

James Hardie Industries plc
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29 October 2025

The Manager
Company Announcements Office
Australian Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

CEO's Address to 2025 Annual General Meeting and Presentation

Dear Sir/Madam

James Hardie Industries plc will be holding its 2025 Annual General Meeting (AGM) on Wednesday, 29 October 2025 at 8:00pm (Dublin time) / Thursday, 30 October 2025 at 7:00am (Sydney time).

As required under ASX Listing Rule 3.13.3, a copy of the CEO's Address to the 2025 AGM and the AGM Presentation are attached to this release.

Regards



Aoife Rockett
Company Secretary

This announcement has been authorised for release by the Company Secretary, Ms Aoife Rockett.

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.

Directors: Anne Lloyd (Chairperson, USA), Peter-John Davis (Aus), Howard Heckes (USA), Gary Hendrickson (USA), Persio Lisboa (USA), Renee Peterson (USA), John Pfeifer (USA), Rada Rodriguez (Sweden), Suzanne B. Rowland (USA), Jesse Singh (USA), Nigel Stein (UK).

Chief Executive Officer and Director: Aaron Erter (USA)

Company number: 485719

ARBN: 097 829 895

Address to the 2025 Annual General Meeting

Aaron Erter, Chief Executive Officer, James Hardie Industries plc

Welcome to James Hardie Industries plc's 2025 Annual General Meeting (AGM), our sixteenth AGM to be held in Dublin.

Fiscal year 2025 was a transformative year for our business. The AZEK transaction has positioned us to build upon our foundation with a greater competitive edge and growth profile as we expand into a broader addressable market with an industry-leading portfolio. As One James Hardie, we are serving our combined customer base with a breadth of products and a broad manufacturing and support network.

We are already benefitting in the market from the AZEK transaction as we continue to make progress integrating the brands across our portfolio. We remain on track to realize \$125 million of cost synergies within three years of closing of the transaction and, as we continue to integrate the business, we expect to unlock more significant revenue synergies. The strong performance of our Deck, Rail & Accessories segment, coupled with the preliminary second quarter results we announced this month, make it clear that we are taking the right steps to build a more resilient, diversified company that can deliver sustainable long-term growth.

We also know we have more work to do, and we take the perspectives of all shareholders seriously. We have engaged extensively with many of you during the past several months and deeply appreciate all the feedback that we have heard. We are committed to continuous engagement and enhancing the value of your investment.

As we enter 2026, we are optimistic about the path ahead. James Hardie has a strong foundation that will enable us to increase our focus on key markets, including the United States. We remain laser-focused on creating demand across the customer value chain, investing ahead of recovery and evolving our plans to drive outperformance.

We look forward to capitalizing on the significant opportunity that lies ahead and will keep you updated on our progress. Thank you for your continued support.

END

Forward-Looking Statements

This communication contains forward-looking statements and information that are subject to risks, uncertainties and assumptions. Many factors could cause the actual results, performance or achievements of James Hardie to be materially different from those expressed or implied in this communication, 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 fiscal year ended March 31, 2025; changes in general economic, political, governmental and business conditions globally and in the countries in which James Hardie 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; the AZEK acquisition 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 Press Release except as required by law.

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ANNUAL GENERAL MEETING

29 October 2025 (New York and Dublin) / 30 October 2025 (Sydney)

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ANNUAL GENERAL MEETING – CEO'S ADDRESS

Aaron Erter, Chief Executive Officer



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ANNUAL GENERAL MEETING – ITEMS OF BUSINESS*

**Shareholders should refer to the Notice of Annual General Meeting 2025 for the full text and background to each resolution set forth in the presentation*

RESOLUTION 1:

Financial Statements and Reports for Fiscal Year 2025

- To receive and consider the financial statements and the reports of the Board and external auditor for the fiscal year ended 31 March 2025

RESOLUTION 1:

Financial Statements and Reports for Fiscal Year 2025

PROXY RESULTS:	Votes	%*
For	452,173,826	99.02
Against	2,731,712	0.60
Abstain	1,739,278	0.38
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 2:

Remuneration Report for Fiscal Year 2025

- To receive and consider the Remuneration Report of the Company for the fiscal year ended 31 March 2025

RESOLUTION 2:

