



2019 ANNUAL INVESTORS TOUR

Düsseldorf, September 12 – 13
New York City, September 16



Profitable Growth in Europe and in Asia Pacific
Jack Truong, CEO



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This Management Presentation contains forward-looking statements. James Hardie Industries plc (the “Company”) may from time to time make forward-looking statements in its periodic reports filed with or furnished to the Securities and Exchange Commission, on Forms 20-F and 6-K, in its annual reports to shareholders, in offering circulars, invitation memoranda and prospectuses, in media releases and other written materials and in oral statements made by the Company’s officers, directors or employees to analysts, institutional investors, existing and potential lenders, representatives of the media and others. Statements that are not historical facts are forward-looking statements and such forward-looking statements are statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Examples of forward-looking statements include:

- statements about the Company’s future performance;
- projections of the Company’s results of operations or financial condition;
- statements regarding the Company’s plans, objectives or goals, including those relating to strategies, initiatives, competition, acquisitions, dispositions and/or its products;
- expectations concerning the costs associated with the suspension or closure of operations at any of the Company’s plants and future plans with respect to any such plants;
- expectations concerning the costs associated with the significant capital expenditure projects at any of the Company’s plants and future plans with respect to any such projects;
- expectations regarding the extension or renewal of the Company’s credit facilities including changes to terms, covenants or ratios;
- expectations concerning dividend payments and share buy-backs;
- statements concerning the Company’s corporate and tax domiciles and structures and potential changes to them, including potential tax charges;
- uncertainty from the expected discontinuance of LIBOR and transition to any other interest rate benchmark;
- statements regarding tax liabilities and related audits, reviews and proceedings;
- statements regarding the possible consequences and/or potential outcome of legal proceedings brought against us and the potential liabilities, if any, associated with such proceedings;
- expectations about the timing and amount of contributions to Asbestos Injuries Compensation Fund (AICF), a special purpose fund for the compensation of proven Australian asbestos-related personal injury and death claims;
- expectations concerning the adequacy of the Company’s warranty provisions and estimates for future warranty-related costs;
- statements regarding the Company’s ability to manage legal and regulatory matters (including but not limited to product liability, environmental, intellectual property and competition law matters) and to resolve any such pending legal and regulatory matters within current estimates and in anticipation of certain third-party recoveries; and
- statements about economic conditions, such as changes in the US economic or housing recovery or changes in the market conditions in the Asia Pacific region, the levels of new home construction and home renovations, unemployment levels, changes in consumer income, changes or stability in housing values, the availability of mortgages and other financing, mortgage and other interest rates, housing affordability and supply, the levels of foreclosures and home resales, currency exchange rates, and builder and consumer confidence.

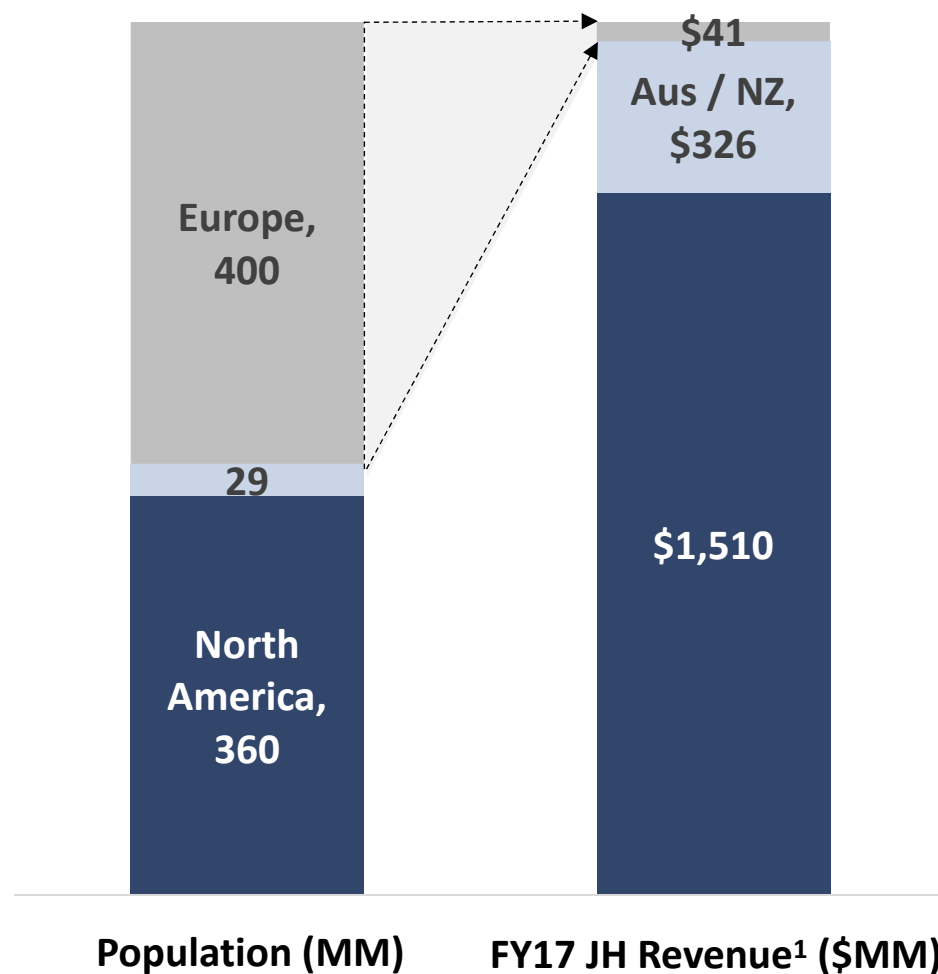
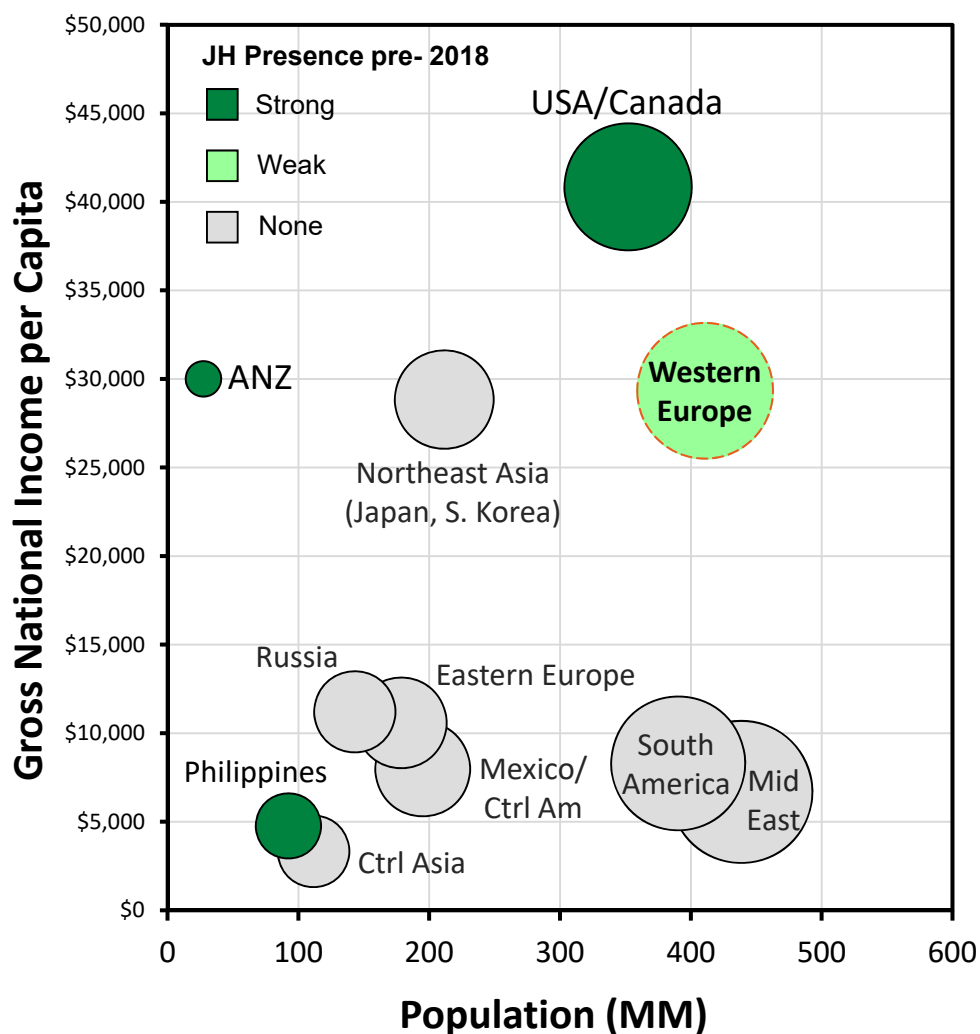
CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS (continued)

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. Readers are cautioned not to place undue reliance on these forward-looking statements and all such forward-looking statements are qualified in their entirety by reference to the following cautionary statements.

Forward-looking statements are based on the Company’s current expectations, estimates and assumptions and because forward-looking statements address future results, events and conditions, they, by their very nature, involve inherent risks and uncertainties, many of which are unforeseeable and beyond the Company’s control. Such known and unknown risks, uncertainties and other factors may cause actual results, performance or other achievements to differ materially from the anticipated results, performance or achievements expressed, projected or implied by these forward-looking statements. These factors, some of which are discussed under “Risk Factors” in Section 3 of the Form 20-F filed with the Securities and Exchange Commission on 21 May 2019 and subsequently amended on 8 August 2019, include, but are not limited to: all matters relating to or arising out of the prior manufacture of products that contained asbestos by current and former Company subsidiaries; required contributions to AICF, any shortfall in AICF and the effect of currency exchange rate movements on the amount recorded in the Company’s financial statements as an asbestos liability; the continuation or termination of the governmental loan facility to AICF; compliance with and changes in tax laws and treatments; competition and product pricing in the markets in which the Company operates; the consequences of product failures or defects; exposure to environmental, asbestos, putative consumer class action or other legal proceedings; general economic and market conditions; the supply and cost of raw materials; possible increases in competition and the potential that competitors could copy the Company’s products; reliance on a small number of customers; a customer’s inability to pay; compliance with and changes in environmental and health and safety laws; risks of conducting business internationally; compliance with and changes in laws and regulations; currency exchange risks; dependence on customer preference and the concentration of the Company’s customer base on large format retail customers, distributors and dealers; dependence on residential and commercial construction markets; the effect of adverse changes in climate or weather patterns; possible inability to renew credit facilities on terms favorable to the Company, or at all; acquisition or sale of businesses and business segments; changes in the Company’s key management personnel; inherent limitations on internal controls; use of accounting estimates; the integration of Fermacell into our business; and all other risks identified in the Company’s reports filed with Australian, Irish and US securities regulatory agencies and exchanges (as appropriate). The Company cautions you that the foregoing list of factors is not exhaustive and that other risks and uncertainties may cause actual results to differ materially from those referenced in the Company’s forward-looking statements. Forward-looking statements speak only as of the date they are made and are statements of the Company’s current expectations concerning future results, events and conditions. The Company assumes no obligation to update any forward-looking statements or information except as required by law.





