

**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 October 2025

1-15240
(Commission File Number)

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

1st Floor, Block A
One Park Place
Upper Hatch Street, Dublin 2, D02, FD79, 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 and earnings 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 acquisition of AZEK, including its anticipated benefits;
- statements about the Company’s future performance;
- projections of the Company’s results of operations or financial condition;
- statements regarding the Company’s plans, objectives or goals, including those relating to strategies, initiatives, competition, acquisitions, dispositions and/or its products;
- expectations concerning the costs associated with the suspension or closure of operations at any of the Company’s plants and future plans with respect to any such plants;
- expectations concerning the costs associated with the significant capital expenditure projects at any of the Company’s plants and future plans with respect to any such projects;
- expectations regarding the extension or renewal of the Company’s credit facilities including changes to terms, covenants or ratios;
- expectations concerning dividend payments and share buy-backs;
- statements concerning the Company’s Corporate and tax domiciles and structures and potential changes to them, including potential tax charges;
- statements regarding tax liabilities and related audits, reviews and proceedings;
- statements regarding the possible consequences and/or potential outcome of legal proceedings brought against us and the potential liabilities, if any, associated with such proceedings;
- expectations about the timing and amount of contributions to AICF, a special purpose fund for the compensation of proven Australian asbestos-related personal injury and death claims;
- 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 our Form 20-F filed with the Securities and Exchange Commission on 20 May 2025, 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; the AZEK acquisition; 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	Change in substantial holding
99.2	Change in substantial holding
99.3	Change in substantial holding
99.4	Investor presentation, dated October 1, 2025

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: 02 October 2025

James Hardie Industries plc
By: /s/ Aoife Rockett

Aoife Rockett
Company Secretary

EXHIBIT INDEX

Exhibit No.	Description
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99.2	Change in substantial holding
99.3	Change in substantial holding
99.4	Investor presentation, dated October 1, 2025



James Hardie Industries plc
1st Floor, Block A,
One Park Place,
Upper Hatch Street, Dublin 2,
D02 FD79, Ireland

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

30 September 2025

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 copy of the substantial holding notice received by James Hardie on 25 September 2025.

Regards

Aoife Rockett
Company Secretary

This announcement has been authorised for release by the Company Secretary, Ms Aoife Rockett.

Standard Form TR-1

Standard form for notification of major holdings

NOTIFICATION OF MAJOR HOLDINGS (to be sent to the relevant issuer and to the Central Bank of Ireland) i

1. Identity of the issuer or the underlying issuer of existing shares to which voting rights are attached ii:

JAMES HARDIE INDUSTRIES plc

2. Reason for the notification (please tick the appropriate box or boxes):

- ☒ An acquisition or disposal of voting rights
☐ An acquisition or disposal of financial instruments
☐ An event changing the breakdown of voting rights
☐ Other (please specify) iii:

3. Details of person subject to the notification obligation iv :

Name:

City and country of registered office (if applicable):

STATE STREET CORPORATION

BOSTON, US

4. Full name of shareholder(s) (if different from 3.) v:

STATE STREET BANK AND TRUST COMPANY

STATE STREET GLOBAL ADVISORS (JAPAN) CO., LTD.

STATE STREET GLOBAL ADVISORS ASIA LIMITED

STATE STREET GLOBAL ADVISORS EUROPE LIMITED

SSGA FUNDS MANAGEMENT, INC.

STATE STREET GLOBAL ADVISORS TRUST COMPANY

STATE STREET GLOBAL ADVISORS LIMITED

STATE STREET GLOBAL ADVISORS, LTD.

