

# The value Brambles creates

Brambles’ vision is to create regenerative supply networks with reuse, resilience and regeneration at its core. This vision underpins Brambles’ social licence to operate. By leveraging the inherent advantages of its circular business model, network scale and pooling expertise, Brambles is able to convert key inputs, as outlined by the Integrated Reporting <IR> Framework, into significant value and outcomes for its stakeholders.

For customers, Brambles’ pooling solutions play an integral role in ensuring the efficient flow of goods through their supply networks and delivering operational, financial and environmental benefits not available through linear or single-use alternatives. Through its suite of platforms, Brambles provides solutions for retailers and manufacturers, supporting customers in navigating complexity and enabling the safe, reliable and sustainable operation of their supply chains.

Beyond its own operations, Brambles also leverages its unique position to generate positive impact throughout its value chain. This includes collaborating with customers, suppliers and civil society organisations across a range of initiatives, such as optimising transport networks,

minimising waste and improving food security while promoting the circular economy and sustainable forestry practices. For further information on Brambles’ customer value proposition, see [brambles.com/about](https://brambles.com/about).

For shareholders and providers of finance, Brambles provides an investment pathway and exposure to the lower-carbon circular economy that delivers sustainable growth at returns well in excess of the cost of capital. See pages 10 and 11 for Brambles’ investor value proposition and capital allocation framework.

For its ~12,000 employees in ~60 countries, Brambles provides a safe and inclusive work environment with exciting career opportunities. By fostering a culture of innovation and agility, Brambles seeks

to attract, retain and develop top talent to help it deliver value for customers, shareholders and communities while offering steady employment opportunities as a stable, global business.

Brambles’ regenerative vision seeks to create positive outcomes for the environment, economies and communities across local, regional and national scales, through its operations, programmes or partnerships.

For nature, Brambles’ ambition to regenerate more than it needs, together with its lower-carbon circular business model,<sup>9</sup> helps reduce the dependency and impact on natural capital. By avoiding resource waste that would otherwise be generated by conventional single-use, linear business models, Brambles

reduces the impact on forests and the climate. As nature issues become more prominent, opportunities will be created to generate further value through its nature-related programmes.

For communities and regional economies, Brambles’ business generates income and ongoing demand for local suppliers, supporting employment and economic activity in those areas. Brambles also offers financial, in-kind and volunteering support to community groups, such as food banks.

On a national scale, Brambles’ tax payments provide economic contributions to the countries in which it operates. More information on how Brambles manages its tax obligations and the tax contributions it makes can be found on the [Brambles website](https://brambles.com/our-story).

For other industries, Brambles demonstrates the financial viability of a circular business model on a global scale. In an increasingly resource, climate and nature-conscious world, lower-carbon, circular business models offer a practical pathway to balance the needs of people and the planet.

Brambles’ advocacy of a circular economy provides an example for other industries and governments to adopt circular strategies and policies to accelerate the 2030 UN Sustainable Development Goals (SDGs).

In these ways, Brambles creates value for a wide range of stakeholders.

