



Q1 FY23 MANAGEMENT PRESENTATION
16 August 2022



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

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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 2022; 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 FY23 Financial Results**
- **North America Update**
- **Capital Allocation, Capacity Expansion & Guidance**
- **Questions and Answers**



Harold Wiens
Interim CEO



Jason Miele
CFO



Sean Gadd
North America President

JAMES HARDIE TO HOST GLOBAL INVESTOR DAY

When: Monday and Tuesday, 12-13 September

Where: Ziegfeld Ballroom, New York City

Registration link [HERE](#)

Who: James Hardie leadership, key customers and partners

Key topics

- Strategy
- Markets
- Customer integration and engagement
- Marketing to the Homeowner
- Innovation
- APAC
- Europe
- ESG



STRATEGY UPDATE

STRATEGY IS UNCHANGED AND CONTINUES TO DRIVE PROFITABLE GLOBAL GROWTH

1

Market to Homeowners to Create Demand

2

Penetrate and Drive Profitable Growth in Existing and New Segments

3

Commercialize Global Innovations by Expanding Into New Categories

Continued Execution and Expansion of Foundational Initiatives:

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



Zero Harm & ESG

ADJUSTING IN AN UNCERTAIN MARKET

- The current Macro-economic environment:
 - Has significantly increased input costs and freight costs in FY23
 - Is creating uncertainty for the housing sector in all three regions

- James Hardie:
 - Remains Financially strong
 - Has a management team with proven 'uncertain market' experience
 - Continues to invest in growth

We are preparing for all scenarios, and:

1. **Deliver strong results throughout, AND**
2. **Accelerate and expand our competitive advantages**



Q1 FY23 FINANCIAL RESULTS

GLOBAL RESULTS

| | Q1 FY23 |
|-------------------------------------|-----------------------|
| Sales Volume | 1,203.3 mmsf +5% |
| Net Sales | US\$1,000.9 M +19% |
| Adjusted EBIT ¹ | US\$208.4 M +15% |
| Adjusted Net Income ² | US\$154.3 M +15% |
| Operating Cash Flow | US\$153.6 M -17% |
| Adjusted EBITDA Margin ¹ | 24.9 % -1.1 pts |

¹ Excludes asbestos related expenses and adjustments

² Excludes asbestos related expenses and adjustments, and tax adjustments

- Net Sales increased +19% and exceeded US\$1.0 billion for the first time in JHX history
- All 3 regions are simultaneously executing on the Global Strategy
- Adjusted Net Income increased 15%
- Operating cash flow of US\$153.6 million remains at step-changed level
- Adjustments to ensure:
 - Growth above market and Strong Returns in FY23
 - Position ourselves for strong FY24 and beyond

APAC SUMMARY

| | Q1 FY23 |
|---------------|--------------------|
| Sales Volume | 150.2 mmsf -3% |
| Price/Mix | +12% |
| Net Sales | A\$200.1 M +9% |
| EBIT | A\$51.3 M +2% |
| EBIT Margin | 25.6 % -1.8 pts |
| EBITDA Margin | 27.8 % -2.1 pts |

- 9% increase in Net Sales driven by strong Price/Mix growth of +12%
 - 3% decline in volumes, primarily driven by adverse weather in Australia
 - Continued execution in driving High Value Product penetration
 - Growth in high value innovations
 - Second price increase to take effect in September-October
- 2% growth in EBIT at an EBIT Margin of 25.6%
 - Strong Net Sales growth
 - Continued execution of LEAN manufacturing
 - Freight cost \$/mmsf +20% pcp
 - Pulp \$/mmsf +26% pcp
 - Energy \$/mmsf +53% pcp

EUROPE SUMMARY

| | Q1 FY23 |
|------------------------|--------------------|
| Sales Volume | 229.4 mmsf -7% |
| Price/Mix | +14% |
| Net Sales | €110.8 M +7% |
| EBIT | €11.4 M -16% |
| EBIT Margin | 10.3 % -2.8 pts |
| EBITDA Margin | 15.9 % -3.3 pts |
| Fiber Cement Net Sales | +1% |
| Fiber Gypsum Net Sales | +8% |

- 7% increase in Net Sales driven by strong Price/Mix growth of +14%
 - 7% decline in volumes as housing activity slowed
- EBIT decreased 16% at an EBIT margin of 10.3%
 - Net Sales Growth, more than offset by:
 - Significant inflation of input and freight costs:
 - Energy/mmsf +62% vs pcp
 - Freight/mmsf +26% vs pcp
 - Recycled Paper/mmsf +27% vs pcp
 - SG&A investment, primarily in marketing and talent capability
- Remain focused on long-term strategy of becoming Euro 1.0 billion Net Sales business at 20+% EBIT Margin

NORTH AMERICA SUMMARY

| | Q1 FY23 |
|---------------|----------------------------|
| Sales Volume | 823.7 mmsf +11% |
| Price/Mix | +17% |
| Net Sales | US\$740.1 M +28% |
| EBIT | US\$191.8 M +13% |
| EBIT Margin | 25.9 % -3.4 pts |
| EBITDA Margin | 30.0 % -3.9 pts |

- 28% increase in Q1 FY23 Net Sales led by volume and Price/Mix growth
 - Continued execution in driving High Value Product penetration with our customers
 - +11% volume growth
 - Price/Mix growth of +17%
 - ColorPlus volumes +31%
- 13% EBIT growth with an EBIT Margin of 25.9%
 - Strong Net Sales growth
 - Execution of LEAN manufacturing
 - Ongoing inflationary pressures for key raw materials and freight
 - Ongoing investment in growth

