

October 3, 2025



James Hardie Industries Announces Appointment of Samara (Sam) Toole as CMO

SYDNEY & CHICAGO--(BUSINESS WIRE)-- James Hardie Industries plc (NYSE / ASX: JHX) ("James Hardie" or the "Company"), a global leader in high-performance building product solutions, today announced the appointment of Samara (Sam) Toole as Chief Marketing Officer (CMO). As a member of the executive leadership team, Toole will lead marketing strategy and execution across the company's portfolio, including the James Hardie®, TimberTech®, and AZEK Exteriors® brands.

"This is an incredibly exciting moment for James Hardie," said Toole. "We have an opportunity to bring together some of the strongest brands in the industry to tell a powerful, unified story. Building on the momentum we created at AZEK with TimberTech and AZEK Exteriors, we will now expand that playbook across the James Hardie portfolio. My focus is on showcasing the beauty, performance, and sustainability of our products to drive growth across the entire value chain."

Toole brings more than two decades of experience driving growth and building purpose-driven brands in the home, lifestyle, and consumer product industries. As CMO of The AZEK Company since 2021, she pioneered a lifestyle marketing approach that transformed the company's house of brands into a growth engine, significantly accelerating both sales and brand reputation. Prior to AZEK, she served as CMO of California Closets and SVP of Marketing for Serena & Lily, among other senior leadership roles.

"Sam's demonstrated expertise and strategic acumen will further enhance the solid foundation of our marketing organization," said Aaron Erter, CEO of James Hardie. "I am confident that under Sam's leadership, we will continue to elevate our marketing capabilities, deepen customer engagement, and successfully expand our market presence across North America."

About James Hardie

James Hardie Industries plc (NYSE /ASX: JHX) is the industry leader in exterior home and outdoor living solutions, with a portfolio that includes fiber cement, fiber gypsum, composite, and PVC decking and railing products. Products offered by James Hardie are engineered for beauty, durability, and climate resilience, and include trusted brands like Hardie®, TimberTech®, AZEK® Exteriors, Versatex®, fermacell®, and StruXure®.

We are on a mission to fulfill our purpose of *Building a Better Future for All™* by inspiring how communities design, build, and grow today and tomorrow. James Hardie's portfolio is marketed and sold throughout North America, Europe, and Asia-Pacific.

With more than 8,000 employees worldwide, the company operates 31 manufacturing sites, six recycling facilities, and six R&D centers globally. Guided by shared values and a Zero

Harm culture, James Hardie is committed to being the most respected and desired building materials brand in the world.

James Hardie Industries plc is incorporated and existing under the laws of Ireland. As an Irish plc, James Hardie is governed by the Irish Companies Act. James Hardie's principal executive offices are located at 1st Floor, Block A, One Park Place, Upper Hatch Street, Dublin 2, D02 FD79, Ireland.

For more information and media resources, visit [JamesHardie.com/about-us/media resources./about-us/media-resources.](https://www.jameshardie.com/about-us/media-resources/)

For investor information, please visit ir.jameshardie.com.au.

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Forward-Looking Statements

This Media Release contains forward-looking statements and information that are necessarily subject to risks, uncertainties and assumptions. Additional important factors relating to the Company that could cause actual results to differ materially from those reflected in forward-looking statements include, but are not limited to, the risks and uncertainties set forth in Section 3 "Risk Factors" in the Company's Annual Report on Form 20-F for the fiscal year ended March 31, 2025 (the "Company 2025 Annual Report"); changes in general economic, political, governmental and business conditions globally and in the countries in which the Company does business; 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 Media Release except as required by law.

This media release has been authorized by the James Hardie Board of Directors.

James Hardie Industries plc is a limited liability company incorporated in Ireland with its registered office at 1st Floor, Block A, One Park Place, Upper Hatch Street, Dublin 2, D02 FD79, Ireland.

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Investor and Media Contact

Joe Ahlersmeyer, CFA

Vice President, Investor Relations

Telephone: +1 773-970-1213

Email: investors@jameshardie.com

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