



13 September 2021

The Manager - Listings
Australian Securities Exchange Limited
Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Via electronic lodgement

Dear Sir / Madam

Brambles Limited – 2021 Investor Briefing – Day 1 Presentations

Brambles is hosting a virtual investor briefing on 13 and 14 September 2021. Details on how to attend the briefing are on Brambles' website at brambles.com/webcasts.

Enclosed are the presentations to be given on the first day of the briefing, which will commence at 5.00 pm on 13 September (Australian Eastern Standard Time). The presentations for the second day of the briefing, which will commence at 6.00 pm on 14 September (Australian Eastern Standard Time), will be lodged with the market prior to that commencement time.

The release of this announcement was authorised by a Special Committee of the Board of Brambles Limited.

Yours faithfully
Brambles Limited

Robert Gerrard
Group Vice President, Legal & Secretariat

Brambles



Day 1

13 September 2021

Investor Day 2021

Day 1 agenda

Sydney	London	Presentation	Presenter
17:00	8:00	Strategic overview	Graham Chipchase, CEO
		Financial overview	Nessa O'Sullivan, CFO
17:50	8:50	Q&A & break	
18:15	9:15	Shaping Our Future	Craig Jones, Chief Transformation Officer
		Digital Transformation	Helen Lane, Chief Data & Digital Officer
19:00	10:00	Q&A & break	
19:20	10:20	Customer Experience	Alasdair Hamblin, Senior Vice President, Strategy & Innovation
		Sustainability	JJ Freijo, Head of Sustainability
20:00	11:00	Q&A	
20:20	11:20	Closing remarks	

Day 2 agenda

Sydney	London	Presentation	Presenter
18:00	9:00	CHEP Europe Q&A	David Cuenca, President CHEP Europe
18:40	9:40	CHEP Latin America Q&A	Paola Floris, President CHEP Latin America
19:15	10:15	BREAK	
19:20	10:20	CHEP North America	Laura Nador, President CHEP North America
19:45	10:45	Plastic Pallets Q&A	Laura Nador Joaquin Gil, Senior Vice President of Financial Planning & Analysis Graham Chipchase, CEO
20:45	11:45	BREAK	
20:50	11:50	CHEP Asia-Pacific & CHEP IMETA Q&A	Phillip Austin, President, CHEP Asia-Pacific and President, CHEP IMETA
21:30	12:30	Closing remarks	

Financial numbers and format

Unless otherwise stated:

- All currency amounts are in US dollars
- All historical dollar amounts are at actual foreign exchange (FX) rates
- All outlook statements are at fixed 30 June 2021 FX rates
- Year-on-year percentage growth rates are in constant currency, as defined in the Glossary (see Appendix)
- Compound annual growth rates (CAGR) are calculated at fixed 30 June 2021 FX rates
- Impact of potential outcomes of the Costco plastic pallet trials not included in our financial projections
- All forward looking statements are subject to the Disclaimer on the next slide

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Brambles



Strategic overview

Graham Chipchase

Chief Executive Officer

Investor Day 2021

Transforming Brambles to drive a step change in value creation



Building on strong foundations

- We have created a more resilient, agile and sustainable business model
- Strong financial performance in FY21 in a challenging environment



Winner in a fast-changing world

- Global leadership reinforced during COVID-19; ongoing growth potential across markets
- Pioneer in sustainable supply chains, grounded in an inherently circular model



Compelling investor value proposition

- Mid single-digit revenue growth with Underlying Profit leverage from FY23
- Strong ROCI and high single-digit EPS growth leading to total value creation of 10%+ p.a. from FY23



Investing to accelerate transformation

- Twin-track approach: transforming performance of current business model *and* creating the Brambles of the future; Better for both Brambles and our customers
- Rigorous execution: detailed plans with broad engagement

Our purpose

Brambles' purpose is to connect people with life's essentials, every day



Our sustainable circular model is core to what we do, who we are and what we aim to achieve

- Our assets form the invisible backbone of the global supply chain
- The world's biggest brands trust us with the products that matter
- The scale and density of our network means we can be more agile and responsive to our customers' changing needs
- Digitising our physical network to enable a more intelligent, efficient and sustainable supply chain

As at 30 June 2021, Brambles:



Operated in...
~60 countries



Owned...
~345 million pallets, crates and containers



Employed...
~12,000 people



Through a network of...
750+ service centres

Circular, sustainable business model

Share and reuse model delivering value to our key stakeholders

Customers

- Enhances operational efficiency
- Frees up cash and resources
- Supports sustainability objectives
- Lowers overall supply chain costs
- Supporting customers through uncertainty of past 18 months

Employees

- ~12,000 employees in over 60 countries
- Developing our people with over 79,000 training hours in FY21
- Prioritising safety and employee engagement
- 30%+ of management roles held by women

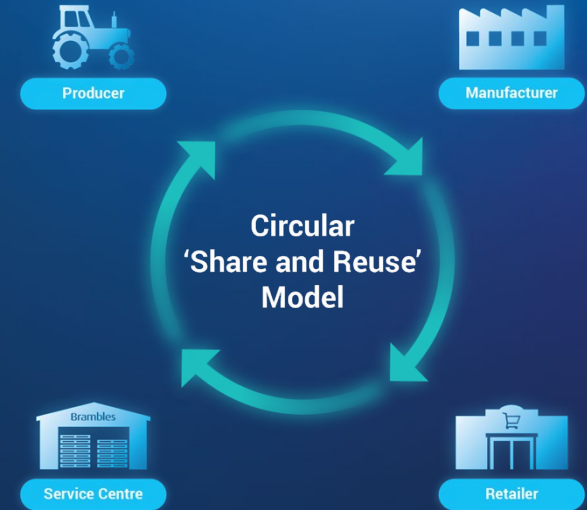
Shareholders

- Sustainable growth driven by expansion of core businesses
- Returns well in excess of our cost of capital
- Generating cash to fund growth, innovation and dividends
- Exposure to defensive consumer staples sectors

Communities and Environment

- Share and reuse reduces environmental impact
- Reducing empty transport miles and CO₂ emissions through customer collaboration
- 100% of wood from sustainable sources
- Strategic partnerships to reduce food waste and help serve those in need

Global ESG leadership

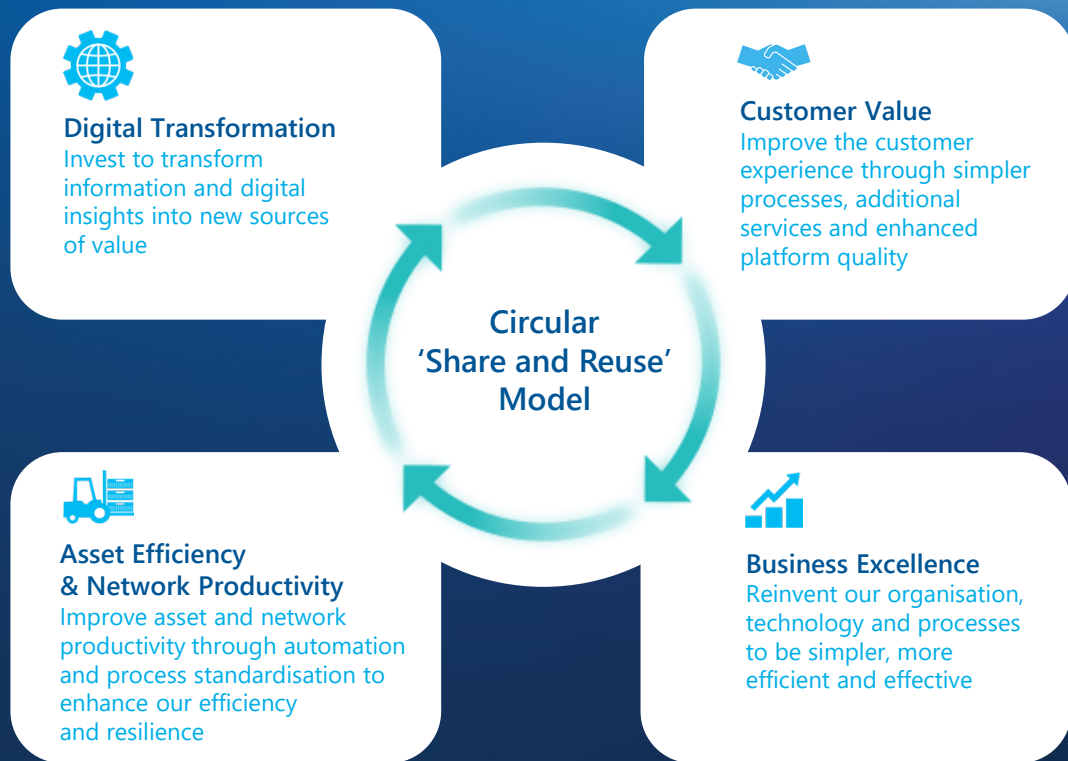


Brambles

Strategic priorities

Strategic goal: We seek to strengthen our position as the global leader in platform pooling and insight-based solutions for fast-moving supply chains, delivered through our circular share and reuse model

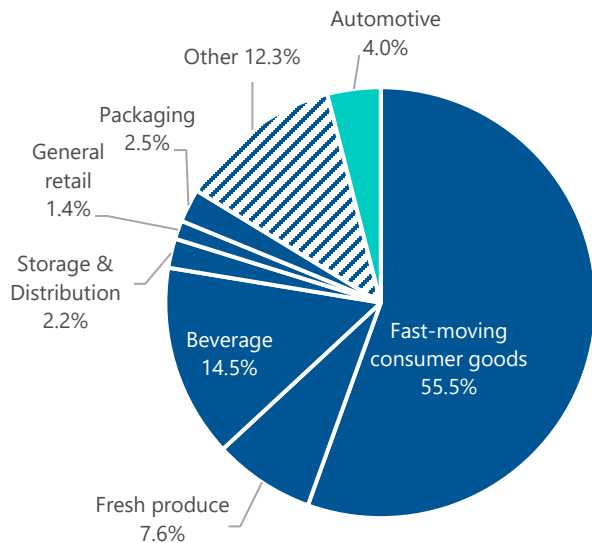
Ambition: Transform our business and reinvent pooling for the supply chains of tomorrow