NORTH AMERICA INFLATION

Q1 FY23 vs. Q1 FY22

| | |
|----------------------|------|
| Price Mix | +17% |
| COGS \$/mmsf | +21% |
| SG&A Investment (\$) | +33% |

 Freight \$/mmsf +17%

 Pulp \$/mmsf +8%

 Cement \$/mmsf +17%

Q1 FY23 vs. Q4 FY22

| | |
|----------------------|------|
| Price Mix | +6% |
| COGS \$/mmsf | +11% |
| SG&A Investment (\$) | +15% |

 Freight \$/mmsf +9%

 Pulp \$/mmsf +16%

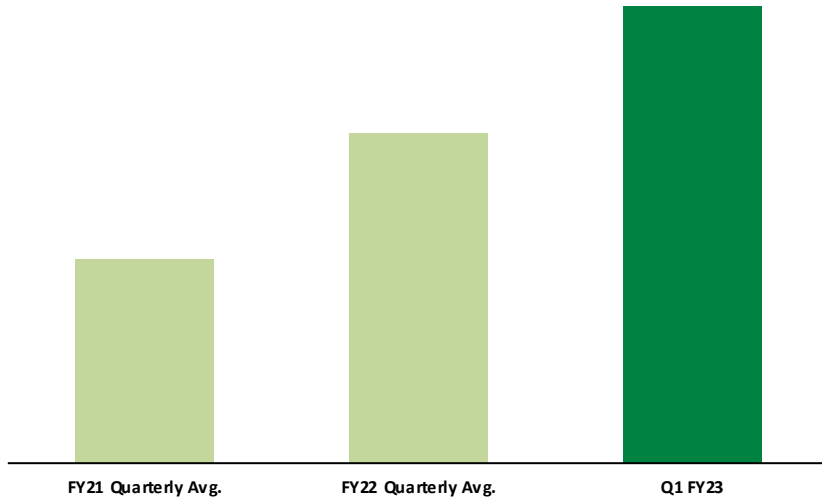
 Cement \$/mmsf +5%



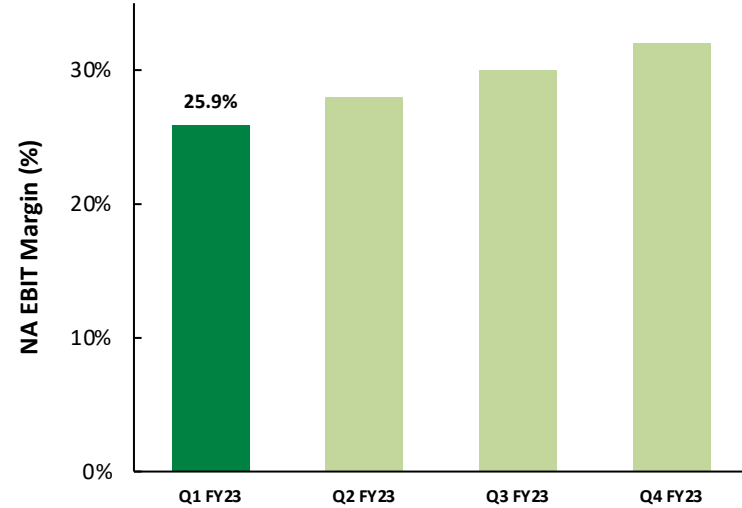
NORTH AMERICA UPDATE

DELIVERING A STRONG FY23

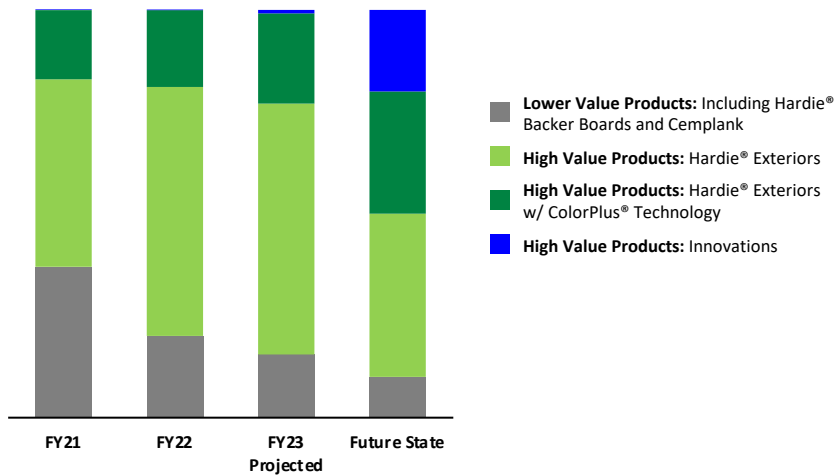
NA SG&A (US\$ Million)



Illustrative NA EBIT Margin (%)

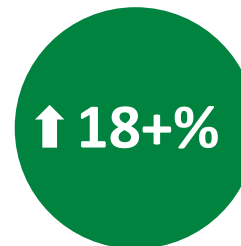


NA Volume Mix



FY23: Key Metrics

Net Sales Growth



EBIT Margin Target



NORTH AMERICA – FLEXIBILITY FOR FY24 AND BEYOND

- 1** Continue to build and accelerate customer engagement and partnership
- 2** In FY23 maintain quarterly SG&A flat to Q1FY23 to retain flexibility heading into FY24
- 3** Continue to invest in marketing to the homeowner to drive long term strategic growth



