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Creating a Leading Building Products Growth Platform



JamesHardie™

THE AZEK
COMPANY

MARCH 24, 2025



Cautionary Disclosure Regarding Forward-Looking Statements

Statements in this presentation, including statements regarding the proposed acquisition of The AZEK Company Inc. ("AZEK") by James Hardie Industries plc ("JHX"), that are not historical facts are "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Rule 175 promulgated thereunder, and Section 21E of the Securities Exchange Act of 1934, as amended, and Rule 3b-6 promulgated thereunder, which statements involve inherent risks and uncertainties and are 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 anticipated benefits of the proposed transaction between JHX and AZEK (the "Transaction"), including estimated synergies, and the expected timing of completion of the Transaction; statements about the Company's future performance; and statements regarding the Company's plans, objectives or goals. Words such as "believe," "anticipate," "plan," "expect," "intend," "target," "estimate," "project," "predict," "trend," "forecast," "guideline," "aim," "objective," "will," "should," "could," "likely," "continue," "may," "objective," "outlook" and similar expressions may identify forward-looking statements but are not the exclusive means of identifying such statements. Investors are cautioned not to place undue reliance on forward looking statements.

Forward-looking statements of JHX and AZEK, respectively, are based on the current expectations, estimates and assumptions of JHX and AZEK, respectively, 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 control of JHX or AZEK. 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 forward-looking statements. These factors include risks and uncertainties relating to the Transaction, including, but not limited to, the possibility that required regulatory approvals for the Transaction or approval of the Transaction by AZEK's stockholders and other conditions to closing are not received or satisfied on a timely basis or at all; the possible occurrence of events that may give rise to a right of either or both of JHX and AZEK to terminate the merger agreement providing for the Transaction; possible negative effects of the announcement or the consummation of the Transaction on the market price of JHX's and/or AZEK's shares and/or on their respective businesses, financial conditions, results of operations and financial performance; uncertainties as to access to financing (including financing for the Transaction) on a timely basis and on reasonable terms; the impact of the additional indebtedness the Company would incur in connection with the Transaction; risks relating to the value of the JHX shares to be issued in the Transaction and the contemplated listing arrangements for JHX shares and depositary interests following the Transaction; risks relating to significant transaction costs and/or unknown liabilities; the possibility that the anticipated synergies and other benefits from the Transaction cannot be realized in full or at all or may take longer to realize than expected; risks associated with contracts containing consent and/or other provisions that may be triggered by the Transaction; risks associated with Transaction-related litigation; the possibility that costs or difficulties related to the integration of JHX's and AZEK's businesses will be greater than expected; the risk that the Transaction and its announcement could have an adverse effect on the parties' relationships with its and their employees and other business partners, including suppliers and customers; the potential for the Transaction to divert the time and attention of management from ongoing business operations; the potential for contractual restrictions under the merger agreement providing for the Transaction to adversely affect the parties' ability to pursue other business opportunities or strategic transactions; the risk of other Transaction related disruptions to the businesses, including business plans and operations, of JHX and AZEK; and the possibility that, as a result of the Transaction or otherwise, JHX could lose its foreign private issuer status and be required to bear the costs and expenses related to full compliance with rules and regulations that apply to U.S. domestic issuers. There can be no assurance that the Transaction will in fact be consummated in the manner described or at all.

These factors are not necessarily all of the factors that could cause JHX's, AZEK's or the combined company's actual results, performance or achievements to differ materially from those expressed in or implied by any of the forward-looking statements. Other factors, including unknown or unpredictable factors, could also harm JHX's, AZEK's or the combined company's results.

The foregoing discussion of risks and uncertainties is not exhaustive; other risks and uncertainties may cause actual results to differ materially from those referenced in any forward-looking statements. All forward-looking statements attributable to JHX, AZEK or the combined company, or persons acting on JHX's or AZEK's behalf, are expressly qualified in their entirety by the cautionary statements set forth above. Forward looking statements in this presentation speak only as of the date of this presentation and are statements of then current expectations concerning future results, events and conditions. Neither JHX nor AZEK assumes any obligation to update any forward-looking statements or information except as required by law. If JHX or AZEK updates one or more forward-looking statements, no inference should be drawn that JHX or AZEK will make additional updates with respect to those or other forward-looking statements. Further information regarding JHX, AZEK and factors that could affect the forward-looking statements contained herein can be found in JHX's Annual Report on Form 20-F for the fiscal year ended March 31, 2024, and in its other documents filed or furnished with the U.S. Securities and Exchange Commission ("SEC"), and in AZEK's Annual Report on Form 10-K for the fiscal year ended September 30, 2024, and in its other documents filed or furnished with the SEC.

