



Q1 FY22 MANAGEMENT PRESENTATION
10 August 2021



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

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

Forward-looking statements are necessarily subject to risks, uncertainties and other factors, many of which are unforeseeable and beyond the Company’s control. Many factors could cause actual results, performance or achievements to be materially different from those expressed or implied in this Management Presentation, including, among others, the risks and uncertainties set forth in Section 3 “Risk Factors” in James Hardie’s Annual Report on Form 20-F for the year ended 31 March 2021; changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business, including the impact of COVID-19; changes in interest rates; changes in inflation rates; changes in exchange rates; the level of construction generally; changes in cement demand and prices; changes in raw material and energy prices; changes in business strategy and various other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. James Hardie assumes no obligation to update or correct the information contained in this Management Presentation except as required by law.

USE OF NON-GAAP FINANCIAL INFORMATION; AUSTRALIAN EQUIVALENT TERMINOLOGY

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

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

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

AGENDA



- **Strategy Update**
- **Q1 FY22 Financial Results**
- **Questions and Answers**



Dr. Jack Truong
Chief Executive Officer



Jason Miele
Chief Financial Officer



STRATEGY UPDATE

FY22 AND BEYOND: DRIVE PROFITABLE GROWTH GLOBALLY

1

Market to Homeowners to Create Demand

2

Penetrate and Drive Profitable Growth in Existing and New Segments

3

Commercialize Global Innovations by Expanding Into New Categories

Continued Execution and Expansion of Foundational Initiatives: i) LEAN Manufacturing, ii) Customer Engagement, and iii) Supply Chain Integration

1 PROFITABLE ORGANIC GROWTH THROUGH MARKETING TO HOMEOWNERS

360 INTEGRATED MARKETING CAMPAIGN

It's possible with



Homeowner is at the center of our attention

AWARENESS

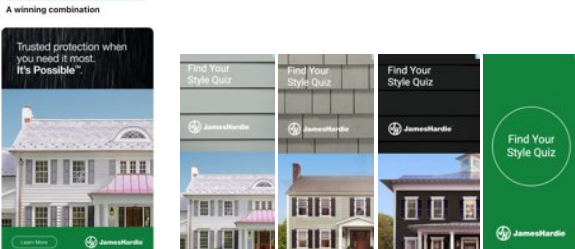
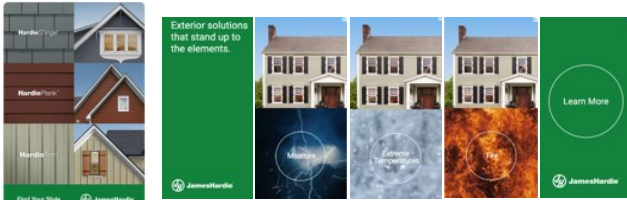
It's Possible With James Hardie™



