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20 August 2026

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

Chair's Address to 2026 Annual General Meeting and Presentation

Dear Sir/Madam

James Hardie Industries plc will be holding its 2026 Annual General Meeting (AGM) on Thursday, 20 August 2026 at 10:00pm (Dublin time) / Friday, 21 August 2026 at 7:00am (Sydney time).

As required under ASX Listing Rule 3.13.3, a copy of the Chair's Address to the 2026 AGM and the AGM Presentation are attached to this release.

Regards

Aoife Rockett

Aoife Rockett
Company Secretary

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

Address to the 2026 Annual General Meeting
Nigel Stein, Chair, James Hardie Industries plc

Fellow Shareholders,

Welcome to James Hardie Industries plc's 2026 Annual General Meeting (AGM), our seventeenth AGM to be held in Dublin, Ireland.

This has been a significant year of transformation for James Hardie as we build our product offerings and broaden our market. Our combination with the fast-growing AZEK Company in July 2025 has created a $5 billion home exteriors and outdoor living building materials leader, strongly positioned for growth in an evolving and consolidating North American market.

Despite a challenging and dynamic market environment, integration activities are progressing well. Customer response to the combined business has been overwhelmingly positive, with strong demand for the expanded range of exterior home and outdoor living solutions. The combined James Hardie team is working diligently to capture the full value of the transaction through both cost synergies and accelerated revenue opportunities.

At last year's AGM, shareholders expressed their dissatisfaction on a number of resolutions. The Board has listened carefully to this feedback and taken meaningful steps including strengthening engagement with shareholders and continuing rebuilding trust. I was honored to be appointed Chair in November 2025 during an important transition for the Company.

The Board is fully engaged with management and brings deep experience to support the business, guide execution, and maintain strong accountability for delivery against the strategic plan and the creation of long-term shareholder value.

We have initiated a process to further strengthen and refresh the Board. I am pleased to welcome Rob Sindel, who joined on June 1, 2026. He brings extensive experience to our business and a strong understanding of the Australian investor landscape. We expect to make additional appointments in due course to further enhance Board capability and diversity of experience. After eight years of service, Persio Lisboa stepped down from the Board in May. I would like to express my sincere thanks for his valuable contributions and insights during his tenure, particularly his leadership as Chair of the People and Compensation Committee during this important and complex period of transition. I would also thank the three directors, including our former Chair Anne Lloyd, who left the Board last year for their committed service. My own term for re-election is before our shareholders at this AGM. In seeking your support, I have requested to transition to a Class III Director position, which would result in me standing for re-election again in 12 months' time.

As I touched on above, the Board remains focused on rebuilding trust with all shareholders and is proactively engaging across a range of matters, including our long- and short-term incentive frameworks, which require integration of the former James Hardie and AZEK arrangements. With North America representing approximately 80% of revenue and profit, as well as the location of more than 80% of James Hardie executives, the proposed structure is designed to align with prevailing practices among our US peer group. While this may not fully reflect every shareholder's preference, we believe it represents a balanced and competitive approach that aligns long-term performance and ongoing shareholder value creation.

With more than 50% of shareholders now US-domiciled, the Company is required to file as a domestic issuer on the NYSE. Our ASX listing remains unchanged and, as previously stated, will not change without shareholder approval.

A key priority for me as Chair has been to ensure that management remains firmly focused on executing our strategy and delivering on the commitments we made when we announced the acquisition of AZEK. I am pleased with the progress they are making.

The achievements of this year would not have been possible without the dedication and hard work of our colleagues across the business. On behalf of the Board, I extend our sincere thanks for their continued commitment to James Hardie and to our shared purpose of Building a Better Future for All™.

END

Forward-Looking Statements

Forward-looking statements are based on the Company's current expectations, estimates and assumptions. These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from our expectations. These risks and uncertainties include, but are not limited to, those described in Part I, Item 1A "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended March 31, 2026, filed with the Securities and Exchange Commission ("SEC") on May 19, 2026.

Readers are cautioned not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and the Company assumes no obligation to update any forward-looking statements or information except as required by law.

