Q3 FY20 MANAGEMENT PRESENTATION

12 February 2020

JamesHardie™

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This Management Presentation contains forward-looking statements. James Hardie Industries plc (the "Company") may from time to time make forward-looking statements in its periodic reports filed with or furnished to the Securities and Exchange Commission, on Forms 20-F and 6-K, in its annual reports to shareholders, in offering circulars, invitation memoranda and prospectuses, in media releases and other written materials and in oral statements made by the Company's officers, directors or employees to analysts, institutional investors, existing and potential lenders, representatives of the media and others. Statements that are not historical facts are forward-looking statements and such forward-looking statements are statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Examples of forward-looking statements include:

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

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS (continued)

Words such as “believe,” “anticipate,” “plan,” “expect,” “intend,” “target,” “estimate,” “project,” “predict,” “forecast,” “guideline,” “aim,” “will,” “should,” “likely,” “continue,” “may,” “objective,” “outlook” and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. Readers are cautioned not to place undue reliance on these forward-looking statements and all such forward-looking statements are qualified in their entirety by reference to the following cautionary statements.

Forward-looking statements are based on the Company’s current expectations, estimates and assumptions and because forward-looking statements address future results, events and conditions, they, by their very nature, involve inherent risks and uncertainties, many of which are unforeseeable and beyond the Company’s control. Such known and unknown risks, uncertainties and other factors may cause actual results, performance or other achievements to differ materially from the anticipated results, performance or achievements expressed, projected or implied by these forward-looking statements. These factors, some of which are discussed under “Risk Factors” in Section 3 of the Form 20-F filed with the Securities and Exchange Commission on 21 May 2019 and subsequently amended on 8 August 2019, include, but are not limited to: all matters relating to or arising out of the prior manufacture of products that contained asbestos by current and former Company subsidiaries; required contributions to AICF, any shortfall in AICF and the effect of currency exchange rate movements on the amount recorded in the Company’s financial statements as an asbestos liability; the continuation or termination of the governmental loan facility to AICF; compliance with and changes in tax laws and treatments; competition and product pricing in the markets in which the Company operates; the consequences of product failures or defects; exposure to environmental, asbestos, putative consumer class action or other legal proceedings; general economic and market conditions; the supply and cost of raw materials; possible increases in competition and the potential that competitors could copy the Company’s products; reliance on a small number of customers; a customer’s inability to pay; compliance with and changes in environmental and health and safety laws; risks of conducting business internationally; compliance with and changes in laws and regulations; currency exchange risks; dependence on customer preference and the concentration of the Company’s customer base on large format retail customers, distributors and dealers; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; possible inability to renew credit facilities on terms favorable to the Company, or at all; acquisition or sale of businesses and business segments; changes in the Company’s key management personnel; inherent limitations on internal controls; use of accounting estimates; the integration of Fermacell into our business; and all other risks identified in the Company’s reports filed with Australian, Irish and US securities regulatory agencies and exchanges (as appropriate). The Company cautions you that the foregoing list of factors is not exhaustive and that other risks and uncertainties may cause actual results to differ materially from those referenced in the Company’s forward-looking statements. Forward-looking statements speak only as of the date they are made and are statements of the Company’s current expectations concerning future results, events and conditions. The Company assumes no obligation to update any forward-looking statements or information except as required by law.

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 (US 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 include:

- Adjusted EBIT;
- North America Fiber Cement Segment Adjusted EBIT excluding product line discontinuation;
- Europe Building Products Segment Adjusted EBIT excluding costs associated with the acquisition;
- Adjusted EBIT margin;
- North America Fiber Cement Segment Adjusted EBIT margin excluding product line discontinuation;
- Europe Building Products Segment Adjusted EBIT margin excluding costs associated with the acquisition;
- Adjusted net operating profit;
- Adjusted diluted earnings per share;
- Adjusted operating profit before income taxes;
- Adjusted income tax expense;
- Adjusted effective tax rate;
- Adjusted EBITDA;
- Adjusted EBITDA excluding Asbestos; and
- Adjusted selling, general and administrative expenses (“Adjusted SG&A”).

These financial measures are or may be non-US 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 US GAAP. These non-GAAP financial measures should not be considered to be more meaningful than the equivalent US 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 US 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 US GAAP measure, see the slide titled “Non-US 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 US 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 Condensed Consolidated Financial Statements in accordance with US GAAP, the Company provides investors with a table and definitions presenting cross-references between each US GAAP financial measure used in the Company’s Condensed Consolidated Financial Statements to the equivalent non-US GAAP financial measure used in this Management Presentation. See the section titled “Non-US GAAP Financial Measures” included in the Appendix to this Management Presentation.

AGENDA

- **Group Operating Review**

  Dr. Jack Truong, CEO

- **Financial Review**

  Jason Miele, VP of Investor Relations

- **Strategy Update**

  Dr. Jack Truong, CEO

- **Questions and Answers**

GROUP OPERATING REVIEW – DR. JACK TRUONG, CEO

FY20 GROUP RESULTS OVERVIEW

	Q3 FY20	9 Months FY20
Sales Volume	**912.6** mmsf ↑ 6 %	**2,830.0** mmsf ↑ 4 %
Net Sales	**US$616.7** M ↑ 5 %	**US$1,933.6** M ↑ 3 %
Adjusted EBIT[1]	**US$107.2** M ↑ 18 %	**US$365.8** M ↑ 20 %
Adjusted Net Operating Profit[2]	**US$77.4** M ↑ 17 %	**US$266.2** M ↑ 17 %

1. *Excludes asbestos related expenses and adjustments and product line discontinuation expenses*
2. *Excludes asbestos related expenses and adjustments, tax adjustments, product line discontinuation expenses and loss on early debt extinguishment*

- Volume increased 6% in the quarter, led by 11% in North America
- Adjusted EBIT grew 18% in the quarter, driven by:
  - North America +30%
  - APAC +5% in local currency
- Adjusted NOPAT increased 17% for the quarter and for the nine months
- FY20 Adjusted NOPAT guidance range increased to US$350 - US$370 million

Strong, profitable growth results led by outstanding North America segment performance

FY20 NORTH AMERICA SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**593.0** mmsf ▲ 11 %	**1,826.6** mmsf ▲ 7 %
Net Sales	**US$430.0** M ▲ 12 %	**US$1,341.9** M ▲ 7 %
EBIT Excluding[1]	**US$112.3** M ▲ 30 %	**US$350.5** M ▲ 20 %
EBIT Margin Excluding[1]	**26.1** % ▲ 3.8 pts	**26.1** % ▲ 2.8 pts

[1] *Excludes product line discontinuation expenses of US$5.4 million in the nine months FY19*

- Exteriors volume continued growth
  - +13% for the quarter
  - +8% for the nine months
- Interiors volume returned to growth
  - +3% for the quarter
  - Flat for the nine months
- EBIT Margin of 26.1% exceeded top end of long-term target range

Commercial transformation is gaining momentum

Lean transformation continues to gain traction

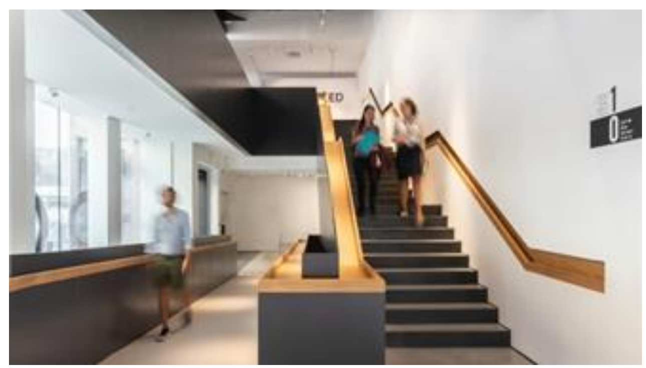
FY20 EUROPE SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**189.2** mmsf -2 %	**595.8** mmsf FLAT
Net Sales	**€76.5** M 1 %	**€240.9** M 4 %
EBIT Excluding[1]	**€6.1** M -13 %	**€23.1** M -3 %
EBIT Margin Excluding[1]	**7.9** % -1.3 pts	**9.6** % -0.7 pts

[1] *Excludes integration costs and FY19 transaction costs and inventory fair value adjustment*

- Continued Fiber Cement growth
  - Net Sales +20% for the quarter in Euros
  - Net Sales +27% for the nine months in Euros
- Soft Fiber Gypsum Net Sales in Euros
  - -1% for the quarter
  - +2% for the nine months
- EBIT Margin Excluding[1] of 9.6% for the nine months
- Housing market in Western Europe is softening, particularly in Germany, France, and the UK

Fiber Cement growth momentum continues



FY20 APAC SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**130.4** mmsf ▼ -4 %	**407.6** mmsf ▼ -2 %
Net Sales	**A$149.4** M ▼ -3 %	**A$468.0** M FLAT
EBIT	**A$34.2** M ▲ 5 %	**A$109.2** M ▲ 1 %
EBIT Margin	**22.9** % ▲ 1.6 pts	**23.3** % ▲ 0.3 pts

- Continued growth above market in Australia
- Moderate EBIT growth in Australian dollars for the third quarter, +5%
- EBIT Margin in the top half of long term target range
- Profitable growth in Australian and Philippines businesses
- Australian housing market is contracting

Good financial results driven by Australian and Philippines businesses

FY20 KEY ASSUMPTIONS & MARKET OUTLOOK

North America	Europe	Asia Pacific
Modest growth in the US housing market	Housing market down slightly across addressable market	Addressable housing market in Australia is contracting
US Residential Housing starts to be approximately 1.3 million	Continued introduction of new fiber cement products for Europe	APAC volume: 3-5% growth above the market
Exteriors volume: 6+% PDG	**EBIT Margin flat[2]**	EBIT Margin in the top half of our stated range of 20 to 25%[3]
EBIT Margin of 25 to 27%[1]		

Management expects full year Adjusted net operating profit to be between **US$350 million and US$370 million**

Note: Changes to key assumptions and outlook statements from those provided in our Q2 FY20 results presentation are indicated in bold text above.