CONNECTING THE ROPE

Partnering With
Customers



Working Closely With
Contractors / Installers



Marketing Directly to
Homeowners



**Managing Relationships Across the Repair and Remodel Value Chain
to Drive Profitable Growth**

MAGNOLIA

M A G N O L I A H O M E



A New Collaboration

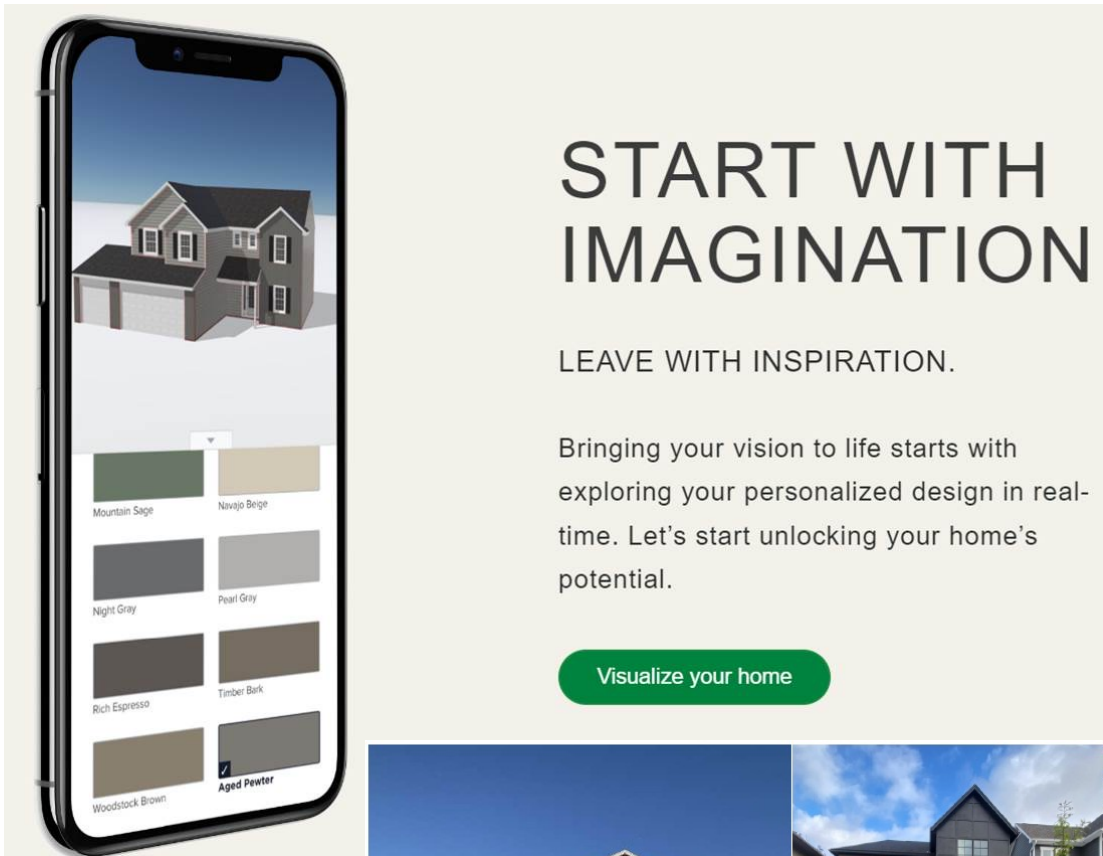
- Focused on ColorPlus® Technology finished products
- 16 colors curated by Joanna Gaines leveraging ColorPlus® Technology finishes
- Builds additional credibility with homeowners
 - Joanna Gaines builds trust and credibility around aesthetic design
 - Chip Gaines builds trust and credibility around durability and low maintenance



@JoannaGaines
@JamesHardie
@MagnoliaHome
@ChipGaines



HOMEOWNER VISUALIZATION TOOL



START WITH IMAGINATION

LEAVE WITH INSPIRATION.

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

Visualize your home

- Investing in a Visualization tool, launching with the Magnolia Home | James Hardie Collection
- Enabling the homeowner's path to purchase by letting her explore design options with various products and colors on her own home
- 3-D renderings and auto-generated measurements facilitate contractor information and install