Important Information and Where to Find It

In connection with the proposed transaction between JHX and AZEK, JHX will file with the SEC a registration statement on Form F-4, which will include a proxy statement of AZEK that also serves as a prospectus of JHX (the "proxy statement/prospectus"), and each party will file other documents regarding the proposed transaction with the SEC. Investors and security holders are urged to read the proxy statement/prospectus and other relevant documents filed with the SEC when they become available, because they contain or will contain important information. The definitive proxy statement/prospectus will be sent to AZEK's stockholders, investors and security holders who obtain free copies of the registration statement and the proxy statement/prospectus (when they become available) and other documents that are filed or will be filed with the SEC by JHX or AZEK through the SEC's website at <https://www.sec.gov>. Copies of documents filed with the SEC by JHX will be available from JHX free of charge on JHX's website at jameshardie.com.au or upon request submitted to JHX by a mail addressed to investor.relations@jameshardie.com.au. Copies of documents filed with the SEC by AZEK will be available from AZEK free of charge on AZEK's website at investor.azeko.com or upon request submitted to AZEK by mail addressed to The AZEK Company Inc., Attention: Corporate Secretary, 1330 W Fulton Street #350, Chicago, Illinois 60607. The information included on, or accessible through, JHX's or AZEK's website is not incorporated by reference into this investment.

Participants in the Solicitation

JHX and certain of its directors, executive officers and other employees, and AZEK and its directors and certain of AZEK's executive officers and other employees, may be deemed to be participants in the solicitation of proxies in connection with the proposed transaction. Information about JHX's directors and executive officers is contained in "Section 1—Directors, Senior Management and Employees" in JHX's Annual Report on Form 20-F for the fiscal year ended March 31, 2024, filed with the SEC on May 20, 2024, in Exhibit 99.7 to JHX's report on Form 6-K furnished to the SEC on May 21, 2024, in Exhibits 99.6 through 99.13 to JHX's report on Form 6-K furnished to the SEC on June 21, 2024, in Exhibit 99.2 to JHX's report on Form 6-K furnished to the SEC on July 12, 2024, in Exhibit 99.6 to JHX's report on Form 6-K furnished to the SEC on August 13, 2024, in Exhibit 99.11 to JHX's report on Form 6-K furnished to the SEC on August 23, 2024, in Exhibits 99.5 through 99.13 to JHX's report on Form 6-K furnished to the SEC on September 20, 2024, in Exhibits 99.4 through 99.12 to JHX's report on Form 6-K furnished to the SEC on December 20, 2024, and in other documents subsequently filed or furnished by JHX with the SEC. Information about AZEK's directors and executive officers is contained in "Nominees for Director," "Proposal No. 1—Election of Directors," "Corporate Governance," "Executive Officers," "Compensation Discussion and Analysis," "2024 CEO Pay Ratio Disclosure," "Pay-Versus-Performance," "Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters" and "Related Person Transactions" in AZEK's definitive proxy statement in connection with its 2025 annual meeting of stockholders, filed with the SEC on January 13, 2025; in AZEK's Current Report on Form 8-K (Amendment No. 1) filed with the SEC on January 24, 2025; in the Form 3 and Form 4 statements of beneficial ownership and statements of changes in beneficial ownership filed with the SEC by AZEK's directors and executive officers; and in other documents subsequently filed or furnished by AZEK with the SEC. Additional information regarding ownership of AZEK's securities by its directors and executive officers is included in such persons' SEC filings on Forms 3 and 4. The documents referenced above in this paragraph may be obtained free of charge as described above under the heading "Important Information and Where to Find It." Additional information regarding the interests of participants in the solicitation of proxies in connection with the proposed transaction will be included in the joint proxy statement/prospectus and other relevant materials filed with the SEC when they become available.

No Offer or Solicitation

This presentation is not intended to and shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended.

Non-GAAP Financial Measures

This presentation includes financial measures, such as free cash flow, adjusted EBITDA, adjusted EBITDA margin and cash earnings per share, that are not calculated and presented in accordance with generally accepted accounting principles in the United States ("GAAP"). Such non-GAAP financial measures should not be considered in isolation or as a substitute for comparable GAAP measures and may not be comparable to similarly titled non-GAAP financial measures reported by other companies. As referenced in this presentation in relation to James Hardie or the combined company after the closing of the transaction, adjusted EBITDA represents earnings (loss) before interest and tax plus depreciation and amortization, excluding the earnings impact of legacy items (such as asbestos adjustments), adding back asset impairment charges and restructuring expenses; adjusted EBITDA margin represents adjusted EBITDA as a percentage of net sales; free cash flow represents net cash provided by operating activities minus capital expenditures minus cost to achieve synergies net of taxes; cash earnings per share represents net income excluding non-cash charges for amortization of intangibles and financing fees, stock-based compensation, and associated taxes, divided by the fully diluted number of shares outstanding; and net debt equals total debt minus cash and cash equivalents. Financial information in this presentation relating to the combined businesses of James Hardie and AZEK is based on management's estimates, assumptions and projections and has not been determined in accordance with Article 11 of Regulation S-X of the SEC relating to pro forma financial information.

