THE HOMEOWNER: MAGNOLIA – SUMMARY

Chip and Joanna Gaines, and the significant reach of Magnolia will help drive awareness of James Hardie and allow us to sell more full-wrap ColorPlus® Technology finished products

Joanna Gaines helps build credibility with homeowners around design, while Chip builds credibility around contractor choice

Together they provide trust and credibility about James Hardie fiber cement

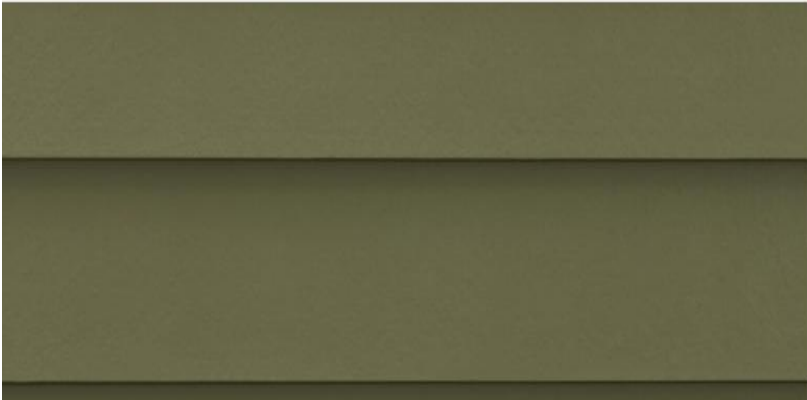


MAGNOLIA HOME



Objective

Drive awareness of James Hardie
and sell more full-wrap homes
with ColorPlus® Technology
finished products

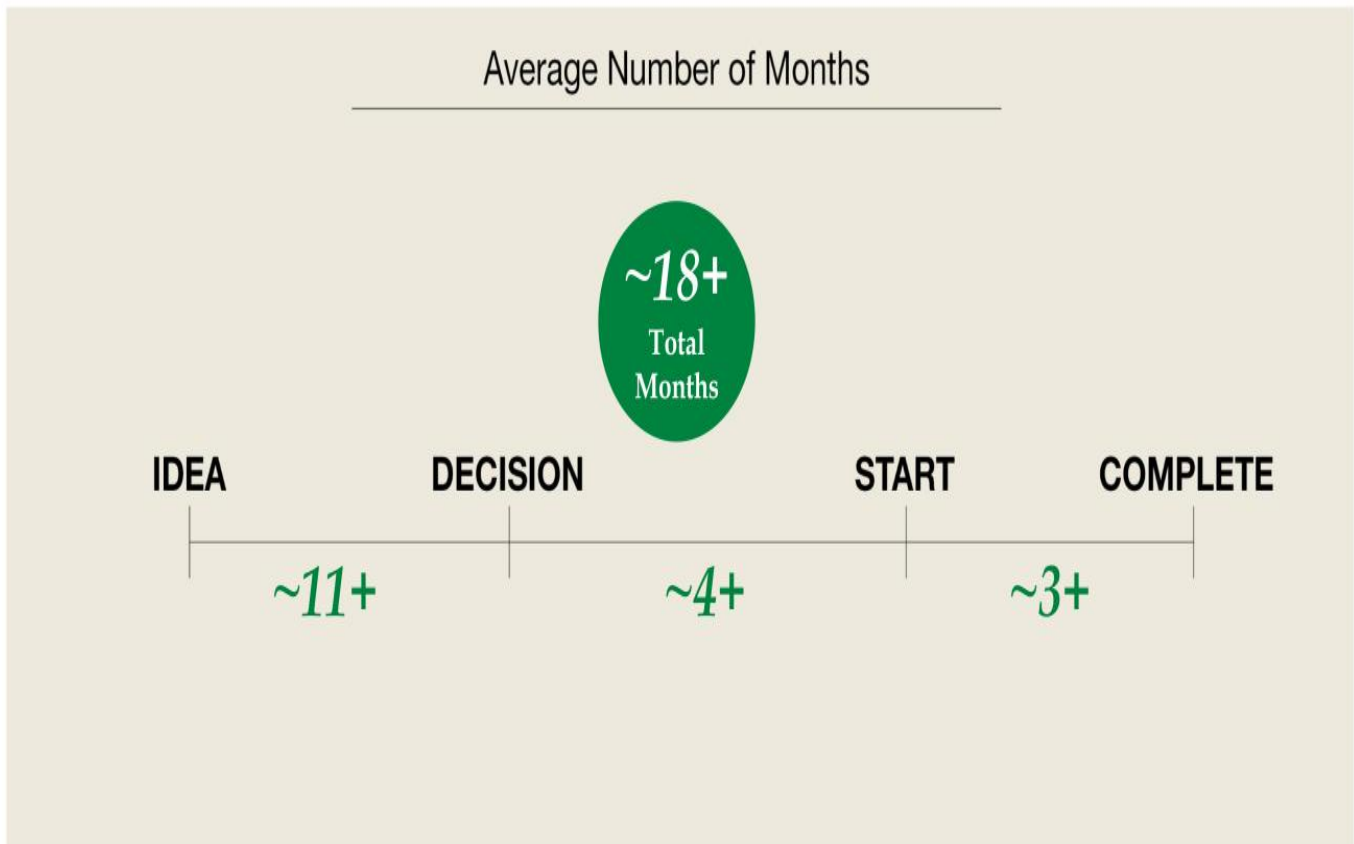




- C**reate awareness
- O**ptimize demand
- L**everage credibility
- O**wn the category
- R**each the homeowner



The Path to Purchase is ~18+ Months



Source: IPSOS 2019 Project Decision Study



MAGNOLIA HOME



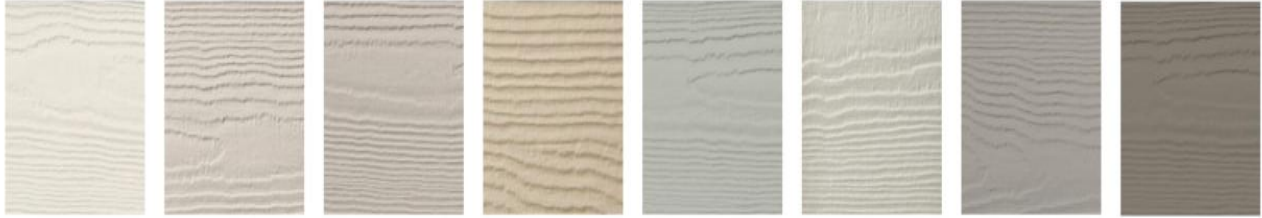
Why Collaborate?

- Fixer Upper: #1 Show on HGTV
- Led to their own TV Network, Magnolia, launched in January
- National partnership with Target
- 30,000 weekly visitors to The Silos (Magnolia Land in Waco, TX)
- More than 35 million followers across social channels





introducing the
MAGNOLIA HOME | JAMES HARDIE
COLLECTION



BIRCH TREE

WEATHERED CLIFFS

RUSTIC ROAD

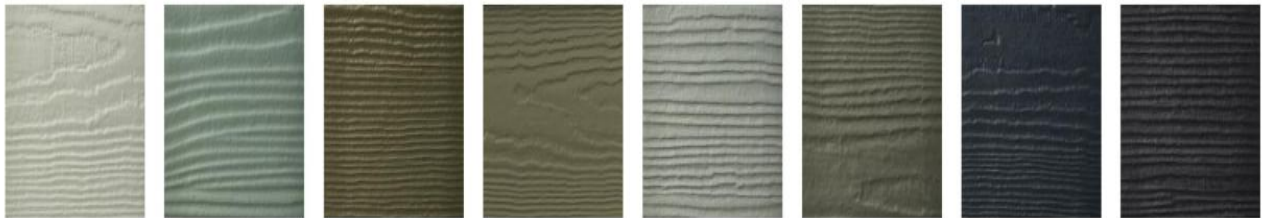
RUGGED PATH

IT'S ABOUT THYME

STONE BEACH

STONE PAVER

WARM CLAY



DRIED EUCALYPTUS

CHISELED GREEN

WANDERING GREEN

MUDFLATS

SLATE STEPS

PEPPERY ASH

LAST EMBERS

MIDNIGHT SOOT



HARDIE® PANEL
& HARDIE® TRIM BATTEN

HARDIE® SHINGLE

HARDIE® PLANK

HARDIE® TRIM

HARDIE® SOFFIT



MAGNOLIA 360 MEDIA CHANNEL OVERVIEW



LANDING PAGE: JAMESHARDIE.COM/MAGNOLIA

Desktop



Mobile



e

MAGNOLIA BUZZ: PEOPLE MAGAZINE



“In an interview with PEOPLE, Joanna explains the reason why she loves partnering with James Hardie. ‘We drive by the homes we did 20 years ago down by Baylor University, and those were all Hardie-sided homes. This is truly a product that we’ve believed in for 20 years,’ she says. She adds that working with James Hardie was ‘a match made in heaven,’ and that she and Chip felt ‘honored’ to be collaborating with the company.” – *People*

People NEWS ENTERTAINMENT ROYALS LIFESTYLE PEOPLETV SHOPPING PODCASTS

Chip and Joanna Gaines Launch 'Timeless' Siding Collection with Home Manufacturing Company James Hardie

The Magnolia power couple have been using James Hardie products for over 20 years

By [Natalia Senanayake](#) Published on August 29, 2022 05:10 PM



Exclusive

Chip and Joanna Gaines Launch 'Timeless' Siding Collection with Home Manufacturing Company James Hardie

EXPLORE People

LIVING

Your inspirational and entertaining escape for travel, wellness, food, pets and more

1

2

3



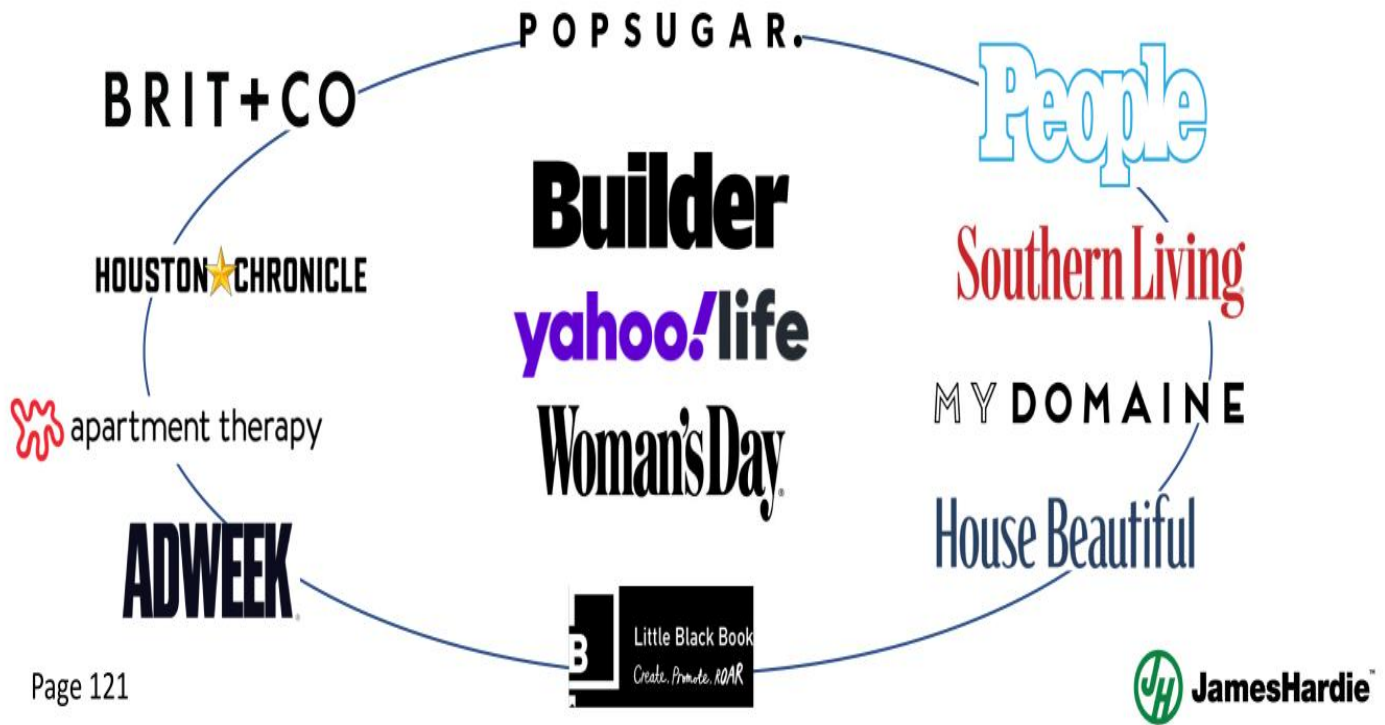
Exclusive

Chip and Joanna Gaines Launch 'Timeless' Siding Collection with Home Manufacturing Company James Hardie

MAGNOLIA BUZZ

42 Media Placements

1.5 B+ Potential Audience





NORTH AMERICA: HOMEOWNER – VISUALIZATION
Chad Fredericksen, VP North America Pro Channel



THE HOMEOWNER: VISUALIZATION – SUMMARY

Visualization is an invaluable tool to help inspire homeowners to reach their vision and better communicate that vision to contractors

The visualization tool is a simple 3 step process that allows homeowners to experiment with different designs and connect them directly with a contractor

We are currently collaborating with an industry leading visualization provider to bring homeowner visions to life



THE IMPORTANCE OF VISUALIZATION



Most consumers will re-side their home once to twice in a lifetime. Visualization is an invaluable tool that can help inspire them to reach their vision and better communicate that vision to a contractor who will bring it to life.

THE PROCESS



**Consumer
takes photos
of their home.**



**Experiments with
different product
profiles and colors
on their home.**



**Can connect to an
aligned James Hardie
contractor.**

REPLICATE THE EXPERIENCE AT SCALE THROUGH TECHNOLOGY



START WITH IMAGINATION.

LEAVE WITH INSPIRATION.

Bringing your vision to life starts with exploring your personalized design in real-time. Let's start unlocking your home's potential.

Visualize your home

Currently collaborating with an industry leading visualization provider.

Actively testing the effect visualization can have on inspiring the consumer and empowering them to communicate their vision to the contractor, resulting in a better experience for both.

Live on [JamesHardie.com](https://www.JamesHardie.com)

THE HOMEOWNER: VISUALIZATION – SUMMARY

Visualization is an invaluable tool to help inspire homeowners to reach their vision and better communicate that vision to contractors

The visualization tool is a simple 3 step process that allows homeowners to experiment with different designs and connect them directly with a contractor

We are currently collaborating with an industry leading visualization provider to bring homeowner visions to life



CONNECTING THE VALUE CHAIN TO DRIVE PROFITABLE GROWTH



James Hardie – Maximizing value & profit across the entire Repair & Remodel value chain



NORTH AMERICA: CLOSING
Sean Gadd, President North America



NORTH AMERICA – SUMMARY

Proven track record as a growth company

10 Year
Volume CAGR



10 Year
Net Sales CAGR



10 Year
Adj. EBIT CAGR



James Hardie fiber cement proven to deliver high value

Ability to win in all regions and all segments



Accelerate sustainable profitable growth in Northeast and Midwest Repair & Remodel market





Q&A





END OF DAY 1





JHX Investor Day 2022

New York, 12-13 September 2022 – Day 1



Appendix 3Y

Change of Director's Interest Notice

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 30/09/01 Amended 01/01/11

Name of entity James Hardie Industries plc
ARBN 097 829 895

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

Name of Director	Nigel STEIN
Date of last notice	16 June 2022

+ See chapter 19 for defined terms.

Part 1 - Change of director's relevant interests in securities*In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust*

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

Direct or indirect interest	Direct
Nature of indirect interest (including registered holder) <small>Note: Provide details of the circumstances giving rise to the relevant interest.</small>	Interest in ordinary shares/CUFS of James Hardie Industries plc held in the form of American Depositary Receipts (ADRs). The ADRs are issued by Deutsche Bank Trust Company Americas.
Date of change	9 September 2022
No. of securities held prior to change	<ul style="list-style-type: none"> Indirect interest in 3,400 ordinary shares/CUFS. The registered holder is Pershing Securities Limited and they are held on account for beneficial owner, Nigel Stein. Direct interest in 1,475 ADRs, equivalent to a holding of 1,475 ordinary shares/CUFS.
Class	ADRs. ADRs trade on the NYSE in the United States and one ADR is equivalent to one ordinary share/CUFS.
Number acquired	322 ADRs, equivalent to a holding of 322 ordinary shares/CUFS.
Number disposed	Nil
Value/Consideration <small>Note: If consideration is non-cash, provide details and estimated valuation</small>	US\$7,972.72
No. of securities held after change	<p>Current relevant interest is:</p> <ul style="list-style-type: none"> Indirect interest in 3,400 ordinary shares/CUFS. The registered holder is Pershing Securities Limited and they are held on account for beneficial owner, Nigel Stein. Direct interest in 1,797 ADRs, equivalent to a holding of 1,797 ordinary shares/CUFS.
Nature of change <small>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back</small>	Issuance of ADRs pursuant to the terms of the James Hardie 2020 Non-Executive Director Equity Plan.

+ See chapter 19 for defined terms.