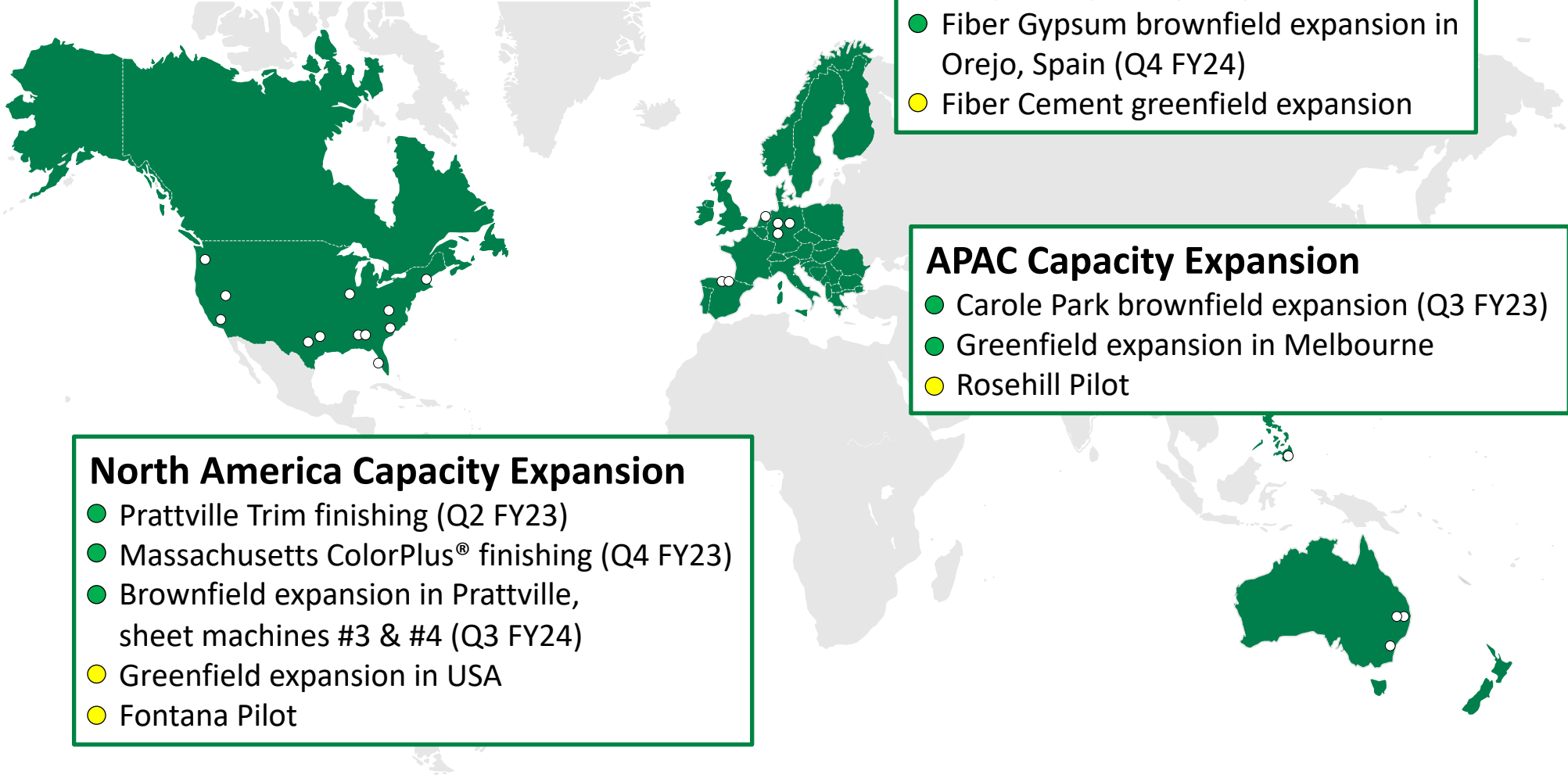


CAPITAL ALLOCATION, CAPACITY EXPANSION & GUIDANCE

CAPITAL ALLOCATION

- Preserve strong liquidity and flexibility
- Invest in organic growth: capacity expansion, market driven innovation & marketing
- Maintain net leverage ratio of less than 2x
 - 0.73x leverage ratio as of 30 June 2022
- Return capital to shareholders

CAPACITY EXPANSION



North America Capacity Expansion

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

Europe Capacity Expansion

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

APAC Capacity Expansion

- Carole Park brownfield expansion (Q3 FY23)
- Greenfield expansion in Melbourne
- Rosehill Pilot

FULL YEAR FISCAL YEAR 2023 GUIDANCE

Management adjusts full year FY23 Adjusted Net Income¹ guidance to:

US\$730 million and US\$780 million

a 22% increase at the mid point relative to FY22

North America Guidance – Full Year FY23

| | |
|------------------|-------------------------|
| Net Sales Growth | 18+% growth versus FY22 |
| EBIT margin | 28-32% |

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

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

CLOSING



Financially Strong



Right Strategy



Experienced Management Team

We are preparing for all scenarios, and:

1. **deliver strong results throughout, AND**
2. **accelerate and expand our competitive advantages**



QUESTIONS



APPENDIX

BUILDING SUSTAINABLE COMMUNITIES: ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Communities

- 75%** of employees hired locally
- 80%** of raw materials sourced within 150 miles of manufacturing facilities
- 65%** of our products are shipped within 500 miles of manufacturing facilities