Resilient customer base

Primarily serving the 'consumer staples' sectors

FY21 sales revenue by sector



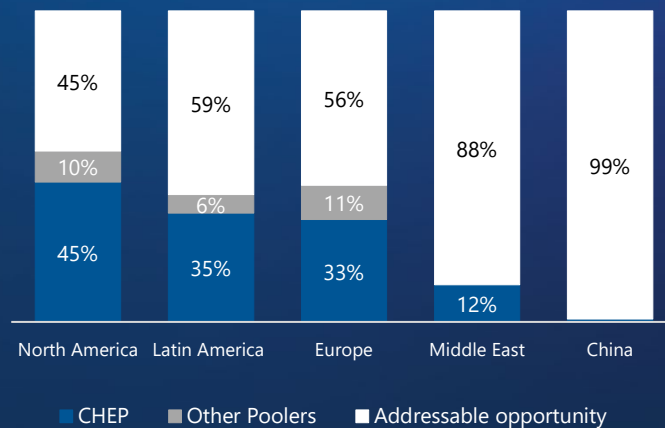
■ 'Consumer staples' sectors

■ Industrial sectors

Growth potential

Significant 'white space' in all regions

Pallets market share¹



¹Market share data relates to full-size pallets only.
Source: internal research and analysis.

External environment

Acceleration of supply chain trends



Continued uncertainty and volatility

Economies and societies returning to new normal ... ongoing disruptions to trade, combined with cost inflation and shortages of labour and lumber



Accelerated shift to online channels

E-commerce established at 10-15% of FMCG sales in major markets, retailers increasing omnichannel capacity to meet demand, new distribution systems...



Increased focus on sustainability and resilience

Better tracking of goods, chain-of-custody... demand for end-to-end visibility from supply chain participants and end consumers



Investments in automation

Labour shortages and inefficiency of existing supply chains for e-commerce driving accelerated investment in automation

Brambles' strategy and growth opportunities supported by market trends

Focused portfolio and strong fundamentals

Getting the foundations right (FY17 – FY20)

- Focus the portfolio on core businesses
- Improved pricing and commercial terms to better capture the true cost-to-serve
- Asset efficiency and working capital improvements driving positive Free Cash Flow
- Investment in high-return supply chain projects (automation and sawmills) to deliver operating efficiencies and support growth
- Investment in sales tools and infrastructure to build pipeline of new customer acquisitions
- Strengthened global-leading sustainability credentials and achieved ambitious 2020 sustainability targets
- Launched Shaping Our Future programme

Leveraging the foundations (FY21)

- Strong performance and execution in unprecedented operating conditions
- Disciplined price realisation and surcharges reflecting increased cost-to-serve
- Completion of 3-year US automation and lumber procurement programme
- Developed proofs-of-concept for next phase of value creation
- Developed ambitious 5-year sustainability targets and achieved carbon neutral status

Accelerated Transformation (FY22 +)

**Taking performance
to the next level**

Transforming from a position of strength

Investing to accelerate transformation

Twin-track approach: driving increased performance from current business and increasing investment to create the business of the future



Transforming performance of current business model

Delivering increased returns and funding investment in innovation



Asset efficiency & network productivity

Deploy new technologies and ways of working to increase productivity and sustainability

- Optimise our collection engine, improving asset control and reducing capital intensity
- Standardise our processes and controls to enhance the efficiency and resilience of Brambles' operations
- Continue our plant and network automation journey
- Remove waste from end-to-end supply chains by optimising our networks with customers and suppliers



Business excellence

Reinvent how we operate: processes, technology and organisation

- Improve organisational efficiency through process simplification and automation
- Build the technical foundations to support our transformation, including updated IT tools and cloud migration
- Attract, retain and empower high-calibre people
- Develop distinctive capabilities, notably in digital services, advanced analytics and automated supply chains

Building the Brambles of the future

Delivering new business capabilities and sources of growth



Digital Transformation

Use data and analytics to unlock new sources of value for customers and Brambles

- Deploy asset digitisation and advanced analytics to provide visibility into our asset pools and networks
- Identify and address causes of inefficiency in end-to-end supply chains, driving value for customers and for Brambles
- Use data-driven insights to create new customer solutions focused on improving business performance and sustainability
- Create a culture of data analytics experimentation, collaborating with customers in new ways to digitise supply chains



Customer Value

Make Brambles the natural partner of choice for supply chain customers, today and tomorrow

- Create an effortless customer experience: make it easy for customers to choose and stay with Brambles
- Enhance platform and service quality, focused on what makes a difference for customers and differentiating vs competition
- Collaborate with customers to unlock new sources of value and solve shared supply chain problems
- Invest in customers' systems, data and insights to guide decisions

Sustainability

Strengthening Brambles' position as a global leader in sustainable business and supply chains

- COVID-19 has accelerated the transition to a more sustainable world
- Customers, consumers and wider stakeholders are increasingly focused on the sustainability of goods and supply chains
- As a world class leader in ESG, Brambles is uniquely positioned. Our circular business model aligns financial, social and environmental value
- We have set ambitious sustainability targets for 2025 and have made excellent progress in year one:

✓ Carbon Neutral Company

✓ First upcycled plastic platform

✓ Top Employer in 17 countries

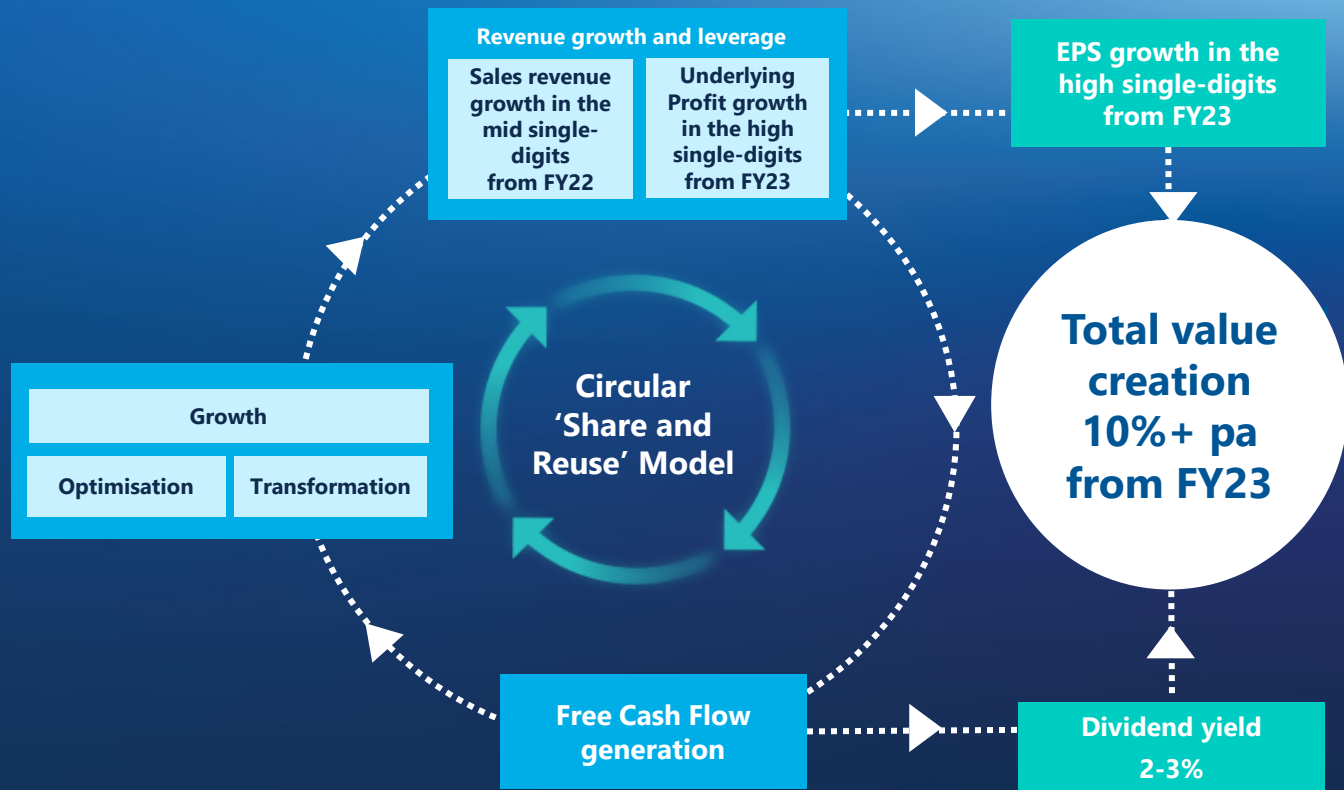
Our vision: Pioneering regenerative supply chains



Investor value proposition

FY22 a year of increased investment to support sustained benefits delivery from FY23 onwards

ROCI in the mid-to-high teens



Brambles



Financial overview

Nessa O'Sullivan
Chief Financial Officer

Investor Day 2021

Foundations in place to support transformation plans

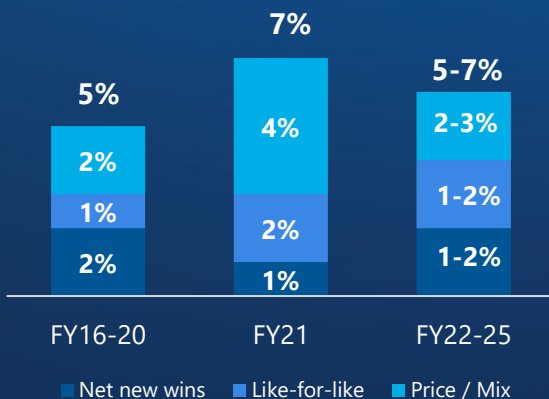
Significant progress FY18 – FY21 and delivery of strong FY21 results in a challenging environment