1 PROFITABLE ORGANIC GROWTH THROUGH MARKETING TO HOMEOWNERS

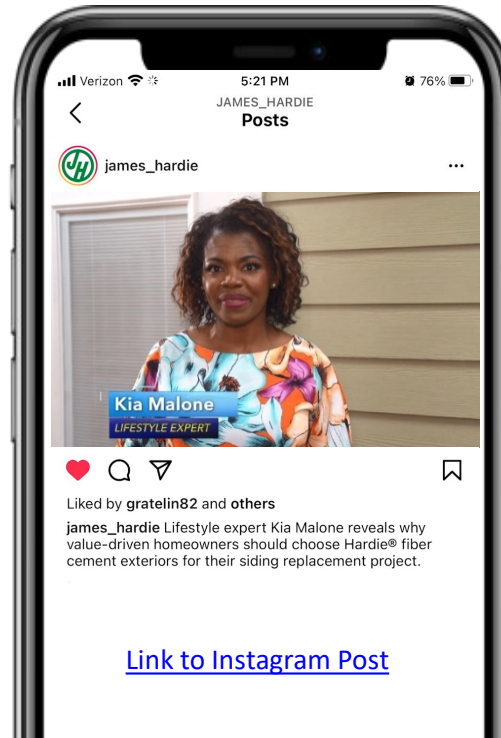
CONSIDERATION

SOCIAL & PROGRAMMATIC EPICENTER CREATIVE



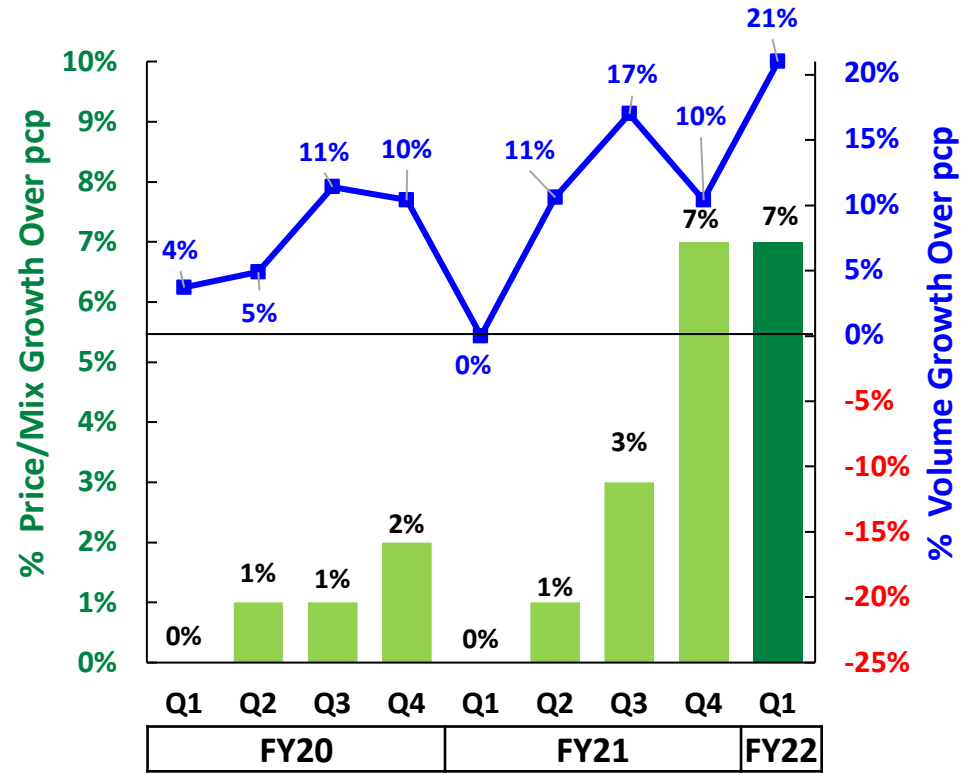
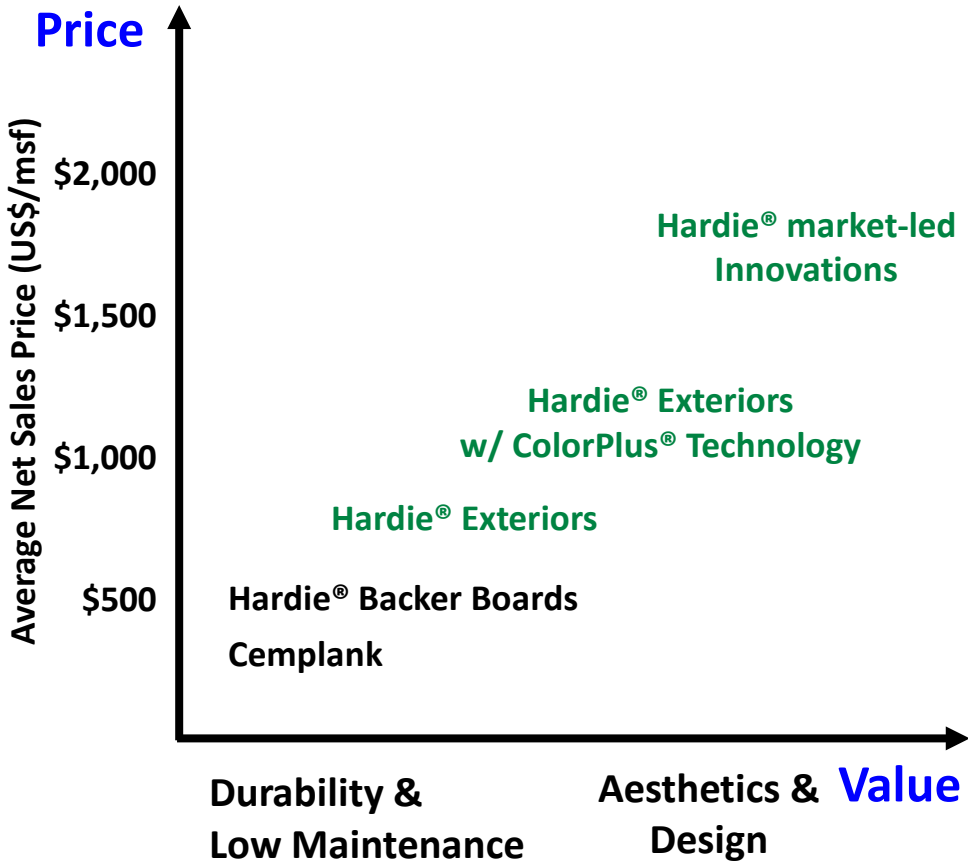
▶ Trusted Protection

INFLUENCER MARKETING CAMPAIGN – KIA MALONE



2 PENETRATE AND DRIVE PROFITABLE GROWTH IN EXISTING AND NEW SEGMENTS

Drive High Value Product Mix in North America



3 PROFITABLE ORGANIC GROWTH VIA INNOVATION – NORTH AMERICA

HARDIE® TEXTURED PANELS



3 PROFITABLE ORGANIC GROWTH VIA INNOVATION – AUSTRALIA

HARDIE™ FINE TEXTURE CLADDING



3 PROFITABLE ORGANIC GROWTH VIA INNOVATION – EUROPE

HARDIE® VL PLANK



NINE CONSECUTIVE QUARTERS OF DELIVERING GROWTH ABOVE MARKET AND STRONG RETURNS

Global Net Sales
US\$843.3 million
+35%

Global Adj. Net Income
US\$134.2 million
+50%

North America

Net Sales US\$577.1 million +28%
Adj. EBIT US\$169.3 million +29%
Adjusted EBIT Margin 29.3%