[1] Expectation is based upon the Company achieving our PDG target and flat to modest underlying housing growth

[2] Expectation is based upon the Company continuing to improve operating performance in our plants, consistent input costs and slight underlying housing contraction

[3] Expectation is based upon the Company continuing to improve operating performance in our plants, higher net average sales price and mix and volume growth above a decreasing addressable housing market

FINANCIAL REVIEW - JASON MIELE, VP OF INVESTOR RELATIONS

GROUP RESULTS – 3RD QUARTER AND NINE MONTHS FY20

	Q3 FY20	9 Months FY20
Sales Volume	**912.6** mmsf ↑ 6 %	**2,830.0** mmsf ↑ 4 %
Net Sales	**US$616.7** M ↑ 5 %	**US$1,933.6** M ↑ 3 %
Gross Profit	**US$220.6** M ↑ 15 %	**US$693.8** M ↑ 12 %
EBIT	**US$88.2** M ↓ -10 %	**US$373.3** M ↑ 13 %
Net Operating Profit	**US$45.6** M ↓ -33 %	**US$235.2** M ↑ 3 %
Adjusted EBIT[1]	**US$107.2** M ↑ 18 %	**US$365.8** M ↑ 20 %
Adjusted Net Operating Profit[2]	**US$77.4** M ↑ 17 %	**US$266.2** M ↑ 17 %
Operating Cash Flow		**US$393.4** M ↑ 27 %

Volume and Net Sales

- Strong top line growth driven by volume growth in North America

Gross profit increased 15% for Q3 and 12% for the nine months

Gross margin % up 300bps for Q3 and 290bps for the nine months

Adjusted net operating profit[2] increased 17% for the quarter and nine months

- Strong Adjusted EBIT growth
- Partially offset by higher tax expense and higher general corporate costs

[1] Excludes asbestos related expenses and adjustments and product line discontinuation expenses

[2] Excludes asbestos related expenses and adjustments, tax adjustments, product line discontinuation expenses and loss on early debt extinguishment

NORTH AMERICA FIBER CEMENT SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**593.0** mmsf ↑ 11 %	**1,826.6** mmsf ↑ 7 %
Net Sales	**US$430.0** M ↑ 12 %	**US$1,341.9** M ↑ 7 %
Average Price	**US$719** per msf ↑ 1 %	**US$728** per msf ↑ 1 %
EBIT	**US$112.3** M ↑ 30 %	**US$350.5** M ↑ 22 %
EBIT Excluding[1]	**US$112.3** M ↑ 30 %	**US$350.5** M ↑ 20 %
EBIT Margin Excluding[1]	**26.1** % ↑ 3.8 pts	**26.1** % ↑ 2.8 pts

[1] *Excludes product line discontinuation expenses of US$5.4 million for the nine months FY19*

Volume

- PDG on-track; FY20 target raised to 6+%
  - Exteriors volumes +13% for Q3 and +8% for the nine months
- Interiors volume continues to improve
  - Interiors volumes +3% for Q3 and flat for the nine months

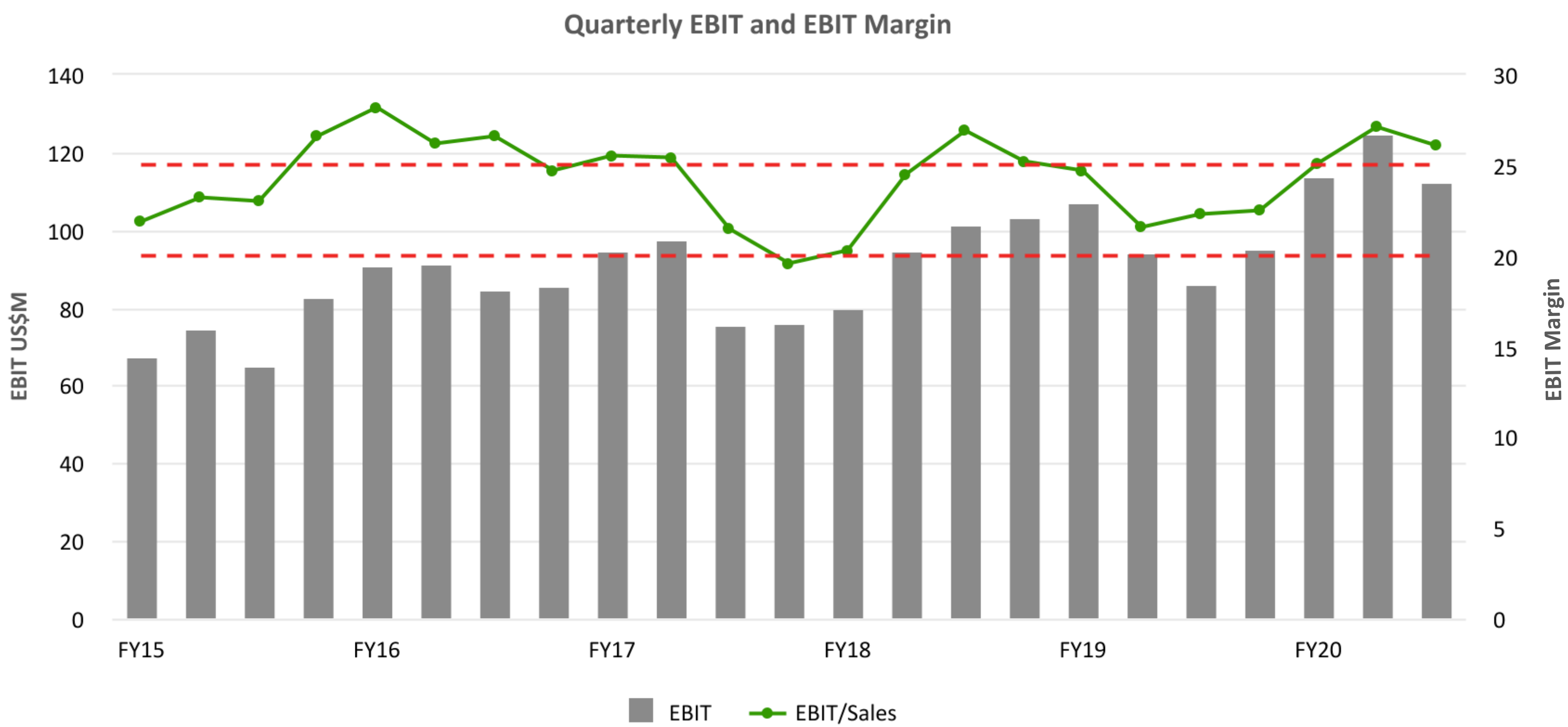
Price

- Favorably impacted by annual change in strategic pricing, partially offset by mix

EBIT Excluding[1]