Europe is Our Most Compelling Region for Geographic Expansion...

...However, We Struggled to Gain Traction, prior to Fermacell Acquisition



1. Revenue by geography per Operating Segment disclosures

Transforming European Business with Fermacell Acquisition

	<u>Before Day 1</u>		<u>After Day 1</u>	  
Revenue	<ul style="list-style-type: none">• ~€30 MM	◀.....▶	<ul style="list-style-type: none">• ~€300 MM	
Market Coverage	<ul style="list-style-type: none">• UK, FR, DK, DE	◀.....▶	<ul style="list-style-type: none">• 12+ countries	
Products	<ul style="list-style-type: none">• Niche Fiber Cement (US products)	◀.....▶	<ul style="list-style-type: none">• Fiber Gypsum• Cement Bonded• Capability to Develop Fiber Cement Products for European Market• Local Fiber Gypsum Manufacturing	
Solutions	<ul style="list-style-type: none">• Exterior Cladding	◀.....▶	<ul style="list-style-type: none">• Exterior Cladding & Interior Liners	
Employees	<ul style="list-style-type: none">• 70 employees	◀.....▶	<ul style="list-style-type: none">• 900+ employees Who Know How To Grow Successful Businesses in the European Market	

We Are an Organic Growth Company with Global Reach...



NORTH AMERICA
Net Sales \$1,677MM
EBIT \$388MM
EBIT % 23.1%
Employees 2,700

EUROPE
Net Sales \$368MM
EBIT \$10MM
EBIT % 2.7%
Employees 1,000

EBIT included Integration costs

ASIA PACIFIC
Net Sales \$447MM
EBIT \$100MM
EBIT % 22.3%
Employees 1,100

FY 2019 Actual Results

WORLDWIDE
Net Sales \$2,507MM
EBIT \$405MM
EBIT % 16.1%
Employees 4,800

We Have Clear Objectives for Long Term Value Creation

Growth Above Market with Strong Returns

EUROPE

€1 BILLION
REVENUE with **20%** EBIT
MARGIN



NORTH AMERICA

35/90 with **20-25%** EBIT
MARGIN



ASIA PACIFIC

**DELIVER
GROWTH
ABOVE MARKET** with **20-25%** EBIT
MARGIN

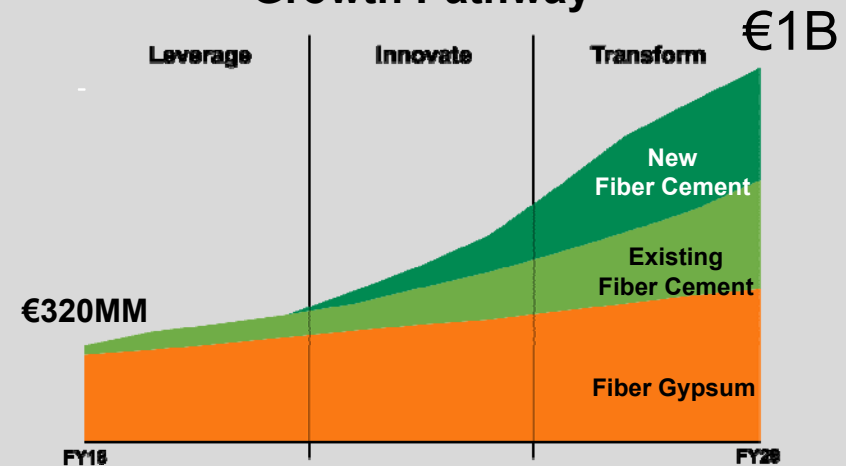


EUROPE: €1B Revenue at 20% EBIT Margin by FY2029

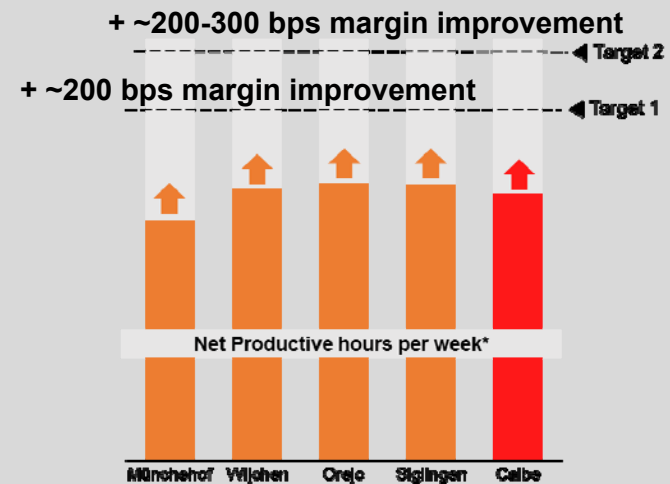
European Manufacturing Footprint



Growth Pathway



Unlocking Plant Capacity to Improve Margin

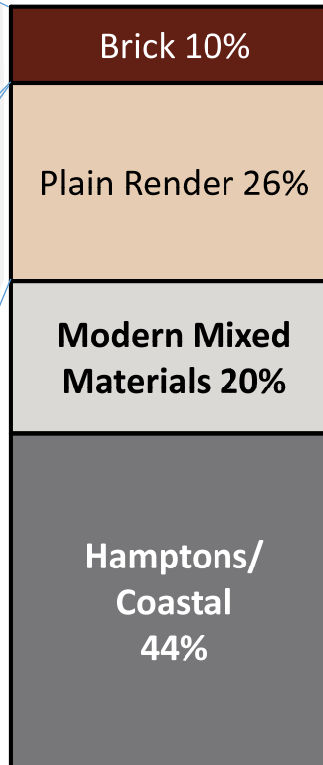


APAC: 3-5% Growth Above Market at 20-25% EBIT Margin

FROM:



Consumer Survey: Cladding Preference
(June 2018, n = 6,500, JH Insights)



TO:



James Hardie Sustainability Highlights

Zero to Landfill

Manufacturing process produces zero landfill waste in Fiber Gypsum Plants

100% Recycled Fibers

100% of fibers in Fiber Gypsum are from waste paper (recycled)

Managing our Carbon Footprint

Reducing transportation with plants close to customers and locally sourcing raw materials

Product Lifecycle

Delivering durable solutions which last longer and reduce lifecycle impact

Zero Harm Culture

Commitment to providing a safe and healthy working environment for every individual (employee, vendor, and visitor)

Supporting Local Communities

19 manufacturing plants across four continents supporting local economies with jobs and giving back

Locally Sourced

At least 75% of raw materials are sourced locally





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Growing Europe to 1bn € at Hardie like returns

Jörg Brinkmann, Managing Director



A driven team managing James Hardie Europe



Agenda

- JHEU – platform built for accelerated growth
- Growing fiber cement in Europe
- Increased profitability through better operations



Agenda

- JHEU – platform built for accelerated growth
- Growing fiber cement in Europe
- Increased profitability through better operations



JHEU is a high performing building solution company

fermacell®

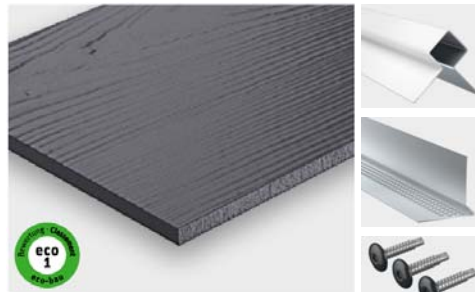
- Best all-around interior liner
- One layer instead of two layers
- Outstanding fire, sound and impact



fermacell® gypsum fiber board
fermacell® accessories

JamesHardie®

- Best all-around exterior solution
- Low maintenance
- Durable beauty
- Economical solution



HardiePlank® facade cladding
JamesHardie™ accessories

AESTUVER®

- Supreme fire-protection
- Weather, frost and water resistance
- Type X certification for tunnels



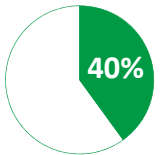
fermacell® Powerpanel H2O
Aestuver™ accessories

We generate growth in all market segments

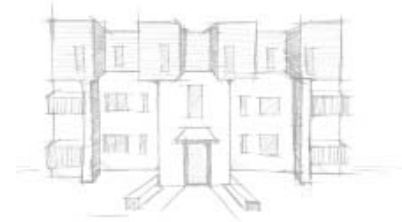


Source: JH internal

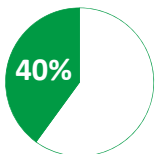
Residential



Commercial



Repair & Remodel



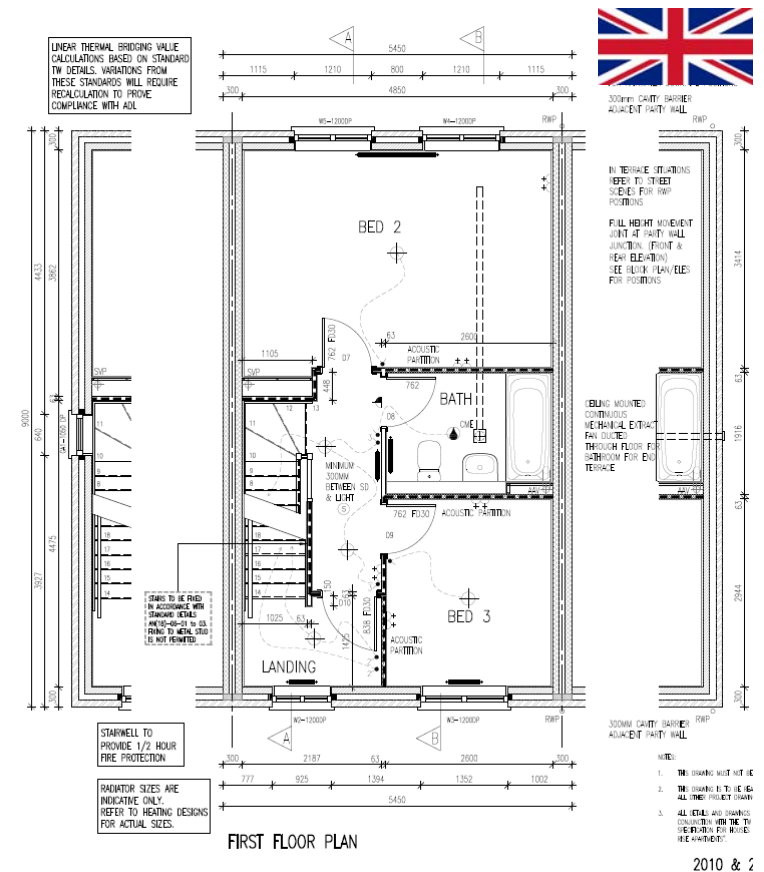
We operate an effective sales and marketing organization