Europe

Net Sales €103.3 million +37%
Adj. EBIT €13.5 million +575%
Adjusted EBIT Margin 13.1%

Asia Pacific

Net Sales A\$184.1 million +33%
Adj. EBIT A\$50.4 million +50%
Adjusted EBIT Margin 27.4%



Q1 FY22 FINANCIAL RESULTS

GLOBAL RESULTS

	Q1 FY22	Q1 FY21
Sales Volume	1,140.6 mmsf ↑ 25%	911.9 mmsf ↓ -5%
Net Sales	US\$843.3 M ↑ 35%	US\$626.3 M ↓ -5%
Adjusted EBIT ¹	US\$180.5 M ↑ 45%	US\$124.9 M FLAT
Adjusted Net Income ²	US\$134.2 M ↑ 50%	US\$89.3 M ↓ -1%
Operating Cash Flow	US\$184.1 M ↓ -3%	US\$189.2 M ↑ 35%
Adjusted EBITDA Margin ¹	26.0 % ↑ 1.1 pts	24.9 % ↑ 1.1 pts

¹ Excludes asbestos related expenses and adjustments and restructuring expenses

² Excludes asbestos related expenses and adjustments, tax adjustments and restructuring expenses

- All 3 regions delivered exceptional net sales and EBIT growth
- Adjusted EBIT increased 45% for the quarter, driven by:
 - North America +29% (+US\$38.4 million)
 - Europe +575% (+€11.5 million)
 - APAC +50% (+A\$16.8 million)
- Adjusted Net Income increased 50% for the quarter
- Continued Strong Operating cash flow of US\$184.1 million, driven by continued strong profitable sales growth globally and continued LEAN execution

Record Quarter in Net Sales and Net Income
Exceptional Profitable Growth in All Three Regions



NORTH AMERICA SUMMARY

	Q1 FY22	Q1 FY21
Sales Volume	738.9 mmsf ↑ 21%	609.7 mmsf FLAT
Net Sales	US\$577.1 M ↑ 28%	US\$451.8 M FLAT
Adjusted EBIT ¹	US\$169.3 M ↑ 29%	US\$130.9 M ↑ 15%
Adjusted EBIT Margin ¹	29.3 % ↑ 0.3 pts	29.0 % ↑ 3.9 pts
Adjusted EBITDA Margin ¹	33.9 % ↑ 0.2 pts	33.7 % ↑ 3.7 pts

¹ Excludes restructuring expenses

- Net sales growth of +28% for the quarter, to US\$577.1 million
 - Volume increased +21% for the quarter
 - Exteriors volume +23%
 - Interiors volume +13%
 - Price/Mix increased +7%
 - Gaining momentum in High Value Product penetration with our customers
- Adjusted EBIT growth of +29% at an EBIT margin of 29.3% for the quarter
 - Strong volume growth, particularly of High Value Products
 - LEAN manufacturing savings
 - Partially offset by higher SG&A, Freight and Input costs
- Strong Adjusted EBITDA Margin of 33.9%

Gaining Momentum in
High Value Product Mix Penetration With our Customers

EUROPE SUMMARY

	Q1 FY22	Q1 FY21
Sales Volume	246.9 mmsf ↑ 28%	192.2 mmsf ↓ -9%
Net Sales	€103.3 M ↑ 37%	€75.4 M ↓ -12%
Adjusted EBIT ¹	€13.5 M ↑ 575%	€2.0 M ↓ -72%
Adjusted EBIT Margin ¹	13.1 % ↑ 10.2 pts	2.9 % ↓ -5.3 pts
Adjusted EBITDA Margin ¹	19.2 % ↑ 9.1 pts	10.1 % ↓ -3.8 pts

¹ Excludes restructuring expenses

- Net Sales growth of +37%, to €103.3 million, for the quarter
 - Volume increased +28% for the quarter
 - Price/Mix increased +9%
 - Fiber Cement Net Sales +91% for the quarter
- Adjusted EBIT growth of +575% at an EBIT margin of 13.1% for the quarter
 - Strong volume growth, particularly of Fiber Cement products and Fiber Gypsum flooring products
 - LEAN manufacturing savings
 - Partially offset by increases in Freight and Input costs

Three Straight Quarters of Double Digit Sales Growth and
at Double Digit Adjusted EBIT Margin %



APAC SUMMARY

	Q1 FY22	Q1 FY21
Sales Volume	154.8 mmsf ↑ 41%	110.0 mmsf ↓ -18%
Net Sales	A\$184.1 M ↑ 33%	A\$138.7 M ↓ -10%
Adjusted EBIT ¹	A\$50.4 M ↑ 50%	A\$33.6 M ↓ -5%
Adjusted EBIT Margin ¹	27.4 % ↑ 3.0 pts	24.4 % ↑ 1.4 pts
Adjusted EBITDA Margin ¹	29.9 % ↑ 2.6 pts	27.3 % ↑ 1.6 pts