Environment

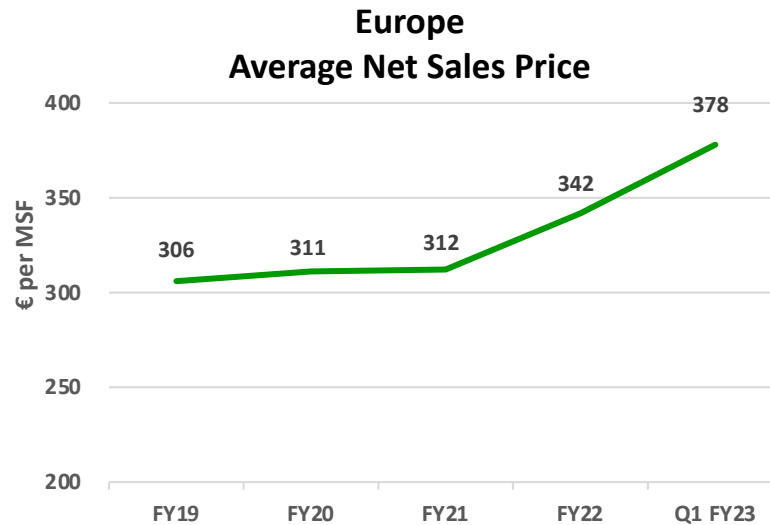
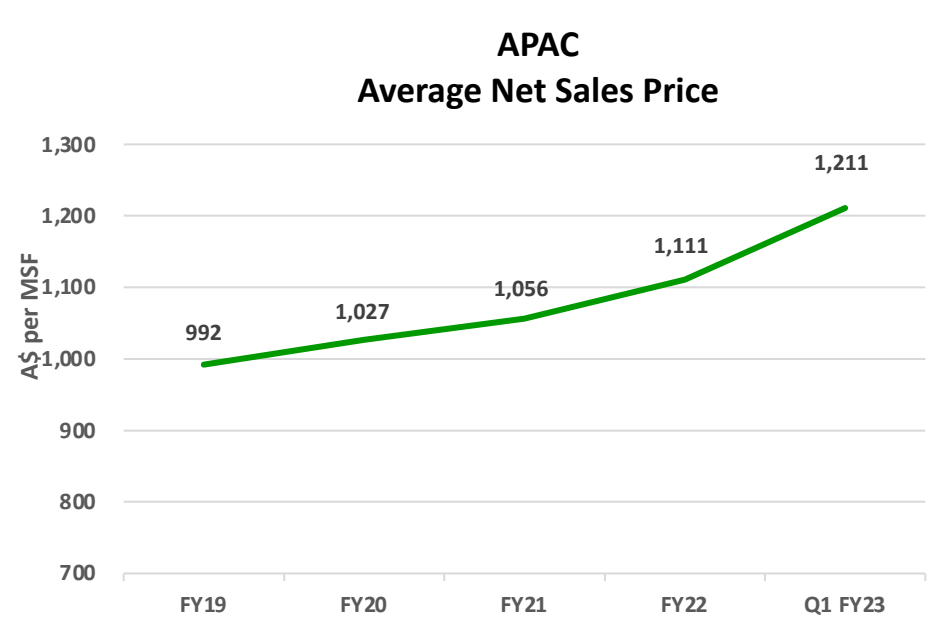
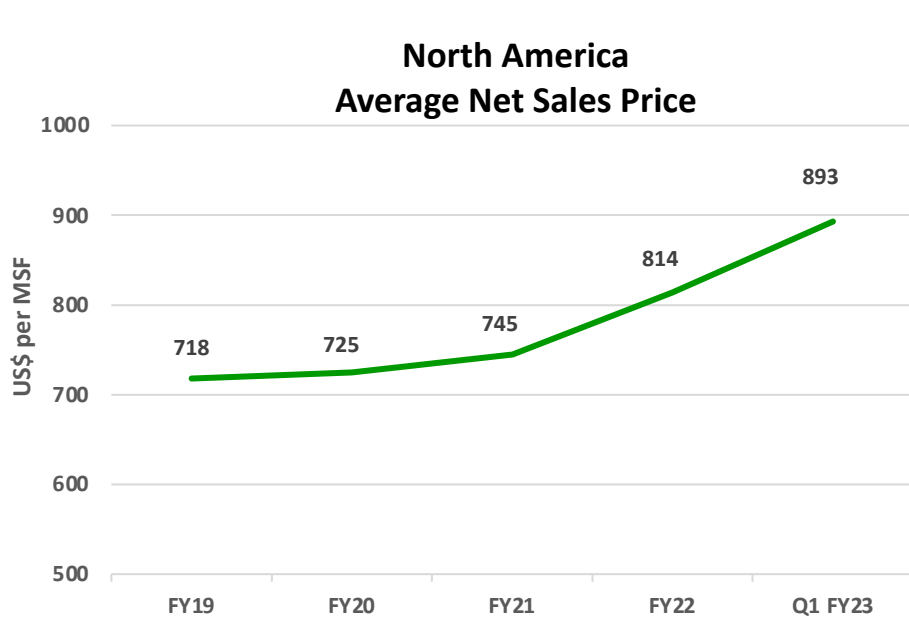
- 21%** Reduction in Scope 1 and Scope 2 greenhouse gas intensity¹ (MT CO₂e/\$ revenue) in CY21
GOAL: 40% by 2030
- 47%** Reduction in landfill waste intensity¹ (MT/\$ revenue) in CY21
GOAL: 50% by 2030
- 3.87** Million additional¹ cubic feet of water recycled in CY21
GOAL: 20M cubic feet by 2030

Zero Harm

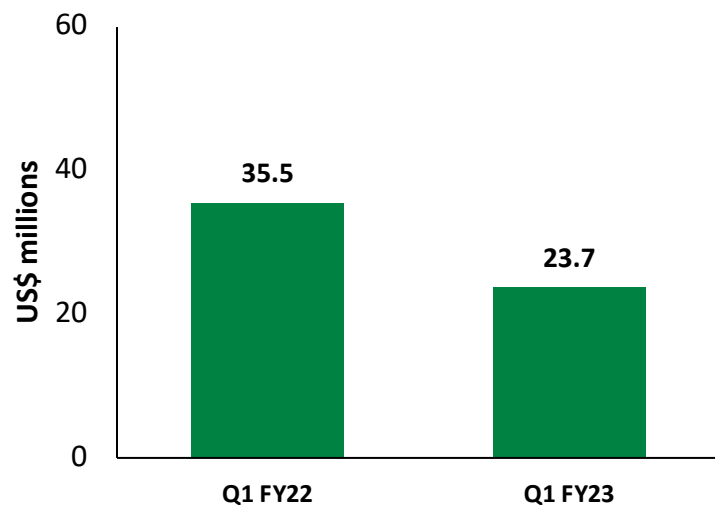
Total Recordable Incident Rate below **1.22** vs **3.8**
industry average *TRIR* *Industry Average*
(TRIR)

¹ Intensity measured from a 2019 baseline
Further information can be found in our [FY22 Sustainability Report](#)