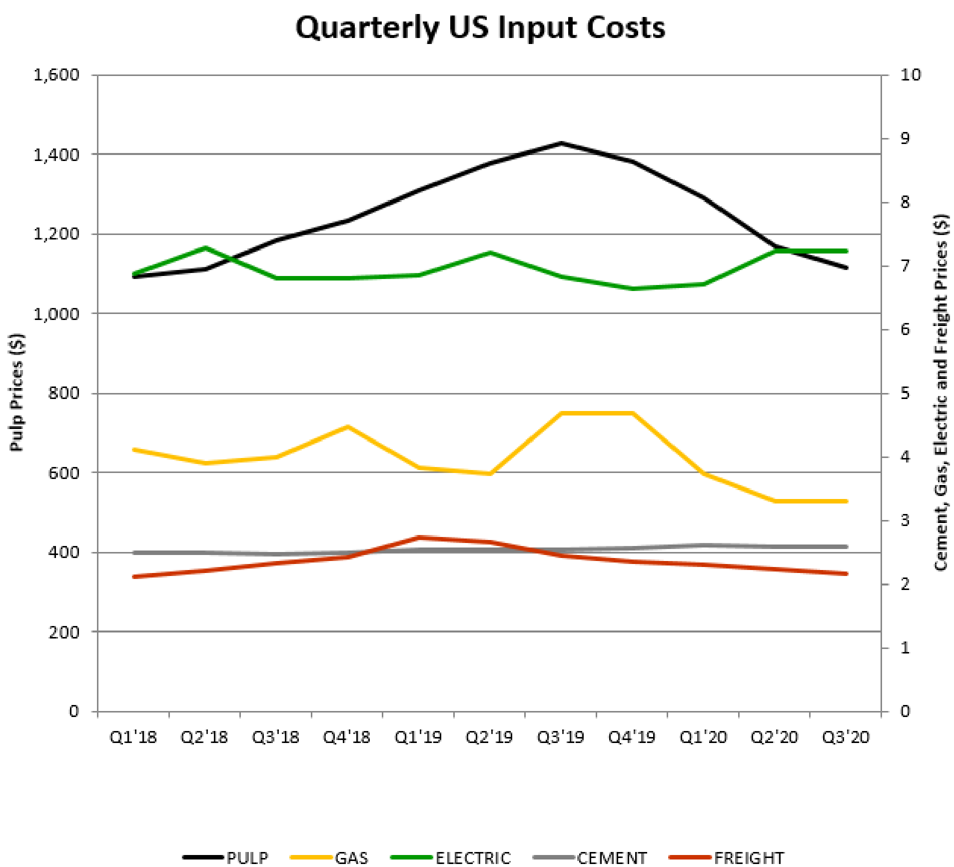
- Higher net sales – volume and price
- Lean savings exceeding plan
- Lower freight
- Lower pulp costs for the quarter

NORTH AMERICA FIBER CEMENT



Q3 and YTD EBIT Margin of 26.1%

NORTH AMERICA INPUT COSTS



- The price of NBSK pulp ***down*** 22% compared to pcp
- Freight prices ***down*** 12% compared to pcp
- Cement prices ***up*** 2% compared to pcp
- Gas prices ***down** 29%* compared to pcp
- Electric prices ***up*** 6% compared to pcp

The information underlying the table above is sourced as follows:

- *Pulp – Cost per ton – from RISI*
- *Gas – Cost per thousand cubic feet for industrial users – from US Energy Information Administration*
- *Electric – Cost per thousand kilowatt hour for industrial users – from US Energy Information Administration*
- *Cement – Relative index from the Bureau of Labor Statistics*
- *Freight – Cost per mile – from Dial-a-Truck Solutions*
- *Gas and Electric prices for current quarter are based on prior quarter actuals*

APAC SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**130.4** mmsf -4 %	**407.6** mmsf -2 %
Net Sales	**A$149.4** M -3 %	**A$468.0** M FLAT
Average Price	**A$1,023** per msf 3 %	**A$1,021** per msf 3 %
EBIT	**US$23.4** M FLAT	**US$75.2** M -5 %
EBIT	**A$34.2** M 5 %	**A$109.2** M 1 %
EBIT Margin	**22.9** % 1.6 pts	**23.3** % 0.3 pts

Volume

- Continued softening of Australian housing market
- Volume growth above market index in Australia

EBIT

- Higher average net sales price in Australian dollars
- Lean savings
- Lower pulp costs
- Higher freight
- Segment results in US dollars impacted by unfavorable foreign exchange rate movements

EUROPE BUILDING PRODUCTS SUMMARY

	Q3 FY20	9 Months FY20
Sales Volume	**189.2** mmsf -2 %	**595.8** mmsf FLAT
Net Sales	**€76.5** M 1 %	**€240.9** M 4 %
Average Price	**€309** per msf -1 %	**€310** per msf 1 %
EBIT	**US$2.4** M -41 %	**US$16.1** M 455 %
EBIT Excluding[1]	**US$6.7** M -16 %	**US$25.7** M -8 %
EBIT Excluding[1]	**€6.1** M -13 %	**€23.1** M -3 %
EBIT Margin Excluding[1]	**7.9** % -1.3 pts	**9.6** % -0.7 pts

[1] *Excludes integration costs and FY19 transaction costs and inventory fair value adjustment*

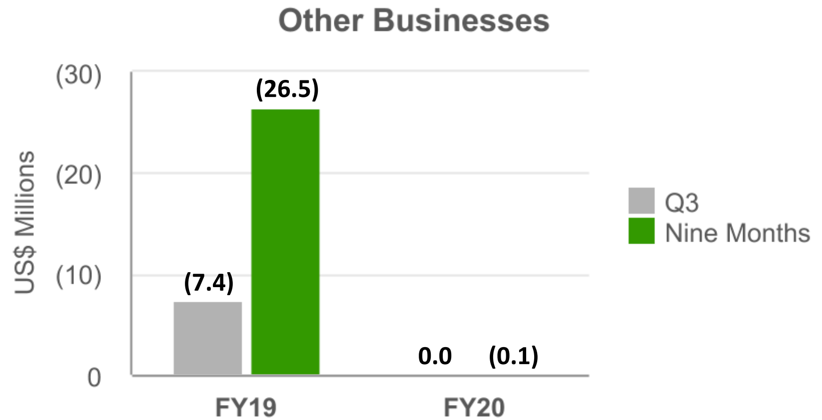
Nine Months

- Net sales in Euros increased 4% driven by:
  - Fiber cement net sales +27%
  - Fiber gypsum net sales +2%
- Lower EBIT Excluding[1]
  - Higher SG&A costs associated with building out the corporate functions and exiting the TSAs
  - Higher gross profit
- EBIT Margin Excluding[1] of 9.6% for the nine months

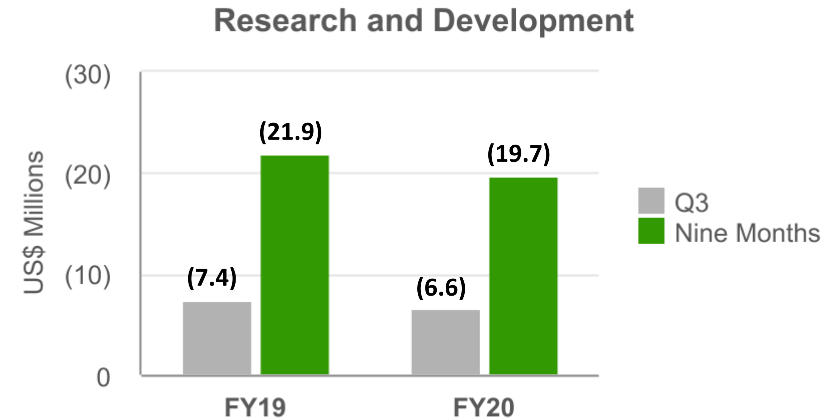
Q3

- Net sales in Euros increased 1% driven by:
  - Fiber cement net sales +20%
  - Fiber gypsum net sales -1%
- Lower EBIT Excluding[1]
  - Lower gross profit driven by soft net sales and higher freight costs

