NEWS RELEASE

James Hardie Hosts 2026 Investor Day, Outlines Path to Long-term Value Creation

2026-09-15

Targets annual organic growth of 4% to 7% above market – with compounding earnings

Expects to achieve $125 million in cost synergies one year ahead of schedule, $500 million in revenue synergies on track

Reaffirms capital allocation priorities, including reducing net leverage to below 2.0x by Q2 FY28

Raises FY27 Free Cash Flow target, while reaffirming net sales and Adjusted EBITDA guidance

NEW YORK--(BUSINESS WIRE)-- **James Hardie Industries plc (NYSE / ASX: JHX) ("James Hardie" or the "Company")**, a leading provider of exterior home and outdoor living solutions, is holding its first Investor Day since combining with AZEK today in New York City, September 15, 2026, beginning at 8:30 a.m. ET.

CEO Aaron Erter, joined by other members of the senior leadership team, will present an in-depth look at the Company's growth strategy and its path to long-term value creation. The presentation will explore the core elements of the Company's investment thesis, including:

- Growth above market – without cycle dependency
- Enduring competitive advantages
- Compelling growth algorithm with compounding earnings
- Enhanced Free Cash Flow, with deleveraging
- Delivering consistent execution to build long-term value

"We are excited to host our first Investor Day as a combined company and show how bringing together James Hardie and AZEK creates a superior growth platform," said Aaron Erter, CEO. "Today, we will provide a deeper look at the strength and resilience of our business model, our competitive advantages, and the substantial near-term and long-term opportunities ahead."

Erter continued, "We are also introducing our financial growth algorithm that outlines the building blocks to deliver 4% to 7% growth above market. This will be driven by a $23 billion material conversion opportunity, self-help growth initiatives, and $500 million in anticipated revenue synergies – all without underwriting a housing recovery."

"Today, we are outlining a clear path to compounding earnings and cash flow, and to creating long-term shareholder value," said Ryan Lada, CFO. "We are seeing consistent demand for our products and are executing well in the areas we can control. This gives us confidence to reaffirm our second quarter and fiscal 2027 sales and Adjusted EBITDA guidance[1] and raise our fiscal 2027 Free Cash Flow guidance, despite the continued challenging macro backdrop. We also now expect to achieve our original $125 million cost synergy target approximately one year ahead of schedule. Our improving Free Cash Flow allows us to de-lever while enhancing capital allocation optionality."

Webcast Details:

A link to the live webcast and presentation materials of James Hardie's 2026 Investor Day will be available today at approximately 8:30 a.m. ET Here. Webcast registration for the event is required. An archived replay of the webcast will be available shortly after the event concludes.

[1] The Company's guidance in the presentation materials referenced above has been adjusted to exclude the contribution of the Company's European operations pending the anticipated divestiture.

About James Hardie

James Hardie Industries plc is the industry leader in exterior home and outdoor living solutions, with a portfolio that includes fiber cement, fiber gypsum, and 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®. With a global footprint, the James Hardie portfolio is marketed and sold throughout North America, Europe, and Australia & New Zealand.

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.

Forward-Looking Statements

This press release contains forward-looking statements and information within the meaning of the Private Securities Litigation Reform Act of 1995. These statements, which are not statements of historical fact, contain estimates, assumptions, projections and/or expectations regarding future events, which may or may not occur. Words such as "believe," "anticipate," "plan," "expect," "intend," "target," "estimate," "project," "predict," "forecast," "guideline," "aim," "will," "should," "likely," "continue," "may," "objective," "outlook" and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. These forward-looking statements are subject to a number of risks, uncertainties and assumptions. Many factors could cause the Company's actual results, performance or achievements to be materially different from those expressed or implied in this release, including, among others, the risks and uncertainties described in "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2026; 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; the ongoing AZEK integration and its anticipated benefits 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. Forward-looking statements are based on the Company's current expectations, estimates and assumptions. 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.

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