DRIVING A HIGHER VALUE PRODUCT MIX – AVERAGE NET SALES PRICE

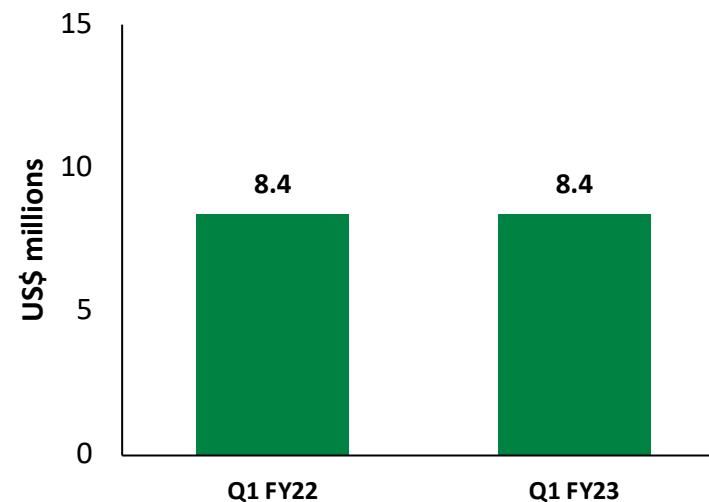


GENERAL CORPORATE COSTS



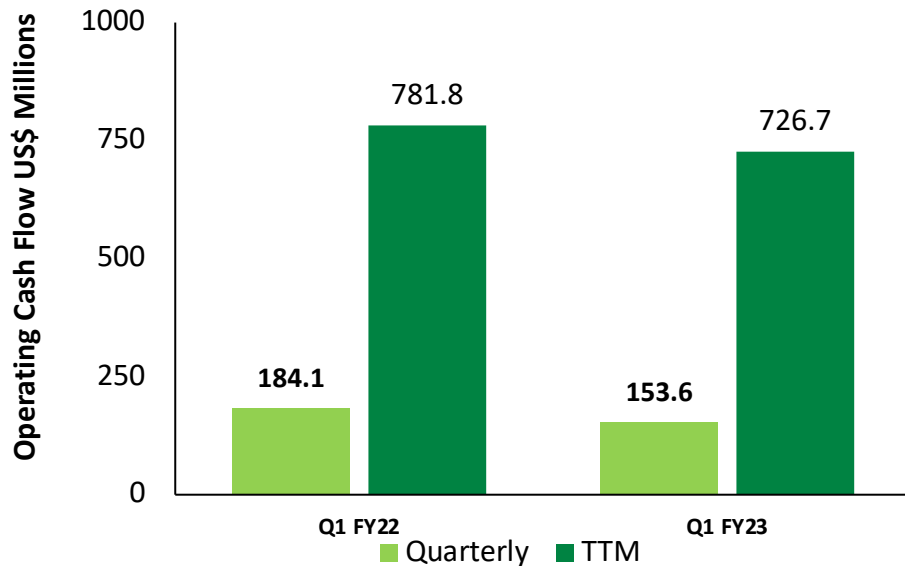
- Q1 corporate costs down 33% versus pcp primarily due to lower stock compensation expense
- Stock compensation expense decreased US\$11 million, primarily due to the decrease in share price during the quarter

RESEARCH & DEVELOPMENT



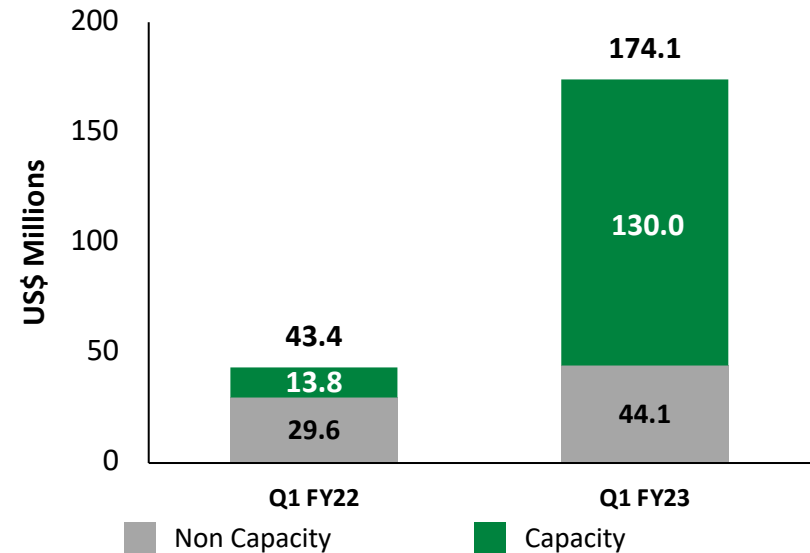
- Q1 R&D costs flat versus pcp
- Customer Driven Innovation remains a core strategic initiative to drive organic profitable growth

OPERATING CASH FLOW



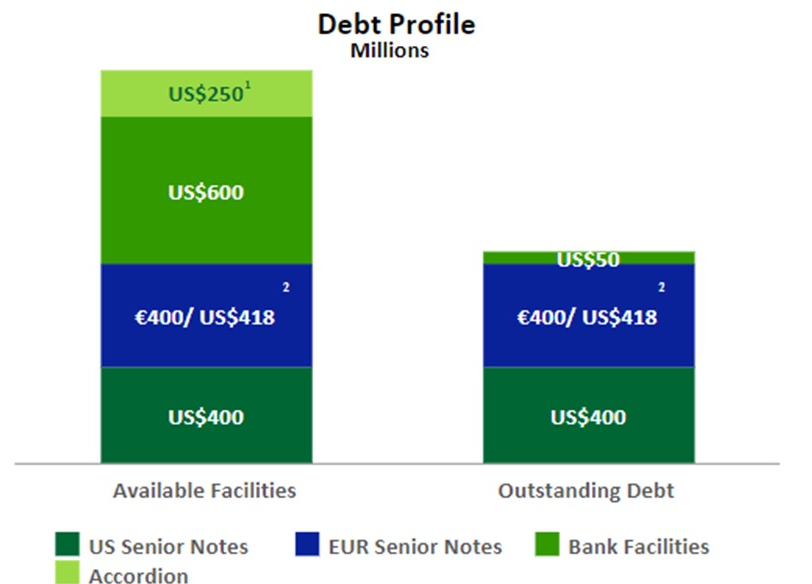
- Quarterly operating cash flow declined 17% vs pcp
- Working capital increased by US\$12.6m, primary due to higher inventory levels
- Asbestos claims paid of US\$28.6 million