- **We have created a more resilient, agile and sustainable business model setting us up for future success**
- **Improved contractual terms and pricing mechanisms** to better reflect cost-to-serve dynamics and support recovery of inflationary cost increases
- **Exit of underperforming businesses with reinvestment of proceeds into automation and supply chain initiatives** in core pallets business delivering high returns and increasing network capacity and capabilities
- **Successful IFCO sale with funds being returned to shareholders** via the special dividend, capital return and Australian dollar buy-back, which is expected to complete in FY22
- **Progressive and sustained reduction in working capital** through process improvements and changes to how we work with customers to support cash collections and improved asset accountability and efficiency
- **Strong positive underlying Free Cash Flow generation** fully funding dividends and capital investments
- **Conservative balance sheet and low levels of leverage**, Credit rating BBB+ / Baa1
- **Global leadership in sustainability** with material benefits flowing to customers through collaboration initiatives supporting customer retention and overall volume growth

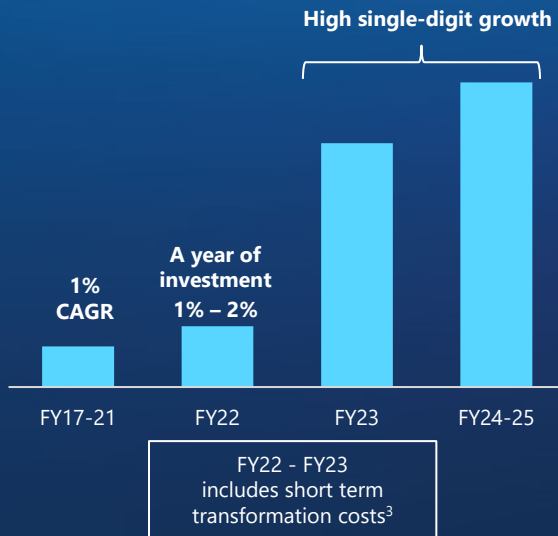
Key drivers of total value creation of 10%+ pa from FY23¹

Revenue Growth

Total Sales Growth²



Underlying Profit



ROCI

- ROCI in the mid-to-high teens
- Strong balance sheet
- Share buy-back expected to be completed in FY22

Dividends

- Payment in line with policy

Free Cash Flow

- Medium to longer term optionality for increased investment to accelerate growth and / or capital management

¹ As per the 'Financial numbers and format' (slide 4), impacts of potential outcomes of the Costco plastic pallet trials are not included in our financial projections.

² Excludes North American surcharge income and includes European contractual indexation.

³ Short-term transformation costs reflect cost increases to enable the transformation that are not expected to be in our cost base in ~3 years time.




Note: FY16-20 CAGR calculated on a like-for-like basis, excluding the impact of accounting policy changes, and at fixed 30 June 2021 FX rates.

Key transformation investments to support value creation

Short-term transformation costs in FY22-FY23 and ongoing investments in digital and supply chain

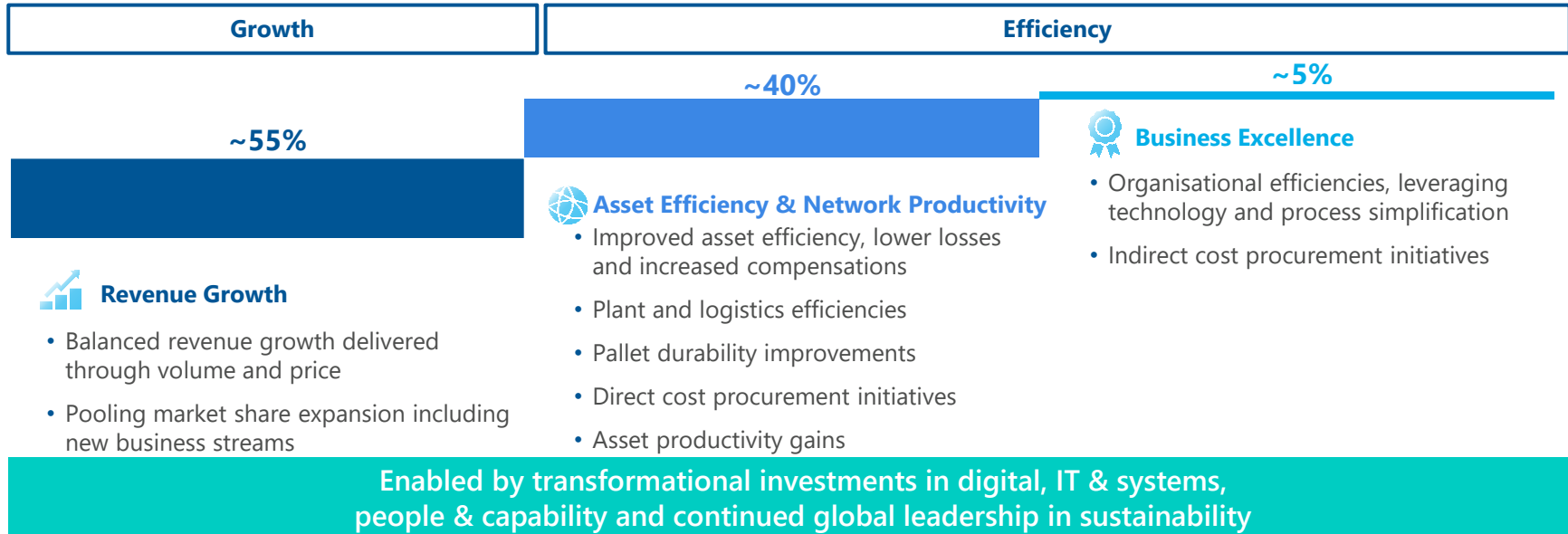
Indicative investments:
gated based on delivery of successful outcomes in FY22 and FY23

- **Short term transformation costs** reflect cost increases to enable the transformation that we do not expect to be in our cost base in ~3 years time
- **Digital investments** to build data and digital capabilities (including asset digitisation) that support our overall business transformation. Investment is gated with additional investment based on delivery of successful outcomes
- **Supply Chain initiatives** include investments in automation (both existing and new technologies), lumber procurement and pallet durability initiatives

	Gross Investment in Transformation (US\$m)	Impact	FY22	FY23	FY24	FY25
	Short Term Transformation Costs	Opex	~50m	~20m	nil	nil
	Ongoing investments:					
	Digital	Opex	~40m	~70m	~100m	~200m
		Capex	~20m	~50m	~70m	~70m
	Supply Chain Initiatives	Capex	~100m	~125m	~110m	~80m

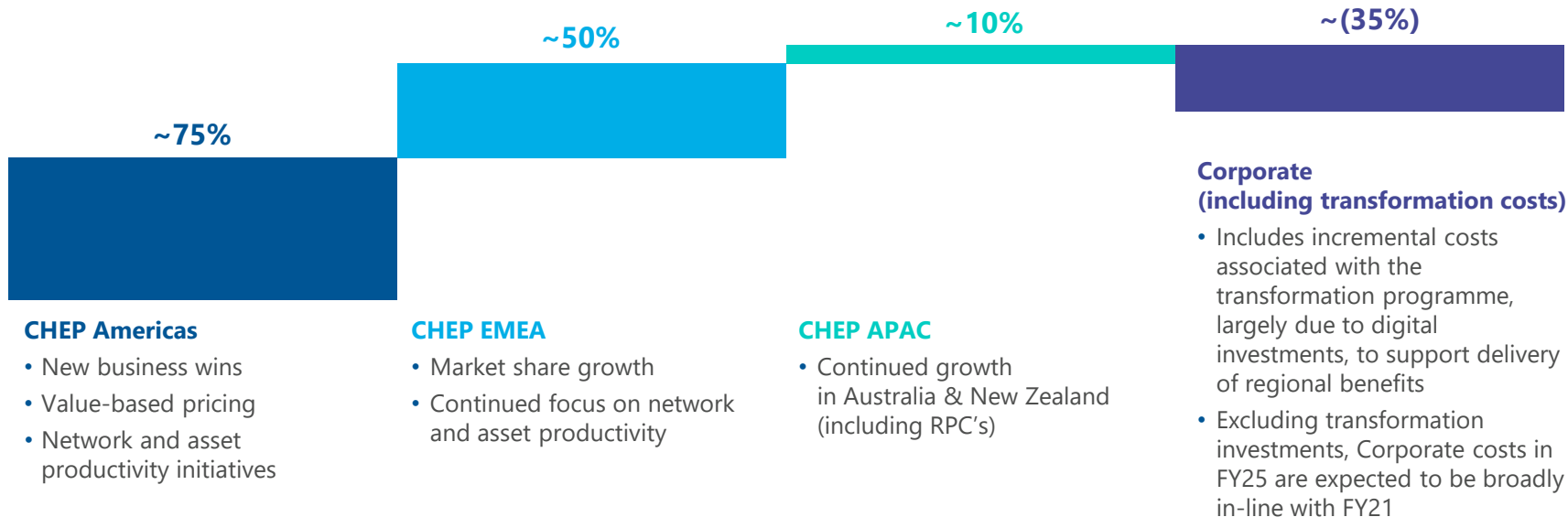
Key drivers of Underlying Profit growth uplift FY21 to FY25 net of transformational investment costs

Contribution to FY25 Underlying Profit growth uplift from FY21



All regions contributing to FY21 to FY25 Underlying Profit growth uplift

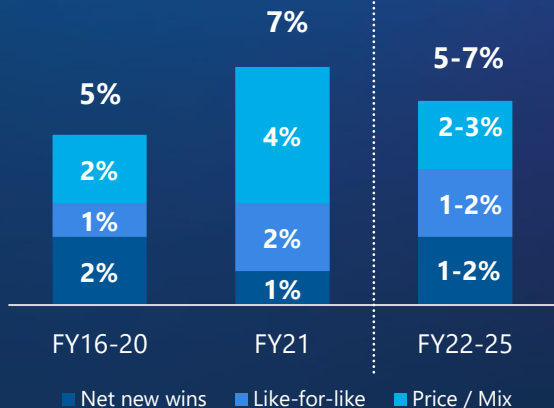
Regional contributions to FY25 Underlying Profit growth uplift from FY21



Revenue growth

Ongoing revenue momentum well balanced with growth from both new and existing customers and pricing

Total sales growth¹



¹ Excludes North American surcharge income and includes European contractual indexation.
 Note: FY16-20 CAGR calculated on a like-for-like basis, excluding the impact of accounting policy changes, and at fixed 30 June 2021 FX rates.