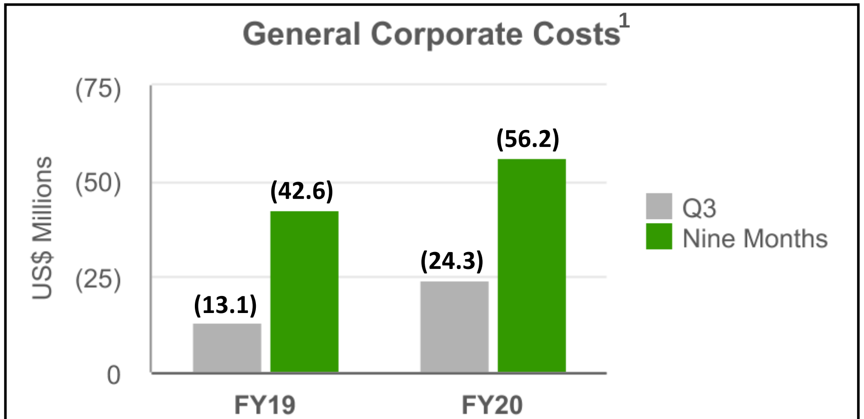
SEGMENT EBIT AND INCOME TAX



Exited Windows business

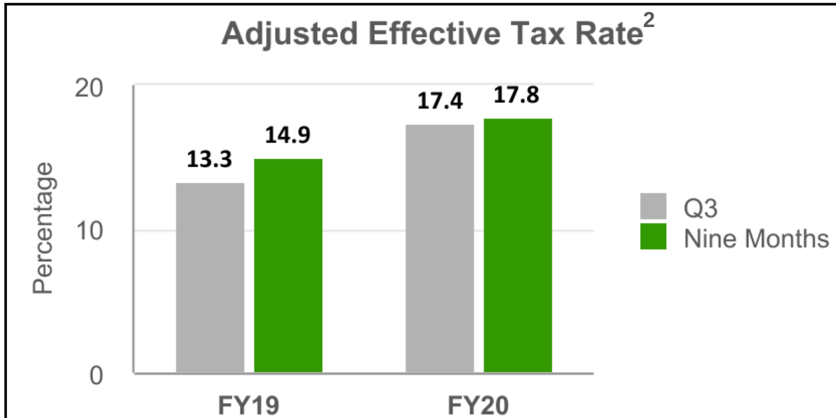


Committed to R&D investment



Higher stock compensation expense

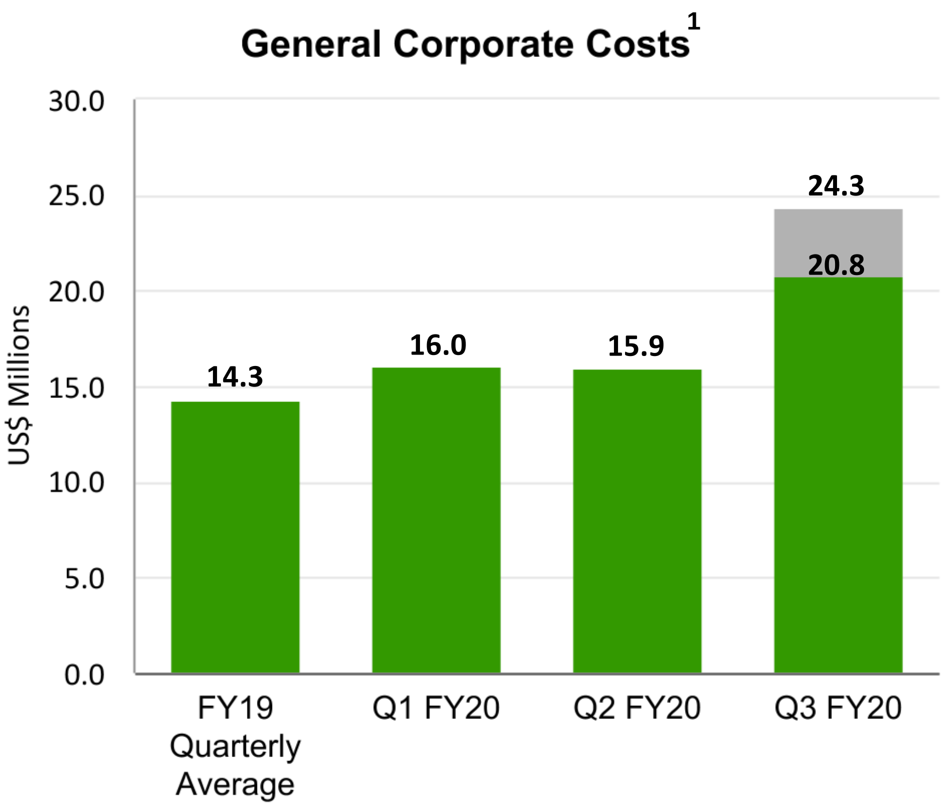
[1] *Excludes asbestos related expenses and adjustments*



Adjusted ETR within our expectations

[2] *Includes tax adjustments related to the amortization benefit of certain US intangible assets, asbestos and other tax adjustments*

GENERAL CORPORATE COSTS



- General Corporate Costs[1] of US$24.3 million
- Includes US$3.5 million of acceleration of expense:
  - Acceleration in the timing of accounting for expenses associated with a retired executive's non-compete and consulting arrangements
- Excluding the US$3.5 million noted above, the US$20.8 million of general corporate costs[1] increased due to:
  - Increased share price
  - Increased investment

1. *Excludes asbestos related expenses and adjustments*

CASH FLOWS

US$ Millions	9 Months FY20	9 Months FY19	Change %
Cash provided by operations	393.4	309.3	27 %
Cash used in investing	(204.3)	(812.1)	(75 %)
Cash (used in) provided by financing	(126.1)	327.8	

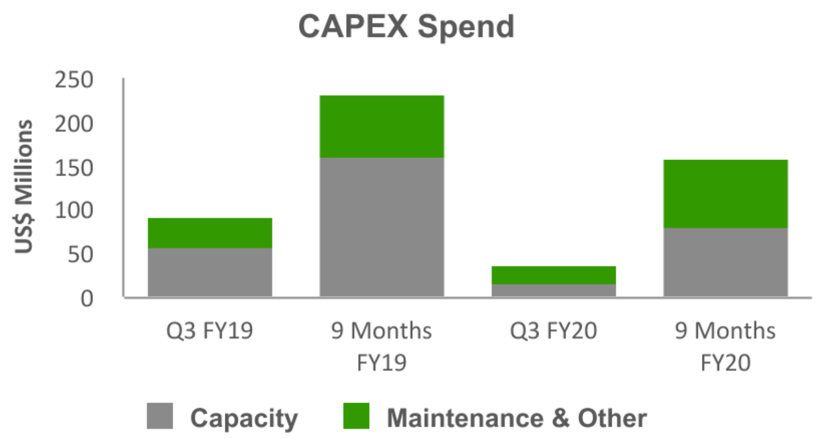
Higher operating cash flow

- Driven by increased profitability and cash generation from our operating business units, particularly in North America and Australia

Lower investing and financing activities

- No acquisition in FY20

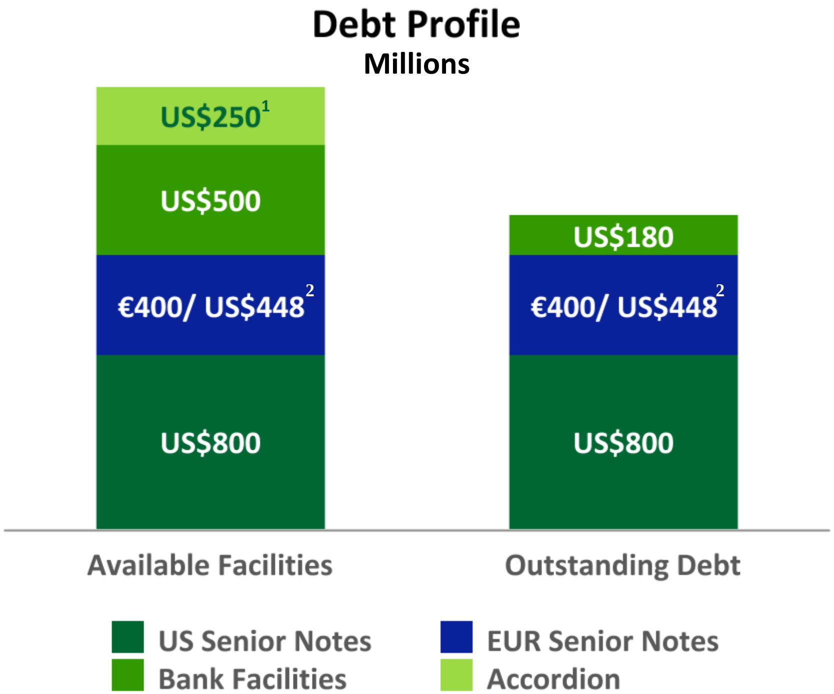
CAPITAL EXPENDITURES



CAPEX spend for the nine months of US$161.4 million; decreased US$69.8 million compared to pcp

- **North America capacity projects**
  - Continued construction of our Prattville facility
- **Asia Pacific capacity projects**
  - Completed construction of Carole Park brownfield expansion project
  - Expected commissioning date - Q1 FY22

LIQUIDITY PROFILE AT 31 DECEMBER 2019



1. *Incremental liquidity of up to US$250 million may be accessed via an accordion feature, which is provided for under the terms of the syndicated revolving credit facility agreement, but not credit approved*
2. *Based on exchange rate as of 31 December 2019*
3. *Includes debt issuance costs (US$16.7 million)*

Strong balance sheet

- US$148.9 million cash
- US$1,262.8 million net debt[3]
- US$315.3 million available on revolving credit facility

Corporate debt structure

- **US$400 million** 4.75% senior unsecured notes **maturing 2025**
- **US$400 million** 5.00% senior unsecured notes **maturing 2028**
- **€400 million** (US$448.4)[2] 3.625 % senior unsecured notes, **maturing 2026**
- **US$500 million** unsecured revolving credit facility, **maturing 2022**

Leverage strategy

- ~2.1x net debt to Adjusted EBITDA excluding asbestos; temporarily outside of the 1-2x leverage target range

On track to return to our 1-2x leverage target range

FY20 KEY ASSUMPTIONS & MARKET OUTLOOK

North America	Europe	Asia Pacific
Modest growth in the US housing market	Housing market down slightly across addressable market	Addressable housing market in Australia is contracting
US Residential Housing starts to be approximately 1.3 million	Continued introduction of new fiber cement products for Europe	APAC volume: 3-5% growth above the market
Exteriors volume: 6+% PDG	**EBIT Margin flat[2]**	EBIT Margin in the top half of our stated range of 20 to 25%[3]
EBIT Margin of 25 to 27%[1]		

Management expects full year Adjusted net operating profit to be between **US$350 million and US$370 million**

Note: Changes to key assumptions and outlook statements from those provided in our Q2 FY20 results presentation are indicated in bold text above.

