

## **Chair's address**

Good afternoon, ladies and gentlemen, it is my pleasure as Chair to welcome you to Brambles' 2025 Annual General Meeting and formally declare the meeting open.

As we reflect on the past fiscal year, I am truly proud of the progress we have made in transforming Brambles into a digitally enabled organisation that is more customer-centric, financially robust and sustainable.

Through our Shaping Our Future transformation programme, which we announced in 2019, we have structurally improved the fundamentals of our business, enhancing Brambles' value proposition to our customers, increasing our competitive advantage and resilience, while establishing the foundations in data and digital that are critical to our future success.

This year also marked the conclusion of our ambitious 2025 sustainability programme, which has demonstrated the clear and enduring business value of our circular model, reaffirmed our leadership in sustainability, and paved the way for the next phase of our regenerative ambition, as embodied in our 2030 sustainability targets.

Together, the benefits of our transformation and sustainability programmes not only delivered strong financial, operational and sustainability outcomes in 2025 but also created a step change in the value Brambles creates for our stakeholders.

### **Value creation for stakeholders**

Starting with the value we have created for you, our shareholders. A core commitment we made for our transformation was to ensure Brambles consistently delivered operating leverage and sustainable Free Cash Flow generation.

I'm pleased to report that we've delivered on that promise. Over the past four years, at constant currency, we achieved a compound annual growth rate in revenue of 8% and Underlying Profit of 14%.

In the same period, we generated an average annual Free Cash Flow before dividends of US\$640 million, up US\$170 million on the average of the four years prior to the transformation. And for the first time this year, Free Cash Flow before dividends exceeded US\$1 billion.

This sustained improvement in financial performance translated to total value creation for shareholders of approximately 17% in 2025.

This was achieved through growth in basic earnings per share from continuing operations of 14% at constant currency, which included a 1-point benefit from the US\$403 million on-market share buy-back we completed during the year.

In addition, the dividend yield for the year was approximately 3%, with total dividends declared increasing 17% year-on-year to 39.83 US cents per share.

Of course, these financial outcomes would not be possible without increasing the value we create for our customers, our employees, and the environment and communities we serve.

Our commitment to our customers has been unwavering and while there is more to do, we have significantly improved their overall experience and increased the value we bring to their supply chains.

We have enhanced service levels, simplified customer interactions, and used data analytics to deliver insights that enhance the efficiency of their supply chains.

Importantly, we also continue to invest in the quality of our platforms and are increasingly applying digital insights to identify opportunities for collaboration to unlock shared value and efficiency.

This focus on enhancing the customer experience has led to strong improvements across core customer performance metrics, including a significant increase in our net promoter score against the FY21 baseline.

For our people, safety is paramount and the reason we focus on the critical importance of having the right culture around it.

Our 'Safety First' strategy and investments in our service centre network have reduced Brambles' Injury Frequency Rate by more than half since FY21 and we continue to target Zero Harm for all our employees.

We have also strengthened the diversity of our business, including a 7-point increase in the percentage of women in management to 38.8% at the end of FY25 compared to FY21.

We're encouraged that our efforts to make Brambles a safer, more diverse and rewarding place to work have been recognised globally, with Brambles named a Global Top Employer for a third consecutive year and maintaining this certification in 26 countries.

For the environment and communities we serve, our transformation combined with our 2025 sustainability targets have strengthened the inherent sustainability of our circular share and reuse model and delivered more positive impacts in every region we operate.

During the year, we maintained the use of 100% certified timber globally, enabled the sustainable growth of two trees for every tree we use in our business and we continue to actively work to expand forestry certification uptake in all regions.

Strong progress has also been made against our decarbonisation plans and we remain on track to achieve our 2030 Science-based Targets.

Having reduced our Scope 1 and 2 emissions by 32% and Scope 3 emissions by 17% against a FY20 baseline, we continue to progress towards our ultimate ambition of reaching net-zero emissions by 2040.

Over the course of our five-year programme, we have also demonstrated the value our sustainability leadership brings to customer engagement.

The number of customers collaborating with us on sustainability projects has more than doubled since FY21 while the number of Sustainability Certificates provided to customers has grown from 684 in FY21 to more than 11,000 in FY25.

While we judge our performance based on how we track and measure against our ambitious targets, it is always validating - and a deep source of pride for our people - to see the ongoing external recognition of Brambles' sustainability credentials, including by TIME magazine, which ranked Brambles the third most sustainable company in the world.

These results underscore the collective benefits of our transformation and sustainability programmes in delivering structural improvements across our organisation that support value creation over the long term.

## **Brambles of the Future**

Looking ahead, our vision for the Brambles of the Future is to connect and illuminate the world's supply networks, making them more resilient and regenerative.