FY22-25 sales growth supported by improved use of data analytics and leveraging new Salesforce tools:

Pricing / Mix

- Focus on value-based pricing
- Pricing aligned with cost-to-serve
- Supported by data analytics and digital initiatives

Like-for-like volume growth

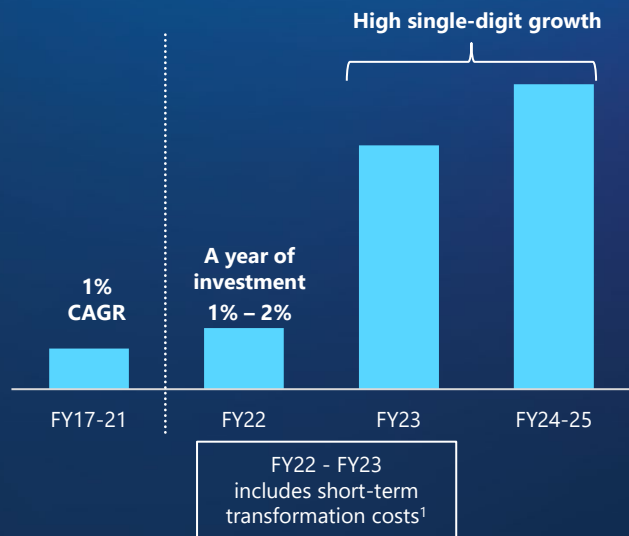
- Growth with existing customers in line with macroeconomic conditions

Net new business volume growth:

- Continued expansion across all regions
- Pooling market share expansion (conversion of white wood / unpooled) and including new business streams
- Investment in Salesforce tool delivering enhanced sales funnel visibility, insights and better customer management

Underlying Profit

Transformation to drive sustained high single-digit Underlying Profit growth from FY23 onwards



Note: FY17-FY21 CAGR calculated on a like-for-like basis, excluding the impact of accounting policy changes, and at fixed 30 June 2021 FX rates.

Revenue growth FY22 to FY25 supporting Underlying Profit growth

- Mid single-digit sales growth with pricing initiatives and volume growth across all segments supporting Underlying Profit growth

Underlying Profit growth progression FY22-FY25

- FY22 a year of investment, FY23 onwards high single-digit growth
- FY22: Underlying Profit growth of 1-2% including ~US\$50m of short-term transformation costs¹
- FY23: Underlying Profit growth and earnings leverage, including ~US\$20m of short-term transformation costs
- FY24 and FY25: High single-digit Underlying Profit growth. No short-term transformation costs anticipated

¹ Short-term transformation costs reflect cost increases to enable the transformation that are not expected to be in our cost base in ~3 years time.

Network Productivity

benefits driven by continued investment in supply chain initiatives

FY22 to FY25 investment in supply chain initiatives ~US\$415m planned with a 4 to 5-year payback

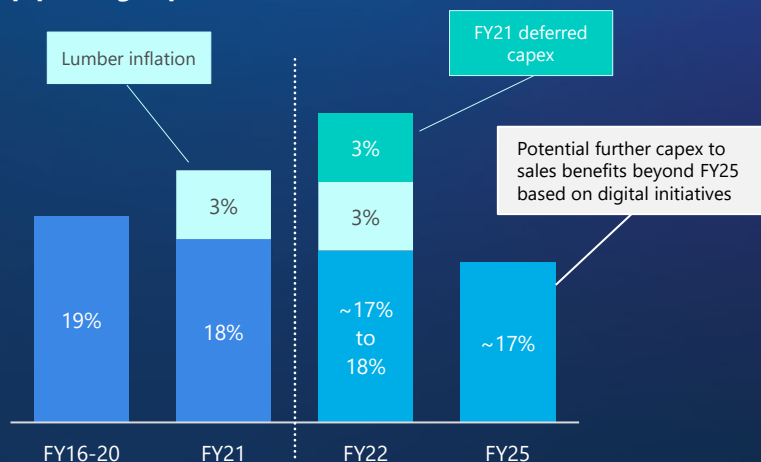
- **Proven track record of delivering high returns on supply chain investments** – supporting our networks globally, providing competitive advantage and delivering efficiency, quality and cost benefits
 - US 3-year service centre automation and sawmills projects, announced in 2018, have exceeded business case targets, delivering returns over 20% and adding 20% repair capacity and 30% to inspection capacity
- **Further opportunity for automation across our global businesses:**
 - **Leveraging existing proven automation technology** that is delivering high returns across our major markets (**~US\$235m of investment**)
 - **Additional opportunities from new, innovative automation initiatives (~US\$120m of investment¹)**
Plans over the next three years to increase automation across ~70 plants in Europe and North America streamlining inspection and sorting and end-to-end automated repair of pallets, to improve service capability and deliver efficiency and quality benefits
- **Progressive improvement in pallet durability to continue (~US\$60m investment):** Damage rate reduction over last two years of over 200 bps (~US\$25m of Underlying Profit benefits in FY20 and FY21) and targeting incremental annual improvements

¹ Rollout of new innovative automation initiatives will be phased and gated based on successful plant rollouts.

Asset efficiency (Pooling capital expenditure)

Initiatives driving improvements in underlying earnings, cash flow generation and ROCI

Group pooling capex / sales %¹



¹ Pooling capex FY22 and FY25 targets assume normalisation of lumber inflation.

Note: Forecast financials are based on fixed 30 June 2021 FX rates. As per the 'Financial numbers and format' (slide 4), impacts of potential outcomes of the Costco plastic pallet trials are not included in our financial projections.

FY21 Performance:

- Reduced losses across all regions, excluding the US
- Continued reduction in Latin America losses driving significant cashflow improvement
- Impact of record lumber inflation ~US\$150m
- An additional ~US\$180m of pallet capex (over 3pts of pooling capex/sales) delayed to FY22 due to lumber availability constraints

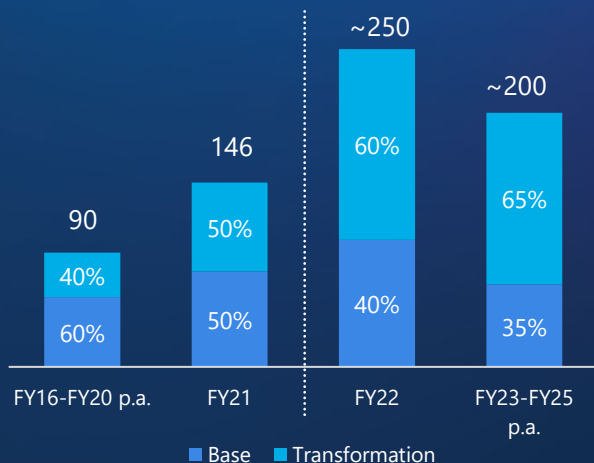
Key Initiatives to deliver ongoing asset efficiency improvements:

- Deploy and adopt globally proven tools and processes
- Continue to transform our pricing models globally to incentivise positive market behaviours
- Increase our collections and recovery methods
- Revisit our repair methods and technologies to reduce scrapped pallets at plants
- Using new Data & Digital capabilities to reengineer end-to-end processes and controls
- In the US, pioneering Advanced Data & Analytics products, artificial intelligence and machine learning decision models, robotic process automation and chatbot tools – with potential for application in other markets

Non-Pooling Capital Expenditure

Increased supply chain investments to support network productivity transformation

Non-Pooling Capital Expenditure (US\$m)



Note: as per the 'Financial numbers and format' (slide 4), impacts of potential outcomes of the Costco plastic pallet trials are not included in our financial projections.

Transformation non-pooling capex:

- Includes investments in supply chain automation, lumber procurement and pallet durability initiatives, IT & systems and Digital non-pooling capex
- The increased investment in FY22 through to FY25 is driven by both supply chain initiatives¹ and IT & Systems investments

Base non-pooling capex:

- Base capex largely reflects supply chain and IT maintenance investments
- Increase in FY21 and FY22 is mainly driven by investments in Australia for RPC washing equipment (new contract win) and North America investments in supply chain equipment replacement

¹ FY22 to FY25 non-pooling supply chain transformational investment US\$415m.