STATE STREET GLOBAL ADVISORS, AUSTRALIA, LIMITED

5. Date on which the threshold was crossed or reached vi: 18-Sep-2025

6. Date on which issuer notified: 25-Sep-2025

7. Threshold(s) that is/are crossed or reached: Above 3.00%

8. Total positions of person(s) subject to the notification obligation:

	% of voting rights attached to shares (total of 9.A)	% of voting rights through financial instruments (total of 9.B.1 + 9.B.2)	Total of both in % (9.A + 9.B)	Total number of voting rights of issuer vii
Resulting situation on the date on which threshold was crossed or reached	3.88%		3.88%	429,820,000
Position of previous notification (if applicable)	2.86%		2.86%	

9. Notified details of the resulting situation on the date on which the threshold was crossed or reached viii:

A: Voting rights attached to shares

Class/type of shares ISIN CODE (if possible)	Number of voting rights ix		% of voting rights	
	Direct	Indirect	Direct	Indirect
Ordinary AU000000JHX1		15,361,358		3.58%
Ordinary IE000R94NGM2		1,297,401		0.30%
SUBTOTAL A		16,658,759		3.88%

B 1: Financial Instruments according to Regulation 17(1)(a) of the Regulations				
Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Number of voting rights that may be acquired if the instrument is exercised/converted.	% of voting rights
		SUBTOTAL B.1		

B 2: Financial Instruments with similar economic effect according to Regulation 17(1)(b) of the Regulations					
Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Physical or cash settlement ^{xii}	Number of voting rights	% of voting rights
			SUBTOTAL B.2		

10. Information in relation to the person subject to the notification obligation (please tick the applicable box):			
<input type="checkbox"/> Person subject to the notification obligation is not controlled by any natural person or legal entity and does not control any other undertaking(s) holding directly or indirectly an interest in the (underlying) issuer. ^{xiii}			
<input checked="" type="checkbox"/> <u>Full</u> chain of controlled undertakings through which the voting rights and/or the financial instruments are effectively held starting with the ultimate controlling natural person or legal entity ^{xiv} :			
Name ^{xv}	% of voting rights if it equals or is higher than the notifiable threshold	% of voting rights through financial instruments if it equals or is higher than the notifiable threshold	Total of both if it equals or is higher than the notifiable threshold
STATE STREET CORPORATION	3.88%		3.88%
STATE STREET BANK AND TRUST COMPANY	0.44%		0.44%
STATE STREET GLOBAL ADVISORS (JAPAN) CO., LTD.	0.21%		0.21%
STATE STREET GLOBAL ADVISORS ASIA LIMITED	0.04%		0.04%
STATE STREET GLOBAL ADVISORS EUROPE LIMITED	0.09%		0.09%
SSGA FUNDS MANAGEMENT, INC.	0.28%		0.28%
STATE STREET GLOBAL ADVISORS TRUST COMPANY	1.33%		1.33%
STATE STREET GLOBAL ADVISORS LIMITED	0.02%		0.02%
STATE STREET GLOBAL ADVISORS, LTD.	0.01%		0.01%
STATE STREET GLOBAL ADVISORS, AUSTRALIA, LIMITED	1.46%		1.46%

11. In case of proxy voting: rights as of	will cease to hold	and	voting
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12. Additional information ^{xvi} :

Done at BOSTON MA USA

on 25-Sep-2025.





JamesHardieTM

James Hardie Industries plc

1st Floor, Block A,
One Park Place,
Upper Hatch Street, Dublin 2,
D02 FD79, Ireland

T: +353 (0) 1 411 6924

F: +353 (0) 1 479 1128

30 September 2025

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 copy of the substantial holding notice received by James Hardie on 26 September 2025.

Regards

Aoife Rockett
Company Secretary

This announcement has been authorised for release by the Company Secretary, Ms Aoife Rockett.

Standard Form TR-1

Standard form for notification of major holdings

NOTIFICATION OF MAJOR HOLDINGS (to be sent to the relevant issuer and to the Central Bank of Ireland) i

1. Identity of the issuer or the underlying issuer of existing shares to which voting rights are attached i:

JAMES HARDIE INDUSTRIES plc

2. Reason for the notification (please tick the appropriate box or boxes):

- ☒ An acquisition or disposal of voting rights
☐ An acquisition or disposal of financial instruments
☐ An event changing the breakdown of voting rights
☐ Other (please specify) ii:

3. Details of person subject to the notification obligation iii:

Name:

City and country of registered office (if applicable):

STATE STREET CORPORATION

BOSTON, US

4. Full name of shareholder(s) (if different from 3.) iv:

STATE STREET BANK AND TRUST COMPANY

STATE STREET GLOBAL ADVISORS (JAPAN) CO., LTD.