Source: JH internal

Digital tools	13
Technical staff	42
Sales and Marketing staff	>300
Test certificates	>5,000
Active customers	>5,300
Unique website visitors / day	>10,000

Case study: Digital specification tool



Winning inside and outside – digital project platform “Bluebeam”

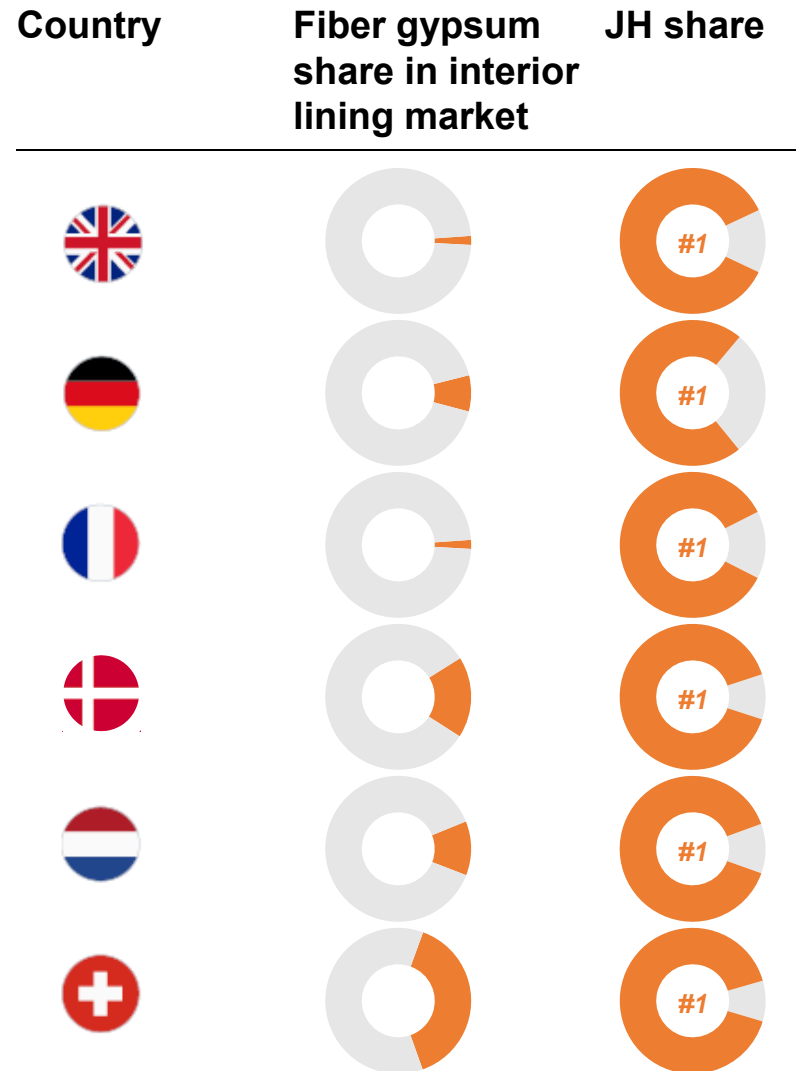
Source: JH internal

Case study: Installation video



Source: https://www.youtube.com/watch?v=GHwnJH_n4q4

We have a leading position in our fiber gypsum markets



Source: JH internal

fermacell® is one of Germany's best building material brands

fermacell® has been chosen and awarded as one of Germany's best building material brands, TWICE!

This is the result of a two-stage study commissioned by Germany Test and Focus Money and carried out by the Institute for Management and Economic Research with the scientific support of the International School of Management (ISM).



fermacell® brand awards



fermacell® Point-of-Sale presence in Bauhaus, Düsseldorf, Germany

Case study: Fiber gypsum value in commercial segment

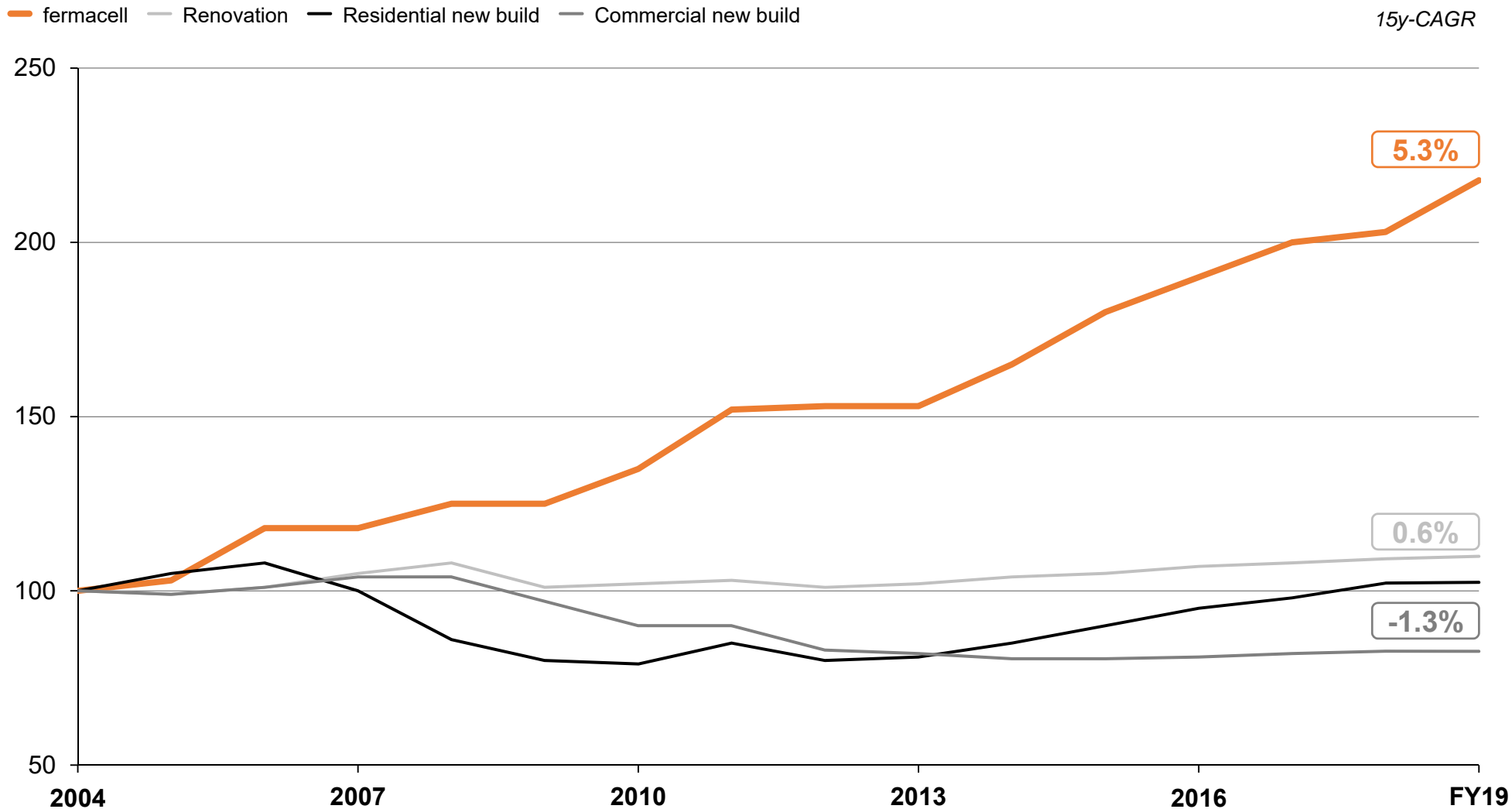


Cabinn Metro, Copenhagen, Denmark

Source: JH internal

We have a proven track-record of growing above market

fermacell growth above market (indexed)



Source: JH internal, Euroconstruct (as of Mar-19), B+L Market research, Consultic, BCG

Well positioned to capture future market trends



Lack of skilled labor



Lack of affordable housing

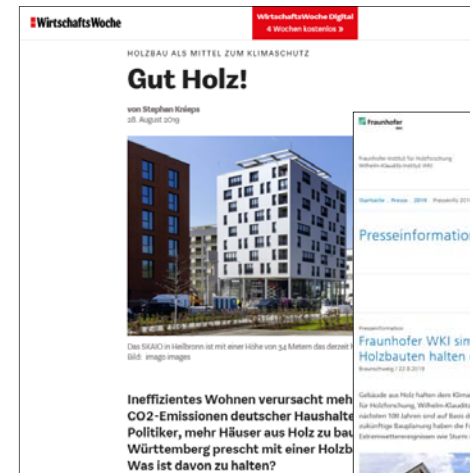


Increased pre-fabrication

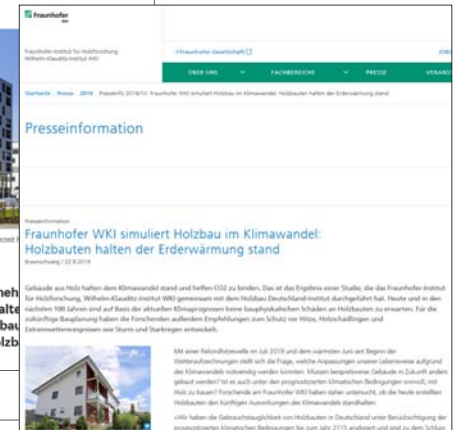


Need for ecological,
light-weight construction

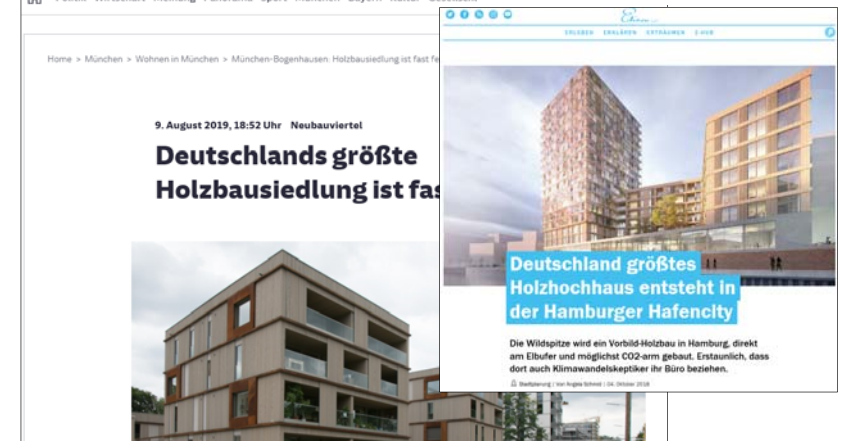
WirtschaftsWoche, 28 August 2019



Fraunhofer research,
22 August 2019



München 38°
Süddeutsche Zeitung
SZ.de Zeitung Magazin
Politik Wirtschaft Meinung Panorama Sport München Bayern Kultur Gesellschaft
Handelsblatt Edison, 4 October 2018