Underlying cash flow funding investments in growth and transformation as well as shareholder dividends

- **FY21: Positive Free Cash Flow of US\$341m including US\$215m of timing benefits** relating to US\$180m of pallet capex delayed to FY22 due to lumber availability constraints, and US\$35m of tax payment timing benefits. **Excluding timing benefits the Group delivered positive Free Cash Flow of US\$126m**
- **FY22: Free Cash Flow expected to be an outflow due to the reversal of US\$215m of FY21 timing benefits.** Excluding the reversal of these timing benefits, Free Cash Flow generation in the year is expected to fund capital expenditure (including increased investments to support the transformation) and the payment of dividends
- **FY23 & FY24: Free Cash Flow expected to fund capital expenditure (including transformation investments) and dividends**
- **FY25: Higher Free Cash Flow generation driven by increased benefits delivery from investments in earlier years**

FY22: a year of investment in transformation

FY22 Outlook

- **Revenue growth 5-6%**
- **Underlying Profit growth 1-2%** including ~\$US50 million of short-term transformation costs¹
- **Underlying effective tax rate expected to increase by ~1.5pts** driven by the expected impact of increases in US, UK and Spanish tax rates
- **Dividend in line with policy** to pay out between 45-60% of Underlying Profit after finance costs and tax in US dollar terms
- **Free Cash Flow expected to be an outflow of ~US\$200m due to the reversal of US\$215m of FY21 timing benefits.** Excluding the reversal of these timing benefits, Free Cash Flow generation in the year is expected to fully fund capital expenditure (including transformation investments) and dividends
- **Share buy-back recommencing 16 September 2021**, expected to be completed in FY22

¹ Short-term transformation costs reflect cost increases to enable the transformation that are not expected to be in our cost base in ~3 years time.

Earnings Guidance FY23 to FY25

Revenue Growth:

- Mid single-digit sales growth with pricing initiatives and volume growth across all segments

Underlying Profit Growth – high single-digit:

- FY23: high single-digit Underlying Profit growth including ~US\$20m of short-term transformation costs¹
- FY24 and FY25: high single-digit Underlying Profit growth. Not expected to have any short-term transformation costs
- Beyond FY25: revenue and Underlying Profit to grow in line with Investor Value Proposition

Effective Tax Rate:

- FY23: Underlying effective tax rate expected to increase by ~0.5pts from full-year impact of FY22 changes

Balance Sheet

- Net debt / EBITDA expected to remain in line with financial policy, <2.0x
- Dividend pay-out ratio remains within previously committed guidance of 45-60%
- Continued conservative balance sheet and low levels of leverage, credit rating BBB+ / Baa1

¹ Short-term transformation costs reflect cost increases to enable the transformation that are not expected to be in our cost base in ~3 years time.

Rigorous approach to transformation

Broad-based involvement and mobilisation

- Detailed bottom-up planning exercise completed in FY21
- Multi-year plan based on concrete, quantified initiatives

Hands-on, collaborative leadership from Executive Leadership Team (ELT)

- Chief Transformation Officer (Craig Jones) in place, with dedicated transformation office
- New role of Chief Data and Digital Officer (Helen Lane)
- Executive leadership of Customer Value (Alasdair Hamblin)
- ELT sponsorship of all workstreams

Transparency and accountability for results

- Transformation scorecard to monitor progress
- Outcomes embedded in management incentives (individual and shared)

Shaping Our Future Scorecard

ESG metrics: E Environmental S Social G Governance

Outcomes

Digital Transformation

Transform information and digital insights into new sources of value for Brambles and our customers

Customer

Deliver unrivalled value and exceptional service to customers to strengthen competitive advantage and drive revenue growth

Asset Efficiency & Network Productivity

Improve productivity and sustainability of our assets and operations

Business Excellence

Reinvent the organisation, technology and processes to be simpler, more effective and efficient

Sustainability and ESG

Pioneer regenerative supply chains with reuse, resilience and regeneration at its core

Enabler of Underlying Profit growth²

~55% of Underlying Profit growth²

~45% of Underlying Profit growth²

Enabler of long-term value

Metrics and Measures

Better for Brambles

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

Better for customers

Launch 2 commercial optimisation and 2 proactive Customer Experience digital solutions by end FY23

Data capability and culture

First 4 priority domains¹ 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

Smart assets

Deploy full smart asset solution in 2 markets by end FY24

Customer engagement

Increase customer NPS by 8-10 pts by end FY25

Increase % of customer orders placed through electronic channels by 1-2pts p.a.

Revenue growth

1-2% net volume growth p.a. with existing customers

1-2% net new wins p.a.

2-3% price/mix p.a. in line with value-based pricing

Product quality

Reduce customer reported defects per million pallets (DPMO) by 15% by end FY25 compared with FY20 baseline

Customer collaborations

Double number of customer collaborations on sustainability from 250 to 500 by end FY25 E

Asset efficiency

Reduce uncompensated pallet losses by ~30% by end FY25

Reduce pallets scrapped by ~15% by end FY25 E

Improve pallet pool utilisation: reduce pooling capex / sales ratio by at least 3pts through FY25 E

Network productivity

Reduce the pallet damage ratio by 75 bps YoY through FY25 from pallet durability initiatives E

Rollout fully automated end-to-end repair process to 70 plants by end of FY24 to drive throughput efficiency

Organisation

25% reduction in Brambles Injury Frequency Rate (BIFR) by end FY25 and developed wellbeing-at-work programme S

At least 40% of management roles held by women by end FY25 S

Technology

Migration of priority applications to the Cloud by end FY22

CRM transition to Salesforce completed in FY22 as part of ongoing CRM improvements

E Environment

Carbon neutral operations and 100% renewable electricity continued indefinitely

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

S Social

Advocate, educate and impact one million people to become circular economy change makers by end FY25

G Governance

Create leading industry circularity indices with strategic partners by end FY25

Operationalise annual supplier certification across all markets by end FY22

Financial outcomes

Total value creation
10%+ p.a. from FY23

Sales revenue growth in the mid single-digit p.a.

Underlying Profit growth
1-2% in FY22, high single-digit p.a. from FY23

Free Cash Flow fully funding capex and dividends from FY23

ROCI in the mid to high teens

EPS growth in high single-digit

Dividend yield of 2-3%

Brambles

¹ Asset movement, customer, pricing, and supply chain. ² Contribution to FY25 Underlying Profit growth uplift from FY21.

Note: Baseline for metrics and measures is FY21 unless otherwise stated.

Transforming the business to drive a step change in value creation

We have created a more resilient, agile and sustainable business model setting us up for future success

- Improved commercial terms, profitability, asset productivity and cash generation with a more resilient and agile business model
- Strong financial position: balance sheet, profit leverage, capital expenditure and dividends fully funded by cashflow
- A more focused portfolio: divestment of underperforming businesses and successful sale of IFCO
- Global leadership in sustainability delivering benefits for all our customers, retailers, employees and shareholders
- Strong financial performance in FY21 despite a range of challenges, including COVID-19, Brexit and record levels of lumber inflation

We are transforming the business to drive a step change in value creation with contributions from every region:

- **Customer value** to drive growth and deepen our competitive advantage
- **Network and asset productivity** to drive operational efficiencies and cashflow generation
- **Business Excellence** to build a better Brambles
- **Digital** enabling the transformation
- **Global leadership in sustainability:** 2025 goals to create regenerative supply chains for the future

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2021**

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Shaping Our Future

Craig Jones
Chief Transformation Officer

Investor Day 2021

Our Transformation

Twin-track approach: driving increased performance from current business and increasing investment to create the business of the future

Building the Brambles of the future



Transforming performance of current business model

Strengthening global leadership in Sustainability

We achieved multiple successes in the past 18 months:

- Piloted Effortless Customer Experience initiatives
- Established targeted field diagnostics in selected markets
- Deployed automation programme in US plants



Leverage our achievements to move faster and ensure rigorous delivery of our Transformation

How we will deliver our ambition:

- **Empowerment:** we successfully ran a bottom-up planning process in FY21, involving over 600 colleagues
- **Strong leadership:** the whole process is owned and sponsored by Brambles' ELT
- **Transformation Office to assure, enable and drive:**
 - assuring rigorous governance and cadence
 - developing transformational capabilities and tools across the business
 - actively solving problems and co-owning the transformation together with the operating businesses

Introduction to the scorecard

.....
A tool to track transformation
.....

Shaping Our Future Scorecard

ESG metrics: E Environmental S Social G Governance

Outcomes

Digital Transformation

Transform information and digital insights into new sources of value for Brambles and our customers

Customer

Deliver unrivalled value and exceptional service to customers to strengthen competitive advantage and drive revenue growth

Asset Efficiency & Network Productivity

Improve productivity and sustainability of our assets and operations

Business Excellence

Reinvent the organisation, technology and processes to be simpler, more effective and efficient

Sustainability and ESG

Pioneer regenerative supply chains with reuse, resilience and regeneration at its core

Enabler of Underlying Profit growth²

~55% of Underlying Profit growth²

~45% of Underlying Profit growth²

Enabler of long-term value

Metrics and Measures

Better for Brambles

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

Better for customers

Launch 2 commercial optimisation and 2 proactive Customer Experience digital solutions by end FY23

Data capability and culture

First 4 priority domains¹ 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

Smart assets

Deploy full smart asset solution in 2 markets by end FY24

Customer engagement

Increase customer NPS by 8-10 pts by end FY25

Increase % of customer orders placed through electronic channels by 1-2pts p.a.

Revenue growth

1-2% net volume growth p.a. with existing customers

1-2% net new wins p.a.

2-3% price/mix p.a. in line with value-based pricing

Product quality

Reduce customer reported defects per million pallets (DPMO) by 15% by end FY25 compared with FY20 baseline

Customer collaborations

Double number of customer collaborations on sustainability from 250 to 500 by end FY25 E

Asset efficiency

Reduce uncompensated pallet losses by ~30% by end FY25

Reduce pallets scrapped by ~15% by end FY25 E

Improve pallet pool utilisation: reduce pooling capex / sales ratio by at least 3pts through FY25 E

Network productivity

Reduce the pallet damage ratio by 75 bps YoY through FY25 from pallet durability initiatives E

Rollout fully automated end-to-end repair process to 70 plants by end of FY24 to drive throughput efficiency

Organisation

25% reduction in Brambles Injury Frequency Rate (BIFR) by end FY25 and developed wellbeing-at-work programme S

At least 40% of management roles held by women by end FY25 S

Technology

Migration of priority applications to the Cloud by end FY22

CRM transition to Salesforce completed in FY22 as part of ongoing CRM improvements

E Environment

Carbon neutral operations and 100% renewable electricity continued indefinitely

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

S Social

Advocate, educate and impact one million people to become circular economy change makers by end FY25

G Governance

Create leading industry circularity indices with strategic partners by end FY25

Operationalise annual supplier certification across all markets by end FY22

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Note: Baseline for metrics and measures is FY21 unless otherwise stated.