Customers remain at the centre of our strategy, as we continue building an unrivalled experience that is truly effortless, reliable and anticipates their needs.

From quality platforms and exceptional service to our use of technology to create effortless interactions, we will ensure our offering is seamless, flexible and fosters collaborative partnerships with customers.

Our ongoing focus on operational efficiency will see us continue to raise the standard for our share and reuse model that minimises waste and improves the cost-to-serve.

Advanced technologies, digital insights and best practice processes will help drive improvements in platform quality, increase productivity and enhance safety across our operations.

In continuing our sustainability journey, we will further integrate regenerative thinking across our value chain and move beyond zero impact to create supply networks that aim to replace what we take and create more than we need.

We will also leverage our unique position at the centre of global supply networks to better use our data to illuminate the flow and movement of our assets and our customers' goods.

This strategic element includes the work we are undertaking to develop innovative Digital Customer Solutions that reduce waste in supply chains, enhance operational performance and support the long-term sustainability of our customers' operations.

In fact, data and digital capabilities are integral to every aspect of this strategy and to our future success. For this reason, we are encouraged by the progress we are making with our Serialisation+ programme.

In Chile, where the read infrastructure is in place and the pool is now fully serialised, our focus has shifted to value creation.

In this market we have introduced an effortless service offer which removes the need for pallet declarations and audits, eliminating a major friction point for our customers.

Today approximately 85% of our customers in Chile are already using this new model, with the balance expected to move to this model by the end of this calendar year.

In addition to transforming the customer experience, we have identified four additional sources of value across the business including net new business growth, and pricing optimisation as well as asset and supply chain efficiency, which we plan to test and prove out during FY26.

We also continue to advance Serialisation+ in North America where good progress has been made to date.

In FY26, we will expand our read infrastructure to target two-thirds of our asset flows as we evaluate the optimal technology mix and associated investment required to implement Serialisation+ in this market.

The valuable learnings from Chile, have reinforced the benefits Serialisation+ can deliver for both our customers and our business and its potential to further strengthen our competitive advantage and reinforce our position as leaders in supply networks.

We look forward to keeping the market updated on our progress with this very exciting initiative.

### **2030 Sustainability Programme**

Building on the success of the 2025 Sustainability Programme, we are proud to be renewing our regenerative ambition under the new 2030 Sustainability Programme.

While our vision remains the same, we now deepen our focus on nature-positive outcomes as a core principle of regeneration, while also pushing to expand our scope and impact beyond our operational boundaries.

This approach is reflected in our main targets, including the regeneration of two hectares of land for every one hectare required for our timber needs – shifting from the 2025 programme's tree-based metrics to holistic, nature-based metrics.

Our focus on boosting circularity of our assets has seen us set a target of turning 80% of product waste into net positive solutions, while substituting 80% of virgin plastics in new products with circular materials or solutions.

Turning to our business positive goals and reflecting our desire to broaden the reach of our programme, we will continue activating sustainability collaborations aiming to reach 1,000 partners across Brambles' supply network by building on collaborations achieved to 2025.

In our workplace, we are embedding diversity, equity and inclusion at the core of a new Employee Experience (EX) framework that boost efforts to further increase the representation of women across all roles and levels, ensure equity and transparency in pay, and strengthen accessibility and inclusion throughout our workplace.

For communities, we will aim to drive positive policy impact by engaging and advocating on issues central to our business.

This includes promoting and accelerating the adoption of policies and programmes that advance the circular economy and promote responsible business practices.

Building on the core regenerative themes of the 2025 Sustainability Programme, we are excited about our ambitions and delivering our 2030 targets to extend our global leadership in sustainability.

### **Financial performance**

Looking at FY25 financial performance in more detail.

Sales revenue on a constant-currency basis increased by 3% and was achieved through price realisation of 2% as cost-to-serve increases moderated across all regions, and a 1% increase in volumes.

Encouragingly, volume growth was driven by net new business growth of 2%, which accelerated to 3% in the fourth quarter, as more manufacturers recognised the benefits of switching to Brambles' pooled solutions.

This growth in new business offset a 1% decline in like-for-like volumes, as increasingly challenging macroeconomic conditions led to softening consumer demand, particularly in the second half of FY25.

Despite softer than expected revenue growth, the business generated significant operating leverage, with Underlying Profit increasing 10% on a constant currency basis and margin expansion of 1.3 percentage points in FY25.

This reflected significant benefits from asset efficiency initiatives and activities to improve supply chain and overhead productivity.

Considering the strong margin improvement this year and further efficiency opportunities across supply chain and overheads, we now expect the business to deliver at least 3 percentage points of margin expansion by FY28 compared to the FY24 baseline.