ANNUAL GENERAL MEETING

20 August 2026 (New York and Dublin) / 21 August 2026 (Sydney)

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ANNUAL GENERAL MEETING – CHAIR'S ADDRESS

Nigel Stein, Chair

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ANNUAL GENERAL MEETING – ITEMS OF BUSINESS*

**Shareholders should refer to the Notice of Annual General Meeting 2026 for the full text and background to each resolution set forth in the presentation*

RESOLUTION 1:

Election/Re-election of Directors

a. That Nigel Stein be re-elected as a director
b. That Renee Peterson be re-elected as a director
c. That Rob Sindel be elected as a director

RESOLUTION 1(a):

Re-election of Director – Nigel Stein

PROXY RESULTS:	Votes	%*
For	343,751,935	84.11
Against	64,906,381	15.88
Abstain	50,047	0.01
Discretion**	0	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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RESOLUTION 1(b):

Re-election of Director – Renee Peterson

PROXY RESULTS:	Votes	%*
For	358,377,510	87.68
Against	50,254,742	12.30
Abstain	76,111	0.02
Discretion**	0	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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RESOLUTION 1(c):

Election of Director – Rob Sindel

PROXY RESULTS:	Votes	%*
For	404,493,114	98.97
Against	4,160,273	1.02
Abstain	54,976	0.01
Discretion**	0	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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RESOLUTION 2:

Frequency of Future Votes for Compensation of Named Executive Officers

- The frequency of future advisory votes to approve the compensation of our named executive officers

RESOLUTION 2:

Frequency of Future Votes for Compensation of Named Executive Officers

PROXY RESULTS:	Votes	%*
1 Year	403,006,943	98.60
2 Years	50,536	0.01
3 Years	5,462,710	1.34
Abstain	188,174	0.05
Discretion**	0	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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RESOLUTION 3:

Compensation of Named Executive Officers (Say-on-Pay)

- Approve the compensation of our named executive officers (Say-on-Pay)

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RESOLUTION 3:

Compensation of Named Executive Officers (Say-on-Pay)

PROXY RESULTS:	Votes	%*
For	393,745,011	96.34
Against	14,919,405	3.65
Abstain	43,947	0.01
Discretion**	0	N/A
Excluded	0	N/A

** Percentages have been rounded*
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RESOLUTION 4:

CEO Equity Grant

- Approve the Equity Grant to Chief Executive Officer, Aaron Erter

RESOLUTION 4:

CEO Equity Grant

PROXY RESULTS:	Votes	%*
For	327,134,354	80.04
Against	81,522,631	19.95
Abstain	51,378	0.01
Discretion**	0	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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RESOLUTION 5:

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

- Approve the issue of securities to Rob Sindel under the NED Equity Plan for the next three years

RESOLUTION 5:

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

PROXY RESULTS:	Votes	%*
For	407,214,235	99.63
Against	608,579	0.15
Abstain	885,549	0.22
Discretion**	0	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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RESOLUTION 6:

Increase to Non-Executive Director Fee Pool

- Approve the increase in the maximum aggregate compensation payable to NEDs by $700,000 per annum

RESOLUTION 6:

Increase to Non-Executive Director Fee Pool

PROXY RESULTS:	Votes	%*
For	308,682,660	77.19
Against	88,287,929	22.08
Abstain	2,904,260	0.73
Discretion**	8,833,514	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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RESOLUTION 7:

Financial Statements and Reports for Fiscal Year 2026

- To receive and consider the financial statements and the reports of the Board and external auditor for the fiscal year ended 31 March 2026

RESOLUTION 7:

Financial Statements and Reports for Fiscal Year 2026

PROXY RESULTS:	Votes	%*
For	408,053,371	99.84
Against	42,823	0.01
Abstain	612,169	0.15
Discretion**	0	N/A
Excluded	0	N/A

** Percentages have been rounded*

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RESOLUTION 8(a):

Ratification of Appointment of External Auditor

- To ratify the appointment of the external auditor for the fiscal year ended 31 March 2027

RESOLUTION 8(a):

Ratification of Appointment of External Auditor

PROXY RESULTS:	Votes	%*
For	403,501,107	98.72
Against	5,133,663	1.26
Abstain	73,593	0.02
Discretion**	0	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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RESOLUTION 8(b):

Authority to Fix the External Auditor's Compensation

- That the Board be authorised to fix the compensation of the external auditor for the fiscal year ended 31 March 2027

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RESOLUTION 8(b):

Authority to Fix the External Auditor's Compensation

PROXY RESULTS:	Votes	%*
For	407,641,368	99.73
Against	145,214	0.04
Abstain	921,781	0.23
Discretion**	0	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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RESOLUTION 9:

Amendments to the Company's Articles of Association

- Approve the amendments to the Company's Articles of Association to apply the classified Board provisions consistently to all Directors

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RESOLUTION 9:

Amendments to the Company's Articles of Association

PROXY RESULTS:	Votes	%*
For	397,672,804	97.30
Against	10,961,458	2.68
Abstain	74,101	0.02
Discretion**	0	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

ANNUAL GENERAL MEETING

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