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

Detail of contract	Not applicable
Nature of interest	Not applicable
Name of registered holder (if issued securities)	Not applicable
Date of change	Not applicable
No. and class of securities to which interest related prior to change <small>Note: Details are only required for a contract in relation to which the interest has changed</small>	Not applicable
Interest acquired	Not applicable
Interest disposed	Not applicable
Value/Consideration <small>Note: If consideration is non-cash, provide details and an estimated valuation</small>	Not applicable
Interest after change	Not applicable

Part 3 – +Closed period

Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required?	No
If so, was prior written clearance provided to allow the trade to proceed during this period?	Not applicable
If prior written clearance was provided, on what date was this provided?	Not applicable

+ See chapter 19 for defined terms.

Appendix 3Y

Change of Director's Interest Notice

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 30/09/01 Amended 01/01/11

Name of entity James Hardie Industries plc
ARBN 097 829 895

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

Name of Director	Persio LISBOA
Date of last notice	22 June 2022

+ See chapter 19 for defined terms.

Part 1 - Change of director's relevant interests in securities*In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust*

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

Direct or indirect interest	Direct
Nature of indirect interest (including registered holder) <small>Note: Provide details of the circumstances giving rise to the relevant interest.</small>	Interest in ordinary shares/CUFS of James Hardie Industries plc held in the form of American Depositary Receipts (ADRs). The ADRs are issued by Deutsche Bank Trust Company Americas. The registered holder is Merrill Lynch Pierce Fenner, & Smith.
Date of change	9 September 2022
No. of securities held prior to change	<ul style="list-style-type: none"> Indirect interest in 9,684 ADRs, equivalent to a holding of 9,684 ordinary shares/CUFS. The registered holder is Merrill Lynch Pierce Fenner, & Smith and they are held on account for the beneficial owner, Persio Lisboa. Direct interest in 3,638 ADRs, equivalent to a holding of 3,638 ordinary shares/CUFS.
Class	ADRs. ADRs trade on the NYSE in the United States and one ADR is equivalent to one ordinary share/CUFS.
Number acquired	658 ADRs, equivalent to a holding of 658 ordinary shares/CUFS.
Number disposed	Nil
Value/Consideration <small>Note: If consideration is non-cash, provide details and estimated valuation</small>	US\$16,292.08
No. of securities held after change	<p>Current relevant interest is:</p> <ul style="list-style-type: none"> Indirect interest in 9,684 ADRs, equivalent to a holding of 9,684 ordinary shares/CUFS. The registered holder is Merrill Lynch Pierce Fenner, & Smith and they are held on account for the beneficial owner, Persio Lisboa. Direct interest in 4,296 ADRs, equivalent to a holding of 4,296 ordinary shares/CUFS.
Nature of change <small>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back</small>	Issuance of ADRs pursuant to the terms of the James Hardie 2020 Non-Executive Director Equity Plan.

+ See chapter 19 for defined terms.

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

Detail of contract	Not applicable
Nature of interest	Not applicable
Name of registered holder (if issued securities)	Not applicable
Date of change	Not applicable
No. and class of securities to which interest related prior to change	Not applicable
<small>Note: Details are only required for a contract in relation to which the interest has changed</small>	
Interest acquired	Not applicable
Interest disposed	Not applicable
Value/Consideration	Not applicable
<small>Note: If consideration is non-cash, provide details and an estimated valuation</small>	
Interest after change	Not applicable

Part 3 – +Closed period

Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required?	No
If so, was prior written clearance provided to allow the trade to proceed during this period?	Not applicable
If prior written clearance was provided, on what date was this provided?	Not applicable

+ See chapter 19 for defined terms.

Appendix 3Y

Change of Director's Interest Notice

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 30/09/01 Amended 01/01/11

Name of entity James Hardie Industries plc
ARBN 097 829 895

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

Name of Director	Anne LLOYD
Date of last notice	16 June 2022

+ See chapter 19 for defined terms.

01/01/2011 Appendix 3Y Page 1

Part 1 - Change of director's relevant interests in securities

In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

Direct or indirect interest	Direct
Nature of indirect interest (including registered holder) <small>Note: Provide details of the circumstances giving rise to the relevant interest.</small>	Interest in ordinary shares/CUFS of James Hardie Industries plc held in the form of American Depository Receipts (ADRs). The ADRs are issued by Deutsche Bank Trust Company Americas.
Date of change	9 September 2022
No. of securities held prior to change	<ul style="list-style-type: none"> • Indirect interest in 18,000 ADRs, equivalent to a holding of 18,000 ordinary shares/CUFS. The ADRs are issued by Deutsche Bank Trust Company Americas. The registered holder is Pershing LLC and they are held on account for the beneficial owners, Anne Lloyd and Steven Lloyd. • Direct interest in 385 ADRs, equivalent to a holding of 385 ordinary shares/CUFS.
Class	ADRs. ADRs trade on the NYSE in the United States and one ADR is equivalent to one ordinary share/CUFS.
Number acquired	233 ADRs, equivalent to a holding of 233 ordinary shares/CUFS.
Number disposed	Nil
Value/Consideration <small>Note: If consideration is non-cash, provide details and estimated valuation</small>	US\$5,769.08
No. of securities held after change	<p>Current relevant interest is:</p> <ul style="list-style-type: none"> • Indirect interest in 18,000 ADRs, equivalent to a holding of 18,000 ordinary shares/CUFS. The ADRs are issued by Deutsche Bank Trust Company Americas. The registered holder is Pershing LLC and they are held on account for the beneficial owners, Anne Lloyd and Steven Lloyd. • Direct interest in 618 ADRs, equivalent to a holding of 618 ordinary shares/CUFS.
Nature of change <small>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back</small>	Issuance of ADRs pursuant to the terms of the James Hardie 2020 Non-Executive Director Equity Plan.

+ See chapter 19 for defined terms.

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

Detail of contract	Not applicable
Nature of interest	Not applicable
Name of registered holder (if issued securities)	Not applicable
Date of change	Not applicable
No. and class of securities to which interest related prior to change <small>Note: Details are only required for a contract in relation to which the interest has changed</small>	Not applicable
Interest acquired	Not applicable
Interest disposed	Not applicable
Value/Consideration <small>Note: If consideration is non-cash, provide details and an estimated valuation</small>	Not applicable
Interest after change	Not applicable

Part 3 – +Closed period

Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required?	No
If so, was prior written clearance provided to allow the trade to proceed during this period?	Not applicable
If prior written clearance was provided, on what date was this provided?	Not applicable

+ See chapter 19 for defined terms.

Appendix 3Y

Change of Director's Interest Notice

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 30/09/01 Amended 01/01/11

Name of entity James Hardie Industries plc
ARBN 097 829 895

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

Name of Director	Rada RODRIGUEZ
Date of last notice	16 June 2022

+ See chapter 19 for defined terms.

Part 1 - Change of director's relevant interests in securities

In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

Direct or indirect interest	Direct
Nature of indirect interest (including registered holder) Note: Provide details of the circumstances giving rise to the relevant interest.	Interest in ordinary shares/CUFS of James Hardie Industries plc held in the form of American Depositary Receipts (ADRs). The ADRs are issued by Deutsche Bank Trust Company Americas.
Date of change	9 September 2022
No. of securities held prior to change	<ul style="list-style-type: none"> Direct interest in 1,554 ADRs, equivalent to a holding of 1,554 ordinary shares/CUFS.
Class	ADRs. ADRs trade on the NYSE in the United States and one ADR is equivalent to one ordinary share/CUFS.
Number acquired	344 ADRs, equivalent to a holding of 344 ordinary shares/CUFS.
Number disposed	Nil
Value/Consideration Note: If consideration is non-cash, provide details and estimated valuation	US\$8,517.44
No. of securities held after change	<p>Current relevant interest is:</p> <ul style="list-style-type: none"> Direct interest in 1,898 ADR's, equivalent to a holding of 1,898 ordinary shares/CUFS.
Nature of change Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back	Issuance of ADRs pursuant to the terms of the James Hardie 2020 Non-Executive Director Equity Plan.

+ See chapter 19 for defined terms.

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

Detail of contract	Not applicable
Nature of interest	Not applicable
Name of registered holder (if issued securities)	Not applicable
Date of change	Not applicable
No. and class of securities to which interest related prior to change <small>Note: Details are only required for a contract in relation to which the interest has changed</small>	Not applicable
Interest acquired	Not applicable
Interest disposed	Not applicable
Value/Consideration <small>Note: If consideration is non-cash, provide details and an estimated valuation</small>	Not applicable
Interest after change	Not applicable

Part 3 – +Closed period

Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required?	No
If so, was prior written clearance provided to allow the trade to proceed during this period?	Not applicable
If prior written clearance was provided, on what date was this provided?	Not applicable

+ See chapter 19 for defined terms.



James Hardie Industries plc
Europa House 2nd Floor,
Harcourt Centre
Harcourt Street, Dublin 2,
D02 WR20, Ireland

T: +353 (0) 1 411 6924
F: +353 (0) 1 479 1128

13 September 2022

The Manager
Company Announcement Office
Australian Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

JHX Investor Day 2022 Presentation – Day 2

James Hardie today released its Investor Day 2022 Presentation – Day 2 materials. The event is being held in New York, NY on Tuesday, 13 September 2022.

Copies of this document are available on James Hardie's investor relations website at <https://ir.jameshardie.com.au/>.

Yours faithfully

James Brennan-Chong
Director of Investor Relations and Market Intelligence

This announcement has been authorized for release by the CFO

James Hardie Industries plc is a limited liability company incorporated in Ireland with its registered office at Europa House 2nd Floor, Harcourt Centre, Harcourt Street, Dublin 2, D02 WR20, Ireland.
Directors: Michael Hammes (Chairman, USA), Anne Lloyd (Deputy Chairperson, USA), Peter-John Davis (Aus), Persio Lisboa (USA), Rada Rodriguez (Sweden), Suzanne B. Rowland (USA), Nigel Stein (UK), Harold Wiens (USA).
Chief Executive Officer and Director: Aaron Erter (USA)
Company number: 485719
ARBN: 097 829 895



JHX Investor Day 2022

New York, 12-13 September 2022 – Day 2



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

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

Forward-looking statements are necessarily subject to risks, uncertainties and other factors, many of which are unforeseeable and beyond the Company's control. Many factors could cause actual results, performance or achievements to be materially different from those expressed or implied in this Management Presentation, including, among others, the risks and uncertainties set forth in Section 3 "Risk Factors" in James Hardie's Annual Report on Form 20-F for the year ended 31 March 2022, which include, but are not necessarily limited to risks such as changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business, including the impact of COVID-19; changes in interest rates; changes in inflation rates; changes in exchange rates; the level of construction generally; changes in cement demand and prices; changes in raw material and energy prices; changes in business strategy and various other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. James Hardie assumes no obligation to update or correct the information contained in this Management Presentation except as required by law.

USE OF NON-GAAP FINANCIAL INFORMATION; AUSTRALIAN EQUIVALENT TERMINOLOGY

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

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

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

AGENDA – DAY 2 ZIEGFELD BALLROOM

Day 2 – Tuesday, September 13 th		
Breakfast	7:00-8:00 AM	All
APAC	8:00-9:15 AM	John Arneil & Travis Johnson
Q&A	9:15-9:30 AM	All
Experience Session #1	9:30-10:00 AM	Breakout Groups
Break	10:00-10:15 AM	All
Europe	10:15-11:15 AM	Tobias Bennerscheidt & Henning Risse
Q&A	11:15-11:30AM	All
Experience Session #2	11:30-12:00 PM	Breakout Groups
Lunch	12:00-1:15 PM	All
Global Innovation	1:15-2:15 PM	Joe Liu & Alan Miller
Q&A	2:15-2:30 PM	All
Experience Session #3	2:30-3:00 PM	Breakout Groups
Break	3:00-3:15 PM	All
Global Capacity	3:15-4:00 PM	Ryan Kilcullen
Q&A	4:00-4:15 PM	All
Closing with CEO	4:15-4:45 PM	Aaron Erter
Q&A	4:45-5:00 PM	All
Happy Hour	5:00-6:30 PM	All
Dinner	6:30-9:00 PM	All





INVESTOR DAY 2022 – APAC



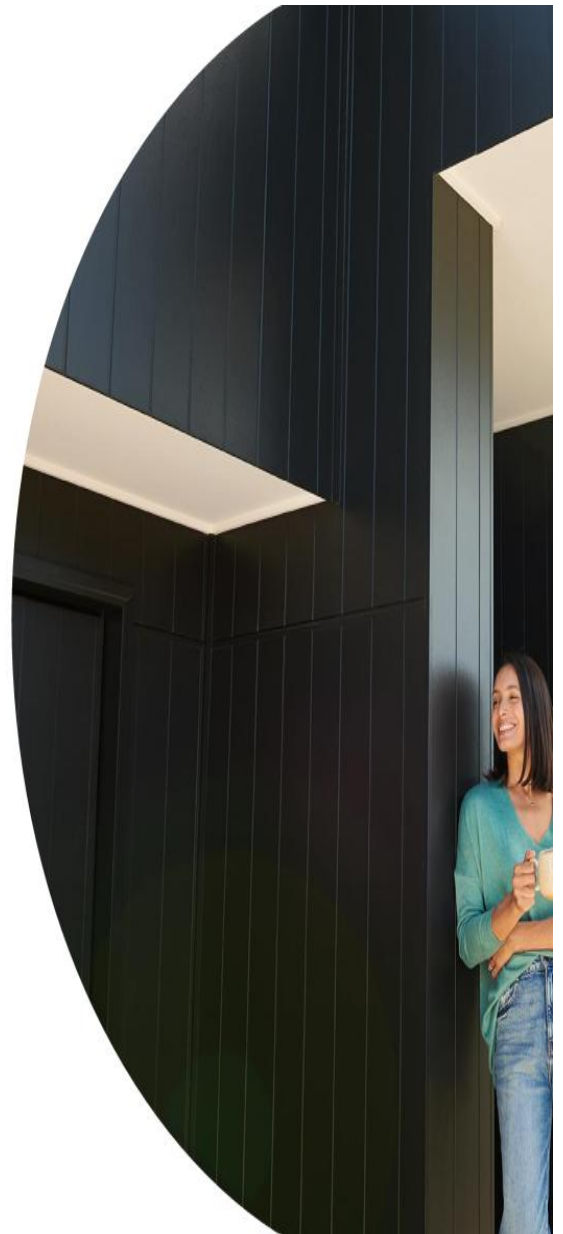
APAC – PRESENTERS



John Arneil
General Manager
APAC



Travis Johnson
Director – Commercial
Australia



AGENDA

Investor Day 2022 – APAC

<u>Topic</u>	<u>Presenter</u>
APAC Overview	John Arneil
Value Chain	John Arneil
Homeowner	John Arneil
Contractor/Builder	Travis Johnson
Customer	Travis Johnson
Summary	John Arneil



APAC – SUMMARY

Strong base business built over 40+ years in fiber cement with significant fiber cement market share and category share

Significant growth opportunities exist in all our APAC regions

We have the insight led innovation, consumer marketing focus, proven market development model and deep customer integration in place for sustained profitable growth





INVESTOR DAY 2022 – APAC: OVERVIEW
John Arneil, General Manager - APAC



APAC – A SUSTAINABLE PROFITABLE GROWTH BUSINESS

Drive Profitable Global Growth

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

Continued Execution and Expansion of Foundational Initiatives:

- i) LEAN Manufacturing
- ii) Customer Engagement
- iii) Supply Chain Integration



Zero Harm & ESG

10 Year CAGR
Net Sales



10 Year CAGR
EBIT\$



APAC – STRONG SHARE IN ALL APAC MARKETS WITH ROOM TO GROW

Australia



QUEENSLAND+
29% FC share



NSW+
21% FC share



VICTORIA+
19% FC share

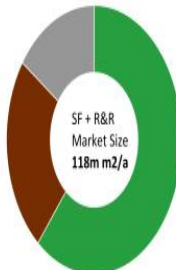
New Zealand



NEW ZEALAND+
32% FC share

- FC
- Wood Look
- Brick
- Render

Philippines



PHILIPPINES+
61% FC share

- FC
- Gypsum
- Plywood

APAC – A CLEAR, TARGETED GAME PLAN FOR GROWTH

Region

How



1. Queensland - Australia

- Hamptons/Coastal – Axon™, Linea™
- Modern - Hardie™ Architectural Collection
- R&R interiors – Secura™

- Leverage strong position for adjacent modern construction
- Increase penetration for full R&R offering



2. New Zealand

- Modern timber – Oblique™, Linea™, Axon™
- Modern design - Hardie™ Architectural Collection

- Drive design homeowners want



3. NSW and Victoria - Australia

- Modern - Hardie™ Architectural Collection
- Hamptons/Coastal – Axon™, Linea™
- R&R interiors – Secura™

- Transform large brick and render markets
- Increase penetration for full R&R offering