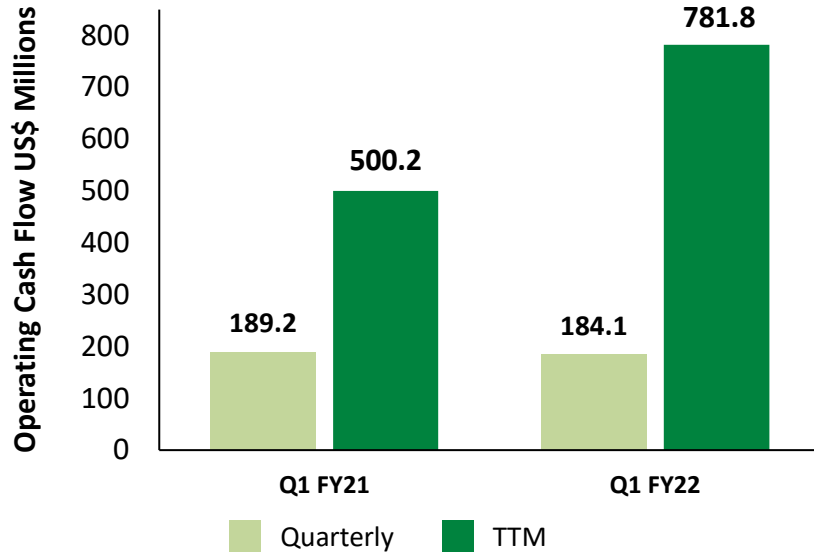
¹ Excludes restructuring expenses

- Net sales growth of +33%, to A\$184.1 million, for the quarter
 - Volumes +41% for the quarter
 - All 3 countries delivered exceptional volume growth
 - Philippine's volume +158% versus pcp causing blended APAC price/mix impact to be negative (Net Sales growth lower than Sales Volume growth)
 - ANZ price/mix increased +6%
 - Outstanding profitable growth in New Zealand
- Adjusted EBIT +50% at 27.4% Adjusted EBIT Margin
 - Strong net sales growth
 - Partially offset by higher SG&A, Freight and Input costs

Exceptional Net Sales and EBIT Growth in All Three Countries



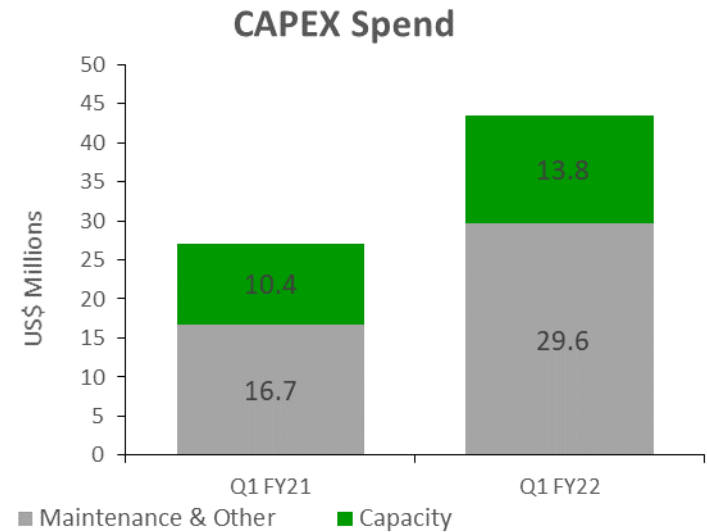
OPERATING CASH FLOW



Strong operating cash flow of US\$184.1 million for Q1 FY22 and trailing twelve months up 56% to US\$781.8 million

- Increased profitable sales
- Integrated with customers to reduce working capital for both customers and James Hardie

CAPITAL EXPENDITURES



Prattville plant on track to be best startup

- Sheet Machine #1 started in March 2021 with saleable production
- Sheet Machine #2 started in July 2021 with saleable production

Total capital expenditures expected to be approximately US\$250-\$350 million per year for the period FY22-FY24

CAPITAL ALLOCATION ALIGNED TO PROFITABLE GROWTH STRATEGY

- Preserve strong liquidity and flexibility
- Invest in organic growth: capacity expansion, market driven innovation & marketing directly to the homeowner
- Maintain net leverage ratio of 1-2x
 - 1.0x leverage ratio as of 30 June 2021
- Return capital to shareholders

Invest in Growth, Return Capital to Shareholders, While Continuing to Strengthen our Balance Sheet

FULL YEAR FISCAL YEAR 2022 GUIDANCE

Management raises full year FY22 Adjusted Net Income¹ to range of

US\$550 million and US\$590 million

(From US\$520 million and US\$570 million)³

North America

Net Sales Growth

20+% growth versus FY21

Price/Mix

+7% to +9% improvement versus FY21 (from +4% to +6%)³

Global

SG&A and R&D investment²

US\$100 to US\$120 million incremental to FY21 (from US\$80 to US\$110 million)³

COGS inflation

US\$120 to US\$150 million incremental to FY21 (from US\$100 to US\$150 million)³

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

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

² SG&A and R&D investment excludes increases or decreases in stock compensation expenses driven by changes in the JHX share price.