STATE STREET GLOBAL ADVISORS ASIA LIMITED

STATE STREET GLOBAL ADVISORS EUROPE LIMITED

SSGA FUNDS MANAGEMENT, INC.

STATE STREET GLOBAL ADVISORS TRUST COMPANY

STATE STREET GLOBAL ADVISORS LIMITED

STATE STREET GLOBAL ADVISORS, LTD.

STATE STREET GLOBAL ADVISORS, AUSTRALIA, LIMITED

5. Date on which the threshold was crossed or reached v: 19-Sep-2025

6. Date on which issuer notified: 26-Sep-2025

7. Threshold(s) that is/are crossed or reached: Below 3.00%

8. Total positions of person(s) subject to the notification obligation:

	% of voting rights attached to shares (total of 9.A)	% of voting rights through financial instruments (total of 9.B.1 + 9.B.2)	Total of both in % (9.A + 9.B)	Total number of voting rights of issuer vi
Resulting situation on the date on which threshold was crossed or reached	2.88%		2.88%	579,167,237
Position of previous notification (if applicable)	3.88%		3.88%	

9. Notified details of the resulting situation on the date on which the threshold was crossed or reached viii:

A: Voting rights attached to shares

Class/type of shares ISIN CODE (if possible)	Number of voting rights ix		% of voting rights	
	Direct	Indirect	Direct	Indirect
Ordinary AU000000JHX1		15,373,528		2.66%
Ordinary IE000R94NGM2		1,301,246		0.22%
SUBTOTAL A		16,674,774		2.88%

B 1: Financial Instruments according to Regulation 17(1)(a) of the Regulations				
Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Number of voting rights that may be acquired if the instrument is exercised/converted.	% of voting rights
		SUBTOTAL B.1		

B 2: Financial Instruments with similar economic effect according to Regulation 17(1)(b) of the Regulations					
Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Physical or cash settlement ^{xii}	Number of voting rights	% of voting rights
			SUBTOTAL B.2		

10. Information in relation to the person subject to the notification obligation (please tick the applicable box):

☐ Person subject to the notification obligation is not controlled by any natural person or legal entity and does not control any other undertaking(s) holding directly or indirectly an interest in the (underlying) issuer. ^{xiii}

☒ Full chain of controlled undertakings through which the voting rights and/or the financial instruments are effectively held starting with the ultimate controlling natural person or legal entity ^{xiv}:

Name ^{xv}	% of voting rights if it equals or is higher than the notifiable threshold	% of voting rights through financial instruments if it equals or is higher than the notifiable threshold	Total of both if it equals or is higher than the notifiable threshold
STATE STREET CORPORATION	2.88%		2.88%
STATE STREET BANK AND TRUST COMPANY	0.32%		0.32%
STATE STREET GLOBAL ADVISORS (JAPAN) CO., LTD.	0.16%		0.16%
STATE STREET GLOBAL ADVISORS ASIA LIMITED	0.02%		0.02%
STATE STREET GLOBAL ADVISORS EUROPE LIMITED	0.06%		0.06%
SSGA FUNDS MANAGEMENT, INC.	0.21%		0.21%
STATE STREET GLOBAL ADVISORS TRUST COMPANY	0.99%		0.99%
STATE STREET GLOBAL ADVISORS LIMITED	0.02%		0.02%
STATE STREET GLOBAL ADVISORS, LTD.	0.01%		0.01%
STATE STREET GLOBAL ADVISORS, AUSTRALIA, LIMITED	1.09%		1.09%

11. In case of proxy voting: _____ will cease to hold _____ and _____ voting rights as of _____

12. Additional information ^{xvi}: _____

Done at BOSTON MA USA on 26-Sep-2025.