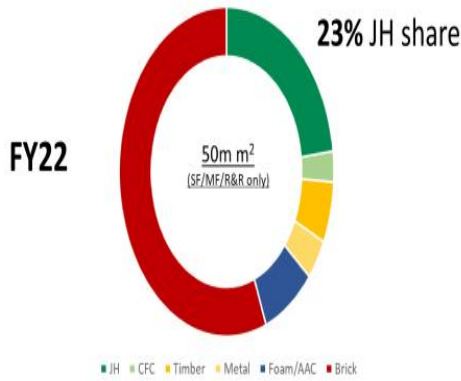


4. Philippines

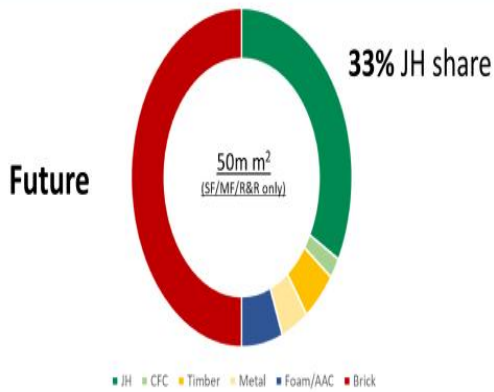
- Moldblock – HardieFlex® NEXGEN

- JH Market-Led Innovation - HardieFlex® NEXGEN re-set

ANZ – DESIGN TRENDS FAVORABLE TO HIGH VALUE GROWTH



Market share growth from Innovation and Consumer Marketing



	HAMPTONS / COASTAL	MODERN	CONVENTIONAL
Look			
Share	Market 23% JH 15%	Market 46% JH 6%	Market 31% JH 2%
Product	<ul style="list-style-type: none"> • Hardie™ Axon™ Cladding • Hardie™ Linea™ Cladding • Hardie™ Stria™ Cladding 	Hardie™ Architectural Collection <ul style="list-style-type: none"> • Hardie™ Fine Texture Cladding • Hardie™ Sea Drift™ Cladding • Hardie™ Oblique™ Cladding • Hardie™ Axon™ Cladding • Hardie™ Linea™ Cladding • Hardie™ Stria™ Cladding 	<ul style="list-style-type: none"> • Hardie™ Fine Texture Cladding

Clear Path to 33% Market Share

APAC PRODUCT OVERVIEW

JH Innovation



Hardie™ Fine Texture Cladding

JH High Value Exteriors



Linea™ Weatherboard



Stria™ Cladding



Matrix™ Cladding



Axon™ Cladding



Oblique™ Cladding



Secura™ Exterior Flooring

JH High Value Interiors



Hardie™ Groove Lining



Secura™ Interior Flooring

JH Core Products



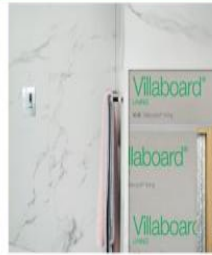
Hardie™ Flex Eaves and Cladding



Hardie™ Plank



EasyLap™ Panel



Villaboard™ Lining

ANZ – INNOVATION FOCUS ON FURTHER UNLOCKING MODERN LOOK



Hardie™ Fine Texture Cladding – well positioned in modern uppers and against render



FTP 0.5m panels
SI, 0.6m high horizontal panels, corners mitred
JC, minimal joint, corners mitred
FTP 0.5m p

Hardie™ Architectural Collection – unlocking single storey and lowers of double storey

ANZ - EXPANDING OBLIQUE™ TO AUSTRALIA

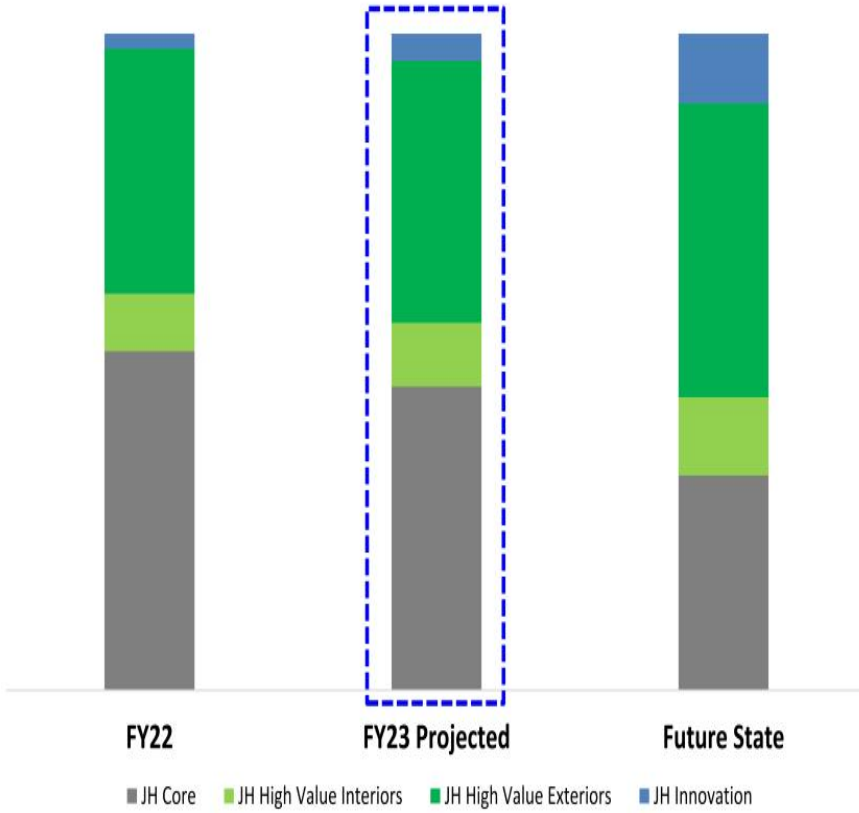


Hardie™ Oblique™
- proven in NZ
- validated in AU
- refined and ready to scale



ANZ – DRIVING A HIGH VALUE PRODUCT MIX WITH CUSTOMERS

ANZ Product Mix

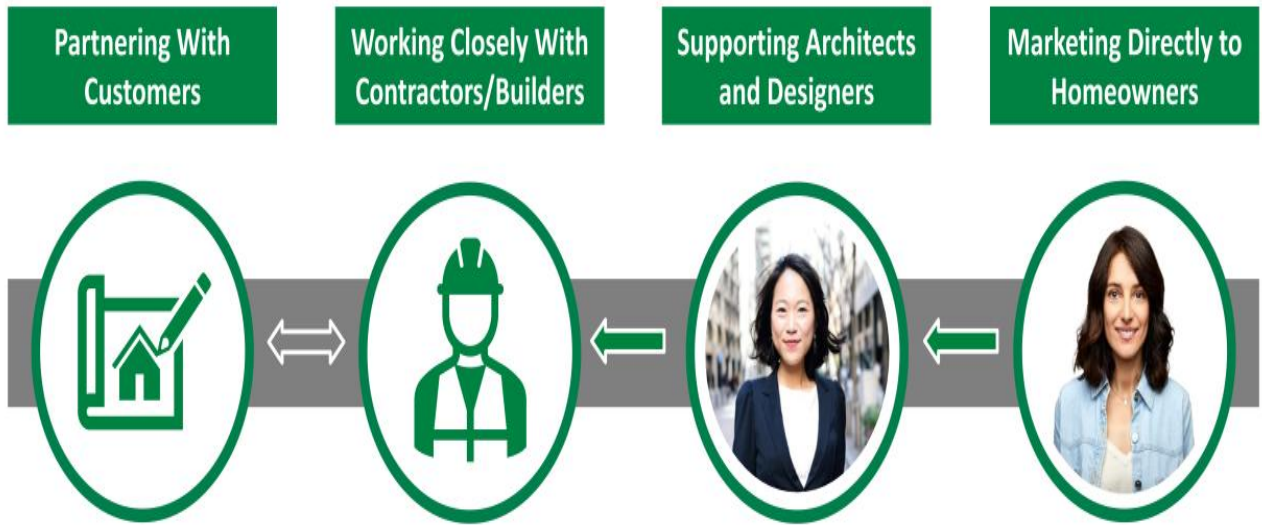




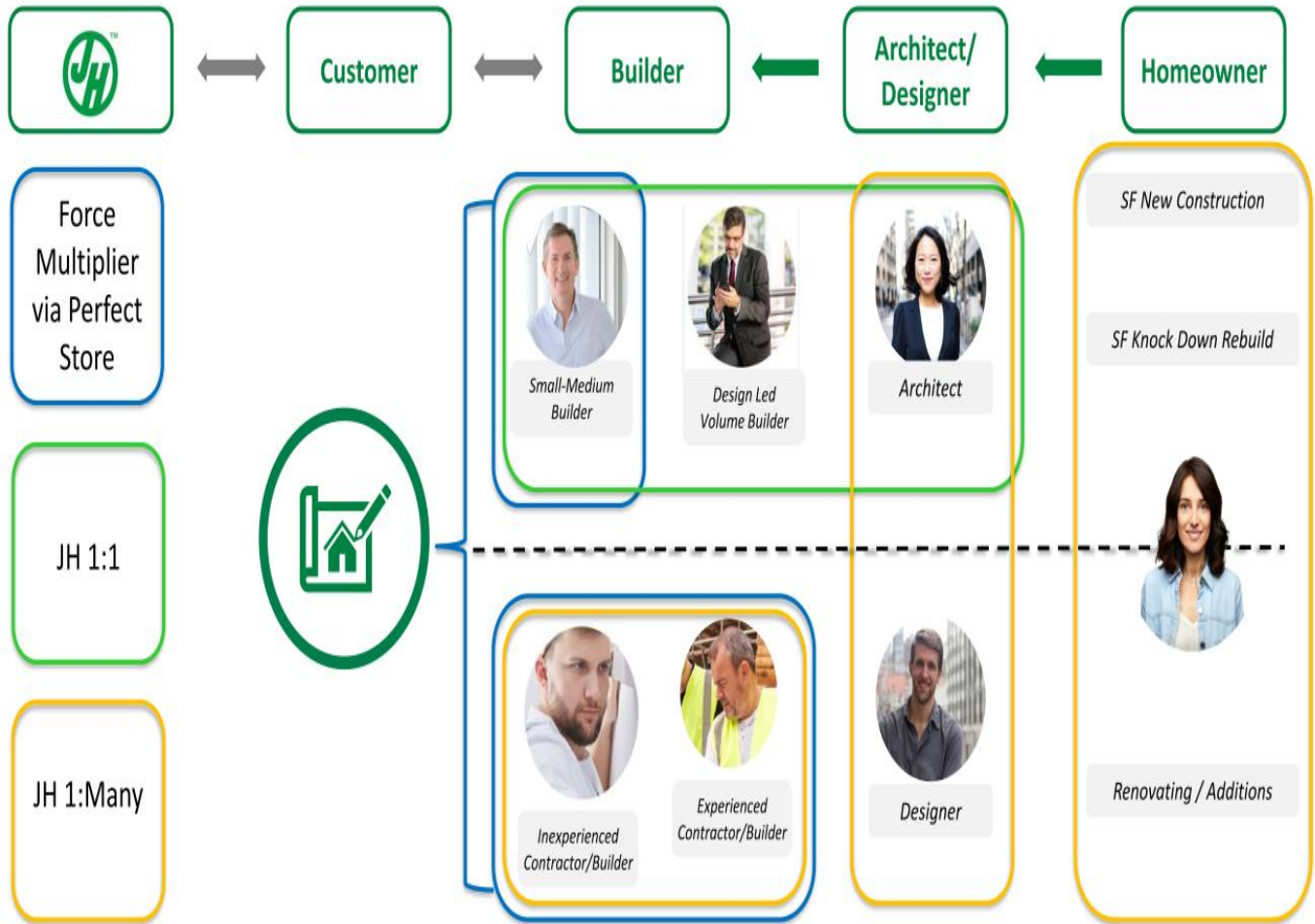
APAC: VALUE CHAIN OVERVIEW
John Arneil, General Manager - APAC



ANZ – HOW WE GET TO MARKET



ANZ – HOW WE INFLUENCE ACROSS THE VALUE CHAIN



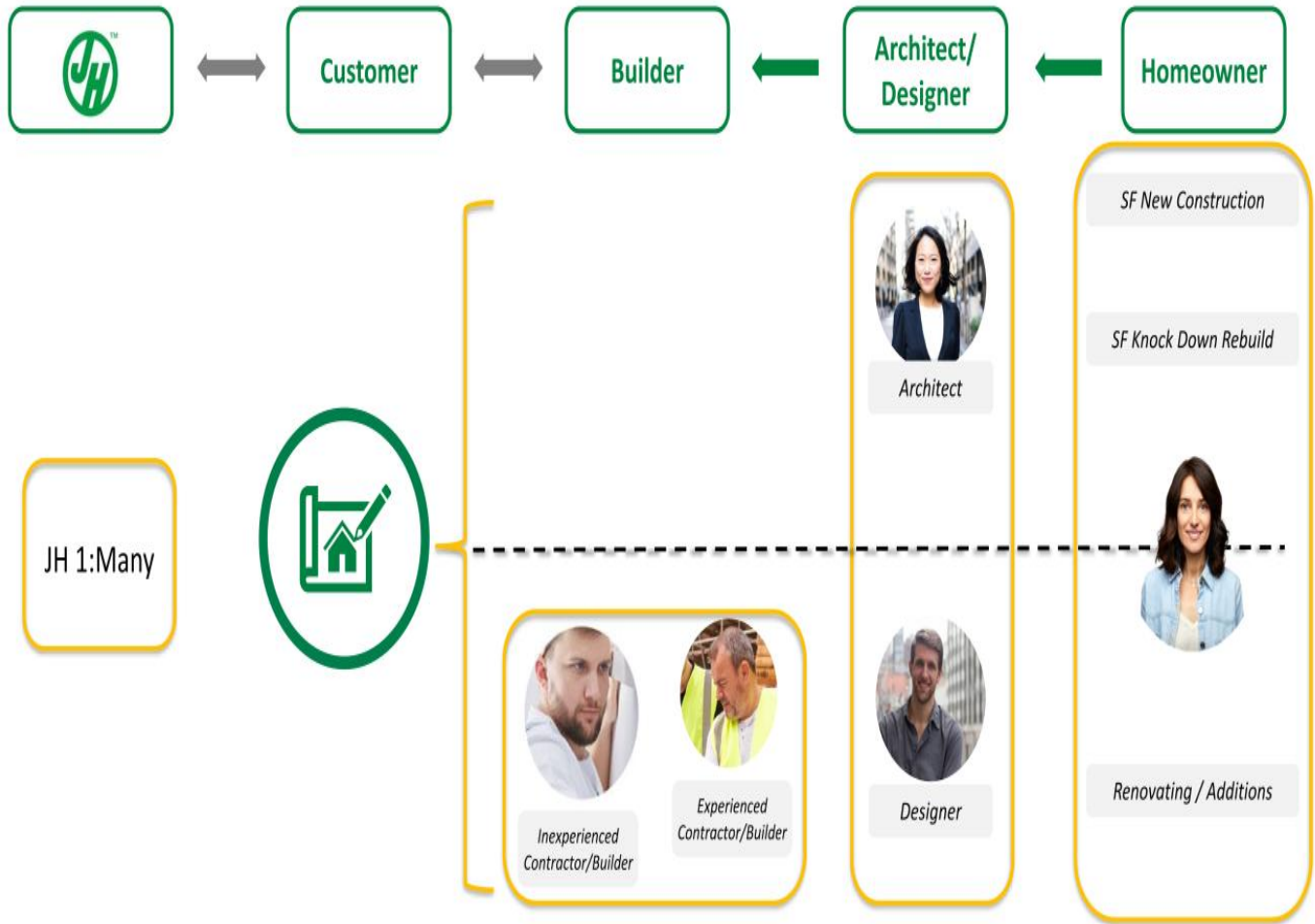


INVESTOR DAY 2022 – APAC: INFLUENCING HOMEOWNER
John Arneil, General Manager - APAC





ANZ – HOW WE INFLUENCE ACROSS THE VALUE CHAIN



ANZ – CONSUMER MARKETING TO DRIVE GROWTH

1

Market to Homeowners to Create Demand (PULL)

High Value Exteriors

- “Purposeful Modern Home Design” campaign in key geographies
 - Amplify “The Block” partnership
- Accelerate her path to purchase and generate leads
- Insight-led with Christine at the Centre

2

Connect the Value Chain

Hardie™ Fine Texture Cladding

- Lay foundation to scale future innovation
 - Hardie™ Home Guide digital platform & retail experience
- Connect R&R funnel from Christine to Builder to Customer

3

Commercialise Global Innovations

Hardie™ Architectural Collection

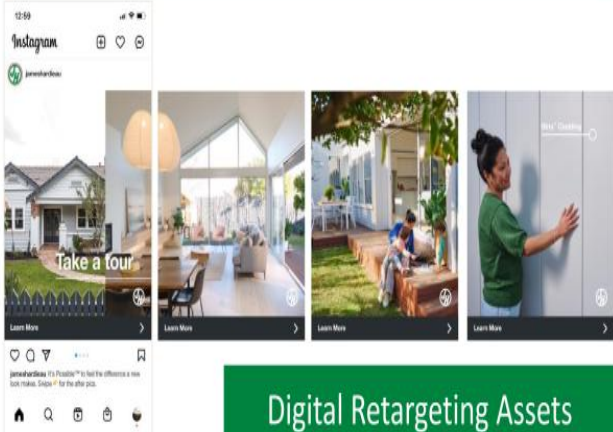
- NEW textures to unlock single storey and lowers of double storey
- Shoppable & curated collection of profiles and textures to drive full modern Hardie™ exteriors

AU – PURPOSEFUL MODERN DESIGN CAMPAIGN IN-MARKET

Digital BVOD



Paid Social Posts



Targeted Digital Media



Digital Retargeting Assets



Modern Look Book



[DOWNLOAD THE LOOK BOOK](#)

ANZ – BUILD OUT AND AMPLIFY A VIRTUAL SHOWROOM FOR MODERN HOMES



AU - CAMPAIGN PERFORMANCE AND IMPACT



CAMPAIGN METRICS

(topline findings only)

Key campaign metrics across the funnel (Homeowners only)

3 in 4

Homeowners recall seeing the "Its Possible" campaign



IMPACT

9 in 10

Motivate - more interested to renovate or build

9 in 10

Persuade – more interested to shop JH



MESSAGE

Main message takeaways

- ✓ *Design vision possible*
- ✓ *Improves street appeal*
- ✓ *Wide variety of options*
- ✓ *Brand I trust*



BRAND IMPACT

Brand funnel health

~ +10%

Increase in 'consider JH cladding brand above others'

~ +30%

increase in JH brand 'most preferred' brand in exterior cladding

AU – THE BLOCK 2022



>2021 saw 11.4 million viewers (40%+ of AU population)

High proportion of audience is Christine: 55% aged 25-54 60% women

Eastern seaboard audience location: 82% NSW, QLD, VIC and 76% metro.