[1] Expectation is based upon the Company achieving our PDG target and flat to modest underlying housing growth

[2] *Expectation is based upon the Company continuing to improve operating performance in our plants, consistent input costs and slight underlying housing contraction*

[3] *Expectation is based upon the Company continuing to improve operating performance in our plants, higher net average sales price and mix and volume growth above a decreasing addressable housing market*

STRATEGY UPDATE – DR. JACK TRUONG, CEO

TRANSFORMING FROM A BIG, SMALL TO A SMALL, BIG COMPANY

FROM:	TO:
Pull	**Push-Pull**
Independent plants	**HMOS (based on LEAN)**
Technology push innovation	**Market driven innovation**
Top down	Empowerment & accountability
Functional silos	Cross-functional
Regionally focused	Globally connected
Hero mentality	Best practice sharing and replication
Reactive	Future forward planning
"Home Run" mentality	Continuous improvement (PDCA) mindset

On a New "Track" to Deliver Sustainable, Profitable Growth

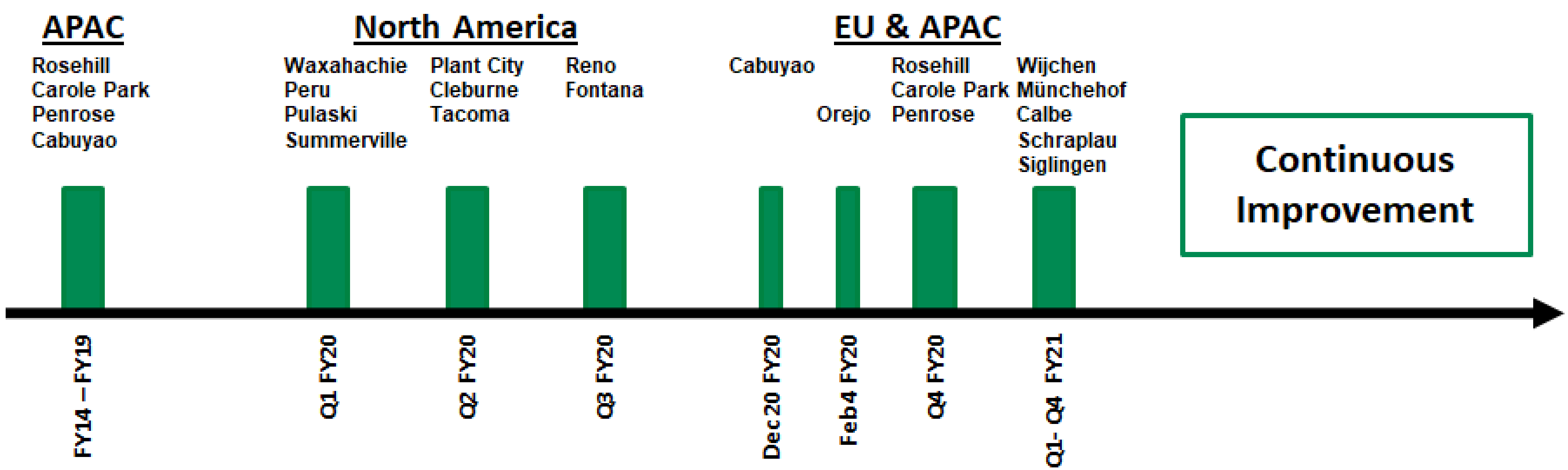
BEING CUSTOMER FOCUSED: PUSH-PULL

International Builders Show, Las Vegas
Jan 21-23, 2020

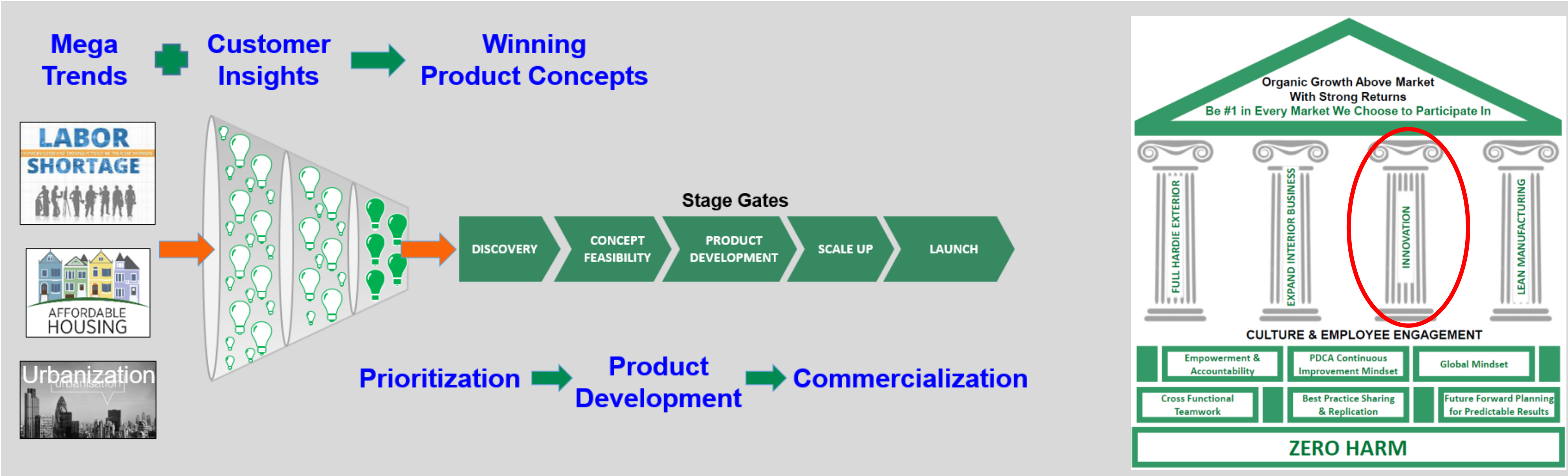
-Hosted by CEO, CCO, SVP Sales, and 75 global JH team members
-Top to top meetings with more than 75 top Dealers and Builders

LEAN TRANSFORMATION: GLOBAL PROGRESS

Region	Lean Cost Out Targets FY20-FY22 Cumulative (in millions)
North America	US$100
Europe	US$20
APAC	US$19



MARKET DRIVEN INNOVATION



- Innovation is one of four pillars supporting our long term growth strategy
- We are committed to increased investment in innovation
- We are integrating customer insights into our innovation process to deliver high impact new products

Today's Focus

INNOVATION: HARDIEWINDBREAKER™ AND RAB™

Where:

Europe as HardieWindbreaker™ Sheathing

Australia as RAB™ Board

When:

Europe: May 2019

Australia: Nov 2019

What:

Air and water barrier installed beneath external cladding or rain screens deliver:

1. Superior water resistance
2. Long-term climate durability
3. Superior strength

Segments:

Residential: Single-Family and Multi-Family

https://www.jameshardie.co.uk/product/hardiewindbreaker/
www.rabboard.com.au

INNOVATION: EXOTEC™ VERO FAÇADE PANEL

Where:

Australia

When:

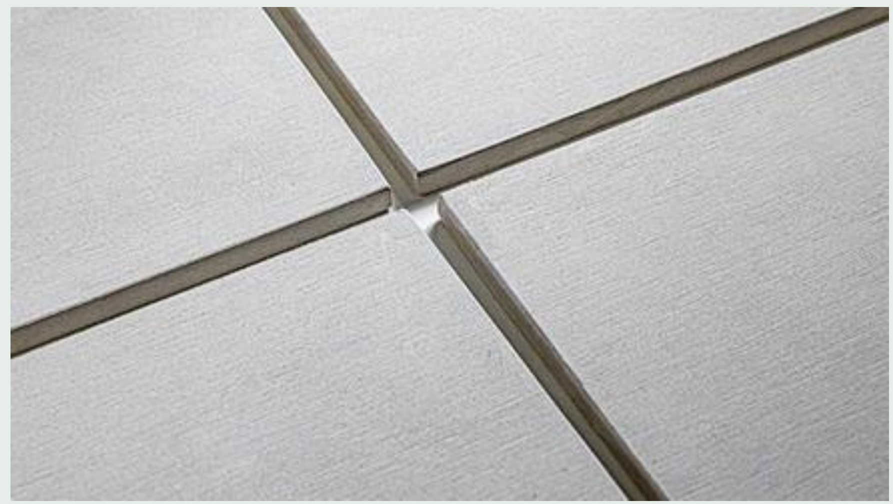
Nov 2019

What:

A pre-finished concrete look façade panel that is deemed non-combustible and is part of the ExoTec™ Façade System

Segment:

Commercial



https://www.exotec.com.au

INNOVATION: EASYTEX™ CLADDING

Where:

Australia

When:

Jan 2020

What:

A fiber cement panel used as external cladding featuring:

- an embedded fine render texture which eliminates the need for render or wet trades
- an interlocking mechanism for faster construction