³ Ranges previously communicated at Investor Day on May 25th, 2021

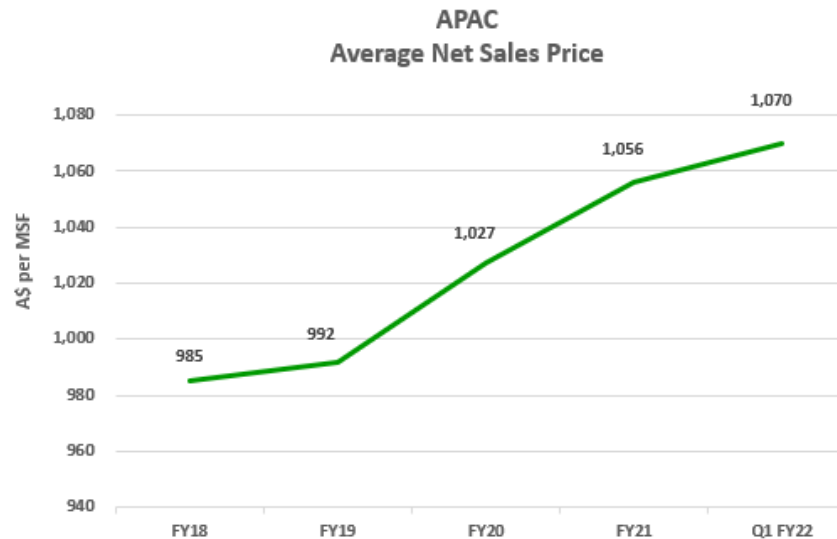
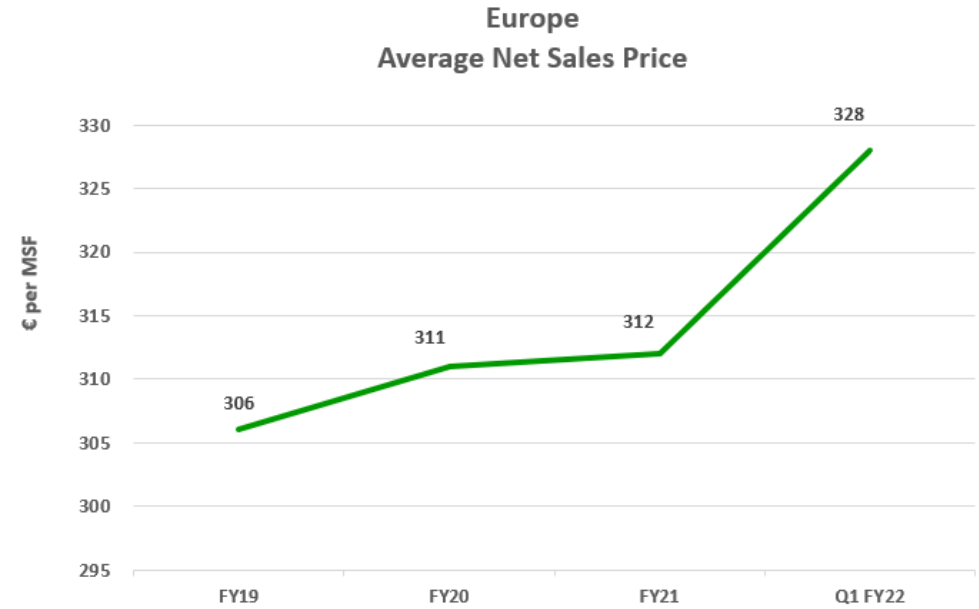
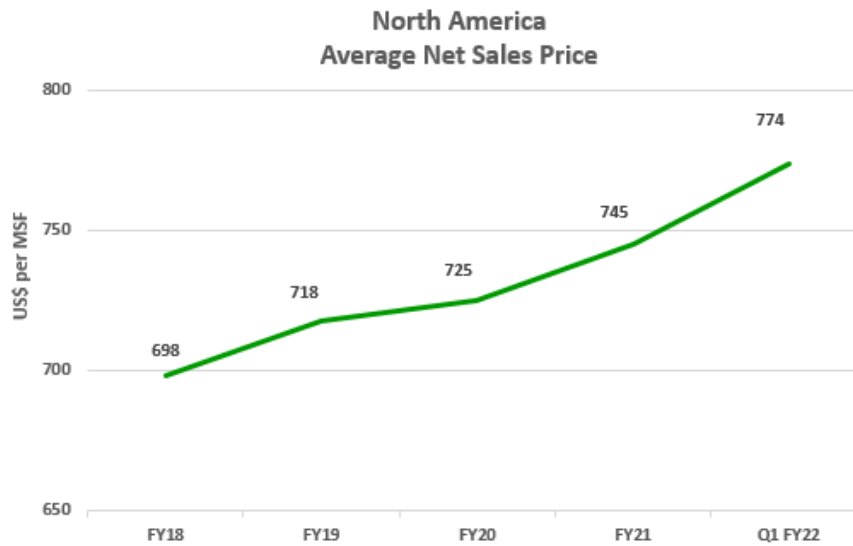