Network productivity: strong track record of success

~US\$300m investment programme over past 3-years delivering strong returns

FY19 to FY21

- ✓ Successfully automated over 100 plants across regions: 52 in the US, 35 in Europe, 8 in IMETA, 6 in Asia-Pacific and 5 in LATAM
- ✓ Delivered CHEP Operations and Logistics Technology ('COLT') in 200 sites across geographies
- ✓ 5 sawmill partnerships in the US
- ✓ Invested in pallet durability initiatives, resulting in a damage rate reduction of 200bps over the last two years (FY20 & FY21)

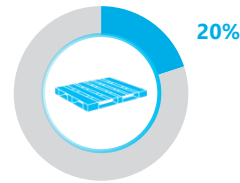
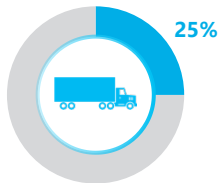
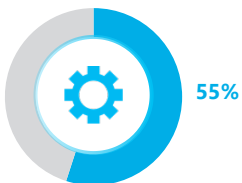


~US\$300m investment
delivering strong returns in
excess of business cases

Network productivity

Enhance the efficiency and resilience of Brambles' operations

Share of Network productivity FY25 benefits



Automation

- ✓ Deployed automation programme in over 100 sites across regions, with accruing benefits
- Next wave of automation:
 - deployment of existing plant automation technology in all geographies
 - rollout of end-to-end automated repair process in Europe and North America, with >70 sites in scope for next 3 years
- Integration and automation of sawmills

Transport

- ✓ Optimising utilisation rate of dedicated fleet trailer, as well as delivery quantities
- ✓ Leveraging technology to improve end-to-end transport visibility, in addition to automated and AI-assisted decisions
- Reduce total miles travelled through optimised route planning, customer collaboration and reduction of plant-to-plant relocation

Durability

- ✓ Improving durability of full-size pallets in Europe through process improvement actions
- Optimise platform mix in North America
- Composite double wall block in South Africa

Investment spread across regions, weighted to the US

Asset efficiency

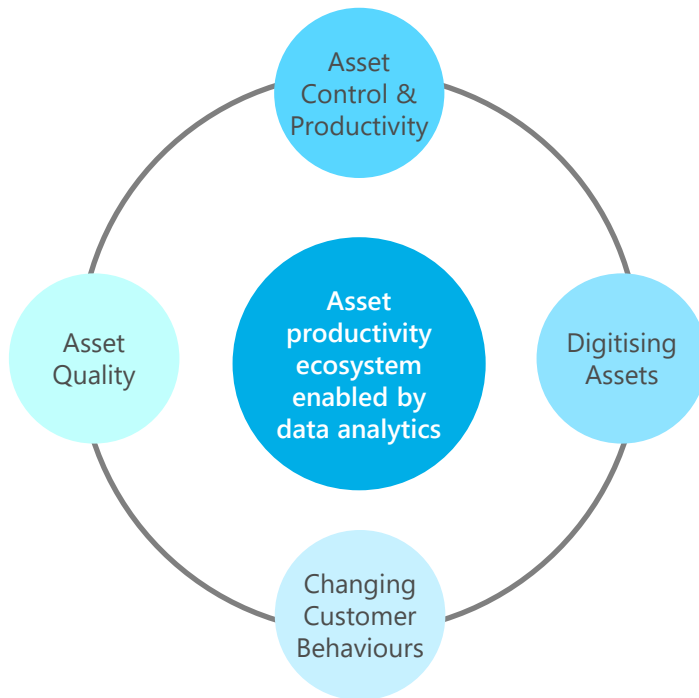
Optimise our collection engine, improving asset control and reducing capital intensity

Asset Control & Productivity

- Integrating new Health & Detect tools in our Asset Control operations for early warnings
- Deploying a small-truck fleet to collect lower amount of pallets in US and most European countries, reducing cycle time and risk of loss and misuse

Asset Quality

- Developed a programme to reduce pallet damage in Europe and US
- Developing a new process to repair a previously unusable pallet in US, increasing asset life expectancy



Digitising Assets

- Piloted project to shed light on stray pallet locations through illumination tools in 10 different markets
- Developing internal capabilities to make better use of our analytics tools
- Reengineer our asset control processes, leveraging digital capabilities

Changing Customer Behaviours

- Collaborate with manufacturers to increase controls with non-participating retailers
- Price review for high loss channels to reduce inflows into those channels

Business excellence

Reinventing how we operate:
processes, technology
and organisation



Processes

Improve organisation efficiency through process automation and robotisation

- ✓ Deployed Robotics Process Automation (RPA) for 125 Finance processes, with additional ~100 in pipeline
- ✓ Improved level of automation and self-service in HR
- Extend RPA to other regions and functions



Technology

Build the technical foundations to support our Transformation

- ✓ Launched ConnectSmart tools to enable virtual collaboration while reducing T&E costs
- Deploying a new CRM tool across Brambles, supporting 3,000 users in 55 countries to deliver our Customer Value ambition
- Migrating key services to cloud platforms, in line with our new digital environment



Organisation

Attract, retain and empower high-calibre people to develop distinctive capabilities

- ✓ Increased share of women in management roles from 29% to 32% in past 2 years, with a target of 40% by FY25
- Develop programmes to reduce BIFR and increase employees' wellbeing-at-work
- Improving our spans and layers, leveraging new frameworks and tools

Accelerating transformation to drive a step change in value creation

Twin-track transformation driving increased performance and resilience of our current business while increasing investment to create the Brambles of the future

- **Customer value** to drive growth and deepen our competitive advantage
- **Network and asset productivity** to drive operational efficiencies and cashflow generation
- **Business Excellence** to build a better Brambles
- **Digital** enabling the transformation
- **Strengthening global leadership in sustainability:** 2025 goals to create regenerative supply chains for the future

- **Rigorous approach to transformation with high level of ownership across the organisation:** Strong governance, ELT leadership and set up of a Transformation Office to support global initiatives and best-practice sharing
- **Scorecard** to progressively measure outcomes across our Transformation journey
- **Leveraging existing best-practice** as well as a strong pipeline of new initiatives to drive future value creation

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**Business transformation
enabled by digital**

Helen Lane

Chief Data & Digital Officer

**Investor Day
2021**

Business transformation enabled by digital

- The opportunity and ambition
- The journey so far
- The value
- The enablers
- The path forward

Vision

We will change the way the world moves goods by using **unrivalled** information to power smarter, more sustainable supply chains



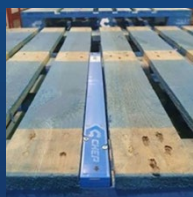
Shaping
Our Future

Supply chain leaders past and future



"Brambles is the universal connector of the supply chain, past, present and future"

Supply chain leader for the last 70 years



Supply chain leader of the future



Developing digital capabilities

1950s
CHEP

Pallet established as the supply chain workhorse and share and reuse model launched

2016-2021

- BXB Digital established
- Digital pallets
- BRIX platform
- Data analytics
- Continual proof of value

2021+

Digital Transformation

Our digital transformation value and enablers

Value

Harness the power of data to optimise supply chains



Better for Brambles

- Asset productivity
- Pricing
- Forecasting & planning

+



Better for Customers

- Effortless customer experience
- New customer solutions
- Setting new standards for supply chains

=



Better for the planet

- Smarter, more sustainable supply chains

Enablers

Put data at the heart of the business



Data culture & capability

- Data infrastructure
- Data analytics talent
- Data literacy



Smart assets

- Unrivalled existing data
- Digitised assets
- External data sources

The value

The digital portfolio value-enabling products



Better for Brambles

"Detect"	"Health"	"Spot"	"Predict"
Targeted Field diagnostics – asset productivity	Desktop Diagnostics – asset productivity	Continuous Field diagnostics – asset productivity	"Delphi" Collections Algorithms
S&OP data analytics	Supply chain optimisation data analytics	Vision Systems	Supply chain Control Tower
Cost-to-serve and pricing data analytics	Optimised Pricing	Value / sales enablement	Commercial data analytics