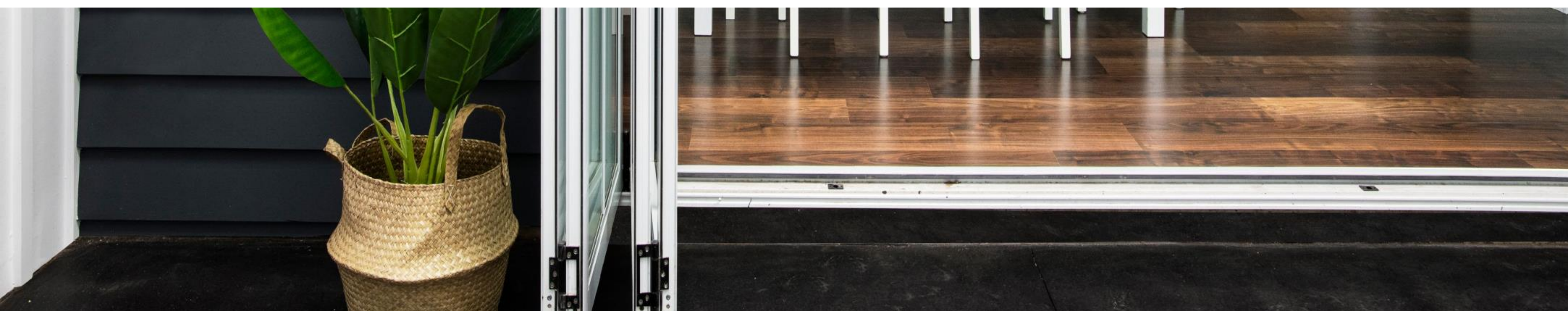
Segment:

Single-Family new construction

https://www.jameshardie.com.au/productrange/applications/cladding-panels/easytex-panel

QUESTIONS

APPENDIX



FY20 GUIDANCE

- Management notes the range of analysts’ forecasts for net operating profit excluding asbestos for the year ending 31 March 2020 is between US$356 million and US$380 million, with a mean of US$367 million

- Management expects full year Adjusted net operating profit to be between **US$350 million and US$370 million** assuming, among other things, housing conditions in the United States remain consistent and in line with our assumed forecast of new construction starts and repair and remodel activity, input costs remain consistent, and an average USD/AUD exchange rate that is at or near current levels for the remainder of the year

- Management is unable to forecast the comparable US GAAP financial measure due to uncertainty regarding the impact of actuarial estimates on asbestos-related assets and liabilities in future periods

FINANCIAL MANAGEMENT FRAMEWORK

Strong Financial Management

- Strong margins and operating cash flows
- Strong governance and transparency
- Investment-grade financial management

Moody's	S&P	Fitch
Ba1 affirmed Sept'18 outlook stable	**BB** affirmed Mar'19 outlook stable	**BBB-** affirmed Mar'19 outlook stable

Disciplined Capital Allocation

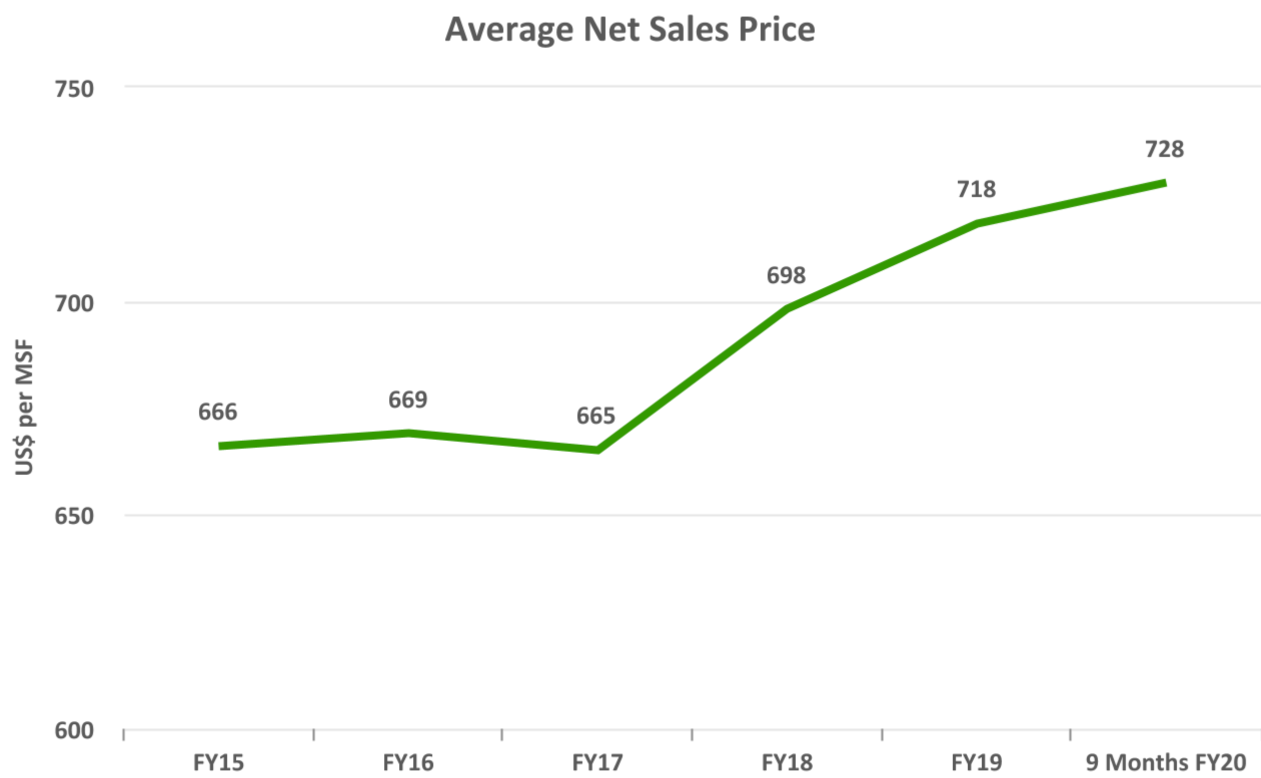
- Invest in R&D and capacity expansion to support organic growth
- Maintain ordinary dividends within the defined payout ratio
- Flexibility for:
  - Cyclical market volatility
  - Accretive and strategic inorganic opportunities or further shareholder returns, when appropriate

Liquidity and Funding

- Conservative leveraging of balance sheet at a target within 1-2 times Adjusted EBITDA excluding asbestos.
  - US$500 million unsecured revolving credit facility;
  - US$800m senior unsecured notes at Q3 FY20;
  - €400m (US$448.4m) senior unsecured notes at Q3 FY20;
  - At 31 December 2019, total debt had a weighted average maturity of 5.6 years and weighted average rate of 4.3%

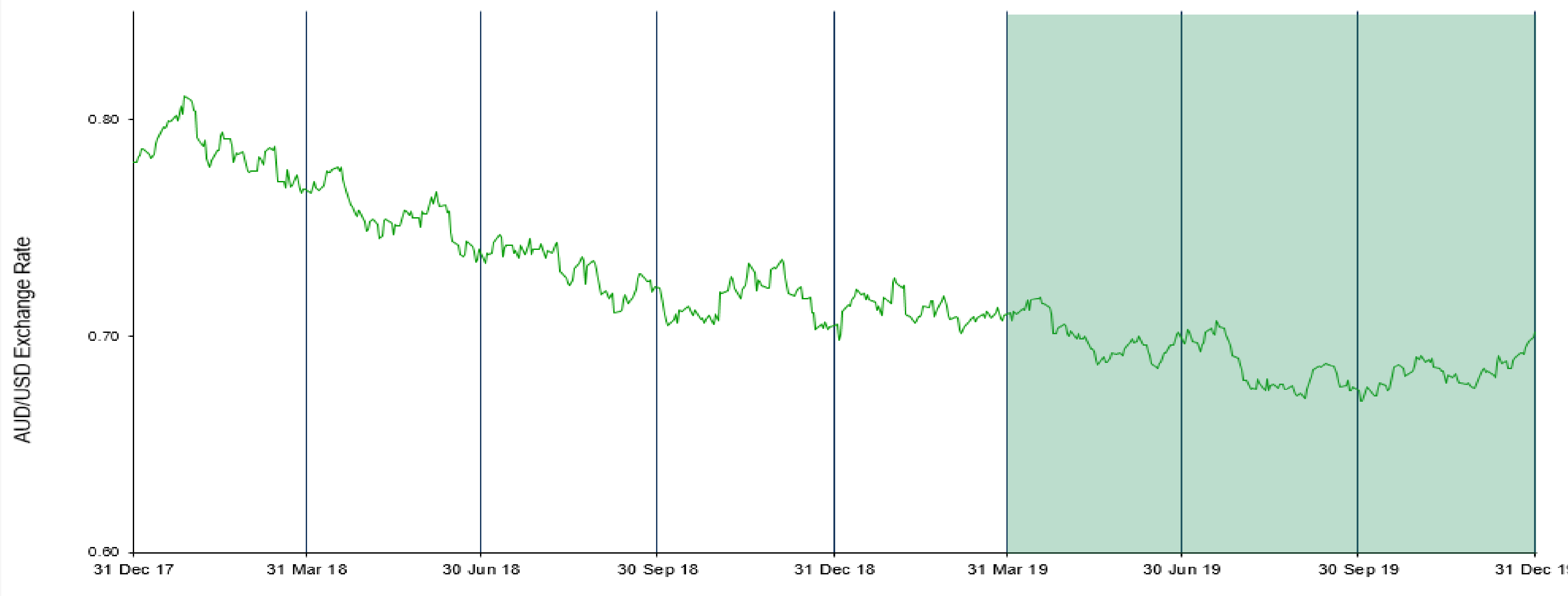
Financial management consistent with investment grade credit
Ability to withstand market cycles and other unanticipated events