Süddeutsche Zeitung, 9 August 2019

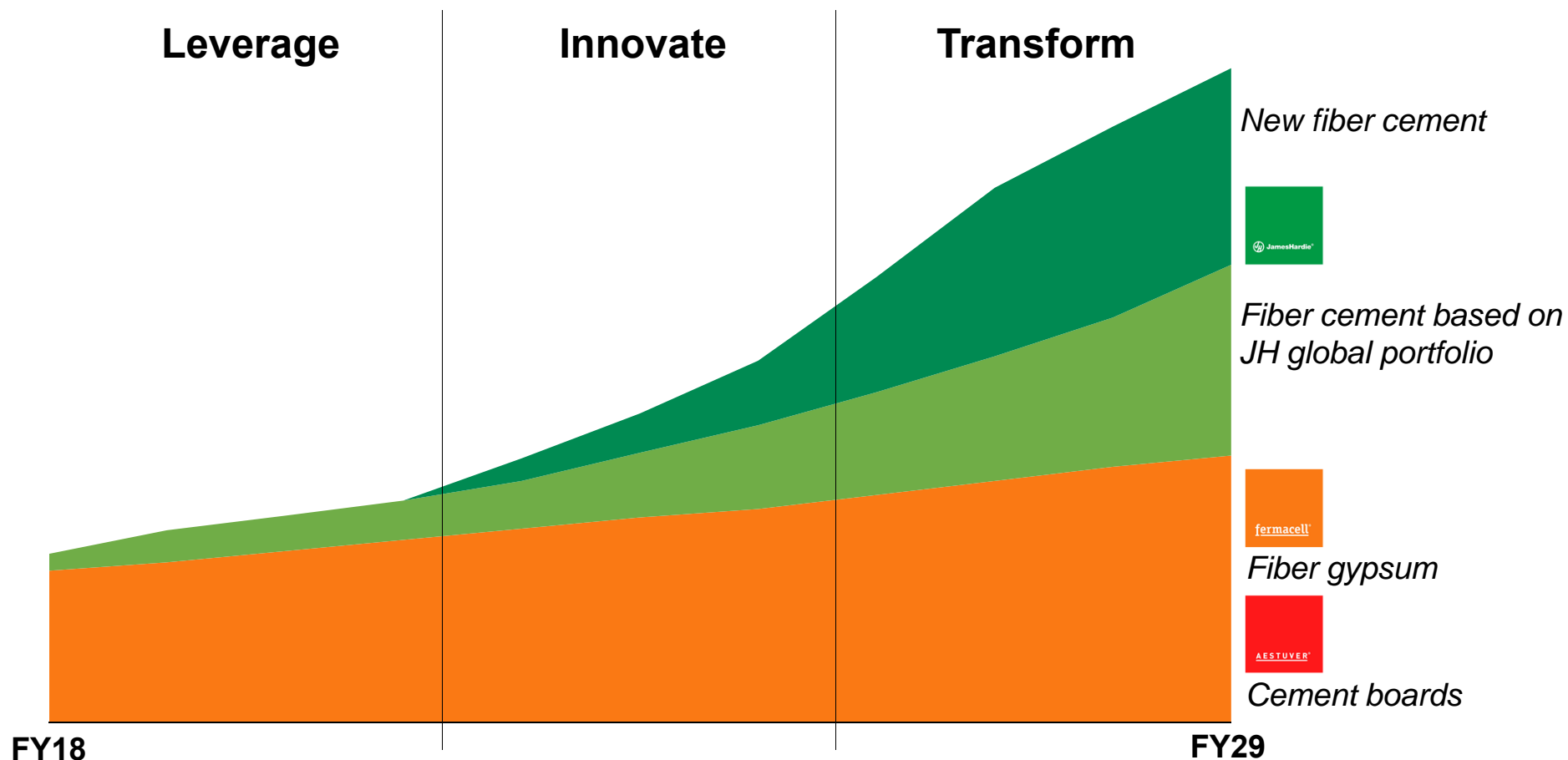
Agenda

- JHEU – platform built for accelerated growth
- Growing fiber cement in Europe
- Increased profitability through better operations



Our path to 1bn € is driven by fiber cement growth

Step-change, profitable growth to 1bn € business within 10 years

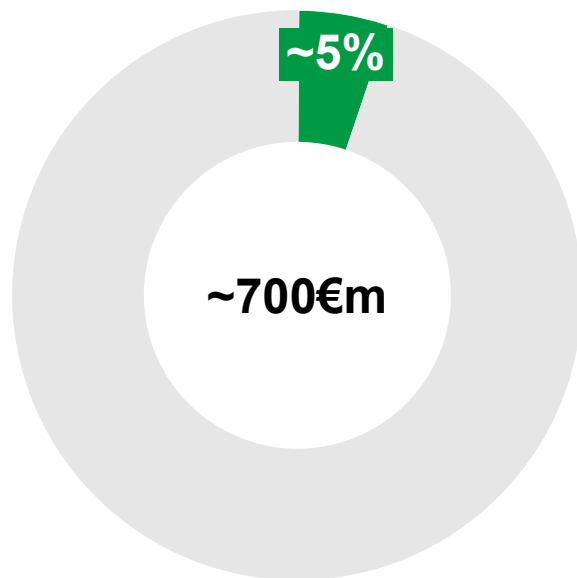


Source: JH internal

Fiber cement category share leveraging customer base

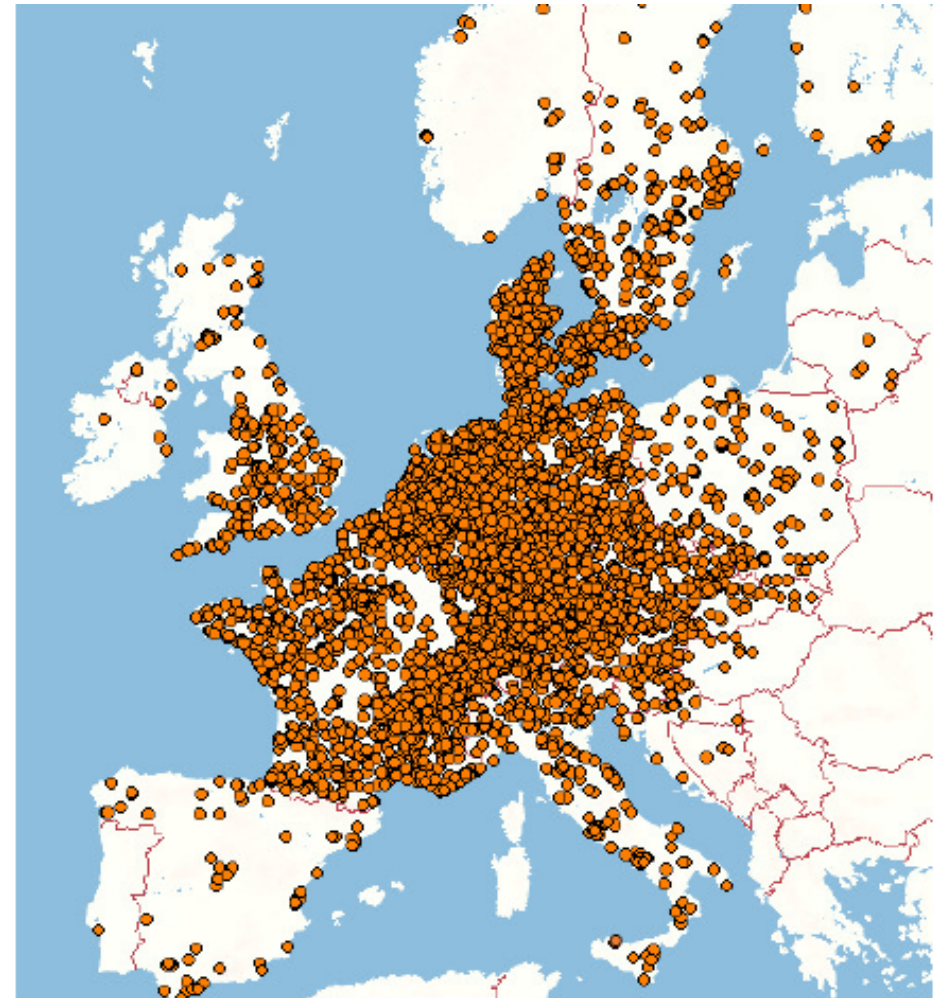
- Leveraging on fermacell® customer access and supply-chain network

European fiber cement cladding market



Source: JH internal, Etex annual report (2017), Cembrit annual report (2017), Sil annual report (2016), Swisspor annual report (2017), EU I-banker for SVK (2016), import data

JHEU market coverage



Source: JH internal, addresses delivered from July 2018 until August 2018

Case study: Winning fiber cement business in Denmark



Joint delivery of HardiePlank® and fermacell® fiber gypsum boards in Denmark in 2019

Source: JH internal



HardiePlank® in Hammel, Denmark



HardiePlank® in Hinnerup, Denmark

Case study: Synergistic solution for architects



Installation of HardiePanel®, fermacell® fiber gypsum boards and fermacell® Powerpanel H2O boards in Sweden in 2019