James Hardie Industries plc
1st Floor, Block A,
One Park Place,
Upper Hatch Street, Dublin 2,
D02 FD79, Ireland

T: +353 (0) 1 411 6924
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1 October 2025

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 copy of the substantial holding notice received by James Hardie on 30 September 2025.

Regards

Aoife Rockett
Company Secretary

This announcement has been authorised for release by the Company Secretary, Ms Aoife Rockett.

Standard Form TR-1

Standard form for notification of major holdings

NOTIFICATION OF MAJOR HOLDINGS (to be sent to the relevant issuer and to the Central Bank of Ireland)ⁱ

1. Identity of the issuer or the underlying issuer of existing shares to which voting rights are attachedⁱⁱ:

JAMES HARDIE INDUSTRIES PLC

2. Reason for the notification (please tick the appropriate box or boxes):

- ☒ An acquisition or disposal of voting rights
☐ An acquisition or disposal of financial instruments
☐ An event changing the breakdown of voting rights
☐ Other (please specify)ⁱⁱⁱ: Stock merger after M&A completion

3. Details of person subject to the notification obligation^{iv} :

Name:	City and country of registered office (if applicable):
FMR LLC	Wilmington, USA

4. Full name of shareholder(s) (if different from 3.)^v:

5. Date on which the threshold was crossed or reached^{vi}:

26th of September 2025

6. Date on which issuer notified:

30th of September 2025

7. Threshold(s) that is/are crossed or reached:

3%

8. Total positions of person(s) subject to the notification obligation:

	% of voting rights attached to shares (total of 9.A)	% of voting rights through financial instruments (total of 9.B.1 + 9.B.2)	Total of both in % (9.A + 9.B)	Total number of voting rights of issuer ^{vii}
Resulting situation on the date on which threshold was crossed or reached	2.9928%	0.0000%	2.9928%	579,185,043
Position of previous notification (if applicable)	3.9444%	0.0000%	3.9444%	

9. Notified details of the resulting situation on the date on which the threshold was crossed or reached^{viii}:

A: Voting rights attached to shares

Class/type of shares ISIN code (if possible)	Number of voting rights ^x		% of voting rights	
	Direct	Indirect	Direct	Indirect
IE000R94NGM2		10,299,489		1.7783%
AU000000JHX1		7,034,240		1.2145%
SUBTOTAL A	17,333,729		2.9928%	

B 1: Financial Instruments according to Regulation 17(1)(a) of the Regulations

Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Number of voting rights that may be acquired if the instrument is exercised/converted.	% of voting rights
		SUBTOTAL B.1		

B 2: Financial Instruments with similar economic effect according to Regulation 17(1)(b) of the Regulations

Type of financial instrument	Expiration date ^x	Exercise/ Conversion Period ^{xi}	Physical or cash settlement ^{xii}	Number of voting rights	% of voting rights
			SUBTOTAL B.2		

10. Information in relation to the person subject to the notification obligation (please tick the applicable box):

☐ **Person subject to the notification obligation is not controlled by any natural person or legal entity and does not control any other undertaking(s) holding directly or indirectly an interest in the (underlying) issuer.**^{xiii}

☒ **Full chain of controlled undertakings through which the voting rights and/or the financial instruments are effectively held starting with the ultimate controlling natural person or legal entity**^{xiv}:

Name ^{xv}	% of voting rights if it equals or is higher than the notifiable threshold	% of voting rights through financial instruments if it equals or is higher than the notifiable threshold	Total of both if it equals or is higher than the notifiable threshold
FMR LLC			
Fidelity Management & Research Company LLC			
FMR LLC			
FMTC Holdings LLC			
Fidelity Management Trust Company			
FMR LLC			
FIAM Holdings LLC			
FIAM LLC			
FMR LLC			
Fidelity Management & Research Company LLC			
Fidelity Management & Research (Japan) Limited			
FMR LLC			
FIAM Holdings LLC			

Fidelity Institutional Asset Management Trust Company			
FMR LLC			
Fidelity Advisory Holdings LLC			
Strategic Advisers LLC			
FMR LLC			
Fidelity Diversifying Solutions LLC			

11. In case of proxy voting: *[name of the proxy holder]* will cease to hold [% and *number*] voting rights as of *[date]*

12. Additional information^{xvi}:

Done at Dublin on 30th of Sep 2025.