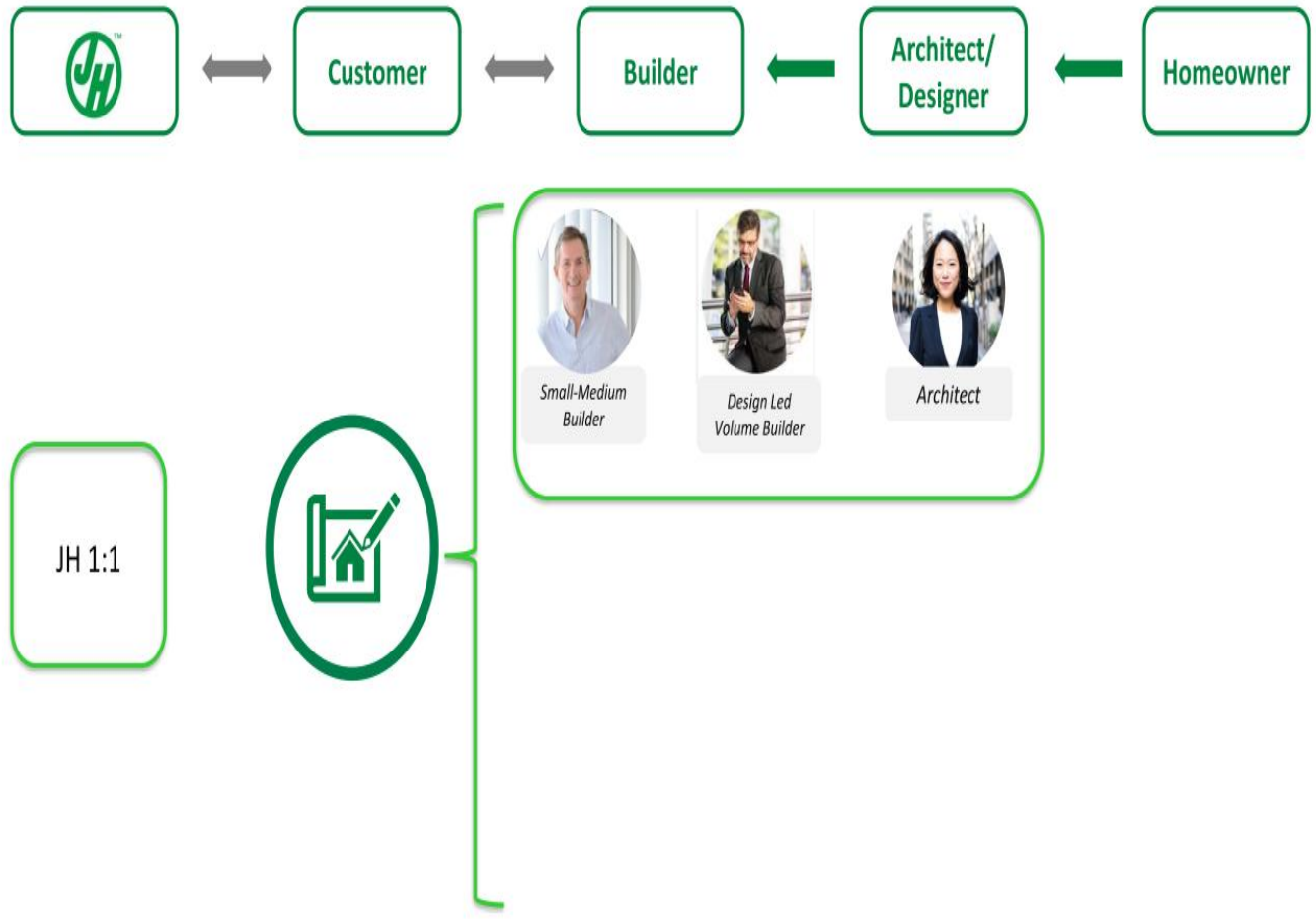




APAC: DRIVING DEMAND IN SFNC WITH THE BUILDER
Travis Johnson, Director - Commercial Australia



ANZ – 1:1



ANZ – DRIVING DEMAND WITH BUILDERS

Transforming the Way Australia Builds



ANZ – 1:1 CO-CREATION WITH TOP 20 SFNC BUILDER

CORAL
HOMES

Takes insight selling beyond converting current to co-creating new home ranges together



Meeting the needs of the consumer



Using experts to create market leading Full Hardie™ exteriors



Maximise the benefits of lightweight cladding – speed, cost



Project management – removing switching barriers

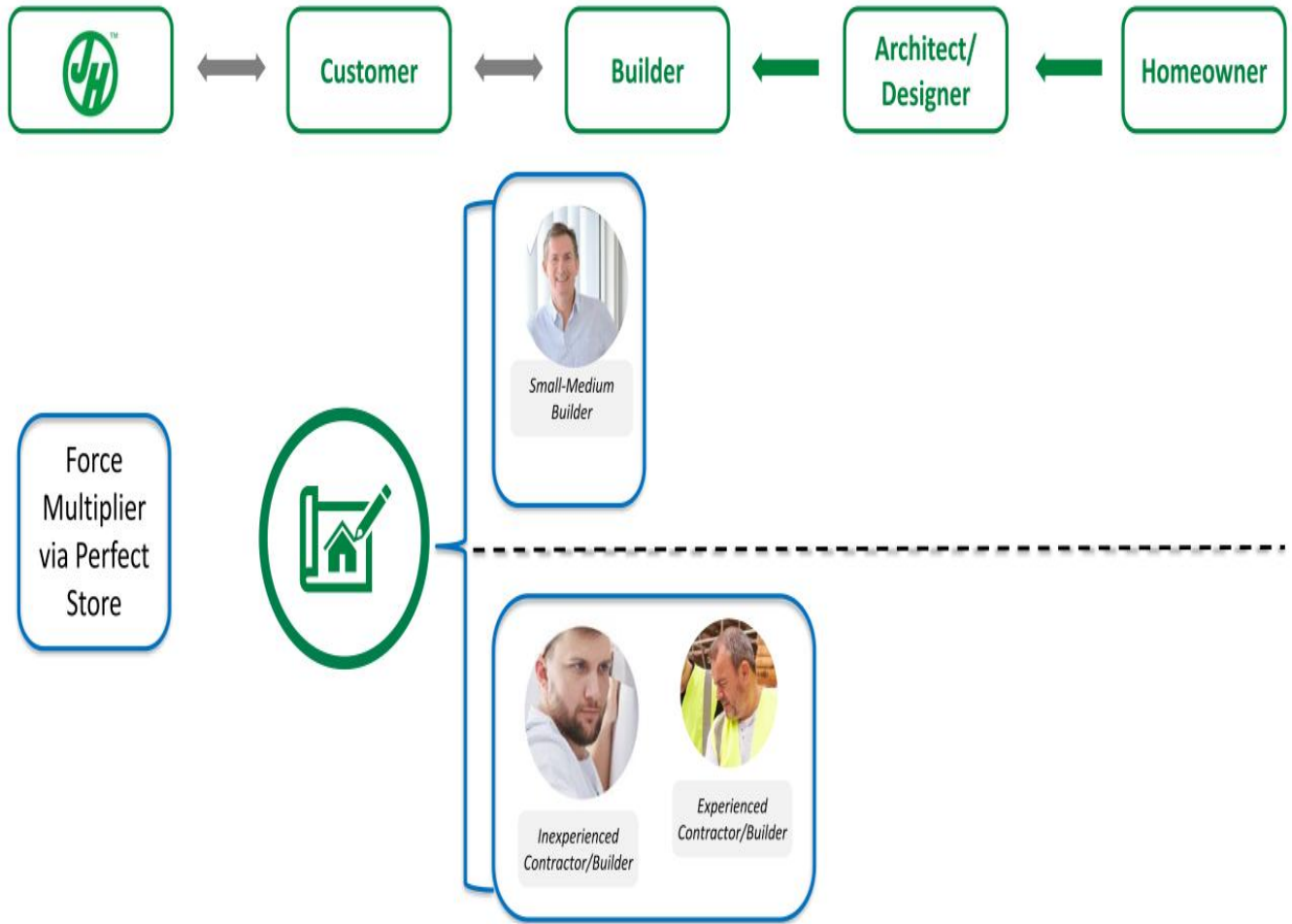




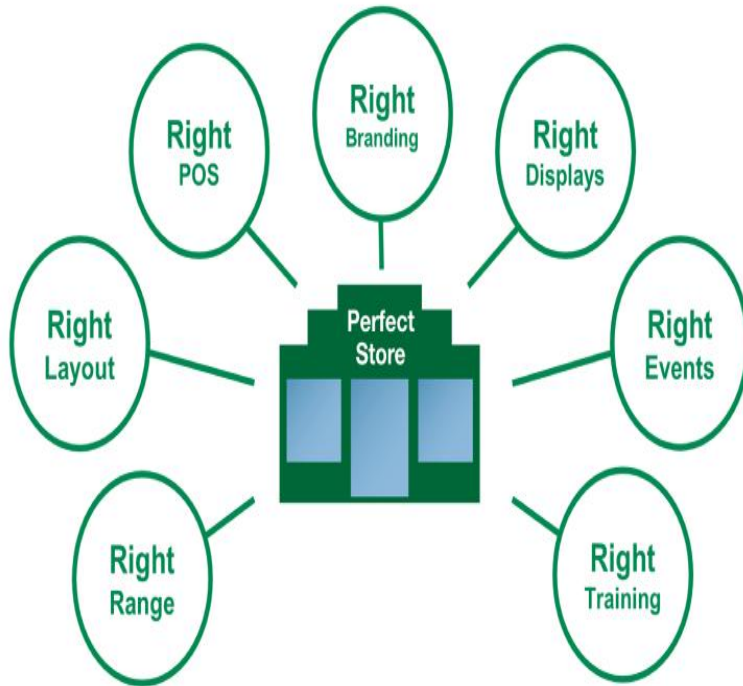
APAC: ENABLING OUR CUSTOMERS TO DRIVE GROWTH WITH BUILDERS
Travis Johnson, Director - Commercial Australia



ANZ – INFLUENCING THE CUSTOMER AND BUILDER VIA THE PERFECT STORE



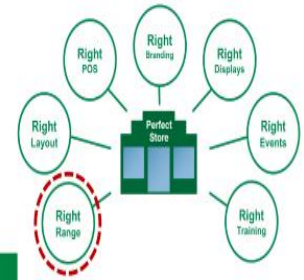
ANZ – THE PERFECT STORE



Perfect Store is the James Hardie™ customer blueprint on **How to Win**



ANZ – KEEPING CUSTOMERS STOCKED WITH THE RIGHT RANGE IS OUR #1 PRIORITY

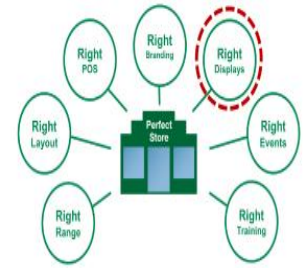


RIGHT RANGE Collaborate Planning and Forecasting



Right Range to the Right Customer at the Right Time

ANZ – SIMPLIFYING THE SELECTION PROCESS THROUGH THE RIGHT DISPLAY



Right Displays - NEW Modern Look Displays

Design a home that's better outside than in. **It's Possible™** with our range of exterior cladding solutions.

JamesHardie™

The Hardie™ difference

- Beautiful: Endless versatility so you can create your unique dream home.
- Enduring: Built for tough Australian conditions.
- Efficient: A larger and make the most of space and content.
- Easy: Faster, easier construction so you can start living sooner.

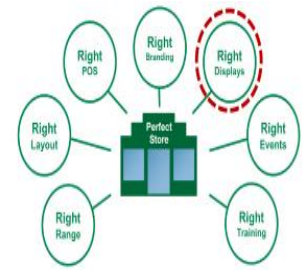
Explore our endless design possibilities

Box Modern	Scandi Barn	Modern Coastal	Hamptons	Mixed Cladding	Mid-Century Modern
Box Modern: Includes images of modern homes with cladding and product swatches for Stone™ Cladding 105 , Axon™ Cladding 133 Smooth , and Hardie™ Fine Texture Cladding .	Scandi Barn: Includes images of barn-style homes with cladding and product swatches for Stone™ Cladding 105 , Axon™ Cladding 133 Smooth , and Linea™ Weatherboards 150 .	Modern Coastal: Includes images of coastal homes with cladding and product swatches for Linea™ Weatherboards 150 and Hardie™ Fine Texture Cladding .	Hamptons: Includes images of Hamptons-style homes with cladding and product swatches for Linea™ Weatherboards 150 and Hardie™ Fine Texture Cladding .	Mixed Cladding: Includes images of homes with mixed cladding and product swatches for Stone™ Cladding 105 , Mix™ Cladding , and Hardie™ Fine Texture Cladding .	Mid-Century Modern: Includes images of mid-century modern homes with cladding and product swatches for Axon™ Cladding 133 Smooth and Linea™ Weatherboards 150 .

The beauty of clean lines and a modern look.

Hardie™ Fine Texture Cladding

ANZ – NEW MODERN LOOK DISPLAYS



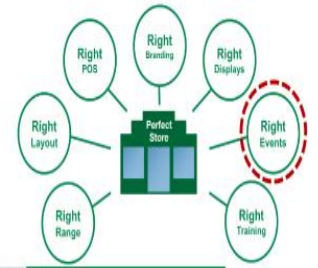
Right Displays - Cubby Displays



Right Displays – Façade Displays



ANZ – SCALABLE EXECUTION OF PUSH WITH CUSTOMERS



Right Events - Mobile Construction Clinics Trailers



10,000 builders targeted across FY23



APAC: SUMMARY

John Arneil, General Manager - APAC



APAC – SUMMARY

Strong base business built over 40+ years in fiber cement with significant fiber cement market share and category share

Significant growth opportunities exist in all our APAC regions

We have the insight led innovation, consumer marketing focus, proven market development model and deep customer integration in place for sustained profitable growth





Q&A





EXPERIENCE SESSION #1





15 MINUTE BREAK





INVESTOR DAY 2022 – EUROPE



PRESENTERS



Tobias Bennerscheidt
Director Marketing
& Segments –
Europe



Henning Risse
Sales Director –
Europe



AGENDA

Investor Day 2022 – Europe

<u>Topic</u>	<u>Presenter</u>
Europe Overview	Tobias Bennerscheidt
Fiber Gypsum Growth	Henning Risse
Fiber Cement Growth	Tobias Bennerscheidt



EUROPE – SUMMARY

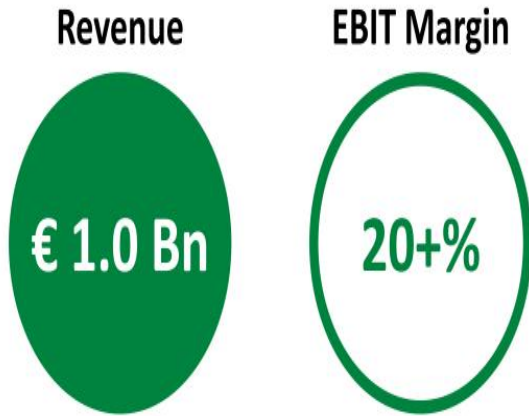
Europe's long term ambition remains unchanged at €1 billion in Net Sales and 20+% EBIT Margin

Clear path to €500 million of Fiber Gypsum Net Sales with proven track record

Two key Fiber Cement growth opportunities to take a significant step toward €500 million in Fiber Cement Net Sales