Source: JH internal

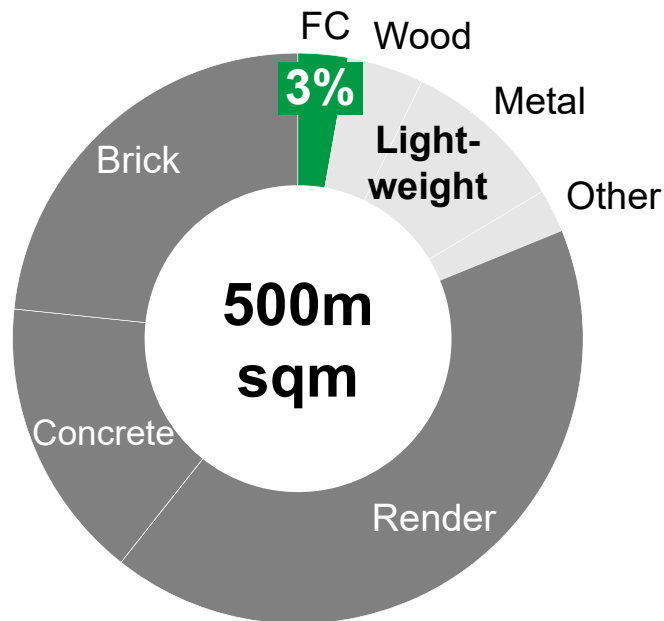


Installation of HardiePanel® and fermacell® in Plelan-le-Grand, France in 2019

Fiber cement growth through innovation

- Leveraging existing global fiber cement product platforms
- Adjust Hardie offering to European market needs

Western European facade market



Source: JH internal, B+L (2018), Freedonia (2015)



Wooden planks in Sweden



HardiePlank® in Southern Germany

Case study: HardieWindbreaker™ launch



HardieWindbreaker™ on JH websites

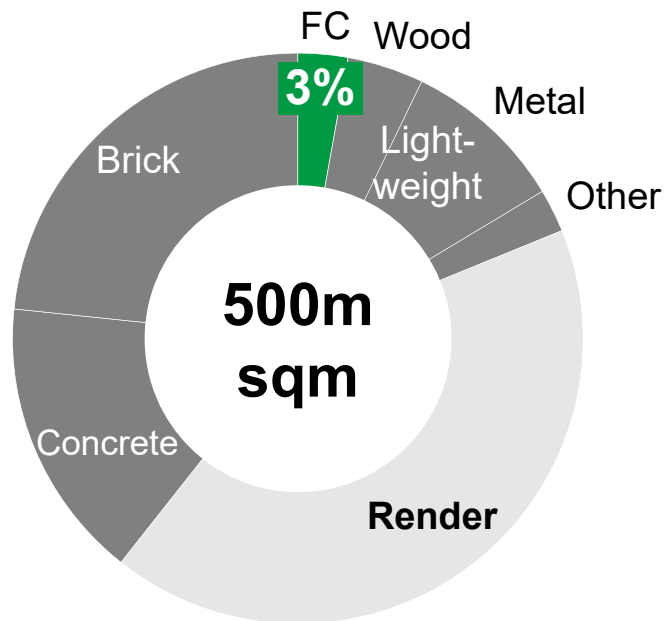


HardieWindbreaker™ installation on site in Ashford, UK

Market share growth with transformational innovation

- Innovation for render-look market
- Offering full systems as fast and efficient solutions

Western European facade market



Source: JH internal, B+L (2018), Freedonia (2015)



Easylap™



Easylap™

Case study: Market Gemba of global innovation team



Façade in Switzerland



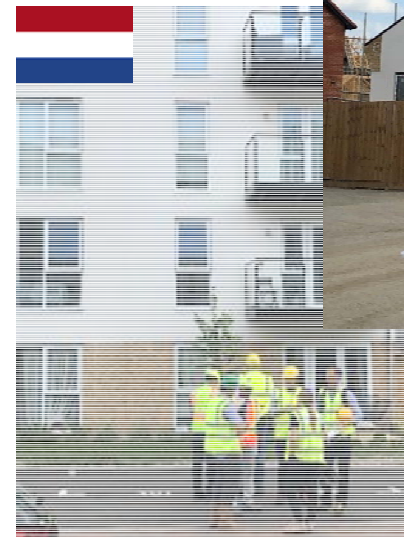
Façade in UK



Façade in Italy



Façade in Germany



Façade in Netherlands

Agenda

- JHEU – platform built for accelerated growth
- Growing fiber cement in Europe
- Increased profitability through better operations



Six plants operating in a truly European supply chain



○ Fiber gypsum plants	4
○ Cement bonded plant	1
○ Raw materials plant	1
○ Warehouses	14
○ Truck deliveries / day	285

Source: JH internal

Production based on recycling and automation



Recycling paper in Münchhof, Germany



Sustainability certificates

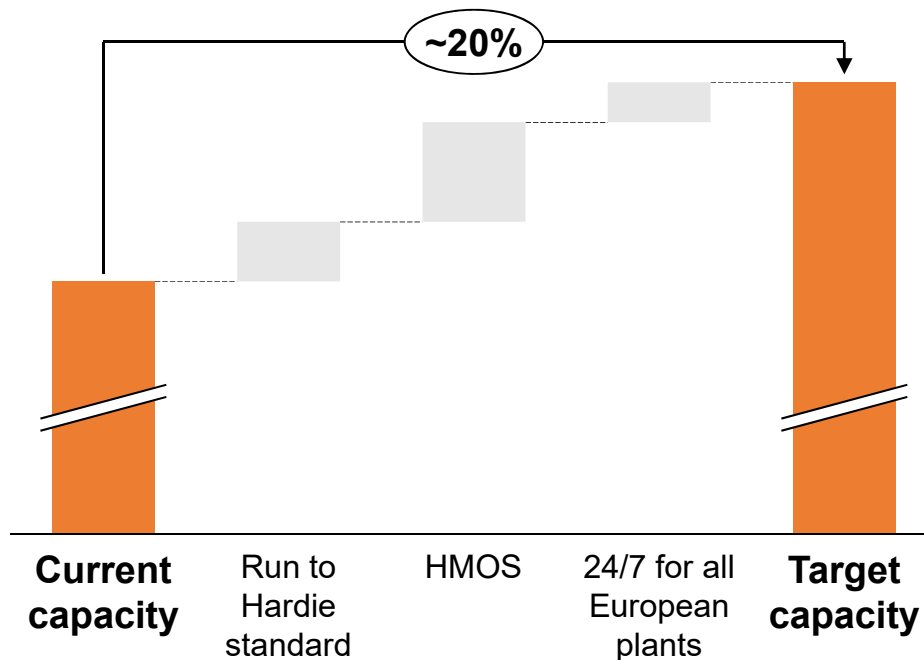


Production line and control room in Wijchen, Netherlands

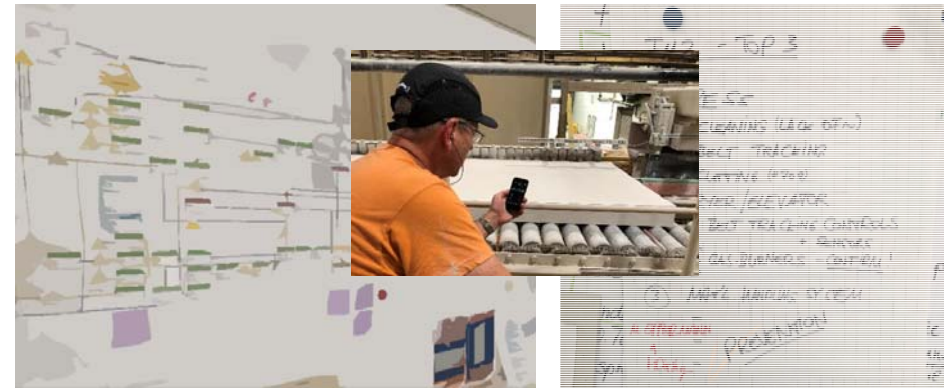
Our fiber gypsum network has further upside potential

- Focus on preventive maintenance and run-to-standard
- Launch HMOS to unlock capacity
- Invest in organization and capabilities to improve the business

Annual output of fiber gypsum network (sqm)



Source: JH internal

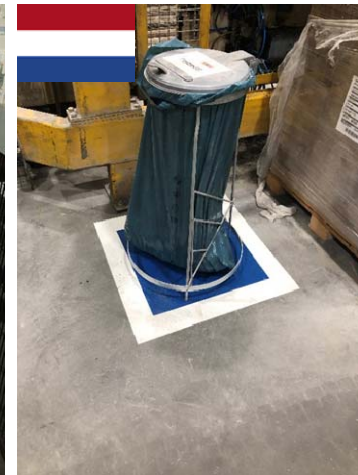


Value stream mapping and HMOS pre-launch in Münchhof, Germany, June 2019

Case study: Best-practice replication from US



European Operations team meeting JH experts in US in July 2019



Implementation of Global Zero Harm Standards in European plants

Source: JH internal

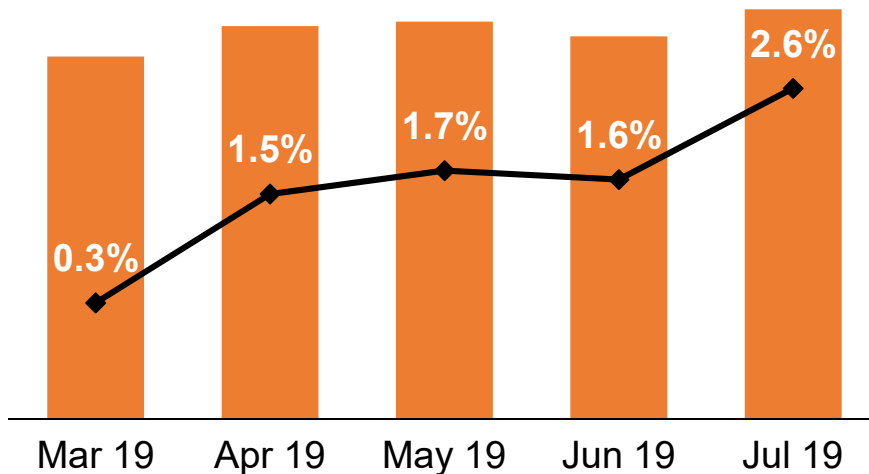
We are on a continuous improvement track

- Leveraging global JH manufacturing know how
- Best-practice sharing

Continuous improvement track in recent period*

—◆— Net productive hours vs. PY (%)

■ Output (sqm)