This represents an increase of 1 percentage point compared to the margin improvement target we set at the investor day in September last year.

Finally, Free Cash Flow before dividends of US\$1,095 million increased US\$212 million. This was primarily driven by lower capital expenditure which benefited from a significant improvement in uncompensated pallet losses.

### **FY26 outlook**

Despite ongoing macroeconomic uncertainty in key markets, we remain focused on key factors within our control, including maintaining our focus on commercial discipline, converting new business and delivering efficiencies across our operations.

We are pleased to reconfirm our FY26 outlook expectations outlined in August 2025 of constant currency sales revenue growth between 3-5%, Underlying Profit constant currency growth between 8-11% and Free Cash Flow before dividends of between US\$850-950 million.

These financial outcomes are dependent on a number of factors.

These factors include prevailing macroeconomic conditions, customer demand, the price of lumber and other key inputs, the efficiency of global supply chains, including the extent of retailer and manufacturer inventory optimisation, and movements in FX rates.

### **Board Renewal**

Before closing, I want to touch on Board renewal.

The stewardship of Brambles and support of its long-term strategic goals is a vital part of the Board's role.

To this end, we are grateful to have had three new non-executive directors join the Brambles board in FY25 who are up for election today – Vik Bansal, Maxine Brenner and Tony Palmer – offering their diverse perspectives and experience.

We are confident that their contributions will enhance our Board's effectiveness and support our long-term strategic goals.

As advised in September 2025, Cameron McIntyre will step down from his role as Non-Executive Director at the conclusion of our meeting today. We thank Cameron for his contribution to Brambles and he leaves with our best wishes for his new executive responsibilities as CEO of REA Group.

### **Conclusion**

With the transformation journey having delivered enduring benefits, our focus now turns to building the Brambles of the Future and we are more confident and excited than ever about the role our business will play in leading global supply networks over the years to come.

We extend our gratitude to our dedicated team of 12,000 employees for their contributions and commitment to customers, this business and each other, every day.

To our loyal customers, we deeply appreciate your ongoing support and trust in our partnership.

Finally, we acknowledge our shareholders for your confidence in the work we do and the value we deliver. You can be assured that our focus remains on delivering value for our customers, our shareholders and employees.

Thank you.

## **Chair of the Remuneration Committee's address**

### **Executive Remuneration**

At Brambles, we have a remuneration structure and set remuneration levels to ensure we can attract, retain and motivate high-calibre executives and talent throughout the Company. Our objective is to align executive reward with the creation of sustainable shareholder value and align executive behaviour with Brambles' strategic objectives, code of conduct, shared values and risk appetite.

Remuneration is divided into two components, being fixed and at-risk remuneration. Fixed remuneration is not directly linked to performance, whereas at-risk remuneration is variable and directly linked to Brambles' performance. At-risk remuneration, in turn, has two elements.

The first is the short-term incentive (STI), half of which are received in cash, with the other half being received in deferred share awards, which vest two years from the date of grant. The second is the long-term incentive (LTI) share rights which vest three years from the date of grant, subject to the satisfaction of performance conditions, but remain subject to a further 12 month holding lock period. Half of the LTIs are subject to financial performance conditions, and the other half are subject to relative total shareholder return performance against two external indices.

As part of its review of 2025 remuneration outcomes, the Remuneration Committee carried out its annual assessment of any behavioural events or incidents which occurred during the year that might warrant adjustments to all or part of an executive's incentive-based remuneration. I am pleased to report that no such incidents or events were identified through this process.

Given the strong operational performance and transformation momentum this year, the STI outcomes reflecting Underlying Profit, Cash Flow from Operations and personal objectives were assessed at up to 127% of target. Similarly, given significant increases in total shareholder return and sales growth to Return on Capital Invested performance, an outcome of 95% of the long-term incentive opportunity vested.

For Executive Leadership Team roles, the Remuneration Committee undertakes an annual benchmarking exercise to ensure that executive pay is aligned to the Company's objectives and performance while also maintaining our ability to attract and retain the right talent in the geographies in which we operate. Following the annual benchmarking exercise and a two year base salary freeze covering FY24 and FY25, the Committee approved an average increase to base pay of 3%, aligned with relevant geographical market movements, for the CEO and members of the Executive Leadership Team, including Executive KMPs.

During FY26 the Remuneration Committee will undertake a comprehensive review of the appropriateness of the current Executive Remuneration Framework particularly in the context of our operations and earnings in both the European and US markets. In addition, consideration will be given to how a revised remuneration framework supports our Investor Value Proposition and future business growth.

For those of you who would like more information on our remuneration strategy further details can be found in the Remuneration Report on pages 56 to 77 of our FY25 Annual Report which will be subject to shareholder approval later in the meeting.