Notes

ⁱ Persons completing this form should have regard to the requirements of the Transparency (Directive 2004/109/EC) Regulations 2007 as amended (the "Regulations"), the Central Bank of Ireland's Transparency Rules (the "Transparency Rules") and Commission Delegated Regulation (EU) 2015/761 of 17 December 2014.

ⁱⁱ Full name of the legal entity and other identifying specification of the issuer or underlying issuer, provided it is reliable and accurate (e.g. address, LEI, domestic number identity).

ⁱⁱⁱ Other reason for the notification could be voluntary notifications, changes of attribution of the nature of the holding (e.g. expiring of financial instruments) or acting in concert.

^{iv} This should be the full name of (a) the shareholder; (b) the natural person or legal entity acquiring, disposing of or exercising voting rights in the cases provided for in Regulation 15(b) to (h) of the Regulations (Article 10 (b) to (h) of Directive 2004/109/EC); or (c) the holder of financial instruments referred to in Regulation 17(1) of the Regulations (Article 13(1) of Directive 2004/109/EC).

As the disclosure of cases of acting in concert may vary due to the specific circumstances (e.g. same or different total positions of the parties, entering or exiting of acting in concert by a single party) the standard form does not provide for a specific method how to notify cases of acting in concert.

In relation to the transactions referred to in points (b) to (h) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the following list is provided as an indication of the persons who should be mentioned:

- in the circumstances foreseen in letter (b) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the natural person or legal entity that acquires the voting rights and is entitled to exercise them under the agreement and the natural person or legal entity who is transferring temporarily for consideration the voting rights;
- in the circumstances foreseen in letter (c) of the Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the natural person or legal entity holding the collateral, provided the person or entity controls the voting rights and declares its intention of exercising them, and natural person or legal entity lodging the collateral under these conditions;
- in the circumstances foreseen in letter (d) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the natural person or legal entity who has a life interest in shares if that person or entity is entitled to exercise the voting rights attached to the shares and the natural person or legal entity who is disposing of the voting rights when the life interest is created;
- in the circumstances foreseen in letter (e) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the controlling natural person or legal entity and, provided it has a notification duty at an individual level under Regulation 14 of the Regulations (Article 9 of Directive 2004/109/EC), under letters (a) to (d) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC) or under a combination of any of those situations, the controlled undertaking;
- in the circumstances foreseen in letter (f) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the deposit taker of the shares, if he can exercise the voting rights attached to the shares deposited with him at his discretion, and the depositor of the shares allowing the deposit taker to exercise the voting rights at his discretion;
- in the circumstances foreseen in letter (g) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the natural person or legal entity that controls the voting rights;
- in the circumstances foreseen in letter (h) of Regulation 15 of the Regulations (Article 10 of Directive 2004/109/EC), the proxy holder, if he can exercise the voting rights at his discretion, and the shareholder who has given his proxy to the proxy holder allowing the latter to exercise the voting rights at his discretion (e.g. management companies).

^v Applicable in the cases provided for in Regulation 15(b) to (h) of the Regulations (Article 10 (b) to (h) of Directive 2004/109/EC). This should be the full name of the shareholder who is the counterparty to the natural person or legal entity referred to in Regulation 15 of the Regulations (Article 10 Directive 2004/109/EC) unless the percentage of voting rights held by the shareholder is lower than the lowest notifiable threshold for the disclosure of voting rights holdings in accordance with the requirements of the Regulations and the Transparency Rules.

^{vi} The date on which threshold is crossed or reached should be the date on which the acquisition or disposal took place or the other reason triggered the notification obligation. For passive crossings, the date when the corporate event took effect.