Today's Speakers



Aaron Erter
CHIEF EXECUTIVE
OFFICER



Rachel Wilson
CHIEF FINANCIAL
OFFICER



Jesse Singh
CHIEF EXECUTIVE
OFFICER



Combining World-Class Talent

DEDICATED TO PROVIDING WINNING SOLUTIONS ACROSS THE CUSTOMER VALUE CHAIN



Creating a Leading Building Products Growth Platform



A LEADING SIDING BRAND IN NORTH AMERICA & GLOBALLY

A LEADING PRO DECKING BRAND AND A LEADER IN RAILING AND PVC TRIM



Creates

a leading exterior and outdoor living growth platform



Accelerates

material conversion-led growth



Provides

customers a comprehensive solution of leading exterior brands



Delivers

best-in-class financial profile and broader shareholder base














Unlocks

significant value through higher growth and synergies



Highly Compelling Financial Benefits

	 JamesHardie™	 THE AZEK COMPANY	BENEFITS OF THE COMBINATION	 JamesHardie™ + THE AZEK COMPANY	COMBINED COMPANY
End Market	 ~65% Repair & Remodel ~35% New Construction	 ~82% Repair & Remodel ¹ ~18% New Construction ¹	Increases R&R exposure	 ~70% Repair & Remodel ~30% New Construction	
Products	 93% Exteriors 7% Interiors	 26% Exteriors ¹ 74% Decking, Accessories & Rail ¹	Expands TAM with attractive categories⁴	 67% JHX Fiber Cement Exteriors 20% Decking, Accessories & Rail 7% AZEK Exteriors 5% Interiors	
Geography	 74% North America 26% International	 99% North America 1% International	Strong long-term U.S. housing fundamentals	 81% North America 19% International	
Net Sales	\$3.9B Globally ² 11% 7-YEAR CAGR ³	\$1.5B+ Total ² +15% 7-YEAR RESIDENTIAL CAGR ³	~\$500M+ COMMERCIAL SYNERGIES	\$5.9B ⁵	Accelerated Growth
Adjusted EBITDA Margin	~28% ²	~26% ²	~300bps+ INCLUDING TOTAL RUN-RATE SYNERGIES	31% ⁵ WITH FURTHER EXPANSION	Peer-Leading Profitability
Adjusted EBITDA	\$1.1B ² 14%+ 7-YEAR CAGR ³	\$390M ² 16%+ 7-YEAR RESIDENTIAL CAGR ³	\$350M+ TOTAL SYNERGIES	\$1.8B ⁵	Robust Cash Generation



- 1) Residential business segment
- 2) On a standalone basis for the 12 months ended 12/31/2024, as presented by James Hardie or AZEK, as applicable
- 3) 7-Year CAGR represents compound annual growth rate for the seven years up to and including the most recent completed fiscal year of James Hardie or AZEK, as applicable
- 4) Breakdown percentages might not add up to 100% due to rounding
- 5) On a combined-company basis, in the 12-month period ended 12/31/2024. Including total expected run-rate benefit of synergies

Delivering Significant Shareholder Value Creation

Compelling Combined Company Financial Impact...

Will materially enhance James Hardie's growth over the next five years

- AZEK's top-line growth rate has outpaced James Hardie historically
- Net sales growth expected to accelerate by 250+ bps
- Adjusted EBITDA growth expected to accelerate by 300+ bps

Substantial cost & commercial synergies

- \$350M+ of additional annual adjusted EBITDA through realization of synergies within five years after closing of transaction
 - \$125M+ in cost synergies
 - \$225M+¹ in commercial synergies, with meaningful upside

Robust free cash flow² generation

- Once run-rate cost synergies are achieved, greater than \$1B+ annual free cash flow generation
- Significantly growing cash flow to support organic growth, deleveraging and ongoing share repurchases

... Drives Significant Value Creation

Accretive to James Hardie's cash EPS³

- Cash EPS accretion in first full fiscal year after closing of transaction
- Cash EPS growth accelerates significantly as synergies are realized

Attractive return on invested capital⁴

- Delivers ROIC in excess of cost of capital within the medium-term
- Returns to accelerate significantly as synergies are realized

Potential valuation uplift for James Hardie

- Two major global listings – NYSE and ASX (CDI listing)
- Compelling financial profile vs U.S. peers
- AZEK's average EV / NTM EBITDA since IPO of ~17x



1) Reflects ~\$500M+ of commercial synergies at a ~45% contribution margin

2) Free cash flow = net cash provided by operating activities less capital expenditures less cost to achieve synergies

3) Cash earnings per share represents net income excluding non-cash charges for amortization of intangibles, financing fees, stock-based compensation, and associated taxes, divided by the fully diluted number of shares outstanding

4) Post-tax EBITA including synergies, divided by invested capital including equity purchase price, assumed net debt adjusted for investment in working capital, growth capital expenditure and costs to achieve synergies

Transaction Overview

Consideration

- Stock and cash combination of James Hardie ("JHX" or the "Company") and The AZEK Company ("AZEK"); AZEK shareholders to receive:
 - \$26.45 in cash for each share of AZEK common stock they own (~47% of consideration)
 - 1.0340 ordinary shares of James Hardie to be listed on the NYSE for each share of AZEK common stock they own (~53% of consideration).
 - Stock and cash consideration represents a total per share value of \$56.88, based on the closing stock price of AU\$46.80 per share of James Hardie's Chess Depository Interest (CDI) listing on the ASX on March 21, 2025
 - Stock and cash consideration reflects a 26% premium to AZEK's volume-weighted average price (VWAP) over the 30 trading days prior to March 21, 2025 and a 21% premium to AZEK's VWAP over the 60 trading days prior to March 21, 2025
- James Hardie and AZEK shareholders are expected to own ~74% and ~26%, respectively, of the combined company upon the completion of the transaction