EUROPE – LONG TERM AMBITION UNCHANGED





EUROPE: OVERVIEW

Tobias Bennerscheidt, Director Marketing & Segments



EUROPE LONG TERM AMBITION UNCHANGED: € 1BILLION NET SALES AT 20+% MARGIN

Drive Profitable Global Growth

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

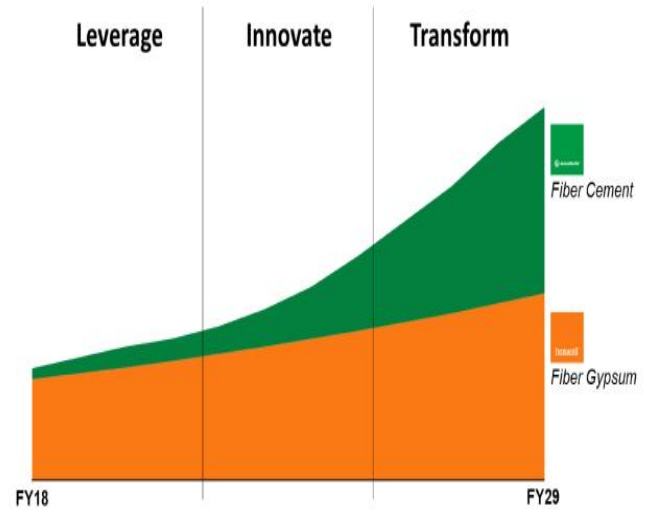
Continued Execution and Expansion of Foundational Initiatives:

- i) LEAN Manufacturing
- ii) Customer Engagement
- iii) Supply Chain Integration



Zero Harm & ESG

Europe Path to € 1BN at 20+% Margin

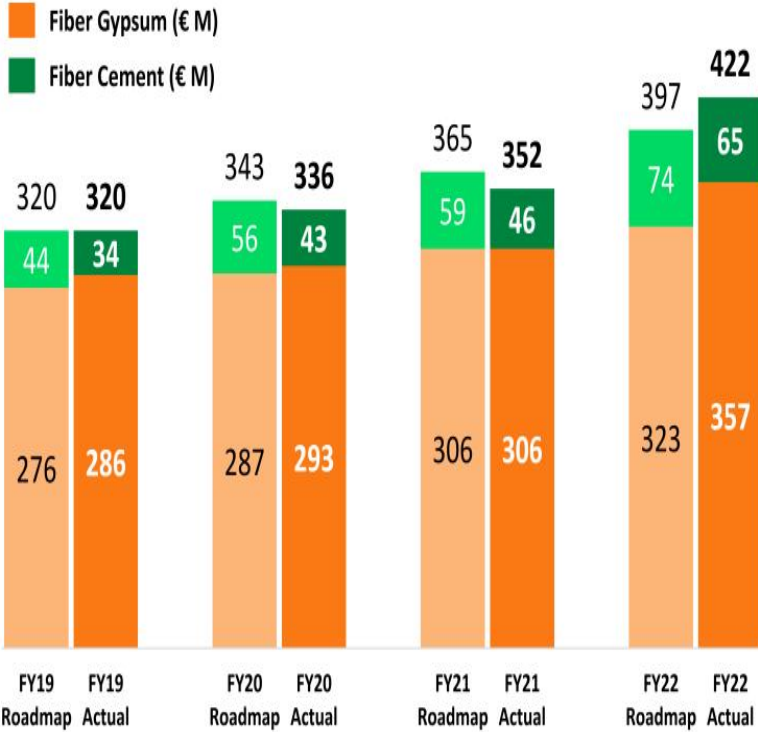


As first presented June 25th, 2018

EUROPE LONG TERM AMBITION ON TRACK THROUGH FIRST FOUR FISCAL YEARS

Historical Europe Net Sales

Original €1Bn Roadmap vs. Actuals (€ Millions)



	Last 4 years	To Reach €500M by FY29
Fiber Cement	20% CAGR	34% CAGR
Fiber Gypsum	7% CAGR	5% CAGR
Total	9% CAGR	13% CAGR



EUROPE: FIBER GYPSUM GROWTH
Henning Risse, Sales Director – Europe



CLEAR PATH TO €500 MILLION IN FIBER GYPSUM NET SALES

Historical Fiber Gypsum Net Sales (€ Millions)



- 2004-17: 5.4% Net Sales CAGR
- Last 4 years; 7% Net Sales CAGR with clear, proven strategy to get to €500 million in Net Sales
- Focus on key growth segments:
 - Renovation segment
 - Pre-fabrication segment
- Demand generation program for high-margin products



Pre-fabrication construction in Germany

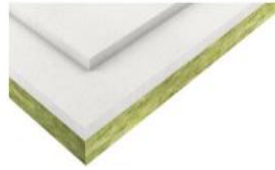
FIBER GYPSUM PRODUCT SUMMARY



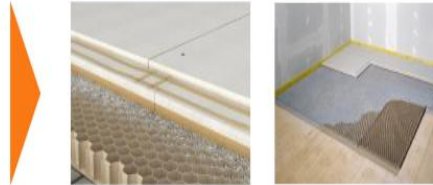
Product

Application

Flooring Elements
for Renovation



fermacell® Flooring Element



Renovation Application

Wall Board for
Pre-Fabrication

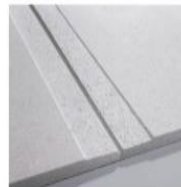


fermacell® Large Format Wall Boards



Pre-Fabrication Application

Wall Board for
Dry Lining



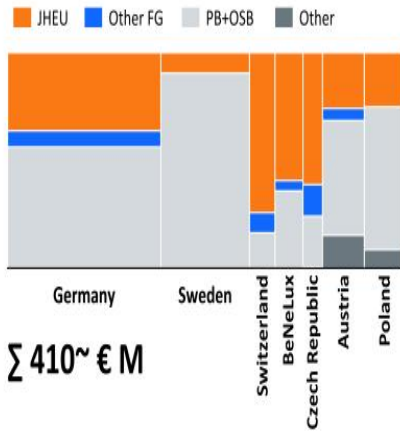
fermacell® Tapered Edge Wall Boards



Dry-Lining Application

SELECTED GROWTH OPPORTUNITIES IN FIBER GYPSUM

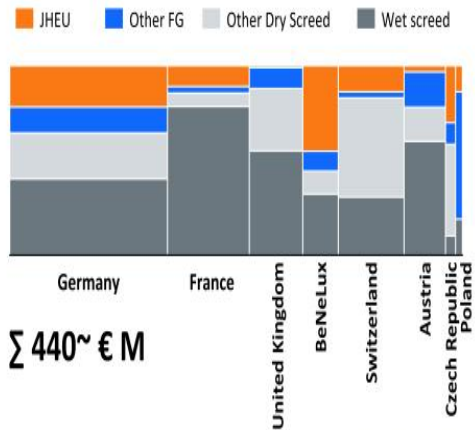
Pre-Fabrication Timber Frame Market (€ M)



Value Proposition

1. One layer vs. two layer
2. Fire protection (A2 rated)
3. Price and supply reliability vs. OSB

Addressable Flooring Renovation Market (€ M)



Value Proposition

1. Fast – continue working after 24h
2. 100% dry solution
3. Low installation height – from 20mm

LAUNCH OF FLOORING INNOVATION TO ENABLE GROWTH IN NEW APPLICATIONS

- Main Fiber Gypsum product for renovation is fermacell® flooring
- In the past JHEU did not offer a competitive solution for underfloor heating
- Roughly 50% of renovations in Germanic region include an underfloor heating solution*



First Therm 25 reference project (Germany)



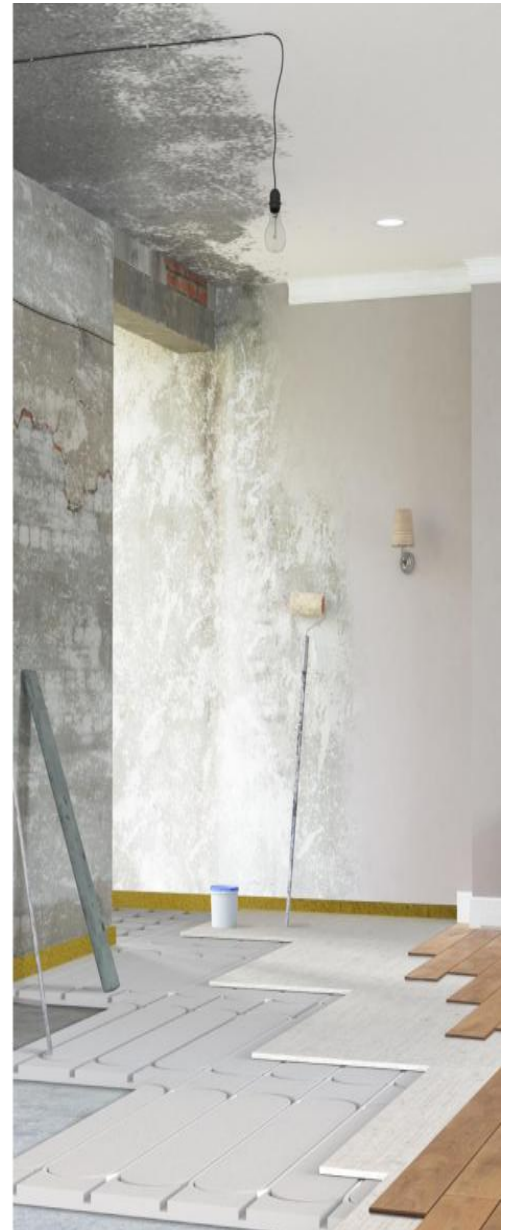
New fermacell® Therm 25 is a thin, fast and dry solution for underfloor heating launched in Germanic region, and additional countries to follow in FY23

EUROPE – FIBER GYPSUM SUMMARY

Clear path to €500 million of Fiber Gypsum Net Sales with proven track record of >5% CAGR

Two substantial growth opportunities in Pre-Fabrication and Flooring

New innovation (Therm25) for significant under floor heating market





EUROPE: FIBER CEMENT GROWTH

Tobias Bennerscheidt, Director Marketing & Segments



INNOVATION BUILDING THE PATH TO €500 MILLION IN FIBER CEMENT NET SALES



**Fiber Cement Plank: €120 - €150 Million in Net Sales
(from FY22 Net Sales of €38 Million)**



**Fiber Cement Panel: €180 - €230 Million in Net Sales
(from FY22 Net Sales of €4 Million)**

- Fiber Cement Backer/Accessories: €50 - €75 Million in Net Sales
(from FY22 Net Sales of €23 Million)
- Additional innovation, existing and new market penetration, and shift into adjacencies will enable us to reach Net Sales of €500 million and beyond



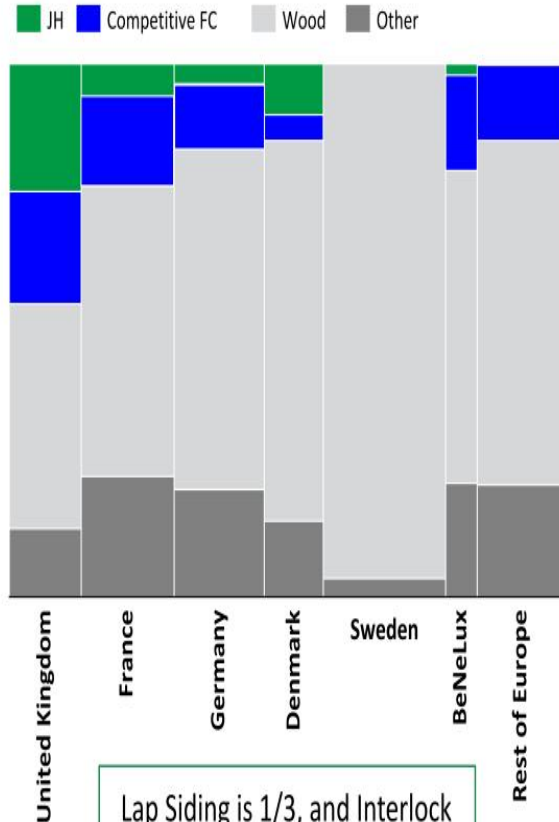
**Two key Fiber Cement growth opportunities to take a significant step
toward €500 million in Fiber Cement Net Sales**

LAP SIDING AND INTERLOCK SIDING



SIGNIFICANT FIBER CEMENT GROWTH POTENTIAL IN PLANK MARKET

European Plank Market $\Sigma \sim \text{€660 Million}$



Lap Siding is 1/3, and Interlock is 2/3 of the Plank market*

Plank Growth Strategy

- 1 Deliver Full Plank portfolio with innovation of Hardie® VL Plank product
- 2 Win Category Share vs Competitive Fiber Cement
- 3 Enter the largest Plank market in Europe – Sweden
- 4 Win Market Share as the Fiber Cement category leader vs. wood

Long term ambition: 120-150 Million € in Net Sales

HARDIE® VL PLANK – WINNING CATEGORY SHARE

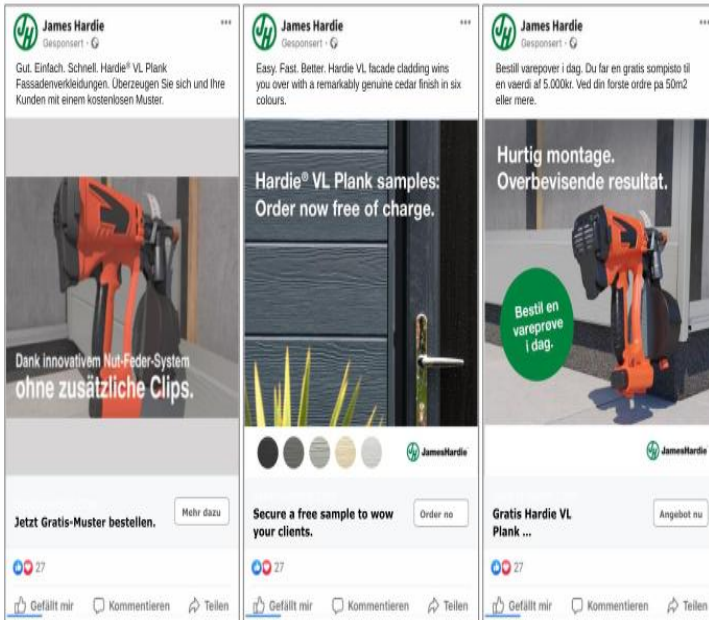


Winning Share vs Fiber Cement Competition

- At least 20% faster installation
- Most natural wood look
- IP protected
- Durability and low maintenance:
 - James Hardie proven Fiber Cement substrate
 - ColorPlus® Technology
- 15 year warranty – better than competitors



SOCIAL MEDIA STRATEGY DRIVING INSTALLER LEAD GENERATION...



More than 3,000 installer leads generated in the three months from May-July 2022

...TURNING THESE LEADS INTO BUSINESS TOGETHER WITH CUSTOMERS...



Execution of push/pull strategy: converting installer leads into sales for our customers



...LEADING TO NEW PROJECTS WITH HARDIE® VL PLANK IN EUROPE



Switzerland



United Kingdom



Netherlands



Germany

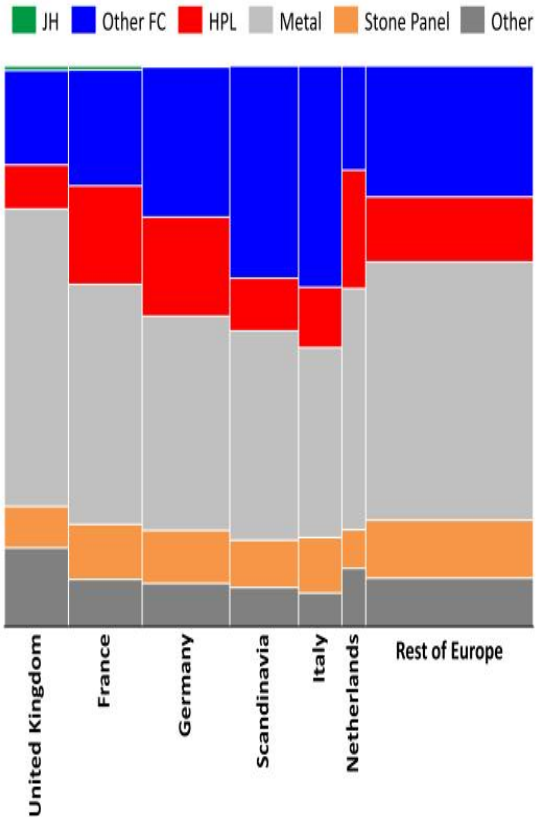
Hardie® VL Plank helped drive Fiber Cement growth of 41% in FY22 over FY21



Hardie® Panel

SIGNIFICANT GROWTH OPPORTUNITY IN EUROPEAN PANEL MARKET

European Panel Market $\Sigma \sim \text{€ } 1.6 \text{ Billion}$



- Large addressable market of ~€1.6 Billion annually
- Fiber Cement is a proven and accepted technology in this market with ~20-22% market share
- HPL with ~10-15% market share; being removed and/or banned from certain markets due to flammability concerns
- Market has begun to shift to textured aesthetics
- Market demanding high fire rated products

JAMES HARDIE RIGHT TO WIN IN EUROPEAN PANEL MARKET

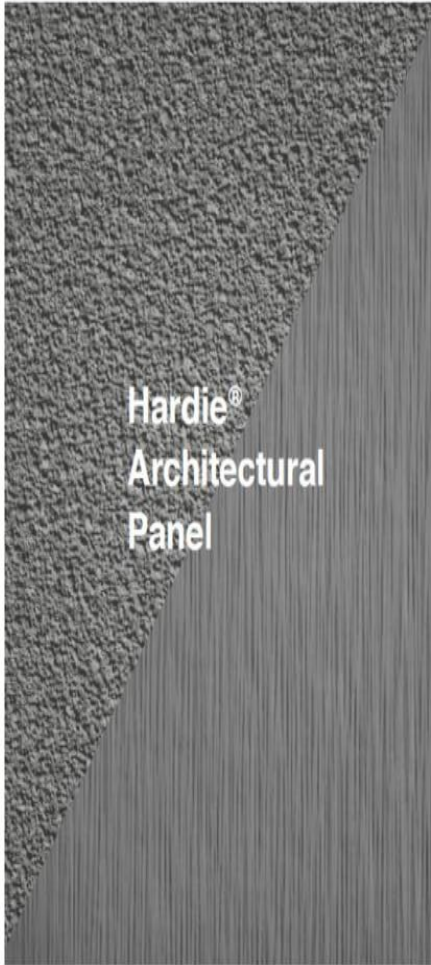
- World leader in Fiber Cement – entering a market with high Fiber Cement acceptance
- James Hardie Fiber Cement with A2 Fire rating
- James Hardie offers the low cost solution, delivering cost savings to the project
- James Hardie can deliver superior textured aesthetics
- James Hardie medium density fiber cement manufacturing capability enabling low cost leadership cannot be matched in Europe



JHEU Long term
ambition: 180-
230 Million € in
Net Sales



LAUNCHING HARDIE® ARCHITECTURAL PANEL IN EUROPE IN SEPTEMBER 2022



Design Flexibility

A choice of 'Smooth Sand' or 'Brushed Concrete'¹ textures will enable you to build modern, contemporary designs.