^{vii} The total number of voting rights shall be composed of all the shares, including depository receipts representing shares, to which voting rights are attached even if the exercise thereof is suspended.

^{viii} If the holding has fallen below the lowest applicable threshold in accordance with the Regulations and the Transparency Rules the holder is not obliged to disclose the extent of the holding only that the holding is "below 3%" or "below 5%" as appropriate.

^{ix} In case of combined holdings of shares with voting rights attached "direct holding" and voting rights "indirect holding", please split the voting rights number and percentage into the direct and indirect columns – if there is no combined holdings, please leave the relevant box blank.

^x Date of maturity/expiration of the financial instrument i.e. the date when right to acquire shares ends.

^{xi} If the financial instrument has such a period – please specify this period – for example once every 3 months starting from [date].

^{xii} In case of cash settled instruments the number and percentages of voting rights is to be presented on a delta-adjusted basis (Regulation 17(4) of the Regulations/Article 13(1a) of Directive 2004/109/EC).

^{xiii} If the person subject to the notification obligation is either controlled and/or does control another undertaking then the second option applies.

^{xiv} The full chain of controlled undertakings, starting with the ultimate controlling natural person or legal entity, has to be presented also in cases in which only on subsidiary level a threshold is crossed or reached and the subsidiary undertaking discloses the notification, as only thus will the markets get a full picture of the group holdings. In the case of multiple chains through which the voting rights and/or financial instruments are effectively held, the chains have to be presented chain by chain leaving a row free between different chains (e.g.: A, B, C, free row, A, B, D, free row, A, E, F etc.).

^{xv} The names of controlled undertakings through which the voting rights and/or financial instruments are effectively held have to be presented irrespective of whether the controlled undertakings cross or reach the lowest applicable threshold themselves.

^{xvi} Example: Correction of a previous notification.

2 October, 2025



SYDNEY and CHICAGO, October 2, 2025 – James Hardie Industries plc (ASX/NYSE: JHX) (**James Hardie**) refers to the attached material regarding its compensation structure and alignment which will be made available on its website.

This communication has been authorized by the Board of Directors of James Hardie Industries plc.



Supplementary Presentation: Compensation Structure & Alignment

October 1, 2025




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REMUNERATION PHILOSOPHY AND GEOGRAPHIC CONSIDERATIONS

Our remuneration philosophy is structured to enable us to attract, incentivize and retain the best executive talent, reward outstanding performance and align the interests of our executives to shareholder experience, with the ultimate goal of creating long-term value.

Additionally, the Board and People and Remuneration Committee strive to align pay with U.S. compensation standards, which differ from Australian markets, to ensure we remain competitive and equipped with a leadership team who can guide our ambitious growth strategy.

100% NEOs and nearly all senior executives are U.S.-based	Largest Business Segments operate in the U.S.
ASX: JHX / NYSE: JHX Stock exchange dual-listed on ASX and NYSE	80% of James Hardie revenue comes from the U.S.

 **Our Top Five FY25** Named Executive Officers are based in the US



Aaron Erter
Chief Executive Officer
Chicago, US



Rachel Wilson
Chief Financial Officer
Chicago, US



Sean Gadd
President, North America
Chicago, US



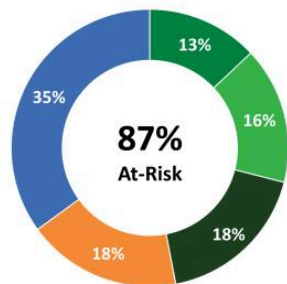
Ryan Kilcullen
Chief Operations Officer
Chicago, US



Tim Beaström
Chief Legal Officer
Chicago, US

FY25 REMUNERATION OUTCOMES ALIGN WITH PERFORMANCE

Performance-Based
FY25 CEO Target Pay Mix

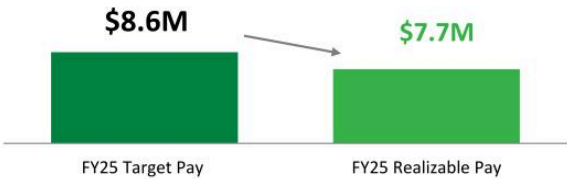


- Base Salary
- Relative TSR RSUs
- STI
- Scorecard LTI
- ROCE RSUs

CEO target pay has been set in close proximity of the peer group median every year since appointment to the role in 2022