Listing

- Following the closing of the transaction, James Hardie's ordinary shares will be listed on the New York Stock Exchange (NYSE), and the Company is expected to be eligible for broader index inclusion in the U.S. in the future
- The Company will maintain its current CDI listing and index inclusion on the ASX

Governance & Leadership

- Aaron Erter, CEO of James Hardie, and Rachel Wilson, CFO of James Hardie, will serve as CEO and CFO, respectively, of the combined company
- Upon the closing of the transaction, Howard Heckes, Gary Hendrickson and Jesse Singh will join James Hardie's Board of Directors.

Balance Sheet & Capital Allocation

- Once run-rate cost synergies are achieved, the combined company is expected to generate annual free cash flow greater than \$1B
- Robust cash flow to support organic growth, deleveraging and ongoing share repurchases
- At close, pro forma leverage is expected to be ~2.8x net debt to LTM adjusted EBITDA
- Targeting leverage ratio below 2.0x net debt to LTM adjusted EBITDA, inclusive of share repurchase, by the end of the second full fiscal year post close
- Plan to execute up to \$500M of share repurchases in the 12 months after the closing of the transaction

Timing & Approvals

- The transaction was unanimously approved by the boards of directors of both companies
- The transaction is currently anticipated to close in the second half of calendar year 2025
- Closing of the transaction is subject to customary closing conditions, regulatory approvals and AZEK shareholder approval
- A vote by James Hardie shareholders is not required in connection with the transaction
- James Hardie has obtained fully-committed financing from Bank of America and Jefferies LLC

James Hardie is a Leading Exterior Products Solutions Provider in North America



James Hardie At a Glance

A Leading Siding Brand in North America & Globally

Key products / applications:

- Fiber cement (siding, cladding, etc.)
- Fiber gypsum and cement-bonded boards

Compelling material conversion growth story with significant runway in an attractive ~\$10B segment in North America

Homeowner Focused, Customer & Contractor Driven™ approach building demand across the network



**James Hardie
Brand of Choice**

\$3.9B

LTM 12/31/24 REVENUE

11%

7-Y REVENUE CAGR²

~65%

REPAIR & REMODEL AS % OF SALES¹

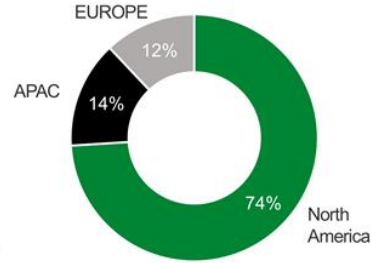
\$1.1B

LTM 12/31/24 ADJ. EBITDA

28%

LTM 12/31/24 ADJ. EBITDA MARGIN

Global Footprint³



Efficient Operations with Localized Production

81%

OF RAW MATERIALS ARE SOURCED <150 MILES FROM JAMES HARDIE'S PLANTS

67%

OF DELIVERIES ARE <500 MILES FROM JAMES HARDIE'S PLANTS



1) Represents North America breakdown
 2) Reflects FY2017A-FY2024A sales CAGRs
 3) Represents net sales as of 12/31/24

JAMES HARDIE

Beautiful & Resilient Solutions

Climate Resilience

Only Hardie® products are *Engineered for Climate®* to ensure you get unmatched protection and performance. Hardie® siding stands up to harsh weather situations, ensuring that you get the best performance for your region and its unique climate.



Won't burn or contribute fuel to a fire

Hardie® fiber cement siding will not ignite when exposed to a direct flame – nor contribute to fuel to a fire.¹ *In contrast, fire feasts on wood and melts vinyl.*



Moisture resistance

Hardie® products are engineered to resist water and humidity damage – and will stand up to rain, sleet, and snow better than wood-based siding, which can swell and expand more when exposed to moisture.



Holds no appeal to pests

Hardie® siding holds no appeal for pests and won't be eaten by termites, while engineered wood and natural wood siding are vulnerable to woodpeckers and other pests.



Weather resistance

Hardie® products are made to resist damage from extreme weather: hurricanes, rain storms, strong winds, heatwaves, UV rays, humidity, snow, hail, freezing temperatures, and more.



1) Hardie® siding complies with ASTM E136 as a noncombustible cladding. Fiber cement fire resistance does not extend to applied paints or coatings, which may be damaged or char when exposed to flames. Using noncombustible siding, combined with other fire mitigation measures, can help harden homes against external fires.



We bring our customers beautiful, resilient and innovative solutions for any climate.