QUESTIONS

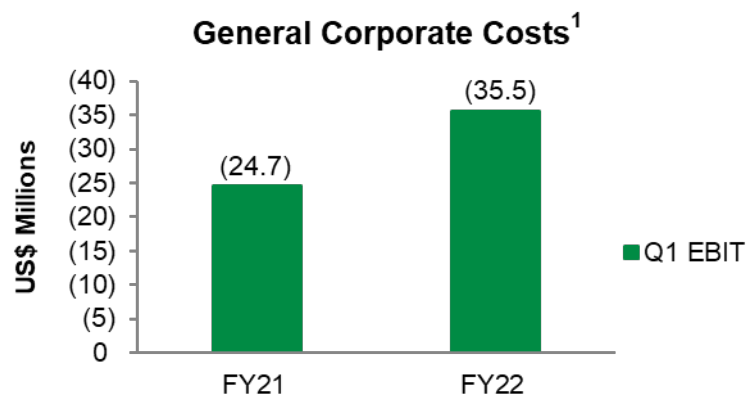


APPENDIX

DRIVING A HIGHER VALUE PRODUCT MIX – AVERAGE NET SALES PRICE



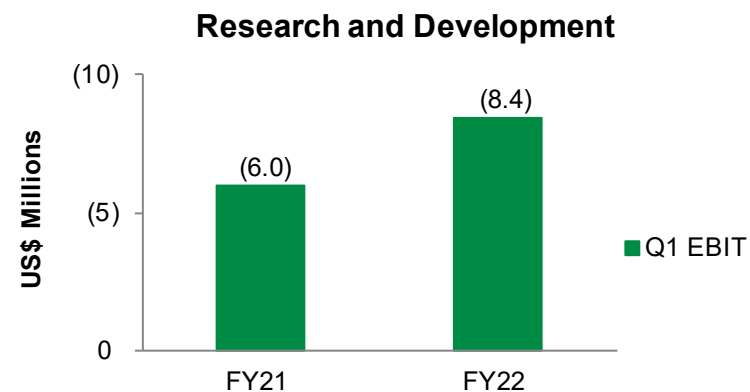
GENERAL CORPORATE COSTS



- Unfavorable movement in foreign exchange gains and losses and
- Investment in growth initiatives including talent and expenses related to building our global brand

¹ Excludes asbestos related expenses and adjustments

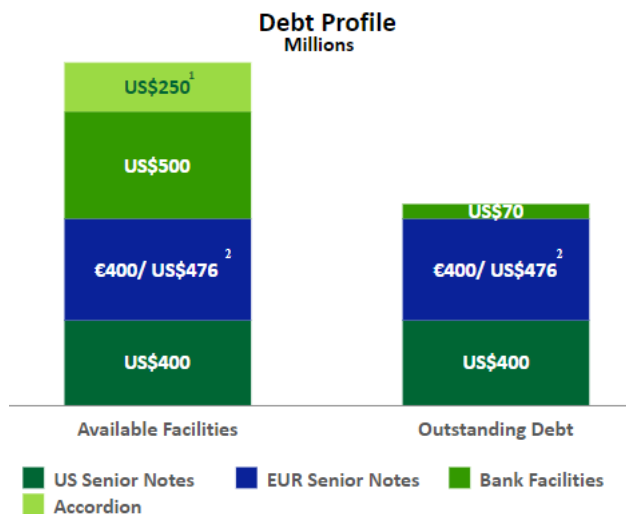
RESEARCH & DEVELOPMENT



- Customer Driven Innovation remains core strategic pillar
- R&D up 40% versus the pcp
- Product development R&D expenses of US\$1.7 million, included within the NA, APAC and EU segments, decreased 15% for the quarter

James Hardie Q1 FY22 Results

LIQUIDITY PROFILE

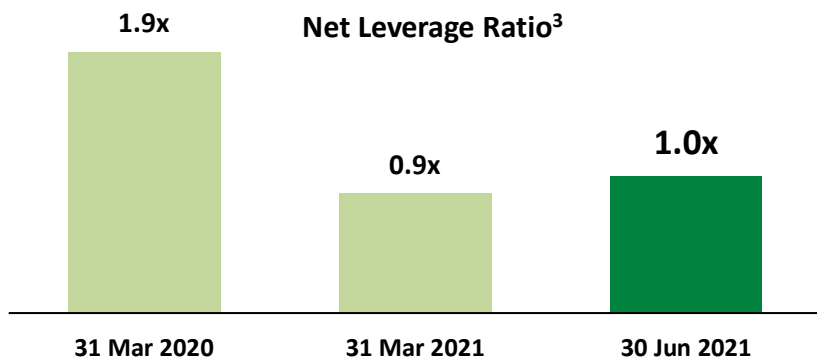


Corporate debt structure

- €400 million (US\$476 million)² 3.625% senior unsecured notes, maturing 2026 (callable in October 2021)
- US\$400 million 5.00% senior unsecured notes maturing 2028 (callable in January 2023)
- US\$500 million unsecured RCF, maturing December 2022

Net leverage and liquidity

- 1.0x leverage ratio³ at 30 June 2021
- US\$554.1 million of liquidity on 30 June 2021



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 RCF agreement, but not credit approved. Do not anticipate accessing accordion feature.