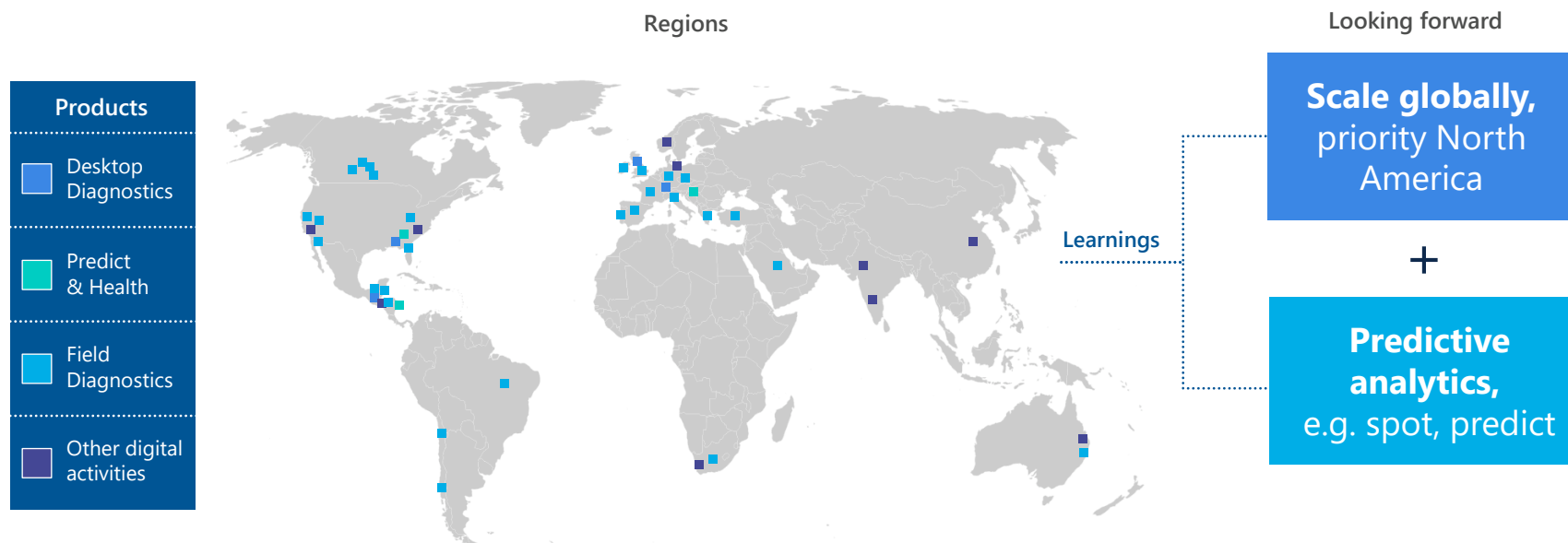
Better for customers

Proactive account health	Proactive orders	Proactive commercial analytics	Predictive customer experience
Common language search analytics	Customer touchpoint automation	Reduced customer burden – transactions	Reduced customer burden – audits
Supply chain diagnostics solutions	Full digitisation container solution	Promotional analytics solution	Transport Collaboration solutions
Targeted diagnostics product suite	Full digitisation product suite	Data Propositions product suite	Network diagnostics product suite

Product Key

- In Scaling
- In Development & Testing
- In Discovery

Scaling better for Brambles analytics and asset productivity



Examples of data-driven solutions that will delight customers

Effortless customer experiences

Examples of products in progress that remove customer touch points



Proactive Account Health

Advanced analytics customer dashboard to enable customers to combine activity trends with commercial and contractual conditions to improve costs



Proactive Orders

Leveraging data analytics to automate pallet orders based on customer forecasts and key criteria



Reduce Customer Burden

Analysing new datasets gathered from Smart Assets to automate touch points

Enhanced and 'new' customer solutions

Potential incremental income streams that will be validated



Supply Chain Diagnostics

Apply Asset Diagnostics capabilities at strategic points in the customer supply chain to diagnose problems and develop improvement plans



Transport Collaboration Solution

Collating vast amounts of multiple data sources to identify complementary lanes to eliminate empty miles



Inventory Management Solution

Illuminating the flow of products across end-to-end supply chains to track individual products



Data-driven decision making, and the new services that can be achieved with the Internet of Things (IoT) represent an immense US\$1.9 trillion opportunity **DHL Logistics Trend Radar (2019)**

It's estimated that the value unlocked by artificial intelligence in helping design out waste for food, keeping products and materials in use, and regenerating natural systems, could be up to US\$127 billion a year in 2030 **Ellen MacArthur Foundation, Artificial intelligence and the circular economy – AI as a tool to accelerate the transition (2019)**

The enablers

The digital portfolio critical enablers



Data culture & capability

Brambles Data Hub	Data Operating Model - Governance & information management	Data Operating Model - Ethics & risk	Data Operating Model - Processes
Data Operating Model - Roles & responsibilities	Data Operating Model - Technology & tools	Data Science & Advanced Analytics Environments & Protocols	Data visualisation
Search analytics	Capability development - Advanced analytics	Capability development - Data literacy	Brambles analytics model - Business intelligence orchestration
Digital office mobilisation	Recruitment and talent management	Culture & Change management	Process re-engineering



Smart assets

Geolocation capability and team	Serialised asset management systems	IM inventory management enhancement	Asset register and management
Smart Pallets proof of value	Serialisation proof of value	Mass Digitisation Lab + field testing	Mass Digitisation accelerator - Market 1
Mass Digitisation proof of value - market 2	Asset diagnostics framework	Product Association	Organisation Readiness (eg supply chain, IT)



Data culture & capability



Data infrastructure

- Data Hub and data modelling
- Data life cycle management
- Cloud platforms



Data analytics talent

- Digital centre of excellence incorporating BXB Digital
- Recruitment and talent management
- Operating model



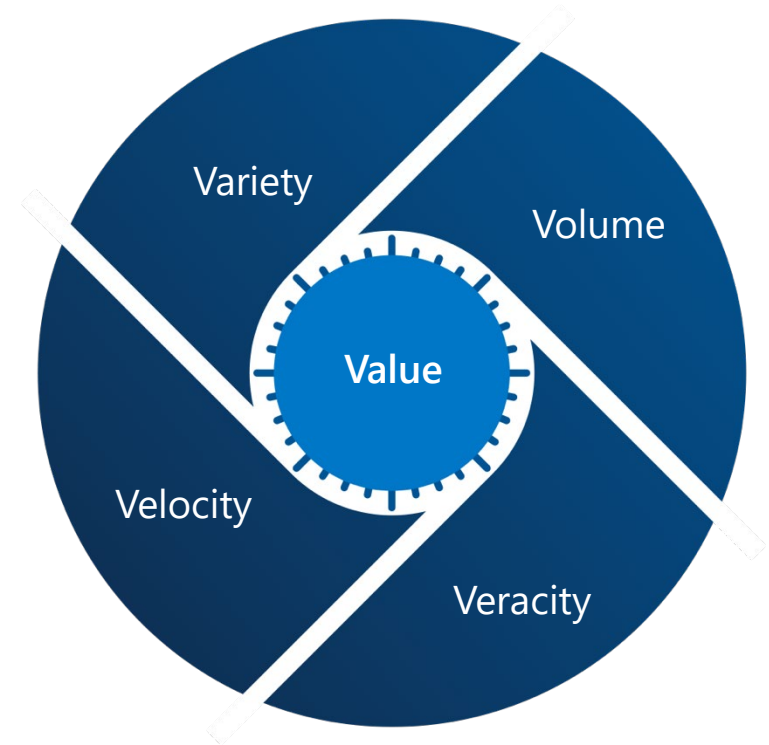
Data literacy

- Data literate organisation
- Data-driven culture
- Value capture

Smart assets cracking the code to unlock value











Up to FY22

- ~3bn asset movements annually
- 1.5m containers serialised, 90m 'scans' of unique serial numbers at various locations in the supply chain
- Perpetual information feed from 40,000 pallets tagged with autonomous trackers



Smart assets

employing a capability mix to build our data asset

Digital capability	Description	Potential penetration of targeted markets
 Advanced Analytics	Deploy advanced analytics and machine learning capabilities on existing and new data to drive business decisions	 Enterprise
 Autonomous Targeted Field Diagnostics	Inject specific asset pools with a sample of full track-and-trace devices to deliver targeted solutions for us and customers	 0.05%
 Visual code and/or RFID and/or BLE Serialisation	Tag entire pool with unique identifiers to track inbound/outbound flow from service centres to create an accurate asset register and granular cost to serve	 Up to 100%
 Autonomous Continuous Diagnostics	Additional track-and-trace capability on a random sample to continuously map the network and fill the data gaps from serialisation	 0.1%-1%
 BLE Hub & Spoke	Additional coverage to more accurately calculate quantities, volumes and activity (internal and external use cases)	 1%-10%

Agile approach; investment stage gates to ensure disciplined capital allocation

Business applications will likely define volume of devices, level of penetration and technology choices

Path forward

High level digital roadmap

FY21 completed highlights

Better for Brambles

- Desktop diagnostics in UK, US and Latin America
- Targeted field diagnostics capability established in 10 markets
- Detect and Health asset productivity products established in several regions ready for scaling

Better for customers

- Systematic validation and mapping of customer pain points to prioritise digital solutions

Capability and culture

- Brambles Data Hub programme designed to provide company-wide access to data
- Customer-facing team in three markets using search-driven analytics to assess account health and make better decisions

Smart assets

- ~1bn pallet movements migrated into data hub
- Serialisation systems; BRIXScan supporting 1.5m serialised containers, 90m scans
- 20,000 diagnostics pallets deployed in 10 markets
- 25,000+ smart pallets in UK and Canada to build a continuous diagnostics capability

FY22 In progress

Better for Brambles

- Detect and Health live across three regions
- Desktop and field diagnostics rolled out to 8 and 20 markets respectively
- First pricing and supply chain business applications developed

Better for customers

- Pilot proactive account health
- Pilot proactive ordering
- Pilot new customer service model

Capability and culture

- Four priority data domains (asset movement, customer, pricing, and supply chain) managed through Brambles Data Hub
- Priority applications migrated to the cloud
- 300 Executive team members trained in data analytics

Smart assets

- Priority container business units fully digitised
- Smart pallet continuous diagnostics proof of concept in UK and Canada: 0.3% - 1% autonomous digitisation

FY23 Planned

Better for Brambles

- Detect and Health live globally
- Spot and Predict live across three regions
- Desktop and field diagnostics rolled out to 14 and 30 markets respectively
- Scale new supply chain and commercial optimisation products

Better for customers

- Launch and scale proactive account health
- Launch and scale proactive ordering
- Launch and scale new customer service models

Capability and culture

- Supplementary data domains added to Brambles Data Hub
- 5,000 roles trained in data analytics across the organisation
- Digital office established

Smart assets

- Full asset digitisation accelerator in place in first market
- Full asset digitisation solution scaled to second market

Agile approach; Investments beyond FY22 stage gated to ensure disciplined capital allocation

Summary



We are driving a whole business transformation through digital and data capability



To do this we will need to do two things:

1. Scale our existing leadership in Smart Assets
2. Step change our data analytics capability



There is a clear route to value both to us and our customers in the short and the long term

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Customer Experience

Alasdair Hamblin
Senior Vice President,
Strategy & Innovation

Investor Day 2021

Why customer experience transformation matters

Customer experience transformation as a core pillar of Shaping Our Future

Brambles creates unparalleled value for customers and wider supply chains ...