*For fiber gypsum network only; Source: JH internal



Loading fermacell® fiber gypsum boards in Orejo, Spain

Growing Europe to 1bn € at Hardie like returns



James Hardie Europe has the **right platform** and the **right people** for accelerated growth



We are **well positioned** for accelerated growth in fiber gypsum and fiber cement capitalizing on growing market trends



EBIT improvements will be driven by improving **operational performance** and revenue leverage



James Hardie Team at BAU fair in January 2019



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ASIA PACIFIC
Conrad Groenewald, General Manager



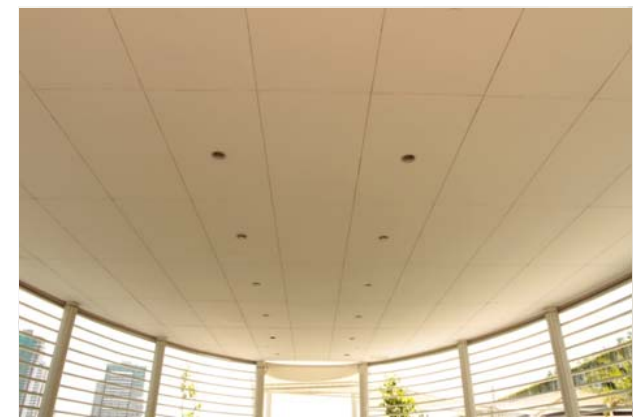
AGENDA

- Driving Growth Above Market
 - APAC Strategy
 - Australia Execution
 - Philippines Execution
- Driving Lean Manufacturing
 - APAC
 - New Zealand Manufacturing Recovery



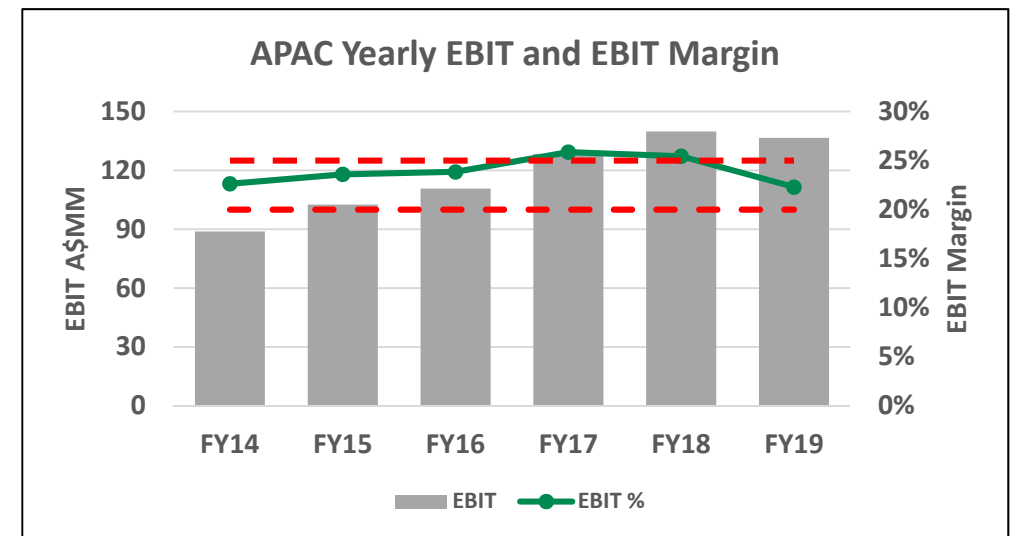
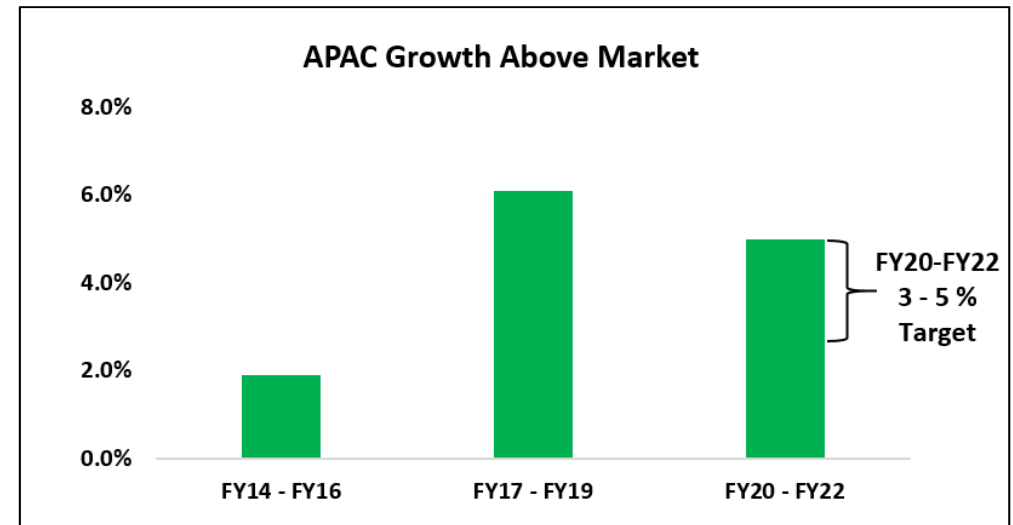
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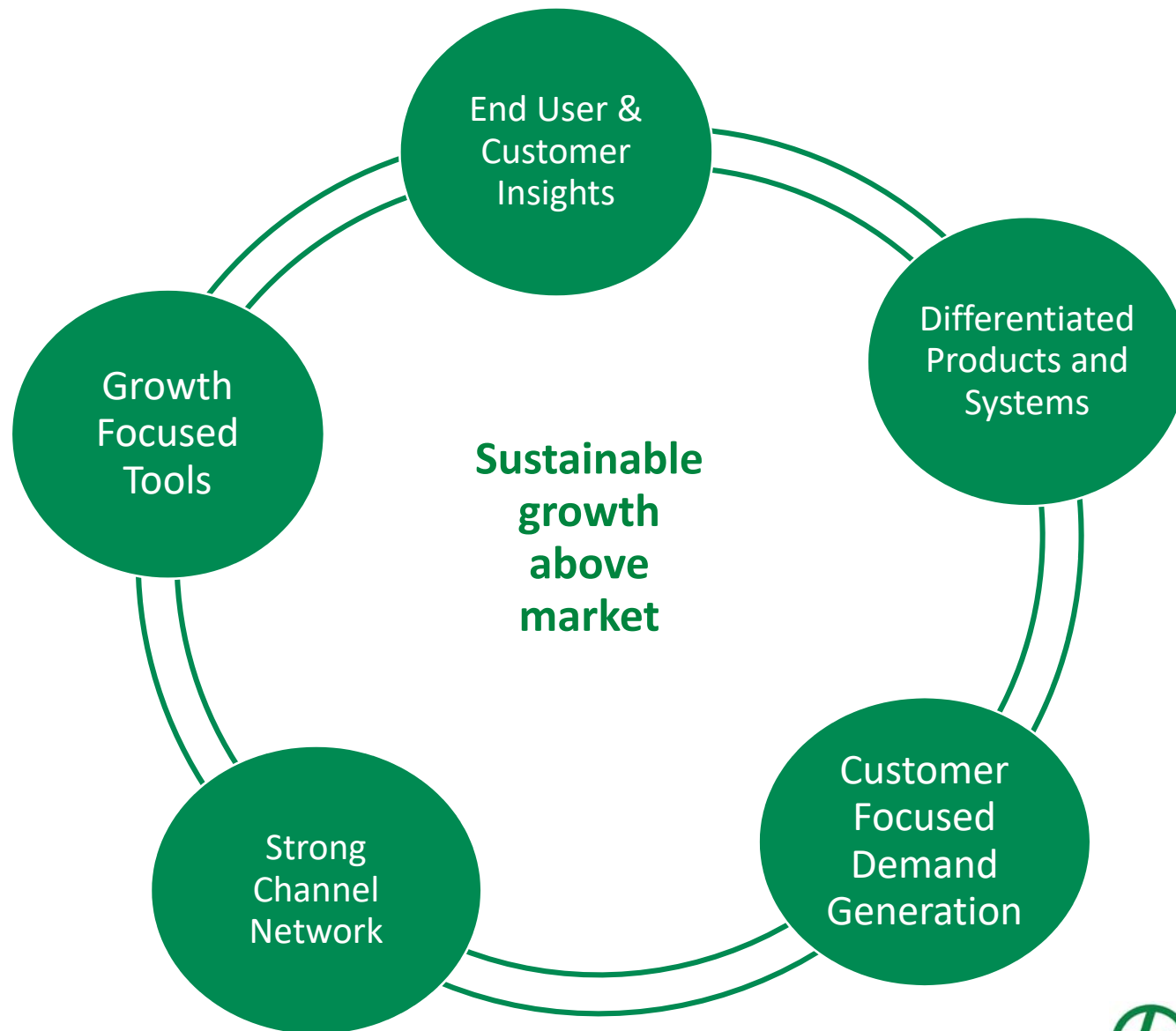


APAC HAS HISTORICALLY GROWN ABOVE MARKET WHILE DELIVERING 20-25% EBIT MARGINS

- Proven track record of delivering growth above market with strong EBIT margin
- Business is set up to deliver 3-5% growth above market throughout FY20-FY22
- Continued execution at high level is the focus
- Markets are contracting; historically have had success increasing share during market contraction



HOW JAMES HARDIE APAC OUTPERFORMS THE MARKET



APAC SEGMENT DIVERSITY

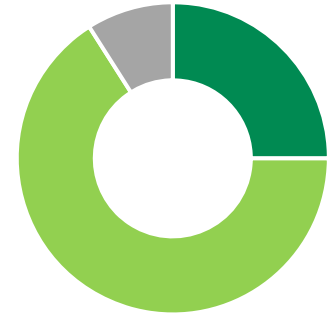
Australia



New Zealand



Philippines



■ New Residential ■ Alterations and Additions (A&A) ■ Commercial

Source: Internal

New Residential -
Single Detached



New Residential -
Medium Density



Alterations and
Additions (A&A)



Commercial



APAC INSIGHTS

Best In Industry Insights:



	Consumers	Developer / Designers / Architects	Builders & Trades
Australia	16,600	1,800	2,300
New Zealand	1,500	1,500	500
JH Systems	-	500	800
Philippines	600	350	900

Source: Internal, 2019

APAC INSIGHTS INTO ACTION

INSIGHTS & DATA

- Life-stage consumer segmentation
- Home building path to purchase
- Leading design trends - Hamptons
- Insights on the Millennial buyer



We love the Hamptons "Look"

