RULES OF CONDUCT
James Hardie Industries plc
2026 Annual General Meeting of Shareholders

We welcome you to the 2026 Annual General Meeting of shareholders ("**AGM**") of James Hardie Industries plc (the "**Company**"). We wish to conduct a fair, informative and constructive AGM. In fairness to all shareholders in attendance and in the interest of an orderly meeting, we appreciate your cooperation in observing the following rules of conduct:

1. The Company's Articles of Association set out the requirements for shareholder meetings. The Chair will conduct the AGM in accordance with those requirements.
2. If you require assistance during the AGM, including accessibility support, please notify a member of the Company's staff at the registration desk. We are committed to ensuring all shareholders can participate fully.
3. As this is a meeting of our shareholders, only our shareholders or their duly appointed proxies who have been verified may vote and ask questions during the AGM. You must have held shares as of 10:00am (Dublin time) / 5.00am (New York time) / 7:00pm (Sydney time) on Wednesday, August 19 2026 to vote or submit questions during the AGM.
4. A shareholder entitled to attend, speak and vote at the AGM is entitled to appoint one or more proxies to attend, speak and vote instead on their behalf. The process for appointing a proxy and/or voting in person at the AGM will depend on the manner in which you hold your shares. We recommend that you review the section titled "*How do I vote?*" in the Proxy Statement/Notice of Meeting for detailed instructions and applicable deadlines. A proxy need not be a shareholder of record. If you have already voted prior to the AGM, your vote has been received by the Company's inspector of elections and does not need to be resubmitted, unless you wish to revoke or change your vote.
5. All questions and comments should be directed to the Chair and/or Ernst and Young LLP, the Company's external auditor. Shareholders may only address the AGM when recognised by the Chair. If you wish to ask a question, please raise your hand and a microphone will be brought to you. When recognised, please stand, state your name and confirm that you are a shareholder. If you are acting as a proxy, please state the name of the shareholder you are representing.
6. To allow us to hear from as many shareholders as possible, each shareholder will be limited to two questions. Please keep questions succinct and focus on a single topic per question. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarised and answered together.
7. Shareholder questions are welcome. However, conducting the business of the AGM in accordance with the Agenda of the AGM, for the benefit of all shareholders, will take precedence. The Chair reserves the right to limit or end discussion on any item to ensure the AGM proceeds in a timely manner. The Company does not intend to address questions that are:
   a) irrelevant to the business of the Company or the AGM;
   b) related to material non-public information of the Company;
   c) related to personal grievances;
   d) derogatory references to individuals or that are otherwise in poor taste;
   e) repetitious statements already made by another shareholder;
   f) in furtherance of personal or business interests; or
   g) otherwise out of order or unsuitable for the AGM, as determined by the Chair or Company Secretary in their reasonable judgment.

8. If you have a matter of individual concern or a question that was not addressed during the AGM, you may contact our Investor Relations team after the AGM.
9. The use of cameras, smart phones or other audio, video or electronic recording devices is prohibited, unless expressly authorised by the Chair in advance of the AGM.
10. All attendees are expected to behave respectfully and professionally. Disruptive behaviour, harassment, or any form of intimidation will not be tolerated.
11. The same conduct procedures will apply for any shareholders asking questions electronically via the teleconference facility at the AGM.

Thank you for your cooperation and for joining the Company at the AGM.