A2 Fire Rating

James Hardie™ is the global leader of fiber cement products. We offer A2, s1-d0 rated cladding, backed by an industry leading 15-year warranty.

Affordable Performance

A smart, cost effective solution for every project, giving you style, quality and A2 fire rating at a great price.



Hardie® Architectural Panel project (Worcester, UK)

LEVERAGING INSIGHTS TO DEVELOP TEXTURES FOR THE PANEL MARKET

Premium perception of **Brushed Concrete** and **Smooth Sand** textures:

- “Modern and stylish”
- “Top end of the market”
- “Love the design options it offers me”



Based on >90 insight sessions in DE, FR, UK and DK



A2 FIRE RATED

James Hardie products are A2 rated, meeting the required standards in each country we operate in

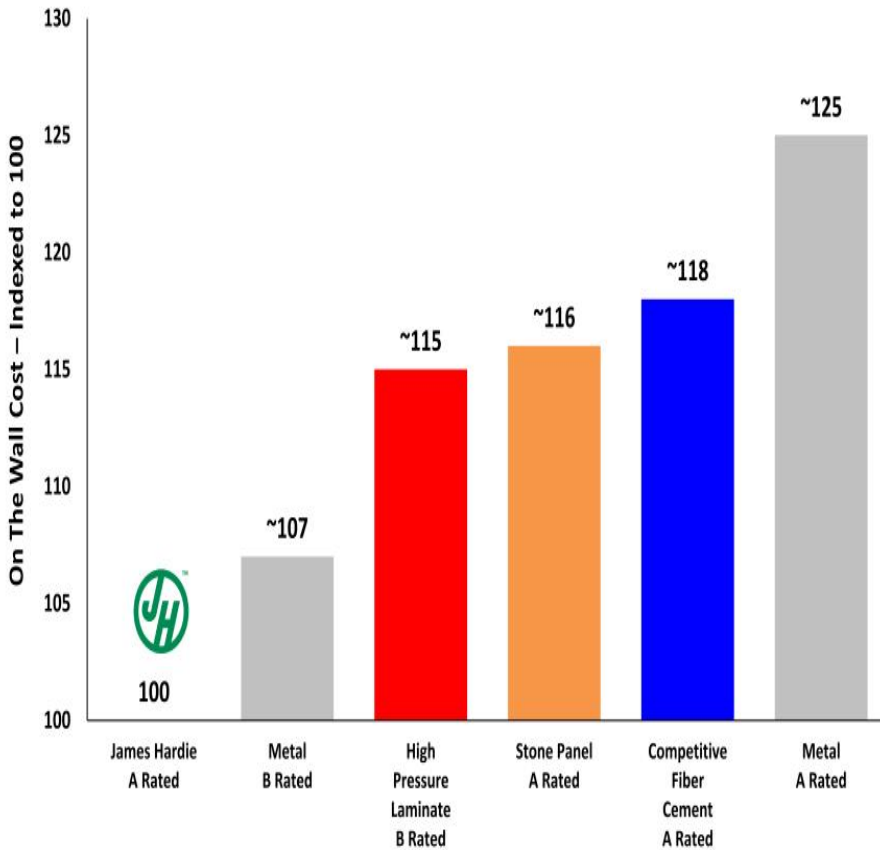
UK fire safety regulations have banned combustible materials in high rise projects over 18 meters¹

We anticipate similar regulatory fire safety requirements throughout Europe



LOWEST ON THE WALL COST

Comparison of Total On The Wall Cost of Panel Applications



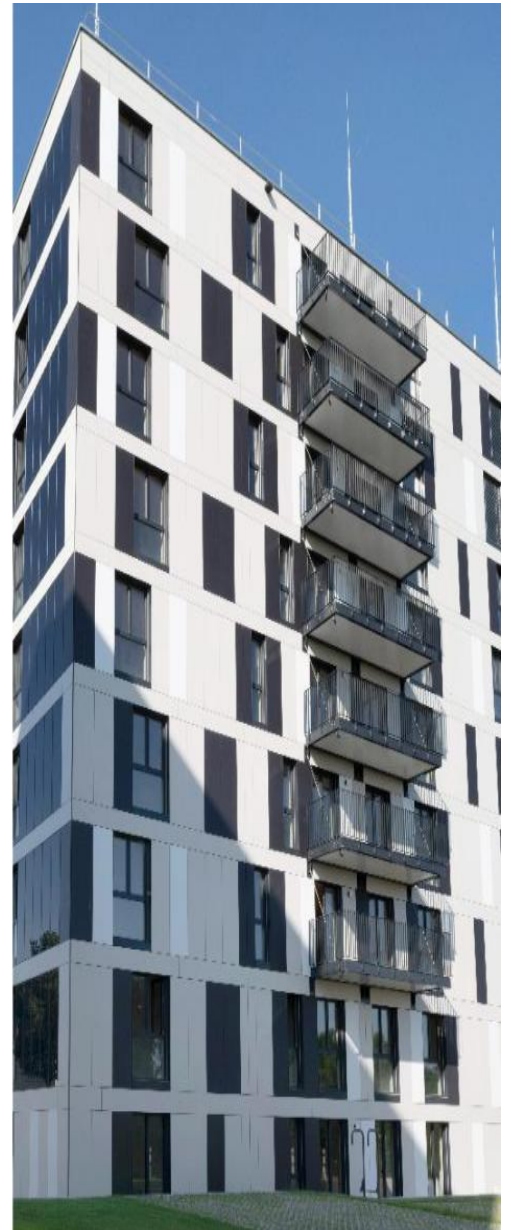
We are the Low Cost Solution for a Large Market Opportunity in Panel Applications

EUROPE – FIBER CEMENT SUMMARY

Proven capability to launch innovation successfully (Hardie® VL Plank)

Two key Fiber Cement growth opportunities to take significant step toward €500 million in Fiber Cement Net Sales

New innovation Hardie® Architectural Panel to unlock largest Fiber Cement opportunity in Europe (Panel)



EUROPE – SUMMARY

Europe's long term ambition remains unchanged at €1 billion in Net Sales and 20+% EBIT Margin

Clear path to €500 million of Fiber Gypsum Net Sales with proven track record

Two key Fiber Cement growth opportunities to take a significant step toward €500 million in Fiber Cement Net Sales





Q&A





EXPERIENCE SESSION #2





75 MINUTE LUNCH





INVESTOR DAY 2022 – GLOBAL INNOVATION



GLOBAL INNOVATION – PRESENTERS



Dr. Joe Liu
Chief Technology Officer



Dr. Alan Miller
Director, Global Innovation -
Europe



AGENDA

Investor Day 2022 – Global Innovation

<u>Topic</u>	<u>Presenter</u>
Innovation Approach	Joe Liu
Global Technologies and Capabilities	Joe Liu
Innovation Driving Future Growth	Alan Miller



GLOBAL INNOVATION – SUMMARY

Targeted innovation approach driven by mega trends and customer insights that inform our innovation process

James Hardie has the capability to deliver innovations through our Global technologies and unique capabilities that help enable innovation with market valued features

Innovation is critical to driving profitable growth in all current markets as well as potential new markets





GLOBAL INNOVATION: INNOVATION APPROACH

Joe Liu, Chief Technology Officer



INNOVATION - A CRITICAL ELEMENT TO OUR STRATEGY

Drive Profitable Global Growth

1

Market to Homeowners to Create Demand

2

Penetrate and Drive Profitable Growth in Existing and New Segments

3

Commercialize Global Innovations by Expanding Into New Categories

Innovation is important to help continue to drive Profitable Global Growth

Continued Execution and Expansion of Foundational Initiatives:

- i) LEAN Manufacturing
- ii) Customer Engagement
- iii) Supply Chain Integration



Zero Harm & ESG

OUR INNOVATION – CONTINUES TO BUILD ON GLOBAL MEGA TRENDS

Mega Trends



Labor Shortages



Affordable Housing



Urbanization



Mixed Design & Materials

Implications

- Need for increased productivity
- On-the-wall cost challenge
- Need for quality materials made to last

- Shortage of urban housing; Building up instead of out
- Increased pollution, use of virgin resources, waste

- Homeowners desire multiple textures, profiles, colors
- Increased builder and trade complexity

JH Positioning and Plans

- Pre-finished color and textures
- Systems approach to solutions
- Fiber cement recognized for cost effective performance, durability & low maintenance

- Solutions for Multi-Family, Single Family, and Repair & Remodel
- Sustainability focus in raw materials, products, and manufacturing processes

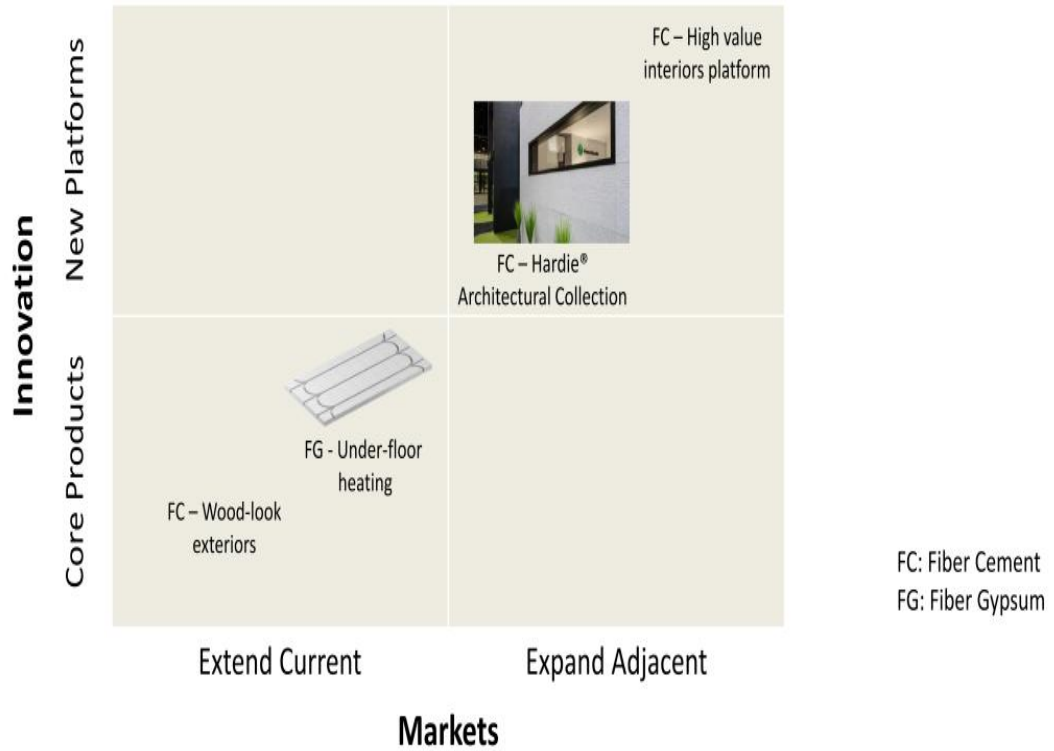
- Innovation roadmap delivering curated portfolio of looks, formats, textures to gain share from other cladding types and materials

OUR INNOVATION – CONSUMER-FOCUSED & CUSTOMER-DRIVEN WITH THE INSIGHTS



Insights from all key stakeholders throughout the entire Innovation process

OUR PORTFOLIO OF INNOVATION COVERS BOTH CORE & NEW PLATFORMS (Examples)



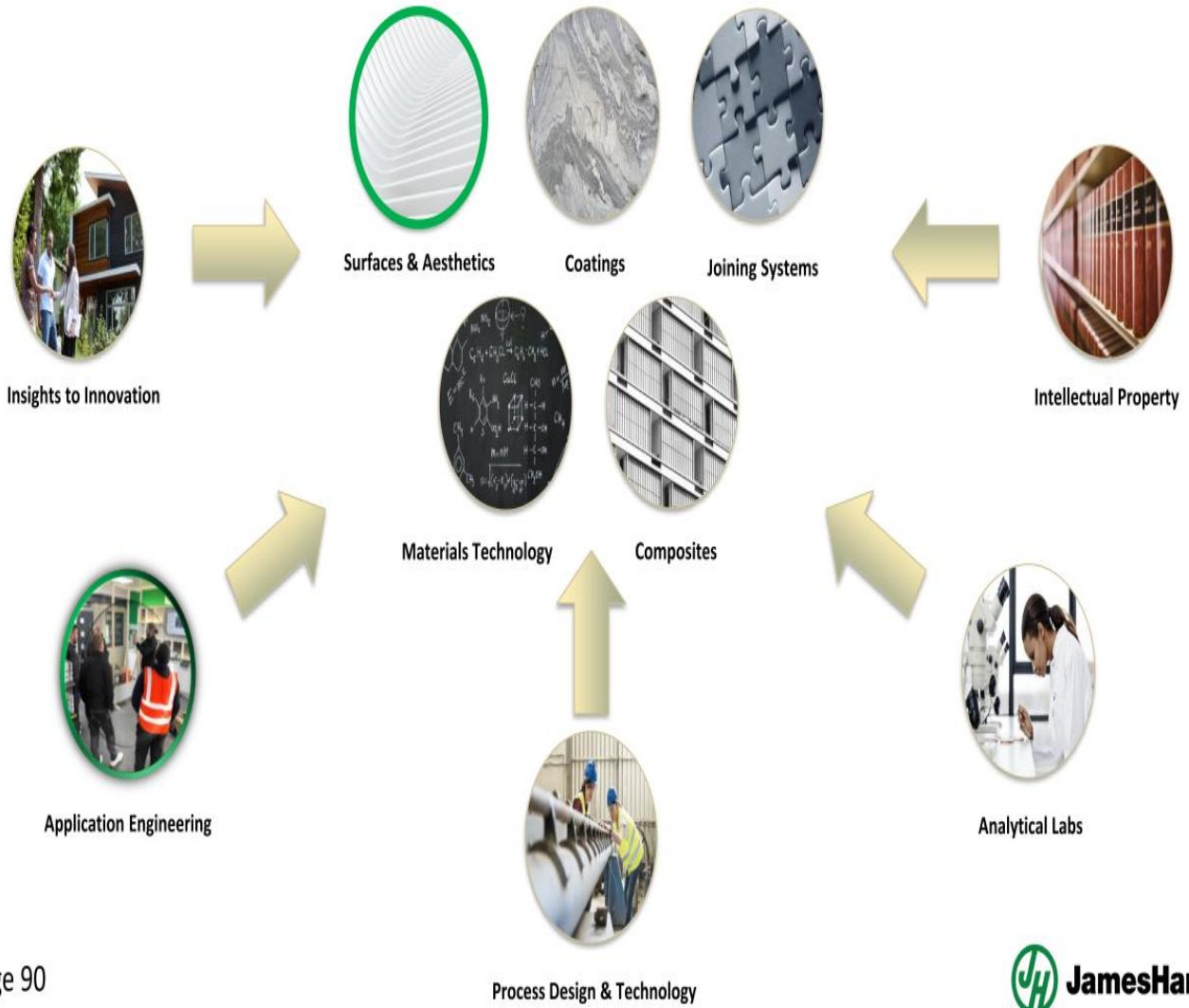
Growing our business across the product portfolio