CAPITAL EXPENDITURES



- Capacity Expansion in the quarter included
 - Land purchased in Melbourne, Australia
 - Significant progress in Prattville Trim capability

LIQUIDITY PROFILE

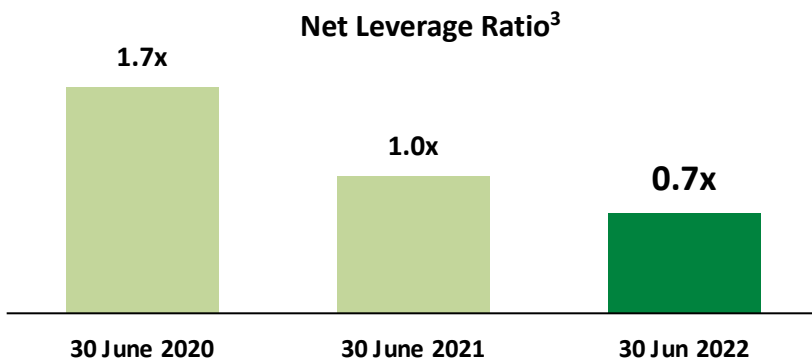


Corporate debt structure

- €400 million (US\$418.0 million)² 3.625% senior unsecured notes, maturing 2026 (callable since October 2021)
- US\$400 million 5.00% senior unsecured notes maturing 2028 (callable in January 2023)
- US\$600 million unsecured RCF, maturing December 2026

Net leverage and liquidity

- 0.73x leverage ratio³ at 30 June 2022
- US\$680.1 million of liquidity at 30 June 2022



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.

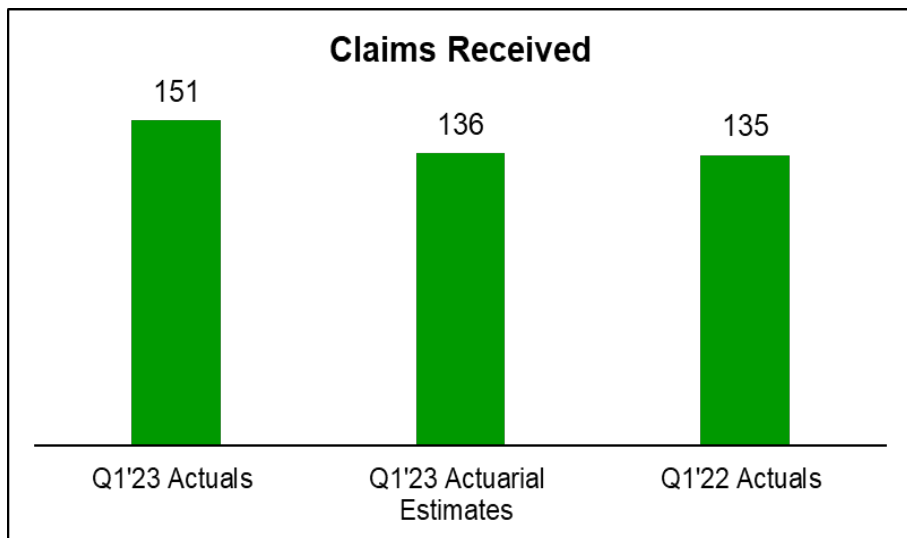
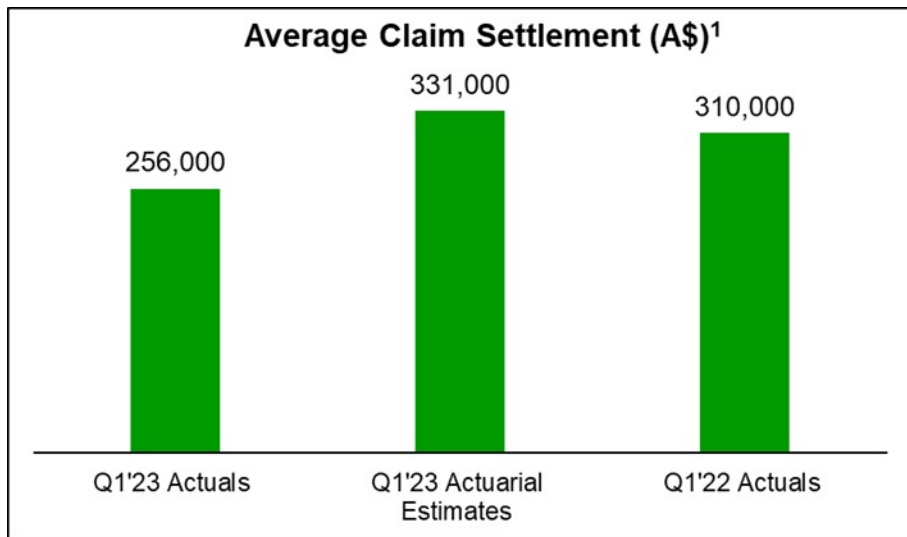
² Based on exchange rate as of 30 June 2022

³ Leverage ratio is based on bank covenant definition

DEPRECIATION AND AMORTIZATION

| US\$ Millions | Three Months Ended 30 June | |
|--|----------------------------|----------------|
| | Q1 FY23 | Q1 FY22 |
| Depreciation and amortization | | |
| North America Fiber Cement | \$ 30.0 | \$ 26.4 |
| Asia Pacific Fiber Cement | 3.1 | 3.6 |
| Europe Building Products | 6.6 | 7.6 |
| Research and Development | 0.3 | 0.3 |
| General Corporate | 0.5 | 0.5 |
| Total Depreciation and amortization | \$ 40.5 | \$ 38.4 |