- Hamptons-led inspiration in marketing media investment
- PR/Social Media engagement
- Social Influencer strategy



From BRICK to HARDIE HOME



DRIVE ACTIONABLE CUSTOMER
CENTRIC STRATEGY

- Builder segmentation to understand key business drivers
- Insights on the Millennial buyer
- Speed of install data



I need a differentiated offer

- Insight-led tailored customer acquisition sales programs
- Design guidance & construction support
- Co-marketing investment

APAC DIFFERENTIATED PRODUCTS & SYSTEMS



APAC DIFFERENTIATED PRODUCTS & SYSTEMS



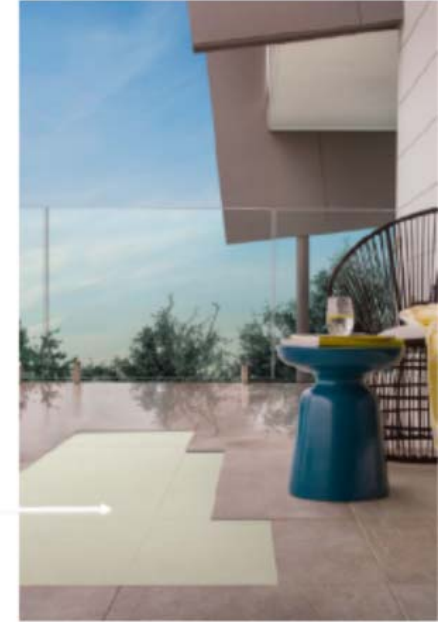
RAB™ Board

Intertenancy
floor systems



Scyon™ Secura™ interior flooring

Scyon™ Secura™ exterior flooring



HardieSmart™ systems

Ritek® James
Hardie Systems



APAC STRONG CHANNEL NETWORK

Australia



New Zealand



Philippines

Kelly Hardware & EVY



AGENDA

- Driving Growth Above Market

- APAC Strategy
- Australia Execution
- Philippines Execution

Detached NC - Win vs. Brick
A&A – Win via channel & digital

- Driving Lean Manufacturing

- APAC
- Australia Execution
- New Zealand Manufacturing Recovery



DETACHED NEW CONSTRUCTION – WIN VERSUS BRICK

Large opportunity remains for Fiber Cement growth in detached new construction

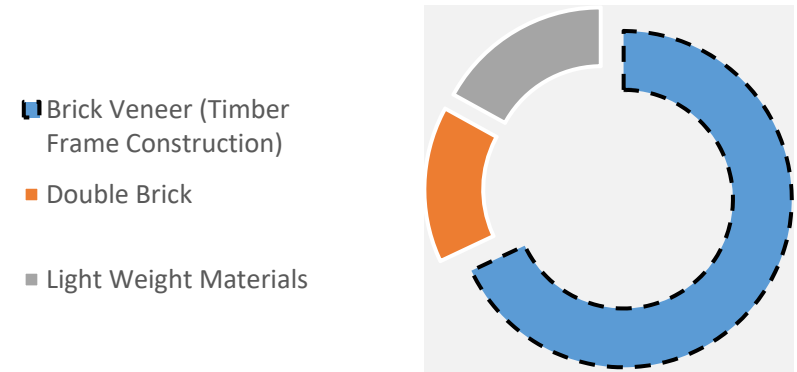
We will capitalize on current market trends:

- Consumer aesthetic preferences shifting away from brick
- Shrinking lot sizes
- Cost constraints in building
- Labor constraints

As Fiber Cement provides:

- The look consumers prefer
- More space inside home
- Faster & cheaper construction
- Larger pool of trained labor

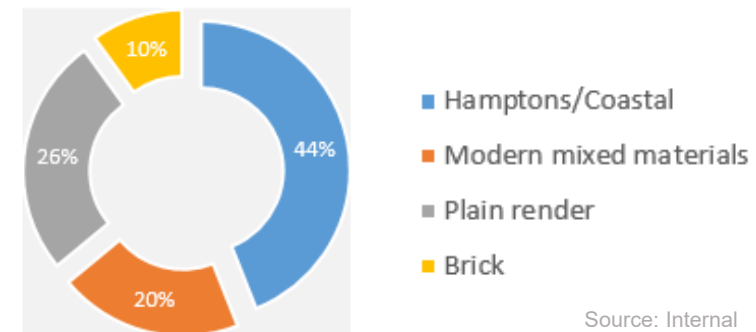
Materials Share - Detached Homes



Source: BIS Shrapnel, 2016

Consumer survey: cladding preference

(JH insights, n = 6574 June 2018)



Source: Internal

JAMES HARDIE BRICK CONVERSION PROGRAM

Type

Residential Mass Housing

Application

Cladding

Reasons for Conversion

- A differentiated 'Look'
- Speed of Install
- More living space
- Less on site trades

Location

Queensland



JAMES HARDIE BRICK CONVERSION PROGRAM

Type

Residential Mass Housing

Application

Cladding

Reasons for Conversion

- A differentiated 'Look'
- Design and construction support

Location

Victoria



JAMES HARDIE BRICK CONVERSION PROGRAM

Type

Residential Mass Housing

Application

Cladding

Reasons for Conversion

- Leading design trends - Hamptons
- Insights on the Millennial buyer
- Speed of install

Location

New South Wales



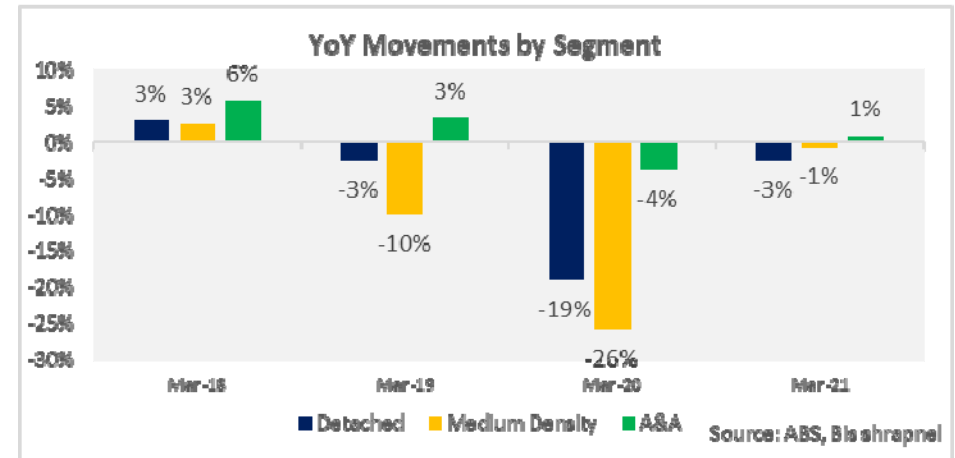
DRIVE A&A VIA CHANNEL



In conjunction with Home Timber Hardware Katoomba hear from James Hardie and Spantec who will share with you the latest methods and product systems that can be utilised within BAL 40 and BAL FZ rated areas.

Date: Wednesday, 20th March 2019
Venue: Jamieson Valley Green Room, Fairmont Resort
1 Sublime Point Rd, Leura NSW 2780
Time: 8.00pm - 8.00pm
 Food and beverages to be served throughout the evening
 Promotional Give Aways on the night

1 CPD point available on the night
 To RSVP and for more information contact
 info@spantec.com.au | 4742 7668



Converting commercial renovators via James Hardie Channel programs:

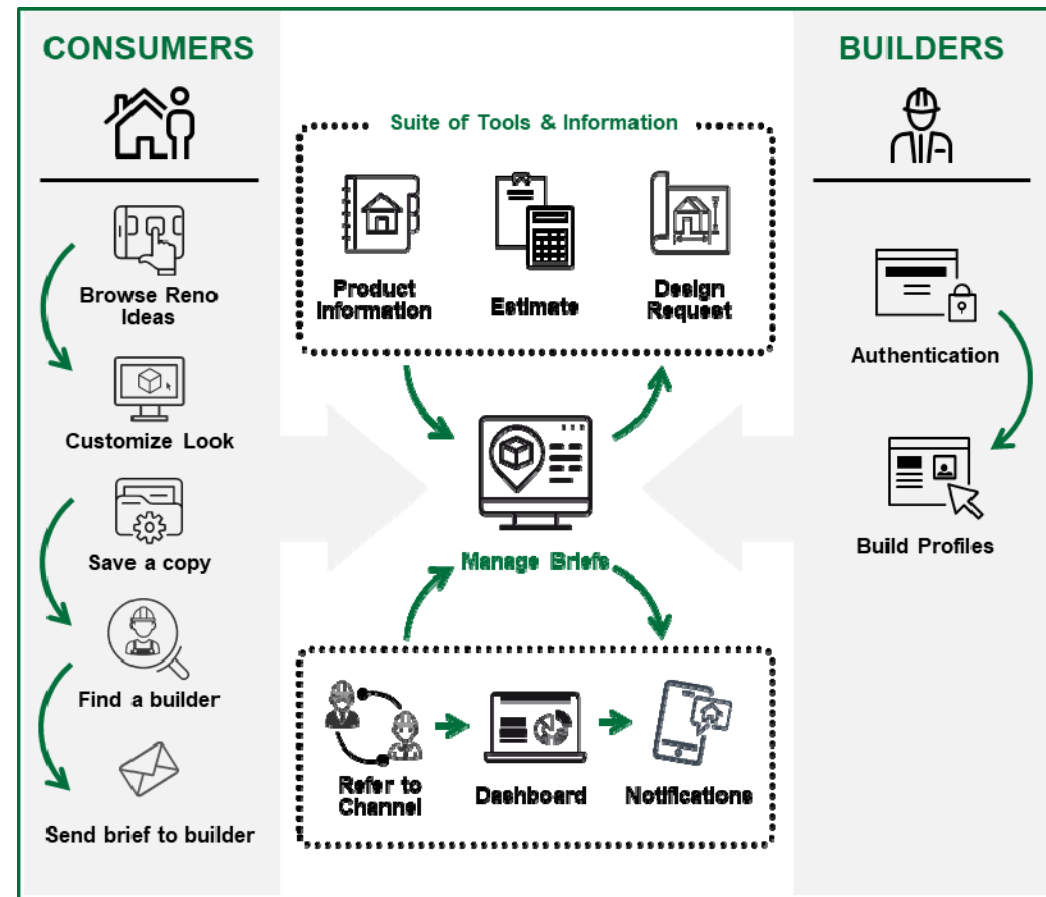
- Entice via in-store promotions
- Engage via trade events
- Educate via training seminars

