

How Brambles Creates Value

Brambles' ambition is to pioneer regenerative supply chains with reuse, resilience, and regeneration at its core. Using the power of its circular business model, network advantage, and expertise, Brambles transforms key inputs into significant sources of value for stakeholders.

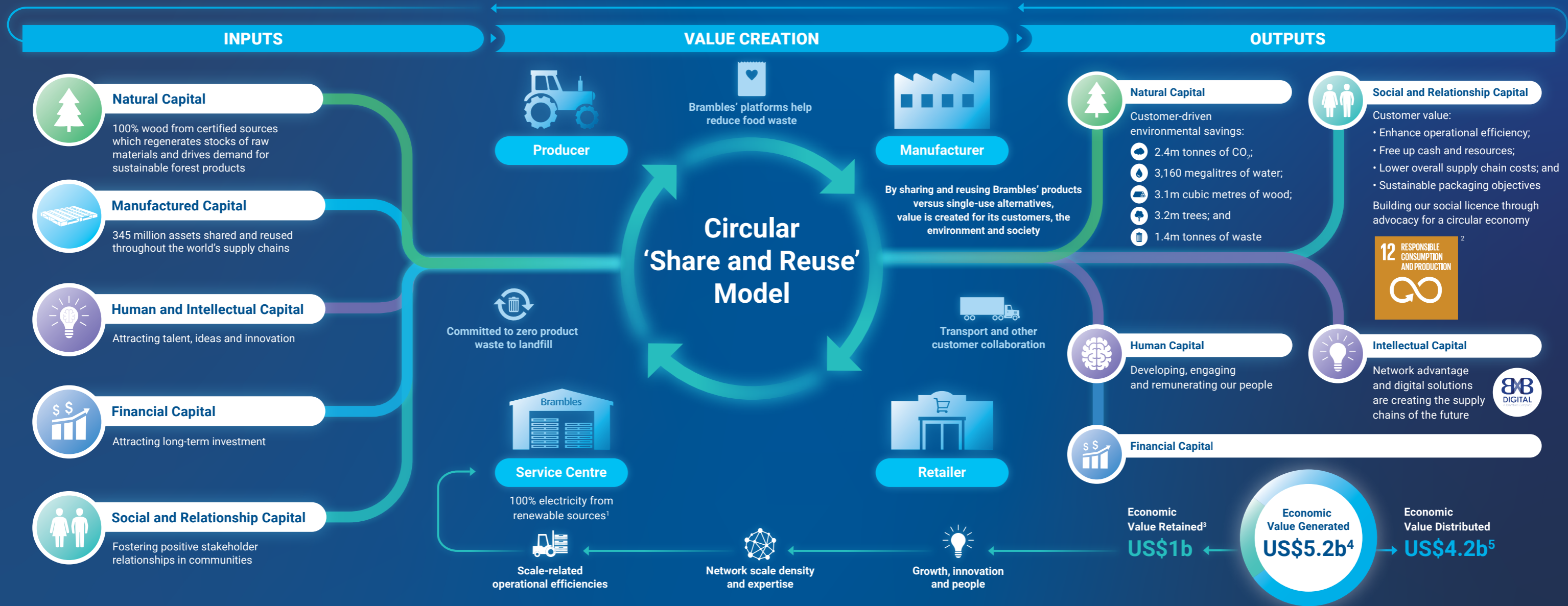
Brambles helps customers deliver life's essentials every day. Its end-to-end supply chain solutions deliver operational, financial, and environmental efficiencies not otherwise available through single-use alternatives. Further details are available on page 14.

For shareholders, Brambles delivers sustainable growth at returns well in excess of the cost of capital. Its model generates sufficient cash flow through the cycle to fund dividends and support reinvestment in growth, innovation, and the development of its people. At the same time, Brambles provides an investment pathway into the low-carbon, circular economy while delivering consistent growth at returns well above the cost of capital.

For employees, Brambles provides development and exciting career opportunities in approximately 60 countries. By fostering a culture of innovation and agility, Brambles' value proposition seeks to attract and retain the talent committed to shaping a sustainable future.

In an increasingly resource and climate-conscious world, low-carbon, circular business models like that operated by Brambles are recognised as an immediate solution enabling the world to trade more responsibly. Brambles' commitment to regenerate more than it needs and provide its products via a service helps reduce the pressure on natural capital, including climate and forests systems, and reduces the waste typical of conventional single-use, linear business models.

Brambles leverages its unique position in the supply chain to amplify positive outcomes beyond its business. This includes enabling customer collaboration, optimising transport networks and addressing food security while promoting the circular economy and expanding sustainable forest certification. In this way, Brambles helps deliver life's essentials every day, in a nature and people positive way.



¹ Brambles' renewable electricity result includes electricity from renewable electricity contracts, certified 'Greenpower' and Energy Attribute Certificates (EACs).

² The United Nations Sustainable Development Goals (SDGs) are a set of 17 interconnected goals that form a global benchmark for achieving a sustainable future for all. While many of the SDGs intersect with Brambles' operations, the SDG it assesses as most material to its operations is SDG 12 – Responsible Consumption and Production.

³ Group cash capital expenditure.

⁴ Group sales revenue.

⁵ See page 18 for the breakdown of Economic Value Distributed.