NORTH AMERICA FIBER CEMENT



- FY20 strategic price increase effective April 2019
- Overall, satisfied with price positioning

TRANSLATION IMPACT ON CONSOLIDATED RESULTS



% Change	As Reported Q3 FY20	As Reported 9 Months FY20	Excluding Translation Impact [1] Q3 FY20	Excluding Translation Impact [1] 9 Months FY20
Net Sales	▲ 5%	▲ 3%	▲ 6%	▲ 4%
Gross Profit	▲ 15%	▲ 12%	▲ 16%	▲ 13%
Adjusted EBIT	▲ 18%	▲ 20%	▲ 19%	▲ 22%
Adjusted net operating profit	▲ 17%	▲ 17%	▲ 18%	▲ 18%

Translation Impact [2] Q3 FY20	Translation Impact [2] 9 Months FY20
▼ 1%	▼ 1%
▼ 1%	▼ 1%
▼ 1%	▼ 2%
▼ 1%	▼ 1%

[1] *As reported Q3'20 and nine months FY20 figures converted using Q3'19 and nine months FY19 average exchange rates, respectively*

[2] *Reflects the difference between Q3'20 As Reported and Q3'20 using Q3'19 average exchange rates, as well as nine months FY20 As reported and nine months FY20 using nine months FY19 average exchange rates*

ASIA PACIFIC FIBER CEMENT RESULTS AUD vs USD

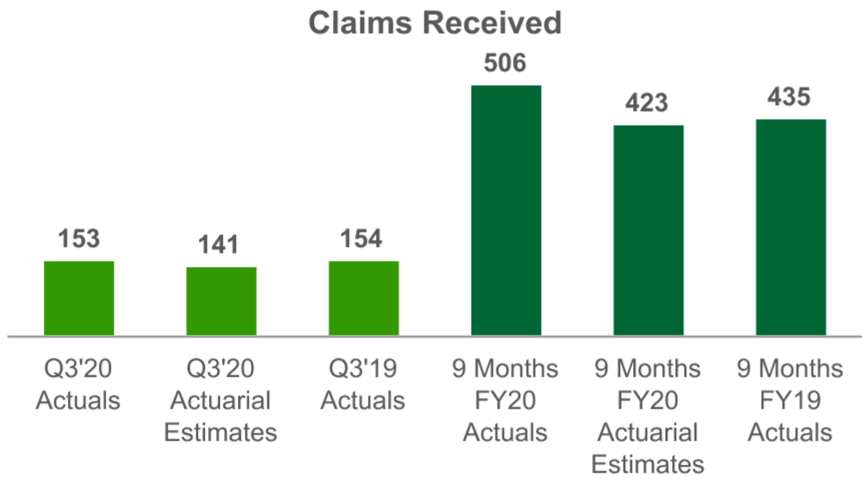
Three Months and Nine Months Ended 31 December						
	Q3 FY20			9 Months FY20		
	Results in AUD	Results in USD	Impact of FX	Results in AUD	Results in USD	Impact of FX
Average net sales price per unit (per msf)	+3%	-2%	-5%	+3%	-4%	-7%
Net sales	-3%	-7%	-4%	FLAT	-6%	-6%
Gross profit	+4%	-1%	-5%	+1%	-6%	-7%
EBIT	+5%	FLAT	-5%	+1%	-5%	-6%

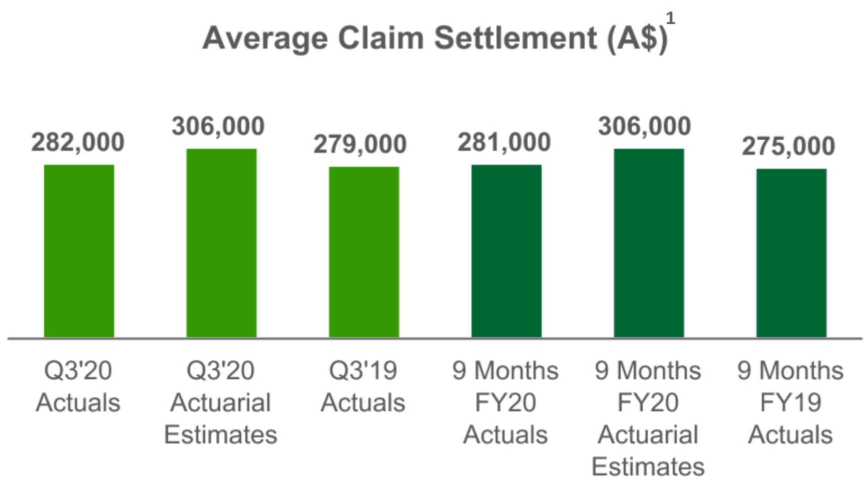
FINANCIAL SUMMARY

Three Months and Nine Months Ended 31 December						
US$ Millions	**Q3 FY20**	**Q3 FY19**	**% Change**	**9 Months FY20**	**9 Months FY19**	**% Change**
Net Sales						
North America Fiber Cement	$ 430.0	$ 385.5	12	$ 1,341.9	$ 1,254.9	7
Asia Pacific Fiber Cement	102.0	110.1	(7)	322.6	344.5	(6)
Europe Building Products	84.7	86.8	(2)	268.5	269.6	—
Other Businesses	—	3.8		0.6	12.8	(95)
Total Net Sales	**$ 616.7**	**$ 586.2**	**5**	**$ 1,933.6**	**$ 1,881.8**	**3**
EBIT						
North America Fiber Cement[1]	$ 112.3	$ 86.1	30	$ 350.5	$ 292.8	20
Asia Pacific Fiber Cement	23.4	23.5	—	75.2	79.3	(5)
Europe Building Products[2]	2.4	4.1	(41)	16.1	2.9	
Other Businesses[1]	—	(2.6)		(0.1)	(5.9)	98
Research & Development	(6.6)	(7.4)	11	(19.7)	(21.9)	10
General Corporate[3]	(24.3)	(13.1)	(85)	(56.2)	(42.6)	(32)
Adjusted EBIT	**$ 107.2**	**$ 90.6**	**18**	**$ 365.8**	**$ 304.6**	**20**
Net Operating Profit						
Net Interest Expense[4]	$ (13.5)	$ (14.4)	6	$ (42.0)	$ (38.3)	(10)
Other (expense) income	—	(0.2)		(0.1)	0.1	
Adjusted income tax expense[5]	(16.3)	(10.1)	(61)	(57.5)	(39.7)	(45)
Adjusted Net Operating Profit	**$ 77.4**	**$ 65.9**	**17**	**$ 266.2**	**$ 226.7**	**17**

[1] *Excludes product line discontinuation expenses*
[2] *Includes integration costs as well as FY19 transaction costs and inventory fair value adjustment*
[3] *Excludes Asbestos related expenses and adjustments*
[4] *Excludes AICF interest income*
[5] *Includes tax adjustments*

ASBESTOS CLAIMS DATA





[1] *Average claim settlement is derived as the total amount paid divided by the number of non-nil claims*

Quarter ended 31 December 2019

- Claims received were 9% above actuarial estimates and 1% lower than pcp
- Average claim settlement was 8% below actuarial estimates and 1% higher than pcp

Nine Months ended 31 December 2019

- Net cash outflow was 6% below actuarial expectations
- Gross cash outflow was 1% above actuarial expectations
- Claims received were 20% above actuarial estimates and 16% higher than pcp
- Number of claims settled were 9% above actuarial estimates and 1% above pcp
- Average claim settlement was 8% below actuarial estimates and 2% higher than pcp

DEPRECIATION AND AMORTIZATION

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
Depreciation and amortization				
North America Fiber Cement	$ 22.0	$ 20.9	$ 66.0	$ 58.5
Asia Pacific Fiber Cement	3.2	3.4	9.4	9.8
Europe Building Products	3.9	3.8	15.0	14.2
Other Businesses	—	0.5	0.2	1.7
Research and Development	0.3	0.2	0.8	0.8
General Corporate	0.8	1.0	2.4	3.7
Total depreciation and amortization	**$ 30.2**	**$ 29.8**	**$ 93.8**	**$ 88.7**

NON-US GAAP FINANCIAL MEASURES AND TERMS

This Management Presentation forms part of a package of information about the company's results. It should be read in conjunction with the other parts of this package, including the Management's Analysis of Results, Media Release and Condensed Consolidated Financial Statements