James Hardie Has Large Runway for Material Conversion

HOMEOWNER FOCUSED, CUSTOMER AND CONTRACTOR DRIVEN™

We are positioned to accelerate with our compelling value proposition



Creating demand across the customer value chain

The brand of choice for homeowners, customers & contractors



Providing customers with innovative product solutions

Trusted brand with compelling aesthetics, durability and low maintenance



Supporting the growth of our partners

Through unrivaled support and localized manufacturing

We have substantial material conversion runway across attractive categories

~35M

HOMES AGED 20 TO 40 YEARS OLD¹

~10M

HOMES BUILT WITH VINYL SIDING OVER THE LAST 30+ YEARS

~2.1M

U.S. HOUSES CURRENTLY UNDERSUPPLIED¹

~22%

OF NEW CONSTRUCTION HOMES BUILT WITH FIBER CEMENT SIDING

We are driving long term profitable growth



1) Zonda analysis of US Census Bureau data; 20-40 Years Old defined as "heavy siding remodel years"

2) Conceptual number of cumulative homes with Hardie® siding in North America based on total sales volumes and housing intensity of 2,600 sq ft of siding per home

Industry Leading Brands Position AZEK to Capture Opportunities and Accelerate Growth



Wood and engineered wood represents ~54% to ~85% of AZEK's replacements, highlighting the tremendous material conversion opportunity

Deck, Rail & Accessories

- Decking
- Pergolas
- Fasteners
- Railing
- Porch
- Lighting

~74%
OF SALES¹



Home Exteriors

- Trim & Moulding
- Cladding
- Shingle Siding
- Beadboard
- Column Wraps
- Board & Batten

~26%
OF SALES¹



AZEK At a Glance

Proven value creation strategy, focused on material conversion, product innovation, multi-channel expansion and consumer journey

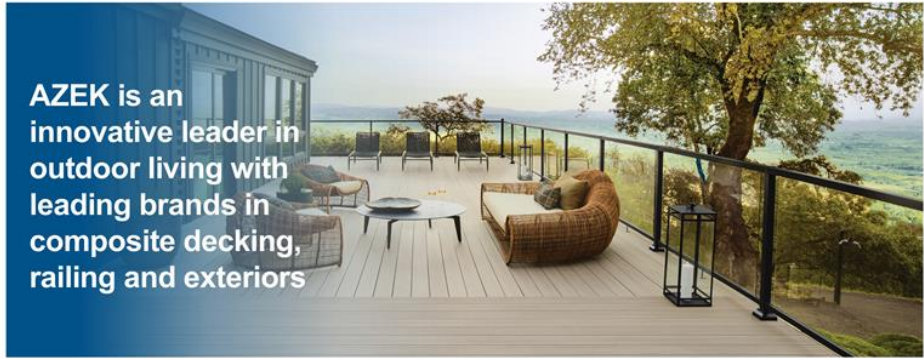
Leading brands, including TimberTech decking and railing, AZEK Exteriors and Versatex trim, StruXure pergolas

Multi-year track record of delivering above market growth and driving material conversion to low-maintenance, long-lasting engineered products

Attractive margin profile with significant opportunity for expansion, driven by operational efficiencies and accelerating use of lower cost recycled materials

U.S. Based Manufacturing and Recycling Plant Footprint, totaling ~3 million square feet

Sustainability is Core to Business and AZEK is a Large Vertically Integrated PVC Recycler in the U.S.; increased use of recycled materials expected to drive ~\$40M of future cost savings



AZEK is an innovative leader in outdoor living with leading brands in composite decking, railing and exteriors

\$1,486M

LTM 12/31/24 REVENUE

15%+

7-Y REVENUE CAGR^{1,2}

~82%

REPAIR & REMODEL AS % OF SALES¹

TimberTech

TOP BRAND USED FOR COMPOSITE DECKING³

\$390M

LTM 12/31/24 ADJ. EBITDA

~26%

LTM 12/31/24 ADJ. EBITDA MARGIN

500M+

POUNDS OF RECYCLED WASTE AND SCRAP MATERIAL CONSUMED ANNUALLY

AZEK EXTERIORS

A TOP BRAND USED FOR EXTERIOR DECORATIVE MOULDINGS, TRIM AND COLUMNS³

170+

DISTRIBUTOR BRANCHES

5,000+

DEALER LOCATIONS

15K+

PRO REWARDS CONTRACTORS



1) Reflects FY2017A-FY2024A sales CAGR
2) Residential business segment
3) Zonda Builder Brand Use Study 2024

AZEK Participates in Attractive and Growing Categories

CATEGORIES ARE IN EARLIER PHASES OF CONVERSION



Outdoor Living Popularity and Repair & Remodel Emphasis

OUTDOOR LIVING SPACES RANKED **#1** in Popularity Amongst Architects for the past 10 years (AIA Survey)

DECKING PROJECTS RANKED **#1** in Outdoor Upgrades Category (Houzz Survey)