DRIVE A&A VIA DIGITAL

JH will provide a digital platform to Recruit, Educate and Connect small builders and decking contractors to consumers on the renovation path to purchase via the **MyHardie program**

MyBuilder portal:

- Feature as a Hardies' builder
- Leverage the Hardie social marketing & digital tools
- Priority access to new products & building news
- Access to distributors and their promotions
- Job management portal
- How to build with Hardie
- Estimation tools
- Electronic Bill of Materials Details
- Online training center



AGENDA

- Driving Growth Above Market

- APAC Strategy
- Australia Execution
- Philippines Execution

Strong value proposition
Increased retailer density

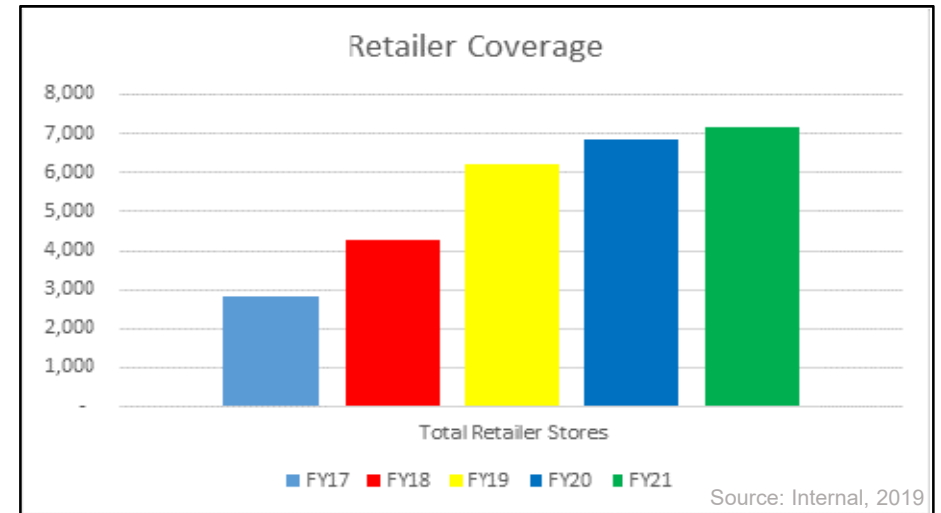
- Driving Lean Manufacturing

- APAC
- Australia Execution
- New Zealand Execution



FIBER CEMENT RETAILER DENSITY

- Store openings continue, creating link between distributor and retailer
 - Retailers engage in carpenter training programs



FIBER CEMENT VALUE PROPOSITION - PLYWOOD

Type: Residential Mass Housing

Application Won: Eaves

Conversion from: Plywood

Reasons for Conversion:

- Durability (moisture, fire & termite)
- Value Engineering
- Price Value

Location: South Luzon



Fiber Cement Value Proposition vs. Plywood:
Ease of Painting
Moisture Resistance
Fire Resistance
Termite Resistance

FIBER CEMENT VALUE PROPOSITION - PLASTERBOARD

Type: Commercial – Hotel & Casino

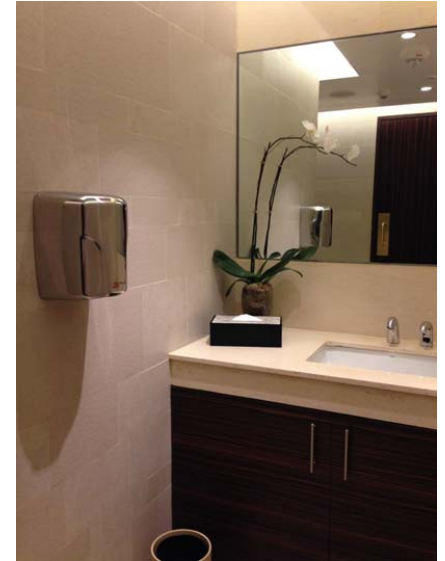
Application Won: Wet Area Walls & Common Area

Conversion from: Plasterboard 9mm

Reasons for Conversion:

- **Durability** (moisture for wet area & impact for common areas)
- **Cost Efficiency** Developer initially wanted to use (2) combined 9mm plasterboards to achieve 18mm single wall thickness. The system would require using total of (4) 9mm plasterboards to accomplish a 2 hour fire-rated double wall

Location: Metro Manila



Fiber Cement Value Proposition vs. Plasterboard:
Impact Resistance
Moisture Resistance*

*Not relative to Plasterboard MR

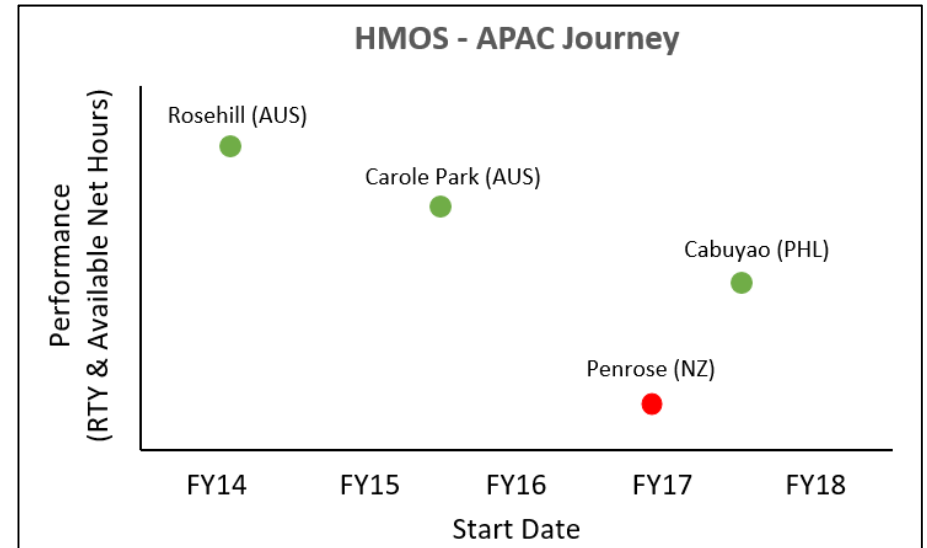
AGENDA

- Driving Growth Above Market
 - APAC Strategy
 - Australia Execution
 - Philippines Execution
- Driving Lean Manufacturing
 - APAC
 - New Zealand Manufacturing Recovery



APAC LEAN MANUFACTURING - HISTORY

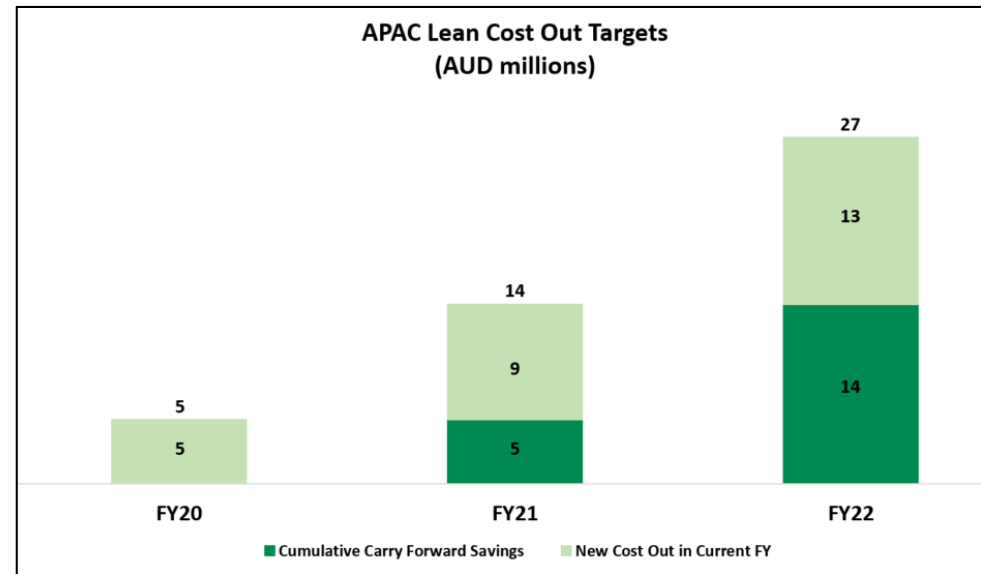
- Started Lean journey in Rosehill toward the end of FY14, replicated:
 - Carole Park Q3 FY15
 - Penrose Q1 FY17
 - Cabuyao Q3 FY17
- Heavy focus on Daily Management System to “run the business”
- Transitioned to “improve the business”, the first iteration of the Hardie Manufacturing Operating System (HMOS)
- Penrose (NZ) facility has lagged in performance to rest of network



- ↑ Roll Throughput Yield (RTY)
- ↑ Net available hours
- ≡ Lower cost per STM

APAC LEAN MANUFACTURING – PATH FORWARD

- A\$27 million in targeted savings from lean initiatives FY20-FY22
- Intense focus on RTY in addition to net operating hours
- Replicate key learnings from North America lean progress
- Maximize Operator Engagement
- FY20 is on-track



AGENDA

- Driving Growth Above Market
 - APAC Strategy
 - Australia Execution
 - Philippines Execution
- Driving Lean Manufacturing
 - APAC
 - New Zealand Manufacturing Recovery



NEW ZEALAND MANUFACTURING

Leverage HMOS platforms to improve manufacturing:

- Focus on Zero Harm
- Leadership and Employee Engagement is the key to success
- Drive:
 - Operator Standard Work
 - Leader Standard Work
 - Daily Management Systemas foundations to performance
- Reduce variability, then drive improvement
- New Plant Manager from Waxahachie, TX plant
- Goal is to return to baseline performance in 2H FY20



KEY MESSAGES

- Relentless focus on execution to drive Growth Above Market across network
- Execute lean manufacturing initiatives to enable continued and sustainable cost improvements
- Reaffirm growth above market of 3-5% and EBIT Margin of 20-25%



2019 ANNUAL INVESTORS TOUR

Düsseldorf, September 12 – 13
New York City, September 16



Profitable Growth in Europe and in Asia Pacific
Jack Truong, CEO



SUMMARY

1. We have the right platform for profitable growth in Europe:
 - Broad channel access and market coverage
 - Premium interior solutions to complement exterior solutions
 - Strong Fermacell brand
 - Well established manufacturing and supply chain capabilities
 - Global JH R&D capability to develop fiber cement products
 - **Strong and committed management team with experienced sales & marketing professionals**
2. APAC continues to learn, share, and replicate best practices from NA and EU to make a good business better