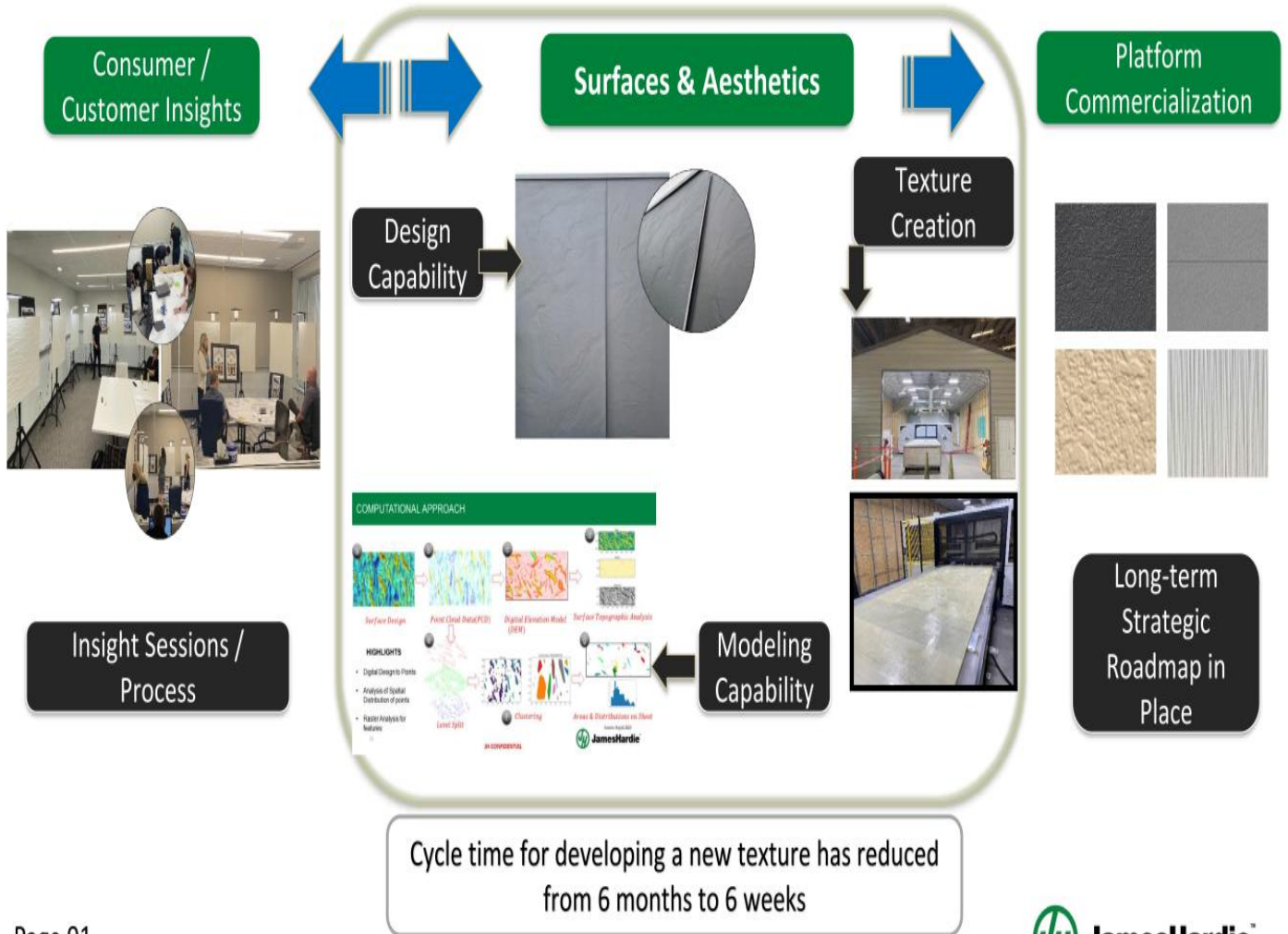
GLOBAL INNOVATION: TECHNOLOGIES AND CAPABILITIES
Joe Liu, Chief Technology Officer



OUR GLOBAL TECHNOLOGIES & ENABLERS – DELIVER INNOVATION TO MEET MARKET NEEDS



GLOBAL TECHNOLOGY CASE STUDY – SURFACES & AESTHETICS



OUR CAPABILITIES – ARE ALIGNED AND LEVERAGED TO DELIVER GROWTH OUTCOMES

Functional Capabilities		New Platforms			Core Products		
		EXTERIORS	INTERIORS	Fiber Gypsum	NA Core	APAC Core	EU Core
Insights to Innovation							
Surfaces		✓	✓		✓	✓	✓
Coatings		✓	✓		✓		
Joining Systems		✓	✓		✓	✓	✓
Composites			✓	✓			✓
Materials Technology							
Process Design & Technology							
Analytical Labs							
Intellectual Property							
Application Engineering							



GLOBAL INNOVATION: INNOVATION DRIVING FUTURE GROWTH
Alan Miller, Director, Global Innovation - Europe

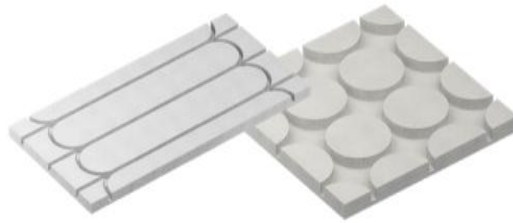


ALIGNING MEGA TRENDS AND OUR CAPABILITIES TO DELIVER INNOVATION

Mega Trends



Hardie™ Architectural Collection



Therm25 Under-floor Heating

Our Technologies & Capabilities



UNLOCKING THE MODERN LOOK WITH HARDIE ARCHITECTURAL COLLECTION



APAC



NA



EU



TRANSFORMING THE UNDER-FLOOR HEATING MARKET IN EUROPE WITH THERM25

The Innovation:

Replacing traditional wet screed process with easy & fast dry FG product



The Benefits:

Benefits to every stakeholders in the value chain

Customers/Contractor

- **More profitable** vs. wet screed
- **Less time** needed

Home-owner

- **Fast** – Wet screed takes 28 days to dry
- **Dry** – No moisture damages

GLOBAL INNOVATION – SUMMARY

Targeted innovation approach driven by mega trends and customer insights that inform our innovation process

James Hardie has the capability to deliver innovations through our Global technologies and unique capabilities that help enable innovation with market valued features

Innovation is critical to driving profitable growth in all current markets as well as potential new markets





Q&A





EXPERIENCE SESSION #3





15 MINUTE BREAK





INVESTOR DAY 2022 – GLOBAL CAPACITY



PRESENTER



Ryan Kilcullen
EVP Operations



AGENDA

Investor Day 2022 – Global Capacity

<u>Topic</u>	<u>Presenter</u>
JH Operational Advantage	Ryan Kilcullen
Global Capacity Expansion Strategy	Ryan Kilcullen



GLOBAL CAPACITY – SUMMARY

Operational scale advantage centered around a network of strategically located plants near our customers & inputs

A culture of continuous improvement with clear strategies to enhance our capabilities

We have a global capacity expansion strategy to enable the profitable growth plans in all three regions

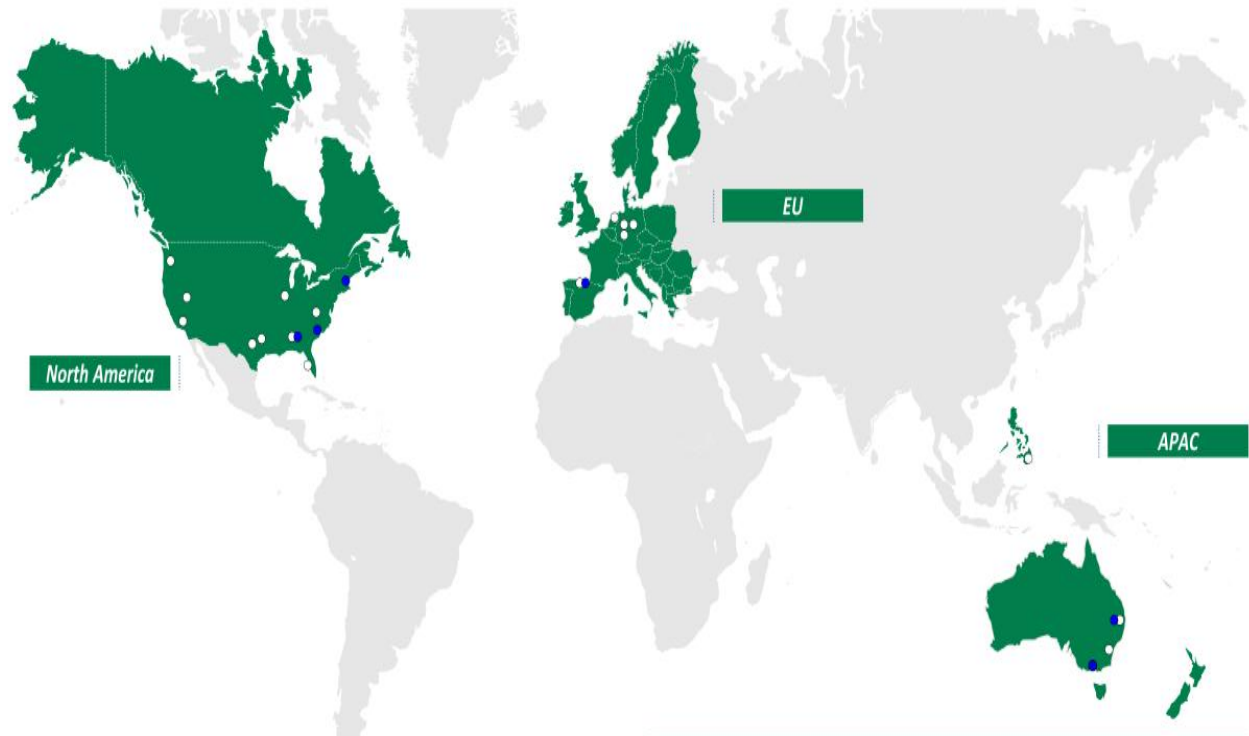




GLOBAL CAPACITY: JH OPERATIONAL ADVANTAGE
Ryan Kilcullen, EVP Operations



GLOBAL MANUFACTURING & ENGINEERING CAPABILITIES



World Leader in Fiber Cement

- 14 fiber cement factories globally, 5 fiber gypsum factories in EU
- 28 installed fiber cement sheet machines globally
- 10 installed ColorPlus® lines in North America
- Protected capabilities enabling unique product differentiation

Industry Leading Expertise

- 3 Innovation and R&D centers across the globe
- 100+ engineers in our central teams
- Regional centers of excellence in Lean manufacturing
- 3,000+ global manufacturing employees

JH MANUFACTURING ADVANTAGE

1 FC Manufacturing Scale Advantage



Significant scale advantage (throughput) in our sheet machine technology

Internal capabilities to continue to advance our FC process technology

2 Agile Manufacturing Network

Flexible lines allow us to produce a range of products on each sheet machine



3 High Value Product Capabilities & Scale



ColorPlus® manufacturing scale advantage while enabling full offering

Specialized Trim, Soffit, & Shingle manufacturing

Delivering wide range of high value products with industry leading manufacturing scale advantage

JH SUPPLY CHAIN ADVANTAGE

1 Strategically located network of plants

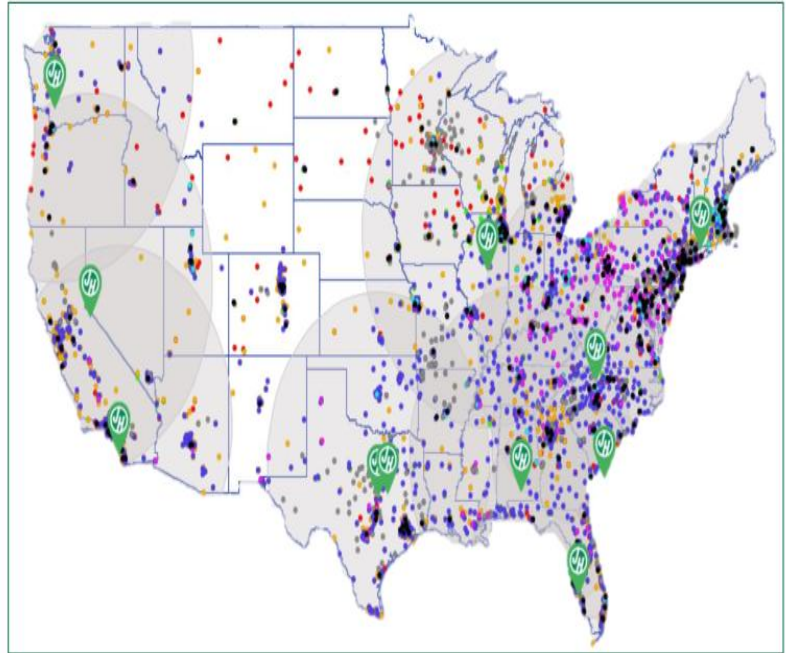
- Raw material availability enables proximity to our customers with a local supply chain

2 Responsive to regional shifts in demands

- Network footprint enables highly efficient & fast plant/customer sourcing adjustments

3 Scale enables high degree of customer choice while maintaining logistical efficiencies

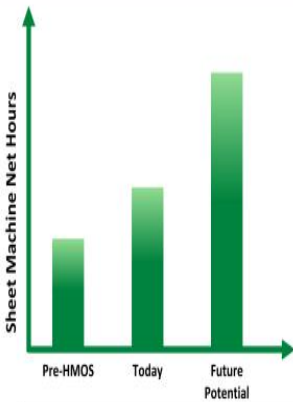
- Able to service customers of all sizes with the right balance of product choice & supply chain efficiency



**Represents James Hardie North America manufacturing locations and largest North America customer locations.*

CONTINUOUS IMPROVEMENT OPPORTUNITIES REMAIN LARGE

Hardie® Manufacturing Operating System



Similar opportunities exist in:

- Total Site Yield (on-going)
- Sheet Machine Speed (planned, not started)
- Post-Autoclave Operations & Process Automation (not started)

HMOS Delivered \$215M in savings FY20 – FY22

Integrated Supply Chain

Building on our Supply Chain Advantage with digital transformation that further integrates us with the customer



We have clear strategies to drive continuous improvement in our operations to add to our competitive advantage

OPERATIONAL ADVANTAGES SUMMARY

James Hardie is the
world leader in fiber
cement & embraces
continuous
improvement.

Significant scale advantage in our Fiber Cement operations

Network of plants that is strategically located near our Customers & inputs

Flexible supply chain that can quickly & efficiently respond to shifts in demand

Culture of continuous improvement with clear strategies to enhance our capabilities



GLOBAL CAPACITY: GLOBAL CAPACITY EXPANSION STRATEGY
Ryan Kilcullen, EVP Operations



AN INTEGRATED STRATEGY TO ENABLE PROFITABLE GROWTH

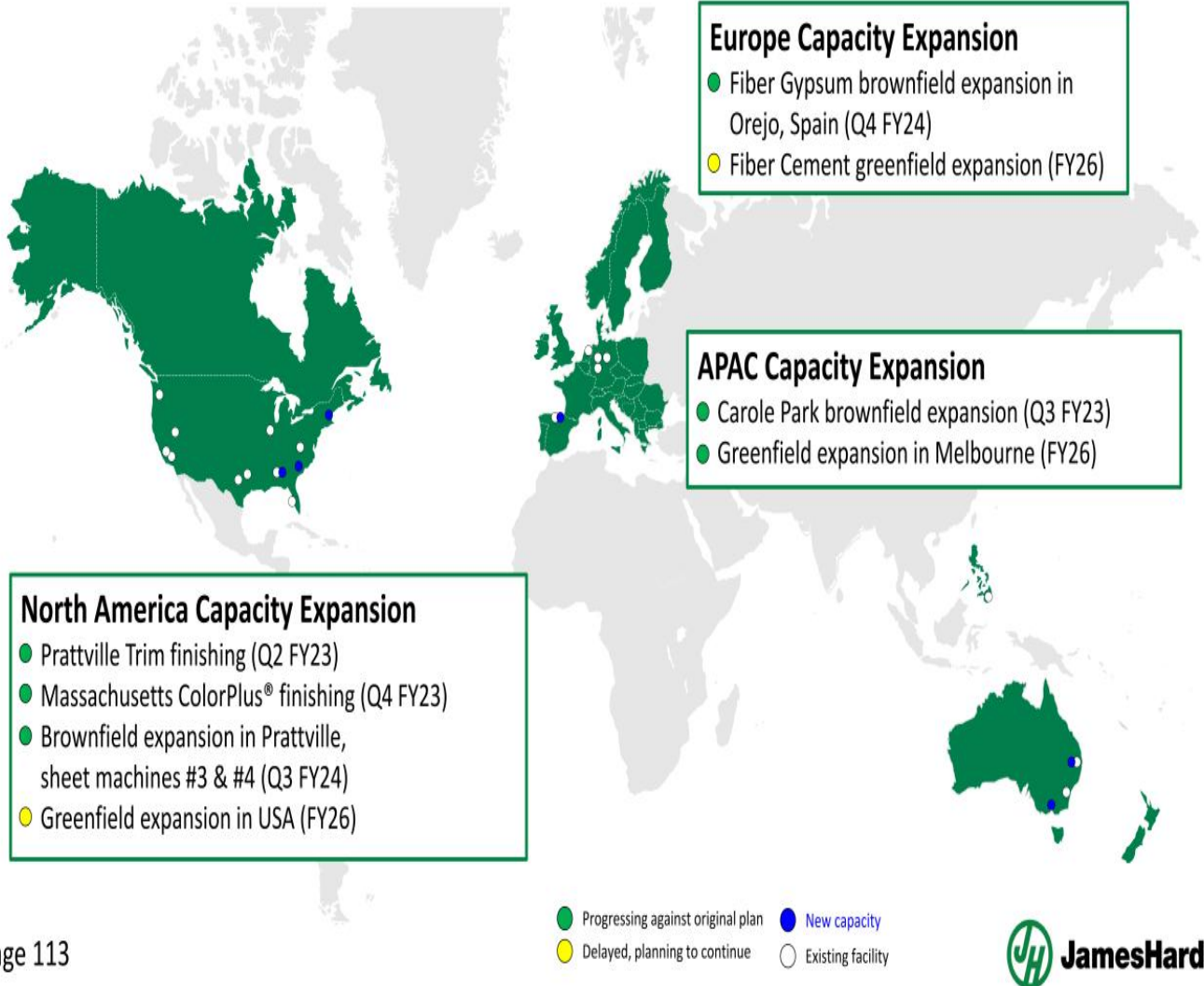
Key pillars of Global Capacity Expansion strategic plan:



- 1 Zero Harm foundation
- 2 High category share regions: bias to always invest ahead of demand
- 3 Global organization created to leverage JH & partner capabilities
- 4 Data driven best practice focus in people, process, & systems
- 5 Management systems in place to continuously check & adjust
- 6 Build assets with financial returns inline with historical JH results

Our Global Capacity Expansion plan will enable profitable growth in all regions & build on impressive JH ROCE outcomes

GLOBAL CAPACITY EXPANSION



NORTH AMERICA CAPACITY EXPANSION

Current N. America Capacity Summary:

- Nameplate FC Capacity: 4,626 mmsf
- Number of FC Sheet Machines: 21
- Number of ColorPlus® Lines: 10



North America Capacity Expansion

- Prattville Trim finishing (Q2 FY23)
- Massachusetts ColorPlus® finishing (Q4 FY23)
- Brownfield expansion in Prattville, sheet machines #3 & #4 (Q3 FY24)
- Greenfield expansion in USA (FY26)

Q2 FY23

High Value Product Capability	HZ10 Trim
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3rd Specialized Trim Line



Q4 FY23

High Value Product Capability	ColorPlus®
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11th ColorPlus Line



Q3 FY24

Fiber Cement Capacity	Nameplate: 600mmsf
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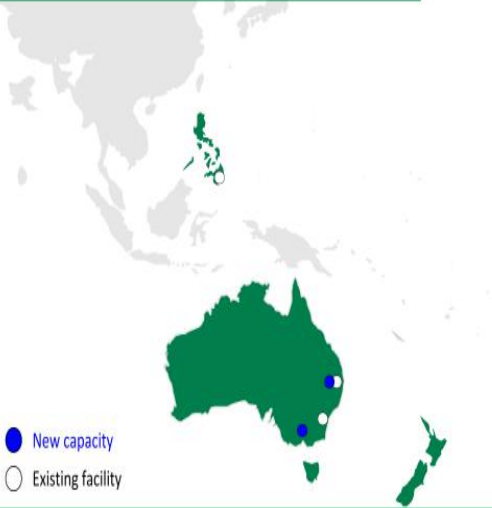
22nd & 23rd FC Sheet Machines



APAC CAPACITY EXPANSION

Current APAC Capacity Summary:

- Nameplate FC Capacity: 612 mmsf
- Number of FC Sheet Machines: 7



APAC Capacity Expansion

- Carole Park brownfield expansion (Q3 FY23)
- Greenfield expansion in Melbourne (Q1 FY26)

Q3 FY23

Fiber Cement Capacity	Nameplate: 59mmsf
-----------------------	-------------------

Expansion of Existing FC Plant



Q1 FY26

Fiber Cement Capacity	Nameplate: 240mmsf
-----------------------	--------------------

8th Sheet Machine

APAC Fiber Cement Greenfield



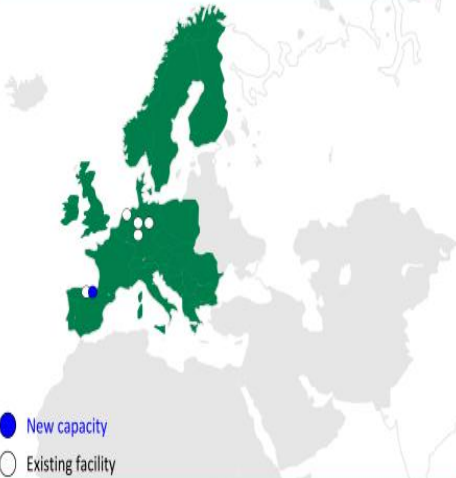
APAC Greenfield Investment Approach:

- Acquired land and building infrastructure for 2+ FC sheet machines
- Phase 1 (referenced above) will deliver 1 FC sheet machine & product capabilities to continue high value product mix shift

EUROPE CAPACITY EXPANSION

Current EU Capacity Summary:

- Nameplate FG Capacity: 1,143 mmsf
- Number of FG Production Lines: 5
- Nameplate FC Capacity: 0 mmsf



Europe Capacity Expansion

- Fiber Gypsum brownfield expansion in Orejo, Spain (Q4 FY24)
- Fiber Cement greenfield expansion (FY26+)

Q4 FY24

Fiber Gypsum Capacity	Nameplate: 252mmsf
-----------------------	--------------------

6th Fiber Gypsum Line

Orejo Fiber Gypsum Brownfield



FY26+

Fiber Cement Capacity	Nameplate: 300mmsf
-----------------------	--------------------

1st FC Sheet Machine

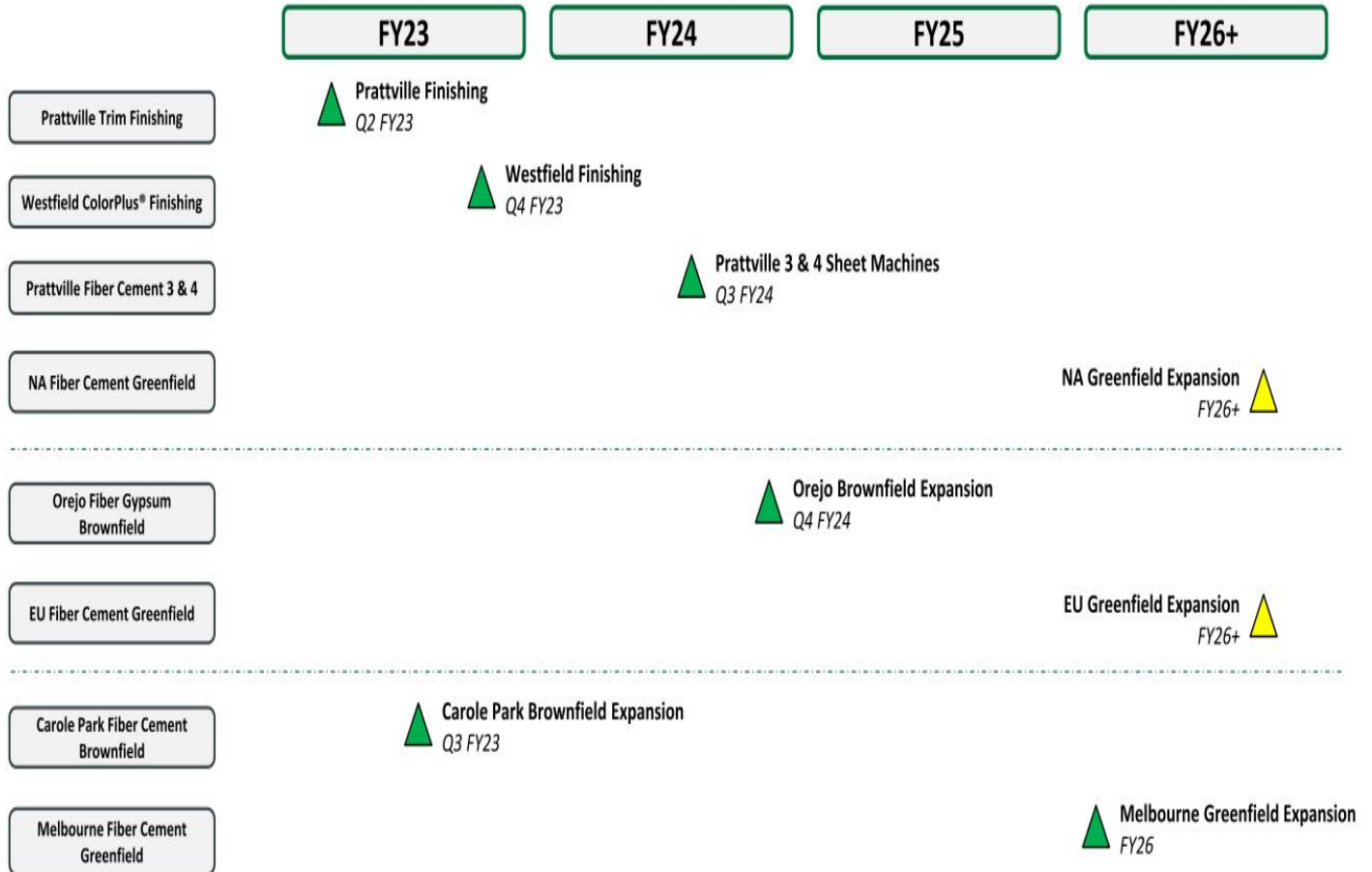
EU Fiber Cement Greenfield



EU Greenfield Investment Approach:

- Project is in final stages of land acquisition
- Site planned to have multi-phase expansion capabilities, with Phase 1 (shown above) delivering 1 FC sheet machine (similar to APAC)
- Current FC demand in EU is sourced from N. America plants

GLOBAL CAPACITY TIMELINES



GLOBAL CAPACITY EXPANSION SUMMARY

We have a fully integrated plan to deliver capacity ahead of demand while leveraging our vast, global capacities.

We have a global capacity expansion strategy to enable the profitable growth plans in all three regions

We have built a global organization to leverage the vast experience of our teams & partners to ensure efficient replication of best practices

We have a management system in place to continuously monitor the timing requirements of our capacity adds. We will continue to adjust when needed

GLOBAL CAPACITY – SUMMARY

Operational scale advantage centered around a network of strategically located plants near our customers & inputs

A culture of continuous improvement with clear strategies to enhance our capabilities

We have a global capacity expansion strategy to enable the profitable growth plans in all three regions





Q&A





CLOSING: WHY JAMES HARDIE?
Aaron Erter, CEO



CONTROL WHAT WE CAN CONTROL

We are navigating market uncertainty

We will control what we can control

We plan to win regardless of market conditions

We will accelerate and expand our competitive advantages



RIGHT GLOBAL STRATEGY TO DELIVER GROWTH

1

Market to Homeowners to Create Demand

2

Penetrate and Drive Profitable Growth in Existing and New Segments

3

Commercialize Global Innovations by Expanding Into New Categories

Continued Execution and Expansion of Foundational Initiatives:

- i) LEAN Manufacturing
- ii) Customer Engagement
- iii) Supply Chain Integration



Zero Harm & ESG

ZERO HARM & ESG UNDERPIN THE GLOBAL STRATEGY



Zero Harm is a Foundational, Non Negotiable element of our Global Culture

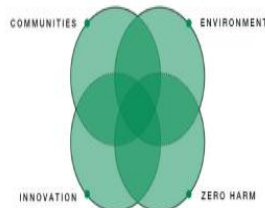
James Hardie Investor Day 2022

OUR PILLARS

James Hardie's sustainability strategy integrates our global strategy for value creation and operational performance. It focuses on our four key pillars of Communities, Environment, Innovation and Zero Harm.

COMMUNITIES	ENVIRONMENT	INNOVATION	ZERO HARM
<p>With a global mindset, we carefully manage our business impact by employing, sourcing, delivering and giving locally.</p>	<p>We seek to minimize our impact on the environment, and we prioritize the management of water, waste, energy and emissions.</p>	<p>We use new technologies to produce high-quality sustainable products, solutions and building practices.</p>	<p>Safety is a non-negotiable value of our company. Our Zero Harm culture empowers all employees to ensure the safety of fellow employees, partners, customers and communities.</p>

Page 11



Our sustainability strategy integrates our global strategy for value creation and operational performance

PROVEN SUSTAINABLE PROFITABLE GROWTH IN EVERY REGION...



10 Year Net Sales CAGR

12%

10 Year Adj. EBIT CAGR

16%



8%

10%



10%¹

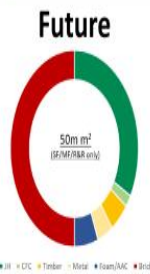
81%¹

1. Europe values are based on 3 Year CAGR since acquisition (FY22 vs FY19)

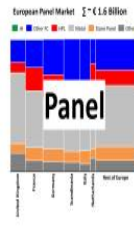
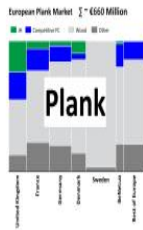
...WITH SIGNIFICANT GROWTH OPPORTUNITIES IN ALL 3 REGIONS...



We Want to Win in All Regions
 Northeast & Midwest R&R Represents Largest Opportunity



Significant Market Share Growth Opportunity in ANZ



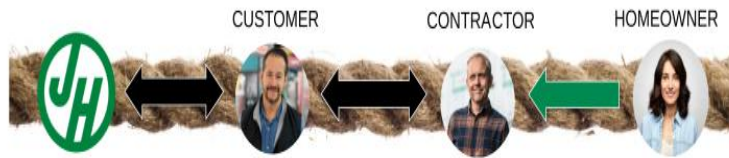
€660 M Plank Market

€1.6 Bn Panel Market

...A STRATEGY TO DELIVER GROWTH IN EACH REGION...



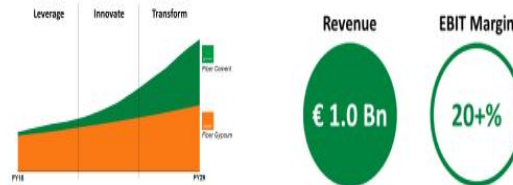
North America Value Chain



Perfect Store in ANZ



Fiber Cement and Fiber Gypsum in Europe



...& THE RIGHT ENABLERS TO PROPEL GROWTH

Market Driven Global Innovation



Proven Execution of Innovation:

North America

Full Wrap Solutions and ColorPlus®

APAC

Hardie™ Architectural Collection

Europe

Hardie™ Architectural Collection in Multi Family



Marketing to Homeowners in North America and APAC



Global Capacity Expansion



Adj. ROCE¹

51%



CREATING GLOBAL VALUE

Global Net Sales
10 Year CAGR



**Global Operating
Cash Flow**
3 Year Avg FY22 vs FY12¹



Global Adj. ROCE²
Avg. FY19-FY22



**Global Adj. Net
Income**
10 Year CAGR



1. Comparison of average Global Operating Cash Flow FY20-FY22 and FY10-FY12
2. From FY22 20-F Page 186, FY22 Adj. ROCE of 51.1%

WHY JHX?



Strong Growth Opportunities



Experienced Management Team



Emerging Homeowner-Focused Brand



Strong Balance Sheet & Cash Generation



Innovative Product Pipeline



Attractive Returns



Integrated Localized Supply Chain



Premium Product Portfolio



Multi-Segment Focus



Responsible Corporate Citizen

Homeowner Focused, Customer & Contractor Driven





THANK YOU





Q&A





END OF DAY 2





JHX Investor Day 2022

New York, 12-13 September 2022 – Day 2





James Hardie Industries plc
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Harcourt Centre
Harcourt Street, Dublin 2,
D02 WR20, Ireland
T: +353 (0) 1 411 6924
F: +353 (0) 1 479 1128

15 September 2022

The Manager
Company Announcements Office
Australian Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

The 2022 Annual General Meeting of James Hardie Industries plc (James Hardie) will be held on Thursday, 3 November 2022 at 9:00pm (Dublin time) / Friday, 4 November 2022 at 8:00am (Sydney time) in James Hardie's Corporate Headquarters, The Cork Room, Europa House, 2nd Floor, Harcourt Centre (Block 9), Harcourt Street, Dublin 2, D02 WR20, Ireland and simultaneously via teleconference.

Security holders wishing to (a) place an item on the agenda of the AGM must submit a request in accordance with Articles 53(b) and 53(c) of James Hardie's Articles of Association, or (b) make a director nomination must submit a request in accordance with Article 111 (b)(ii) of James Hardie's Articles of Association, in each case by either:

- Delivering a hard copy of the request to James Hardie's registered office:
Europa House, 2nd Floor
Harcourt Centre, Harcourt Street
Dublin 2, D02 WR20, Ireland; or
- Emailing a soft copy of the request to: investor.relations@jameshardie.com.au.

The closing date for receipt of nominations from persons wishing to be considered for election as a director of James Hardie is Thursday, 22 September 2022.

James Hardie Industries plc is a limited liability company incorporated in Ireland with its registered office at Europa House 2nd Floor, Harcourt Centre, Harcourt Street, Dublin 2, D02 WR20, Ireland.
Directors: Michael Hammes (Chairman, USA), Anne Lloyd (Deputy Chairperson, USA), Peter-John Davis (Aus), Persio Lisboa (USA), Rada Rodriguez (Sweden), Suzanne B. Rowland (USA), Nigel Stein (UK), Harold Wiens (USA).
Chief Executive Officer and Director: Aaron Erter (USA)
Company number: 485719
ARBN: 097 829 895

Regards

A handwritten signature in black ink, appearing to read 'JCB', with a stylized, cursive script.

Joseph C. Blasko
General Counsel & Company Secretary

This announcement has been authorised for release by the General Counsel and Company Secretary, Mr Joseph C. Blasko.