Wood Conversion to AZEK Material Types Fuels Growth

~76% Decking Conversion Opportunity

~54% Exterior Trim Conversion Opportunity from Wood and Engineered Wood

~63% Railing Conversion Opportunity from Wood

Pressure Treated Wood Decking

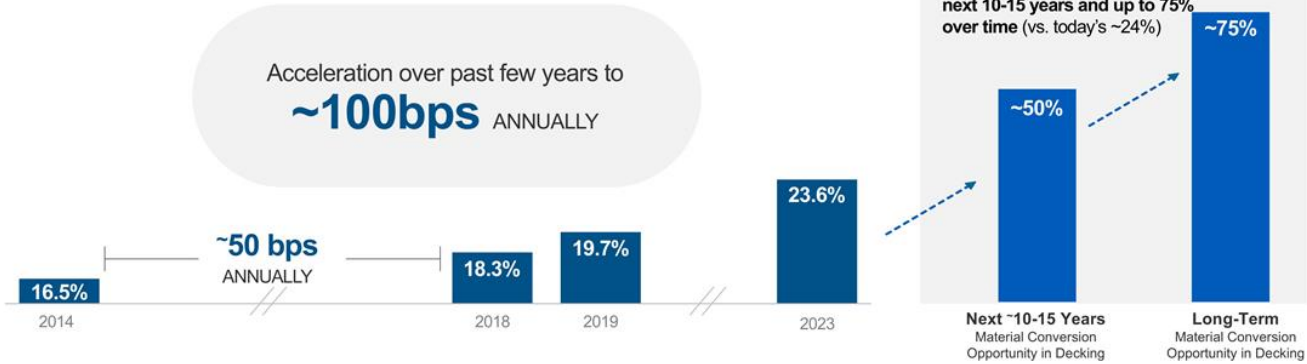


Sources: Principia, American Institute of Architects, Houzz and company estimates

Note: Decking, Trim and Railing conversion opportunity is based on volume demanded for wood solutions in billions of linear feet as a percentage of the total addressable market according to Principia and company estimates. Trim conversion opportunity also includes engineered wood

Material Conversion to AZEK's Low-Maintenance Solutions Has Been Accelerating

COMPOSITE DECKING IS GROWING
 (% of total linear feet sold annually to channel)



Education, Reach, and TimberTech's Compelling Visuals Will Accelerate the Next Wave of Material Conversion in Decking



Source: Principia as of January 2025 and company estimates
 Note: Composite decking reference includes Cellular PVC, Capped Composite and Uncapped Composite material types

Creates a Leading Building Products Growth Platform

Bringing Together Two Leaders with Complementary Product Offerings...



James Hardie is a leading siding brand in North America & globally



Brands of choice in building products



AZEK is a leading outdoor living company



Talented teams with shared cultures

... to Accelerate James Hardie's Growth Strategy and Drive Value

Significantly increased revenue growth trajectory

11%

JAMES HARDIE 7-YEAR NET SALES CAGR¹

15%

AZEK 7-YEAR RESIDENTIAL SEGMENT NET SALES CAGR¹



Significant cost and commercial synergies



Substantial free cash flow to support organic growth, deleveraging and fund ongoing share repurchases



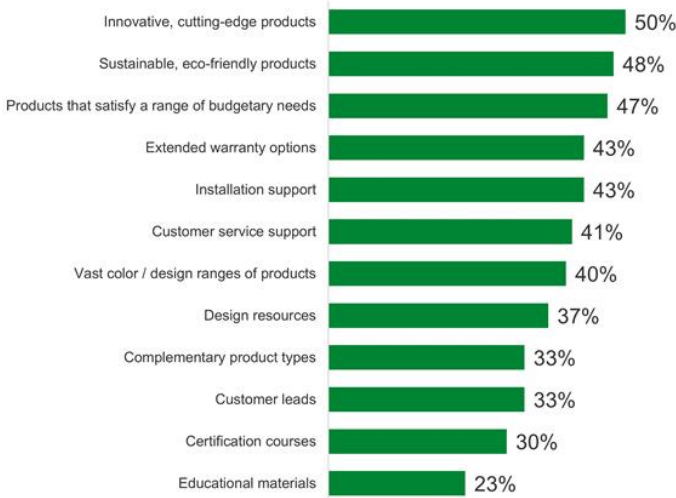
¹) 7-Year CAGRs represent seven years up to and including the most recent completed fiscal year for the respective companies

Both Brands Deliver on Pros' Needs and Desires

BASED ON THIRD-PARTY RESEARCH SURVEY TO PROFESSIONAL CONTRACTORS

DESIRED MANUFACTURER ATTRIBUTES

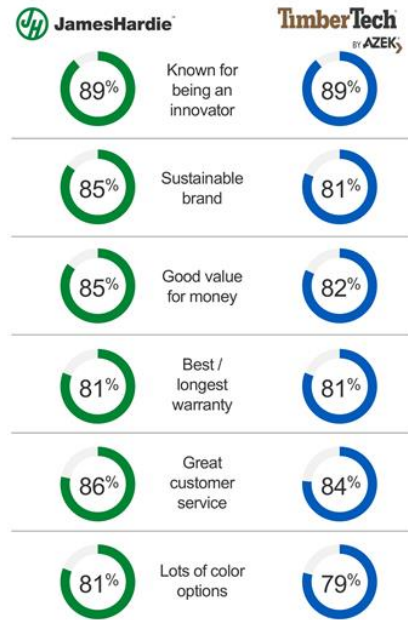
Attributes looked for in manufacturing partners for product needs



Source: Third-party research firm

HIGH BRAND PERFORMANCE RATINGS

Performance rating of James Hardie and TimberTech AZEK brands using a 5-point scale



Accelerates Material Conversion-Led Growth

LARGE MATERIAL CONVERSION OPPORTUNITY TO FUEL GROWTH



1) Represents U.S. residential total addressable market

Sources: Dodge Construction Network / Principia Data, American Institute of Architects, Houzz, Freedonia, 2nd Street Advisors and company estimates.