² Based on exchange rate as of 30 June 2021

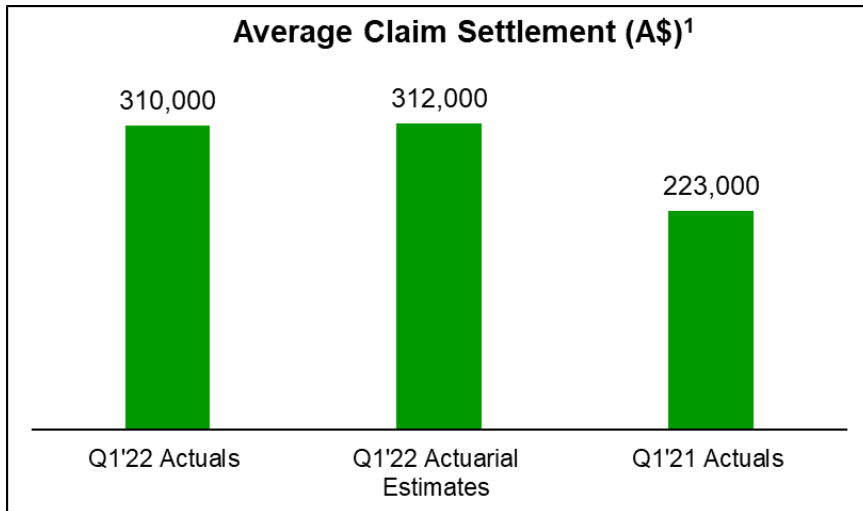
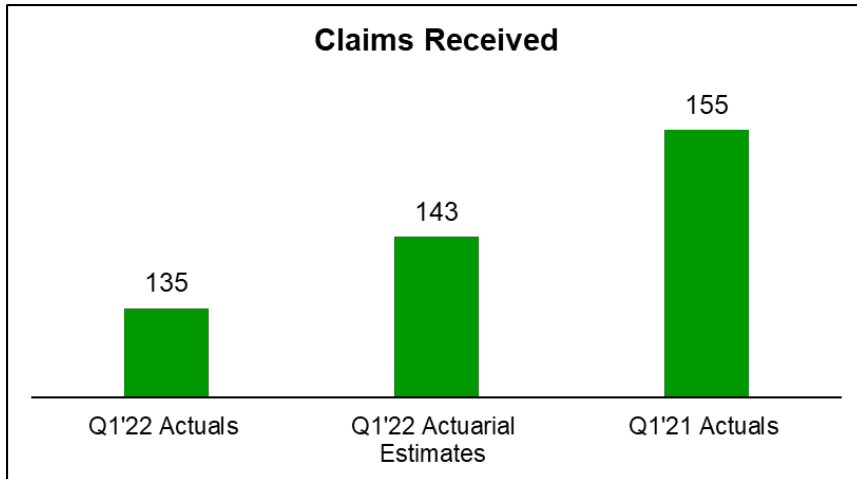
³ Leverage ratio is based on bank covenant definition

Strong Cash and Liquidity Position

DEPRECIATION AND AMORTIZATION

US\$ Millions	Three Months Ended 30 June	
	Q1 FY22	Q1 FY21
Depreciation and amortization		
North America Fiber Cement	\$ 26.4	\$ 21.2
Asia Pacific Fiber Cement	3.6	2.8
Europe Building Products	7.6	6.1
Research and Development	0.3	0.3
General Corporate	0.5	0.8
Total Depreciation and amortization	\$ 38.4	\$ 31.2

ASBESTOS CLAIMS DATA



Quarter ended 30 June 2021:

- Net cash outflow was 26% below actuarial expectations
- Gross cash outflow was 20% below actuarial expectations
- Claims received were 6% below actuarial estimates and 13% below pcg
- Number of claims settled were 35% below pcg
- Average claim settlement was flat compared to actuarial estimates and 39% above pcg

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

NON-GAAP FINANCIAL MEASURES

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

Financial Measures – GAAP Equivalents

This document contains the financial statement line item EBIT, which is considered to be non-GAAP, but is consistent with the term used by Australian companies. Because we prepare our consolidated financial statements under GAAP, the equivalent GAAP financial Statement line item description used in our consolidated financial statements is Operating income (loss).

Definitions

EBIT – Earnings before interest and tax

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

Price/Mix – Price/Mix is defined as the percentage growth in revenue attributable to price increases and shift in mix of products sold. Price/Mix is calculated as the Net Sales growth percentage less the volume growth percentage.

