

Good Progress on Shaping Our Future

	Digital Transformation	Customer value	Asset Efficiency & Network Productivity	Business Excellence	Sustainability & ESG
	Enabler of Underlying Profit growth ⁵	~55% of Underlying Profit growth ⁵	~45% of Underlying Profit growth ⁵		Enabler of long-term value
Metrics and Measures	<p>Better for Brambles</p> <ul style="list-style-type: none"> ✔ Deploy asset productivity analytics solutions across 20 markets by end FY22 and 30 markets by end FY23 ✔ Deploy analytics solutions to identify stray assets and predictive analytics to recover assets across 5 markets by end FY23 <p>Better for customers</p> <ul style="list-style-type: none"> ✔ Launch 2 commercial optimisation and 2 proactive Customer Experience digital solutions by end FY23 <p>Data capability and culture</p> <ul style="list-style-type: none"> ✔ First 4 priority domains⁶ managed through data hub by end FY22 ✔ Train 300 leaders in digital and analytics skills by end FY22; 5,000 roles across company by end FY23 <p>Smart assets</p> <ul style="list-style-type: none"> ✔ Deploy full smart asset solution in 2 markets by end FY24 	<p>Customer engagement</p> <ul style="list-style-type: none"> * Increase customer NPS by 8–10pts by end FY25⁷ ✔ Increase % of customer orders placed through electronic channels by 1–2pts p.a. <p>Revenue growth</p> <ul style="list-style-type: none"> * 1–2% net volume growth p.a. with existing customers⁷ ✔ 1–2% net new wins p.a. ✔ 2–3% price/mix p.a. in line with value-based pricing <p>Product quality</p> <ul style="list-style-type: none"> ✔ Reduce customer reported defects per million pallets by 15% by end FY25 compared with FY20 baseline⁷ <p>Customer collaborations</p> <ul style="list-style-type: none"> ✔ Double number of customer collaborations on sustainability from 250 to 500 by end FY25 <p>Context for metrics below target NPS and volume growth below target mainly due to pallet availability challenges across all markets. Comprehensive plans to address pallet availability through asset efficiency initiatives. Numerous initiatives in progress to improve customer experience, including simplifying the customer on-boarding process, greater delivery visibility and piloting proactive ordering</p>	<p>Asset efficiency</p> <ul style="list-style-type: none"> * Reduce uncompensated pallet losses by ~30% by end FY25⁷ ✔ Reduce pallets scrapped by ~15% by end FY25 * Improve pallet pool utilisation: reduce pooling capex / sales ratio by at least 3pts through FY25⁷ <p>Context for metrics below target 'Uncompensated pallet losses' and 'pallet pool utilisation' metrics below target due to pallet availability challenges and lumber inflation impact on pooling capex. Comprehensive plans to improve asset efficiency including through digital tools and capabilities, price for increased cost-to-serve and increase recoveries in progress</p> <p>Network productivity</p> <ul style="list-style-type: none"> ✔ Reduce the pallet damage ratio by 75bps year-on-year through FY25 from pallet durability initiatives * Rollout fully automated end-to-end repair process to 70 plants by end of FY24 to drive throughput efficiency⁷ <p>Context for metric below target Automated end-to-end repair process implementation below target due to component shortages and other supply chain challenges. Mitigating financial shortfall through other automation initiatives and additional areas of the supply chain</p>	<p>Organisation</p> <ul style="list-style-type: none"> ✔ 25% reduction in BIFR by end FY25 and developed wellbeing-at-work programme * At least 40% of management roles held by women by end FY25 <p>Context for metric below target While the 'women in management roles' metric was tracking slightly below target as at 30 June 2022, the FY22 target was met in July 2022 with good traction and confidence in meeting the FY25 target</p> <p>Technology</p> <ul style="list-style-type: none"> ✔ Migration of priority applications to the Cloud by end FY22 ✔ CRM transition to Salesforce completed in FY22 as part of ongoing CRM improvements 	<p>Environment</p> <ul style="list-style-type: none"> ✔ Carbon neutral Brambles operations and 100% renewable electricity continued indefinitely (Scope 1 & 2) ✔ 100% sustainable sourcing of timber continued indefinitely ✔ Validated science-based targets in line with the Paris Agreement based on comprehensive Scope 1–3 baseline by end FY22 ✔ 30% recycled or upcycled plastic in new closed loop platforms by end FY25 <p>Social</p> <ul style="list-style-type: none"> ✔ Advocate, educate and impact 1,000,000 people to become circular economy change makers by end FY25 <p>Governance</p> <ul style="list-style-type: none"> ✔ Create leading industry circularity indices with strategic partners by end FY25 ✔ Operationalise annual supplier certification across all markets by end FY22
	<p>Key</p> <ul style="list-style-type: none"> ✔ Completed and no further work required ✔ Completed and on-going ✔ Progressing and on-track * Tracking below target 				

⁵ Contribution to FY25 Underlying Profit growth uplift from FY21.

⁶ Asset movement, customer, pricing, and supply chain.

⁷ Impacted by market conditions.