Remuneration Report for Fiscal Year 2025

PROXY RESULTS:	Votes	%*
For	153,506,738	33.62
Against	302,591,574	66.26
Abstain	546,504	0.12
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 3:

Election/Re-election of Directors

- a. That Gary Hendrickson be elected as a director
- b. That Jesse Singh be elected as a director
- c. That Howard Heckes be elected as a director
- d. That Peter John Davis be re-elected as a director
- e. That Anne Lloyd be re-elected as a director
- f. That Rada Rodriguez be re-elected as a director

RESOLUTION 3(a): Election of Director – Gary Hendrickson

PROXY RESULTS:	Votes	%*
For	266,327,625	58.33
Against	189,525,806	41.50
Abstain	791,385	0.17
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 3(b): Election of Director – Jesse Singh

PROXY RESULTS:	Votes	%*
For	448,380,025	98.19
Against	5,670,877	1.24
Abstain	2,593,914	0.57
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 3(c): Election of Director – Howard Heckes

PROXY RESULTS:	Votes	%*
For	252,324,804	55.25
Against	203,739,171	44.62
Abstain	580,841	0.13
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

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RESOLUTION 3(d):

Re-election of Director – Peter John Davis

PROXY RESULTS:	Votes	%*
For	215,759,305	47.25
Against	240,368,504	52.64
Abstain	517,007	0.11
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

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RESOLUTION 3(e):

Re-election of Director – Anne Lloyd

PROXY RESULTS:	Votes	%*
For	148,741,391	32.57
Against	307,368,645	67.31
Abstain	534,780	0.12
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 3(f):

Re-election of Director – Rada Rodriguez

PROXY RESULTS:	Votes	%*
For	184,010,128	40.30
Against	272,089,005	59.58
Abstain	545,683	0.12
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

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RESOLUTION 4:

Authority to Fix the External Auditor's Remuneration

- That the Board be authorised to fix the remuneration of the external auditor for the fiscal year ended 31 March 2026

RESOLUTION 4:

Authority to Fix the External Auditor's Remuneration

PROXY RESULTS:	Votes	%*
For	451,466,419	98.87
Against	3,844,122	0.84
Abstain	1,334,275	0.29
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 5:

Grant of Return on Capital Employed (ROCE)
Restricted Stock Units (RSUs) to CEO

- Approve the granting of ROCE RSUs to James Hardie's Director and Chief Executive Officer, Aaron Erter and his acquisition of ROCE RSUs

RESOLUTION 5:

Grant of Return on Capital Employed (ROCE) Restricted Stock Units (RSUs) to CEO

PROXY RESULTS:	Votes	%*
For	221,593,486	48.53
Against	233,716,129	51.18
Abstain	1,335,201	0.29
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

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RESOLUTION 6:

Grant of Relative Total Shareholder Return (TSR)
RSUs to CEO

- Approve the granting of TSR RSUs to James Hardie's Director and Chief Executive Officer, Aaron Erter

RESOLUTION 6:

Grant of Relative Total Shareholder Return (TSR) RSUs to CEO

PROXY RESULTS:	Votes	%*
For	435,370,157	95.35
Against	19,563,120	4.28
Abstain	1,711,539	0.37
Discretion**	0	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 7:

Issue of Shares under the James Hardie 2020 Non-Executive Director Equity Plan (NED Equity Plan)

- Approve the issue of Shares to non-executive directors under the NED Equity Plan

RESOLUTION 7:

Issue of Shares under the James Hardie 2020 Non-Executive Director Equity Plan (NED Equity Plan)

PROXY RESULTS:	Votes	%*
For	446,900,821	98.36
Against	4,586,197	1.01
Abstain	2,861,328	0.63
Discretion**	2,296,470	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

RESOLUTION 8:

Increase to non-executive director fee pool

- Approve the increase in the maximum aggregate remuneration payable to non-executive directors

RESOLUTION 8:

Increase to non-executive director fee pool

PROXY RESULTS:	Votes	%*
For	186,773,874	41.10
Against	264,503,544	58.22
Abstain	3,070,717	0.68
Discretion**	2,296,681	N/A
Excluded	0	N/A

* Percentages have been rounded

** 'Discretion' means the broker could vote on the resolution in their discretion

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ANNUAL GENERAL MEETING – OTHER ITEMS OF BUSINESS

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ANNUAL GENERAL MEETING