ASBESTOS CLAIMS DATA



Quarter ended 30 June 2022:

- Average claim settlement was 23% below actuarial estimates and 17% below pcp
- Number of claims settled were 36% above actuarial expectations and 50% above pcp
- Claims received were 11% above actuarial estimates and 12% above pcp
- Net cash outflow was 9% below actuarial expectations

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 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

NON-GAAP FINANCIAL MEASURES

Adjusted EBIT and Adjusted EBITDA

| US\$ Millions | Three Months Ended 30 June | |
|-------------------------------|----------------------------|----------|
| | Q1'23 | Q1'22 |
| EBIT | \$ 221.3 | \$ 183.0 |
| Asbestos: | | |
| Asbestos adjustments gain | (13.2) | (2.8) |
| AICF SG&A expenses | 0.3 | 0.3 |
| Adjusted EBIT | \$ 208.4 | \$ 180.5 |
| Net sales | 1,000.9 | 843.3 |
| Adjusted EBIT margin | 20.8% | 21.4% |
| Depreciation and amortization | 40.5 | 38.4 |
| Adjusted EBITDA | \$ 248.9 | \$ 218.9 |
| Adjusted EBITDA Margin | 24.9% | 26.0% |

North America Fiber Cement Segment EBIT and EBITDA

| US\$ Millions | Three Months Ended 30 June | |
|---|----------------------------|----------|
| | Q1'23 | Q1'22 |
| North America Fiber Cement Segment EBIT | \$ 191.8 | \$ 169.3 |
| North America Fiber Cement Segment net sales | 740.1 | 577.1 |
| North America Fiber Cement Segment EBIT margin | 25.9% | 29.3% |
| Depreciation and amortization | 30.0 | 26.4 |
| North America Fiber Cement Segment EBITDA | \$ 221.8 | \$ 195.7 |
| North America Fiber Cement Segment EBITDA Margin | 30.0% | 33.9% |

NON-GAAP FINANCIAL MEASURES

Asia Pacific Fiber Cement Segment EBIT and EBITDA

| US\$ Millions | Three Months Ended 30 June | |
|--|----------------------------|----------------|
| | Q1'23 | Q1'22 |
| Asia Pacific Fiber Cement Segment EBIT | \$ 36.6 | \$ 38.8 |
| Asia Pacific Fiber Cement Segment net sales | 142.8 | 141.8 |
| Asia Pacific Fiber Cement Segment EBIT margin | 25.6% | 27.4% |
| Depreciation and amortization | 3.1 | 3.6 |
| Asia Pacific Fiber Cement Segment EBITDA | \$ 39.7 | \$ 42.4 |
| Asia Pacific Fiber Cement Segment EBITDA Margin | 27.8% | 29.9% |

Europe Building Products Segment EBIT and EBITDA

| US\$ Millions | Three Months Ended 30 June | |
|--|----------------------------|----------------|
| | Q1'23 | Q1'22 |
| Europe Building Products Segment EBIT | \$ 12.1 | \$ 16.3 |
| Europe Building Products Segment net sales | 118.0 | 124.4 |
| Europe Building Products Segment Adjusted EBIT margin | 10.3% | 13.1% |
| Depreciation and amortization | 6.6 | 7.6 |
| Europe Building Products Segment Adjusted EBITDA | \$ 18.7 | \$ 23.9 |
| Europe Building Products Segment Adjusted EBITDA Margin | 15.9% | 19.2% |

NON-GAAP FINANCIAL MEASURES

Adjusted interest, net

| US\$ Millions | Three Months Ended 30 June | |
|-------------------------------|----------------------------|----------------|
| | Q1'23 | Q1'22 |
| Interest, net | \$ 8.8 | \$ 10.1 |
| AICF interest income, net | (0.2) | (0.1) |
| Adjusted interest, net | \$ 9.0 | \$ 10.2 |

Adjusted net income

| US\$ Millions | Three Months Ended 30 June | |
|------------------------------|----------------------------|-----------------|
| | Q1'23 | Q1'22 |
| Net income | \$ 163.1 | \$ 121.4 |
| Asbestos: | | |
| Asbestos adjustments gain | (13.2) | (2.8) |
| AICF SG&A expenses | 0.3 | 0.3 |
| AICF interest income, net | (0.2) | (0.1) |
| Tax adjustments ¹ | 4.3 | 15.4 |
| Adjusted net income | \$ 154.3 | \$ 134.2 |

NON-GAAP FINANCIAL MEASURES

Adjusted effective tax rate

| US\$ Millions | Three Months Ended 30 June | |
|--|----------------------------|-----------------|
| | Q1 FY23 | Q1 FY22 |
| Income before income taxes | \$ 212.3 | \$ 172.7 |
| Asbestos: | | |
| Asbestos adjustments gain | (13.2) | (2.8) |
| AICF SG&A expenses | 0.3 | 0.3 |
| AICF interest income, net | (0.2) | (0.1) |
| Adjusted income before income taxes | \$ 199.2 | \$ 170.1 |
| Income tax expense | 49.2 | 51.3 |
| Tax adjustments ¹ | (4.3) | (15.4) |
| Adjusted income tax expense | \$ 44.9 | \$ 35.9 |
| Effective tax rate | 23.2% | 29.7% |
| Adjusted effective tax rate | 22.5% | 21.1% |



Q1 FY23 MANAGEMENT PRESENTATION
16 August 2022