FY25 CEO Target vs. Realizable Pay*



* Target Pay: salary, target short-term annual bonus opportunity and target long-term incentive opportunity as disclosed on applicable Form 20-F
Realizable Pay: base salary and short-term annual incentive actually paid, long-term incentives valued using stock price as of 8/17/2025 and current assumptions regarding likelihood of vesting

Incentive plan outcomes demonstrate robust pay-for-performance alignment, with **>10% decline in FY25 realizable CEO compensation value as compared to FY25 annual target pay**

FY25 Incentive Plan Outcomes Reflect Strong Financial Results

Short-Term Corporate Performance Payout:

- **Payout at 1.5x of target, reflecting strong financial performance in FY25**
- North America: Management accelerated HOS savings and managed costs, boosting EBIT margin; expanded capacity in Prattville, AL, and opened Westfield, MA operations
- APAC: Achieved record EBIT margin
- Europe: Reached record net sales
- Global: Payout reflects negative discretion applied to uphold the high bar for Zero Harm culture, despite above-threshold performance

Long-Term Incentive Plan Payouts:

- **rTSR (25%): No payout** due to below-threshold performance
- **ROCE (25%): 2.0x target** payout based on 48.6% ROCE reflects record ROCE performance
- **Scorecard (50%): 1.57x** of target payout on average driven by strong organic revenue growth and EBIT margin financial performance in key markets and operational results

UPDATES TO FY26 LTI PLAN REFLECT SHAREHOLDER FEEDBACK

Board is committed to maintaining an open dialogue with shareholders and evolving compensation program based on shareholder preferences and our strategic priorities

Board proactively engaged with numerous shareholders and proxy advisors after the FY24 AGM

FY26 Long-Term Incentive Plan Changes

- ✓ **Increased the weighting of ROCE and rTSR components to 33% each** in response to shareholder feedback to enhance alignment with shareholder returns and financial performance
 - Scorecard component weighting was reduced from 50% to 33% of the LTI structure
- ✓ **Lowered the maximum LTI payout opportunity from 250% to 233%** as a result of the reallocation of the weightings across the LTI components
 - The Board maintains negative discretion on the ROCE and Scorecard RSUs on vesting
- ✓ **Made Scorecard more quantitative with assigned metric weightings and increasingly quantitative performance hurdles** in response to shareholder preference for greater transparency and reduced discretion in assessing Scorecard performance
 - The Scorecard is designed to pay at target for attaining the defined goals, with most goals quantitative
 - No payout is provided for below-target performance results, underscoring the rigor
 - Assigned weightings to each metric for the first time starting in fiscal 2026
- ✓ **Changed the peer group for the rTSR RSU to the S&P 500 Index to incentivize outperformance relative to a more rigorous and less volatile market comparison**
 - The S&P 500 benchmark is more rigorous, based on relative performance over the last 5 years
 - Maximum payout hurdle remains at the 80th percentile, above peer and market standard
- ✓ **FY26 CEO target compensation remained unchanged in both STI target percentage and LTI target value**

FY26 LONG-TERM INCENTIVE DESIGN SUPPORTS STRATEGIC GROWTH

LTI metrics encompass a diverse range of factors, which reflect longer-term performance and provide an appropriate incentive to drive shareholder value creation

ROCE RSUs

(1/3 of LTI Target)

Incentivizes efficient capital use as the necessary precondition for the creation of additional shareholder value

See slide 5 for details on the ROCE metric rigor

Relative TSR RSUs

(1/3 of LTI Target)

Sets rigorous targets to incentivize above-market performance relative to the S&P 500

Threshold	40 th percentile
Target	60 th percentile
Maximum	80 th percentile

Performance hurdles set above peer and market benchmarks

Scorecard

(1/3 of LTI Target)