Note: Decking, Rail and Trim conversion opportunity is based on volume demanded for wood solutions in billions of linear feet as a percentage of the total addressable market according to Principia and company estimates. Trim conversion opportunity also includes engineered wood. Pergola conversion opportunity is based on projected market size by material in square feet based on Home Innovation Research Labs forecasts and 2nd St Advisors' analysis

Material Conversion Opportunity Underpinned by Compelling Value Proposition to Customers



Brands of choice for homeowners, customers and contractors



Beautiful, resilient and easy-to-install products with reduced maintenance and lower lifecycle costs



Integrated full-wrap solution, segmented commercial approach, including targeted marketing across customer value chain



Focused sales support on key initiatives driving growth



Localized scale & manufacturing



Provides Customers a Comprehensive Solution of Leading Exterior Brands

Innovative products for the exterior

- Plank Board
- Shingle
- Board & Batten
- Column Wraps
- Panels
- Decking
- Trim & Mouldings
- Railings
- Soffit
- Pergolas



Delivers Best-in-Class Financial Profile

Accelerates growth rate, delivers peer-leading profitability and generates robust cash flow

Advances value creating capital allocation initiatives



Invest in organic growth



Deleveraging



Fund ongoing share repurchase

ON A COMBINED COMPANY BASIS

\$5.9B
NET SALES¹

\$1.8B+
ADJUSTED EBITDA¹

31%
ADJUSTED EBITDA MARGIN¹

THE COMBINED COMPANY EXPECTS TO GENERATE

\$1B+
ANNUAL FREE CASH FLOW²



1) In the 12-month period ended 12/31/2024. Including total expected run-rate benefit of synergies
2) Free cash flow = net cash provided by operating activities less capital expenditures less cost to achieve synergies net of taxes

Unlocks Significant Value Through Synergies

A solid baseline of clear and credible cost synergies...

\$125M

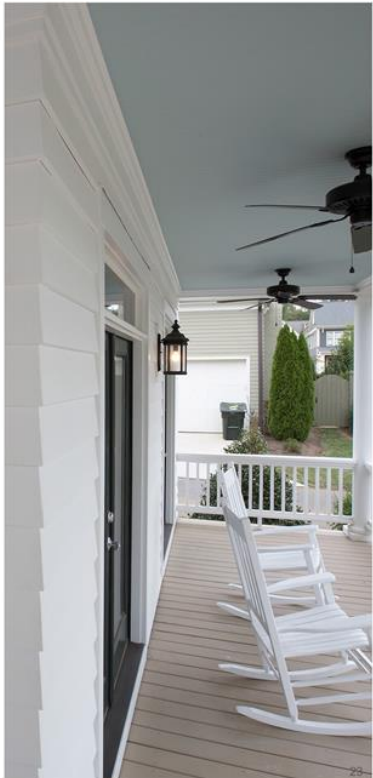
- Manufacturing and procurement
- Commercial
- R&D
- Administrative

...Supplemented with tangible commercial synergies

Accelerates current strategy Expand fiber cement exteriors with TimberTech decking contractors

Increases value proposition with current customers Expand decking & exteriors products with James Hardie siding contractors

Much, much more... Channel, geography, product



Supported by detailed analysis, full run-rate cost synergies will be realized by the end of fiscal year 2028

Strong Underlying Drivers to Achieve Synergies

COMMERCIAL SYNERGIES



<p>80%</p> <p>OF CONTRACTORS SAY COMBINED OFFERING OF DECKING AND SIDING FROM A SINGLE MANUFACTURER IS VALUABLE²</p>	<p>~55%</p> <p>OF SIDING CONTRACTORS ALSO DO DECKING²</p>	<p>55%</p> <p>OF HOMEOWNERS COMPLETE DECK AND SIDING TOGETHER²</p>	<p>Enhanced Opportunity</p> <p>FOR OTHER EXTERIOR ATTACHMENTS</p>	<p>Comprehensive Solutions</p> <p>ENHANCED LOYALTY PROGRAMS</p>	<p>Railing & Accessories</p> <p>CROSS-SELLING OPPORTUNITIES</p>
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1) Primary refers to trim, soffit, column wraps and other materials used in cladding installations
 2) Source: Third-party research firms