Definitions

EBIT – Earnings before interest and taxes

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

Sales Volumes

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

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

Non-financial Terms

AFFA – Amended and Restated Final Funding Agreement

AICF – Asbestos Injuries Compensation Fund Ltd

Legacy New Zealand weathertightness claims ("New Zealand weathertightness") – Expenses arising from defending and resolving claims in New Zealand that allege generic defects in certain fiber cement products and systems, breach of duties including the failure to conduct appropriate testing of these products and systems, failure to warn and misleading and deceptive conduct in relation to the marketing and sale of the products and systems

New South Wales loan facility ("NSW Loan") – AICF has access to a secured loan facility made available by the New South Wales Government, which can be used by AICF to fund the payment of asbestos claims and certain operating and legal costs

NON-US GAAP FINANCIAL MEASURES

Financial Measures – US GAAP equivalents

This document contains financial statement line item descriptions that are considered to be non-US GAAP, but are consistent with those used by Australian companies. Because the company prepares its Condensed Consolidated Financial Statements under US GAAP, the following table cross-references each non-US GAAP line item description, as used in Management's Analysis of Results and Media Release, to the equivalent US GAAP financial statement line item description used in the company's Condensed Consolidated Financial Statements:

Management's Analysis of Results and Media Release	Consolidated Statements of Operations and Other Comprehensive Income (Loss) (US GAAP)
Net Sales	Net Sales
Cost of goods sold	Cost of goods sold
Gross profit	Gross profit
Selling general and administrative expenses	Selling general and administrative expenses
Research and development expenses	Research and development expenses
Asbestos adjustments	Asbestos adjustments
EBIT*	Operating income (loss)
Net interest income (expense)*	Sum of interest expense and interest income
Other income (expense)	Other income (expense)
Operating profit (loss) before income taxes*	Income (loss) before income taxes
Income tax (expense) benefit	Income tax (expense) benefit
Net operating profit (loss)*	Net income (loss)

*- Represents non-US GAAP descriptions used by Australian companies

NON-US GAAP FINANCIAL MEASURES

Financial Measures – US GAAP equivalents

Adjusted EBIT

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
EBIT	**$ 88.2**	**$ 97.5**	**$ 373.3**	**$ 328.9**
Asbestos:				
Asbestos adjustments	18.5	(12.1)	(8.8)	(51.4)
AICF SG&A expenses	0.5	0.4	1.3	1.1
Product line discontinuation	—	4.8	—	26.0
Adjusted EBIT	**$ 107.2**	**$ 90.6**	**$ 365.8**	**$ 304.6**
Net sales	616.7	586.2	1,933.6	1,881.8
Adjusted EBIT Margin	**17.4 %**	**15.5 %**	**18.9 %**	**16.2 %**

Adjusted net operating profit

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
Net operating profit	**$ 45.6**	**$ 67.9**	**$ 235.2**	**$ 228.0**
Asbestos:				
Asbestos adjustments	18.5	(12.1)	(8.8)	(51.4)
AICF SG&A expenses	0.5	0.4	1.3	1.1
AICF interest income, net	(0.3)	(0.7)	(0.9)	(1.5)
Loss on early debt extinguishment	—	1.0	—	1.0
Product line discontinuation	—	4.8	—	26.0
Tax adjustments[1]	13.1	4.6	39.4	23.5
Adjusted net operating profit	**$ 77.4**	**$ 65.9**	**$ 266.2**	**$ 226.7**

[1] *Includes tax adjustments related to the amortization benefit of certain US intangible assets, asbestos, and other tax adjustments*

NON-US GAAP FINANCIAL MEASURES

North America Fiber Cement Segment Adjusted EBIT excluding product line discontinuation

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
North America Fiber Cement Segment EBIT	**$ 112.3**	**$ 86.1**	**$ 350.5**	**$ 287.4**
Product line discontinuation	—	—	—	5.4
North America Fiber Cement Segment Adjusted EBIT excluding product line discontinuation	**$ 112.3**	**$ 86.1**	**$ 350.5**	**$ 292.8**
North America Fiber Cement Segment net sales	430.0	385.5	1,341.9	1,254.9
North America Fiber Cement Segment Adjusted EBIT Margin excluding product line discontinuation	26.1 %	22.3 %	26.1 %	23.3 %

Europe Building Products Segment Adjusted EBIT excluding costs associated with the acquisition

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
Europe Building Products Segment EBIT	**$ 2.4**	**$ 4.1**	**$ 16.1**	**$ 2.9**
Inventory fair value adjustment[1]	—	—	—	7.3
Transaction costs[2]	—	—	—	7.2
Integration costs[3]	4.3	3.9	9.6	10.5
Costs associated with the acquisition	4.3	3.9	9.6	25.0
Europe Building Products Segment Adjusted EBIT excluding costs associated with the acquisition	**$ 6.7**	**$ 8.0**	**$ 25.7**	**$ 27.9**
Europe Building Products Segment net sales	84.7	86.8	268.5	269.6
Europe Building Products Segment Adjusted EBIT Margin excluding costs associated with the acquisition	7.9 %	9.2 %	9.6 %	10.3 %

[1] *Under US GAAP, we were required to value the inventory acquired at fair market value. The revaluation resulted in a preliminary total inventory fair value adjustment of US$7.3 million. As this inventory was sold during the first quarter of FY19, the entire adjustment was recognized into cost of goods sold during that period*

[2] *Transaction costs include certain non-recurring fees incurred in conjunction with the acquisition of Fermacell*

[3] *Integration costs relate to professional, legal and other fees incurred in conjunction with the integration of Fermacell*

NON-US GAAP FINANCIAL MEASURES

Adjusted diluted earnings per share

Three Months and Nine Months Ended 31 December				
	Q3 FY20	Q3 FY19	9 Months FY20	9 Months FY19
Adjusted net operating profit (US$ Millions)	**$ 77.4**	**$ 65.9**	**$ 266.2**	**$ 226.7**
Weighted average common shares outstanding - Diluted (Millions)	444.9	443.1	444.7	442.9
Adjusted diluted earnings per share (US cents)	**17**	**15**	**60**	**51**

Adjusted effective tax rate

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
Operating profit before income taxes	**$ 75.0**	**$ 82.6**	**$ 332.1**	**$ 291.2**
Asbestos:				
Asbestos adjustments	18.5	(12.1)	(8.8)	(51.4)
AICF SG&A expenses	0.5	0.4	1.3	1.1
AICF interest income, net	(0.3)	(0.7)	(0.9)	(1.5)
Loss on early debt extinguishment	—	1.0	—	1.0
Product line discontinuation	—	4.8	—	26.0
Adjusted operating profit before income taxes	**$ 93.7**	**$ 76.0**	**$ 323.7**	**$ 266.4**
Income tax expense	(29.4)	(14.7)	(96.9)	(63.2)
Tax adjustments[1]	13.1	4.6	39.4	23.5
Adjusted income tax expense	**(16.3)**	**(10.1)**	**(57.5)**	**(39.7)**
Effective tax rate	39.2 %	17.8 %	29.2 %	21.7 %
Adjusted effective tax rate	**17.4 %**	**13.3 %**	**17.8 %**	**14.9 %**

[1] *Includes tax adjustments related to the amortization benefit of certain US intangible assets, asbestos, and other tax adjustments*

NON-US GAAP FINANCIAL MEASURES

Adjusted EBITDA excluding asbestos

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
EBIT	**$ 88.2**	**$ 97.5**	**$ 373.3**	**$ 328.9**
Depreciation and amortization	30.2	29.8	93.8	88.7
Adjusted EBITDA	**$ 118.4**	**$ 127.3**	**$ 467.1**	**$ 417.6**
Asbestos:				
Asbestos adjustments	18.5	(12.1)	(8.8)	(51.4)
AICF SG&A expenses	0.5	0.4	1.3	1.1
Adjusted EBITDA excluding Asbestos	**$ 137.4**	**$ 115.6**	**$ 459.6**	**$ 367.3**

Adjusted selling, general and administrative expenses ("Adjusted SG&A")

Three Months and Nine Months Ended 31 December				
US$ Millions	**Q3 FY20**	**Q3 FY19**	**9 Months FY20**	**9 Months FY19**
SG&A expenses	**$ 105.9**	**$ 97.5**	**$ 305.5**	**$ 301.3**
Excluding:				
AICF SG&A expenses	(0.5)	(0.4)	(1.3)	(1.1)
Product line discontinuation	—	(1.4)	—	(1.4)
Adjusted SG&A expenses	**$ 105.4**	**$ 95.7**	**$ 304.2**	**$ 298.8**
Net sales	616.7	586.2	1,933.6	1,881.8
SG&A expenses as a percentage of net sales	17.2 %	16.6 %	15.8 %	16.0 %
Adjusted SG&A expenses as a percentage of net sales	**17.1 %**	**16.3 %**	**15.7 %**	**15.9 %**

Q3 FY20 MANAGEMENT PRESENTATION

12 February 2020

JamesHardie™