Aligns pay with key strategic initiatives across the Company, including integration priorities

Realizable value paid in cash but tied to share price performance

See slide 6 for details on FY26 Scorecard metric rigor

FY26-28 ROCE RSU TARGET REFLECTS AZEK ACQUISITION

AZEK Acquisition Impact on FY26-28 ROCE Goals

- Capital investments have positioned James Hardie for future growth by expanding capacity, critical for our ability to deliver long-term value:
 - The AZEK acquisition has a short-term downward impact on ROCE
 - We expect capacity investments to accelerate EBIT growth and enhance our capital efficiency over the long-term
- On a continuing basis for our legacy operations, the **rigor of the ROCE metrics remained unchanged from the prior years**; AZEK’s historical ROCE has been lower compared to James Hardie’s
- ROCE forecasts for FY26-28 rely on a pro-forma preliminary estimate for a combined company; we do not have full year results on AZEK’s contribution yet
- Acquisition costs, such as the step up of AZEK’s PPE, are recorded upfront, whereas synergies will be reflected in subsequent years
- ROCE is anticipated to improve annually after FY26
- The target aligns with the FY26 projection and guidance for the combined organization

ROCE performance hurdles reflect challenging targets that maintain the same level of rigor as in prior years and incentivize performance aligned with strategic growth priorities

ROCE	Amount of Target ROCE RSUs to Vest
< 25.0%	0.0x
≥ 25.0% but < 28.5%	0.5x
≥ 28.5% but < 32.0%	1.0x
≥ 32.0% but < 35.0%	1.5x
≥ 35.0%	2.0x

The Board retains its negative discretion on vesting

FY26-28 SCORECARD GOALS ALIGN WITH STRATEGIC INITIATIVES

FY26-28 LTI Scorecard Goals (1/3 of LTI target)

Metric	Weight	North America
Integration	25%	Cost Synergies: \$125M Commercial Synergies: \$113M Each function received specific cost and commercial synergy targets making up the above combined targets. While these functional targets are confidential, each executive will be measured based on their individual contributions to these specific targets at the end of the three-year performance period.
Net Sales Growth	20%	Net Sales Growth CAGR, excluding synergies, of at least 2% with mid-to-high single-digit growth in FY27-28, post high single digit decline in FY26. Assumed FY27 and 28 market volume growth of 0%
Average EBITDA % FY26-FY28*	20%	≥ 28.5% threshold
People & Culture	20%	Design and implement integrated and optimized state organizational structures that align talent to business strategy
Zero Harm & Environmental, Social & Governance	15%	Progress toward global ESG goals related to greenhouse gas emissions, waste and water, as well as 3Y average safety targets

Key Scorecard Highlights

- ✓ FY26-28 Scorecard reflects numerous enhancements adopted in response to shareholder feedback, including a **shift to more formulaic and transparent incentive structure**
- ✓ Scorecard LTI encompasses key performance indicators, including specific AZEK integration goals, incentivizing achievement of our long-term strategic priorities
- ✓ Financial metrics consistent with expected business performance
 - **Net Sales Growth:** The target minimum performance level incorporates current FY'26 guidance assuming down high single digits and assumes mid-to-high single digit growth in '27 and '28 for North America operations
 - **Average EBITDA:** No payout is provided for performance below 28.5%; assumes similar anticipated financial performance as outlined for Net Sales Growth above
- ✓ **No payout for below target performance, underscoring the rigor of performance objectives** -- metrics shown are the minimum thresholds required for any payout

Achievement of the threshold metrics for North America would result in \$5.8B+ of Net Sales and \$1.5B+ of EBITDA for the entire company in FY28



Note: For metric definitions and additional metric details related to North America and the Scorecard design for ANZ and Europe, see [here](#).

* Adjusted EBITDA is defined as Adjusted EBIT for JH NAFC and AZEK, plus depreciation and amortization, and reflects R&D cost allocation to North America effective Q2 FY26 and select historic AZEK corporate costs

