

Q1 | FY 2026 PERFORMANCE



Building a Better Future for All™

ASX:JHX; NYSE:JHX

Q1 PERFORMANCE

\$900mm

Net Sales

(9%)

Results Largely Consistent
With Internal Expectations

\$226mm¹

Adjusted EBITDA

(21%)

Comparing vs
Record Q1 Results in FY25

25.1%¹

Adjusted EBITDA Margin

(370bps)

Comparing vs
Strong Q1 Results in FY25

\$104mm¹

Free Cash Flow

+88%

Continued Strength in
Cash Generation Profile



Our first quarter results were largely as anticipated, and include efforts by our customer partners to align their inventories with the current pace of demand. Despite near-term market headwinds and further unanticipated reduction in channel inventories, we remain committed to outperforming market demand over the long term and are employing purposeful strategies to deliver on this commitment. These strategies are grounded in our value proposition to customers which amplifies our expansive material conversion opportunity. We are unwavering in our investments across the customer value chain, and resolute in our strategy that is grounded in being homeowner focused, customer and contractor driven.”

Mr. Erter continued on the recent AZEK acquisition and integration, “We are working diligently to integrate and deliver on cost and commercial synergies on an accelerated timeline, positioning ourselves to capture the expansive material conversion opportunity ahead to deliver on our long-term value creation commitments to shareholders. I am so proud of the focus and dedication shown by our One Hardie Team over the last 50 days, and I am confident that together we are elevating James Hardie to be a clear leader in the building products industry.”

¹ Non-GAAP. See the Company's Earnings Presentation for the first quarter ended June 30, 2025 for reconciliation of Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow to the most comparable GAAP financial measures.

Homeowner Focused, Customer and Contractor Driven™

Visit ir.jameshardie.com.au for more information
and a reconciliation of each non-GAAP financial
measure to the equivalent GAAP measure

All comparisons are made vs. the comparable period in the prior fiscal year and all amounts presented are in US dollars, unless otherwise noted.



A GLOBAL GROWTH COMPANY



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ASX:JHX; NYSE:JHX

CREATING SHAREHOLDER VALUE

+9%

Net Sales

10 Year CAGR
FY25²

+11%

**Adjusted
Net Income¹**

10 Year CAGR
FY25²

48%

**Adjusted
ROCE¹**

5 Year Average
FY25³

4x

**Operating Cash
Flow**

3-Year Average
FY25 vs FY15⁴

¹ Non-GAAP. See the Company's Annual Report 20-F for the year ended March 31, 2025 for reconciliation of Adjusted Net Income and Adjusted ROCE to the most comparable GAAP financial measures.

² CAGR for the time period FY15 to FY25

³ Return on Capital Employed calculated as Adjusted Operating Income / Adjusted Gross Capital Employed

⁴ Comparison of average Global Operating Cash Flow FY23-FY25 and FY13-FY15

SUPERIOR VALUE PROPOSITION



Demand Creation
Innovative Solutions
Exterior Design
Superior Durability
Low-Maintenance
Trusted Brand
Unrivalled Business Support
Localized Manufacturing

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Homeowner Focused, Customer and Contractor Driven™

STRATEGIC INITIATIVES

- 1 Profitably grow and take share where we have the right to win
- 2 Bring our customers high-valued, differentiated solutions
- 3 Connect and influence all the participants in the customer value chain

Enabled by

- ✓ Customer Integration
- ✓ Innovative Solutions
- ✓ Brand of Choice
- ✓ Global Capacity Expansion

Supported by our
Foundational
Imperatives