Disciplined Integration Approach to Achieve Synergies

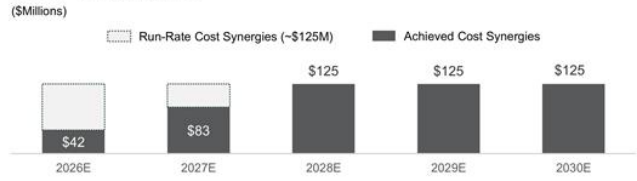
Integration Planning Process

- Highly collaborative approach with dedicated team members from both companies
- Overseen by executive team with a track record of M&A success
- Rigorous integration and value capture planning process to be supported by best-in-class advisors
- Laser focus on delivering cost-synergy quick wins
- Investing into the infrastructure needed to deliver commercial synergy goals

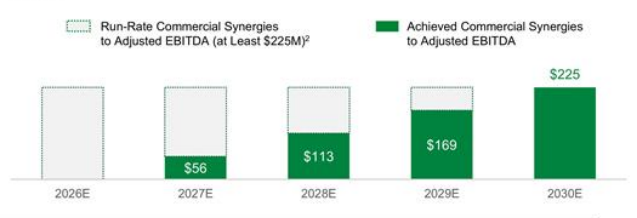
Foundation for Successful Integration

- **"We know how they work, they know how we work"**: Complementary customer base and businesses models
- **"We are better together"**: Opportunity to embed Hardie Operating System (HOS) into AZEK operations
- **"We share the same goals"**: Similar cultures which both that aspire to bring winning solutions to customers and contractors through continuous innovation

COST SYNERGIES¹



COMMERCIAL SYNERGIES IMPACT ON ADJUSTED EBITDA¹



Estimated \$350M in total costs from 2026 to 2030 to realize synergies



1) Excludes cost to achieve
2) Reflects ~\$500M+ of commercial synergies at a ~45% contribution margin

Creating a Leading Building Products Growth Platform



A LEADING SIDING BRAND IN NORTH AMERICA & GLOBALLY

A LEADING PRO DECKING BRAND AND A LEADER IN RAILING AND PVC TRIM



Creates

a leading exterior and outdoor living growth platform



Accelerates

material conversion-led growth



Provides

customers a comprehensive solution of leading exterior brands



Delivers

best-in-class financial profile and broader shareholder base



Unlocks

significant value through higher growth and synergies



Non-GAAP Financial Measures



Adjusted EBIT and Adjusted EBITDA

US\$ Millions

	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	12- month period ended 12/31/24
EBIT	\$84.0	\$235.4	\$152.3	\$206.1	\$677.8
Asbestos related expenses and adjustments	148.5	0.6	1.4	0.9	151.4
Restructuring expenses	-	-	57.3	-	57.3
Adjusted EBIT	\$232.5	\$236.0	\$211.0	\$207.0	\$886.5
Net sales	1,004.9	991.9	960.8	953.3	3,910.9
Adjusted EBIT margin	23.1%	23.8%	22.0%	21.7%	22.7%
Depreciation and amortization	48.3	49.8	51.9	55.1	205.1
Adjusted EBITDA	\$280.8	\$285.8	\$262.9	\$262.1	\$1,091.6
Adjusted EBITDA Margin	27.9%	28.8%	27.4%	27.5%	27.9%



Adjusted EBIT and Adjusted EBITDA

US\$ Millions

	Q2 2024	Q3 2024	Q4 FY24	Q1 FY25	12- month period ended 12/31/24
Net Income	\$49.8	\$50.1	\$28.4	\$18.1	\$146.4
Interest expense, net	8.7	7.9	15.8	7.7	40.0
Depreciation	22.3	22.0	23.5	24.3	92.2
Amortization	9.9	9.8	9.6	8.7	38.0
Income tax expense	15.3	17.9	6.3	1.5	40.9
Stock-based compensation costs	6.3	5.8	5.2	4.9	22.3
Acquisition costs ¹	0.2	0.4	0.3	0.1	0.9
Loss on sale of business ²	0.2	(0.1)	0.7	0.0	0.8
Other costs ³	0.7	5.6	2.1	0.5	8.8
Adjusted EBITDA	\$113.3	\$119.4	\$91.8	\$65.9	\$390.3
Adjusted EBITDA Margin	27.1%	27.5%	26.3%	23.1%	26.3%

Notes:

- Acquisition and divestiture costs reflect costs related to acquisitions of \$0.6 million, and inventory step-up adjustments related to recording the inventory of acquired businesses at fair value on the date of acquisition of \$0.3 million.
- Loss on sale of business relates to the sale of the Vycom business.
- Other costs include costs related to the restatement of AZEK's consolidated financial statements and condensed consolidated interim financial information for each of the quarters within fiscal years ended September 30, 2023 and 2022, and for the fiscal quarter ended December 31, 2023 (the "Restatement"), of \$5.0 million for the twelve months ended December 31, 2024, costs for legal expenses of \$1.8 million and \$5.2 million for the twelve months ended December 31, 2024 and 2017, respectively, settlement costs of \$15.0 million for the fiscal year 2017, and other miscellaneous costs of \$1.0 million and \$0.1 million for the twelve months ended December 31, 2024 and 2017, respectively.