Sales Volume

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

NON-GAAP FINANCIAL MEASURES

Adjusted EBIT and Adjusted EBITDA

US\$ Millions	Three Months Ended 30 June		
	Q1'22	Q1'21	Q1'20
EBIT	\$ 183.0	\$ 49.8	\$ 132.5
Asbestos:			
Asbestos adjustments (gain) loss	(2.8)	63.7	(8.5)
AICF SG&A expenses	0.3	0.3	0.4
Restructuring expenses	-	11.1	-
Adjusted EBIT	\$ 180.5	\$ 124.9	\$ 124.4
Net sales	843.3	626.3	656.8
Adjusted EBIT margin	21.4%	19.9%	18.9%
Depreciation and amortization	38.4	31.2	31.6
Adjusted EBITDA	\$ 218.9	\$ 156.1	\$ 156.0
Adjusted EBITDA Margin	26.0%	24.9%	23.8%

North America Fiber Cement Segment Adjusted EBIT and Adjusted EBITDA

US\$ Millions	Three Months Ended 30 June		
	Q1'22	Q1'21	Q1'20
North America Fiber Cement Segment EBIT	\$ 169.3	\$ 128.4	\$ 113.5
Restructuring expenses	-	2.5	-
North America Fiber Cement Segment Adjusted EBIT	\$ 169.3	\$ 130.9	\$ 113.5
North America Fiber Cement Segment net sales	577.1	451.8	452.3
North America Fiber Cement Segment Adjusted EBIT margin	29.3%	29.0%	25.1%
Depreciation and amortization	26.4	21.2	22.0
North America Fiber Cement Segment Adjusted EBITDA	\$ 195.7	\$ 152.1	\$ 135.5
North America Fiber Cement Segment Adjusted EBITDA Margin	33.9%	33.7%	30.0%

NON-GAAP FINANCIAL MEASURES

Asia Pacific Fiber Cement Segment Adjusted EBIT and Adjusted EBITDA

US\$ Millions	Three Months Ended 30 June		
	Q1'22	Q1'21	Q1'20
Asia Pacific Fiber Cement Segment EBIT	\$ 38.8	\$ 18.9	\$ 24.8
Restructuring expenses	-	3.4	-
Asia Pacific Fiber Cement Segment Adjusted EBIT	\$ 38.8	\$ 22.3	\$ 24.8
Asia Pacific Fiber Cement Segment net sales	141.8	91.3	108.0
Asia Pacific Fiber Cement Segment Adjusted EBIT margin	27.4%	24.4%	23.0%
Depreciation and amortization	3.6	2.8	3.0
Asia Pacific Fiber Cement Segment Adjusted EBITDA	\$ 42.4	\$ 25.1	\$ 27.8
Asia Pacific Fiber Cement Segment Adjusted EBITDA Margin	29.9%	27.3%	25.7%

Europe Building Products Segment Adjusted EBIT and Adjusted EBITDA

US\$ Millions	Three Months Ended 30 June		
	Q1'22	Q1'21	Q1'20
Europe Building Products Segment EBIT	\$ 16.3	\$ (2.7)	\$ 7.9
Restructuring expenses	-	5.1	-
Europe Building Products Segment Adjusted EBIT	\$ 16.3	\$ 2.4	\$ 7.9
Europe Building Products Segment net sales	124.4	83.2	95.9
Europe Building Products Segment Adjusted EBIT margin	13.1%	2.9%	8.2%
Depreciation and amortization	7.6	6.1	5.4
Europe Building Products Segment Adjusted EBITDA	\$ 23.9	\$ 8.5	\$ 13.3
Europe Building Products Segment Adjusted EBITDA Margin	19.2%	10.1%	13.9%

NON-GAAP FINANCIAL MEASURES

Adjusted interest expense, net

US\$ Millions	Three Months Ended 30 June	
	Q1'22	Q1'21
Interest expense, net	\$ 10.1	\$ 12.6
AICF interest income, net	(0.1)	(0.1)
Adjusted interest expense, net	\$ 10.2	\$ 12.7

Adjusted net income

US\$ Millions	Three Months Ended 30 June		
	Q1'22	Q1'21	Q1'20
Net income	\$ 121.4	\$ 9.4	\$ 86.5
Asbestos:			
Asbestos adjustments (gain) loss	(2.8)	63.7	(8.5)
AICF SG&A expenses	0.3	0.3	0.4
AICF interest income, net	(0.1)	(0.1)	(0.2)
Restructuring expenses	-	11.1	-
Tax adjustments ¹	15.4	4.9	12.0
Adjusted net income	\$ 134.2	\$ 89.3	\$ 90.2

NON-GAAP FINANCIAL MEASURES

Adjusted effective tax rate

US\$ Millions	Three Months Ended 30 June	
	Q1 FY22	Q1 FY21
Income before income taxes	\$ 172.7	\$ 37.4
Asbestos:		
Asbestos adjustments (gain) loss	(2.8)	63.7
AICF SG&A expenses	0.3	0.3
AICF interest income, net	(0.1)	(0.1)
Restructuring expenses	-	11.1
Adjusted income before income taxes	\$ 170.1	\$ 112.4
Income tax expense	51.3	28.0
Tax adjustments ¹	(15.4)	(4.9)
Adjusted income tax expense	\$ 35.9	\$ 23.1
Effective tax rate	29.7%	74.9%
Adjusted effective tax rate	21.1%	20.6%



Q1 FY22 MANAGEMENT PRESENTATION
10 August 2021