- Direct economic benefits
- Sustainability benefits

... and has opportunities to improve customer experience

- Simplify processes – for customers and for Brambles
- Enhance product and service quality
- Increase partnership and collaboration

Goals for transformed Customer Experience

- Make it easy for customers to choose and stay with Brambles
- Ensure Brambles is the natural partner of choice for customers as they grow and respond to market needs
- Collaborate with leading organisations around the world to create sustainable and digitally-enabled supply chains, unlocking new sources of value for customers and Brambles

Better for Customers ... Better for Brambles

What we hear from customers day-to-day experience



Robust, easy to work with - employees are knowledgeable and helpful.

- *Fortune Global 250*



Always enjoy working with CHEP from the quality of pallets to the staff themselves.

- *Beverage Company, Europe*



It needs constant attention with weekly monitoring and ongoing maintenance to track all the parts to it.

- *Food Producer, New Zealand*



High effort ... we struggle to dedicate enough time to our CHEP account.

- *Frozen Foods Company, South Africa*



Key customer requests

- Simpler processes
- No surprises
- Consistent product and service quality
- Faster issue resolution

Opportunities to improve day-to-day interactions

What we hear from customers: Partnership



CHEP is a long-term valuable partner that provides diverse opportunities to leverage synergy within our joint supply chains.

We will continue to challenge CHEP to bring greater visibility to the supply chain that helps alleviate the administrative costs of managing pallets but also adds new value to our network.

CHEP can play an integral role in bringing together the produce and retail communities and I hope to see more of that in the future.

Ilich Rosales
Purchasing & Logistics Director
Dole Food Company



CHEP and Conagra have had a long-standing strategic relationship and I have witnessed the evolution of this relationship from tactical to strategic over the years...

We have challenged CHEP to leverage the unique position they have in the industry to offer joint opportunities, to drive more value between our suppliers, manufacturers, and our customers.

I would like to see CHEP continue to invest in digitising their supply chain, improving the responsiveness of their supply solutions and helping us take waste out of the joint supply chains.

Craig Weiss
SVP Supply Chain & Chief Transformation Officer
Conagra Brands

Customer
“pull” to
expand
partnership

Our customer experience ambition



Customer North Star

- Our customers benefit from the visibility, insights and solutions they need to lead and grow
- Our teams are enabled to deliver an effortless customer experience
- Together, we power smarter and more sustainable supply chains across the world



Effortless customer experience

Easy to choose

Easy to do business with

Easy to stay with



Partner of choice ... today and tomorrow

Setting product and service quality standards for the whole industry

Working with customers to respond to needs of automation and e-commerce



Collaborating to create sustainable and digitally-enabled supply chains

Innovating with customers and partners to re-invent the ways goods move

Creating new sources of value for customers and Brambles

How we are approaching Customer Experience transformation



Effortless customer experience



FY22

- Piloted initiatives in FY21
- Simpler experience for smaller customers: set-up, onboarding, payment methods
- Predictive ordering and enhanced ETA notifications

FY23+

- Digitally-enabled service management and customer value tracking



Partner of choice ... today and tomorrow

Ongoing

- Working with customers and automation providers to understand requirements and design solutions for future retail

FY22+

- Multi-year quality plan based on detailed analysis of customer requirements



Collaborating to create sustainable and digitally-enabled supply chains



Ongoing

- Zero Waste World initiatives to reduce waste and transport miles

- Customer collaborations to create net positive end-to-end supply chains

FY23+

- New digitally-enabled solutions and service models

Underpinned by ...



Enhanced customer systems and channels



FY22

- New global CRM tool and processes
- Global online content management
- Enhanced myCHEP interface and customer account management tools



Enhanced customer data and insights



FY22

FY23+

- Refreshed customer survey: doubled respondent base and embedded results in management incentives
- End-to-end mapping of customer journeys
- Data to link actions to customer and Brambles' value
- Moving towards predictive insights

Re-thinking entire service model through the lens of customer experience

What this means for customers



Day-to-day interactions

- Simpler set-up and account management ... intuitive 24/7 self-service for most activities
- Increasing automation and predictive suggestions for orders and collections
- Early identification of anomalies and joint action to pre-empt any surprises



Operations and supply chain leadership

- Reduced administrative burden and expense
- Product and service quality for requirements of highly automated systems
- New data and insights into end-to-end supply chain performance



Wider teams: commercial, digital and sustainability

- Partnership to create regenerative supply chains
- Data and collaborative solutions for customers' own digital activities
- New sources of market data and insights

What this means internally for Brambles

Cultural evolution to match changes in tools and processes



Quantifying value of Customer Experience for customers and Brambles

- Systematic measurement and tracking: moving from backward-looking to predictive
- Evaluating Customer Experience investments based on “hard” metrics



Putting customer insights at the heart of decisions

- Customer metrics embedded in management objectives and scorecards
- Enhanced understanding of true customer needs, present and future



Empowering and inspiring our people

- Customer-facing teams empowered to take decisions and resolve issues faster
- Using technology to share customer insights with our people – give line-of-sight from their actions to customer benefits

Value creation for customers and Brambles

Better for customers

- Reduced administrative burden
- Increased planning certainty
- Increased reliability and efficiency
- Increased sustainability benefits

Better for Brambles

- Underpinning continued growth with new and existing customers
- Increased competitive differentiation
- Reduced cost-to-serve
- Higher employee satisfaction

How we will measure progress

Customer Experience metrics



Metrics driving focus on customer and Brambles' value

Transforming Customer Experience is a critical part of creating the future Brambles

Clear goals for transformation

- Effortless customer experience
- Partner of choice
- Collaboration to create sustainable future supply chains

Reinforcing Brambles' position as the leader in pooled supply chain solutions and insights

- Stronger customer relationships
- Unlocking future growth opportunities
- Increased competitive differentiation

Better for customers and better for Brambles

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**Creating value
through
Sustainability**

Juan José Freijo
Head of Sustainability

**Investor Day
2021**

Sustainability Context

.....
New sustainability landscape
constitutes a business
opportunity for Brambles
.....

- COVID-19 has accelerated the transition to a more sustainable world
- United Nations - decade of action in the SDGs
- Climate Change - unprecedented level of attention → COP26
- Decarbonisation - driving force for industry transformation
- Private sector is quickly adopting ambitious targets

A recognised leader in Sustainability

Brambles is well positioned for the challenges of the next decade



Sustainable business model



Ambitious sustainability programme



Track record of delivering outcomes

Barron's

#2 most sustainable company globally

Corporate Knights

#18 most sustainable company globally

MSCI 

AAA TOP 4%



Circularity Index A-

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM 

Top #3 in the last four years

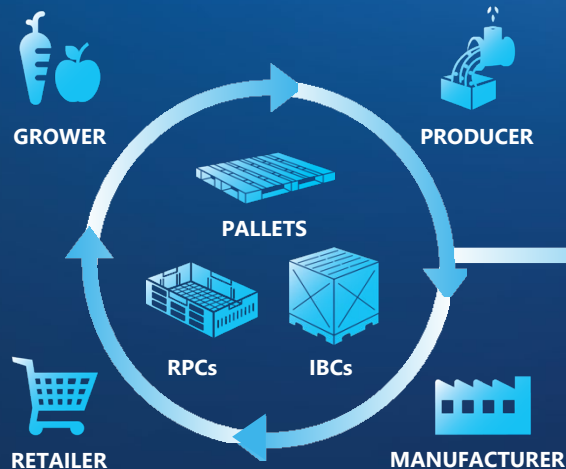
Our circular business model

Reuse at its core

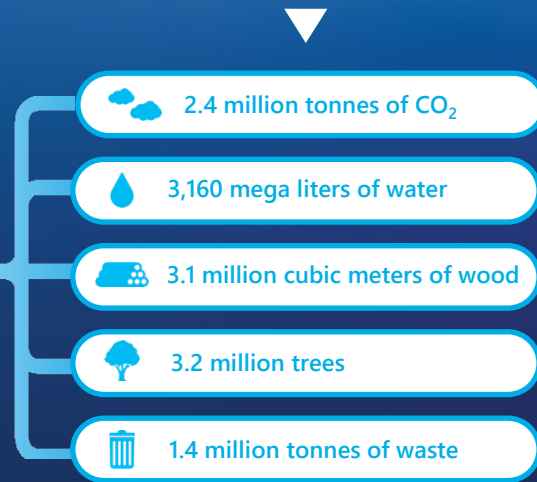
Intrinsically low carbon

Material agnostic

Brings together business and sustainability value



Impact in our customers' supply chains



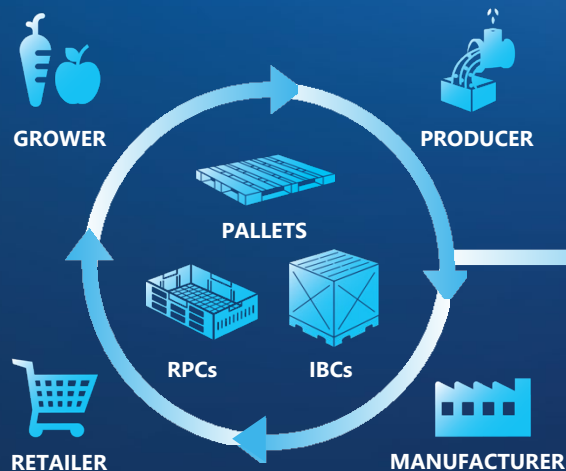
Our circular business model

Reuse at its core

Intrinsically low carbon

Material agnostic

Brings together
business and
sustainability value



Financial and
environmental levers



Standardisation

Powerful network

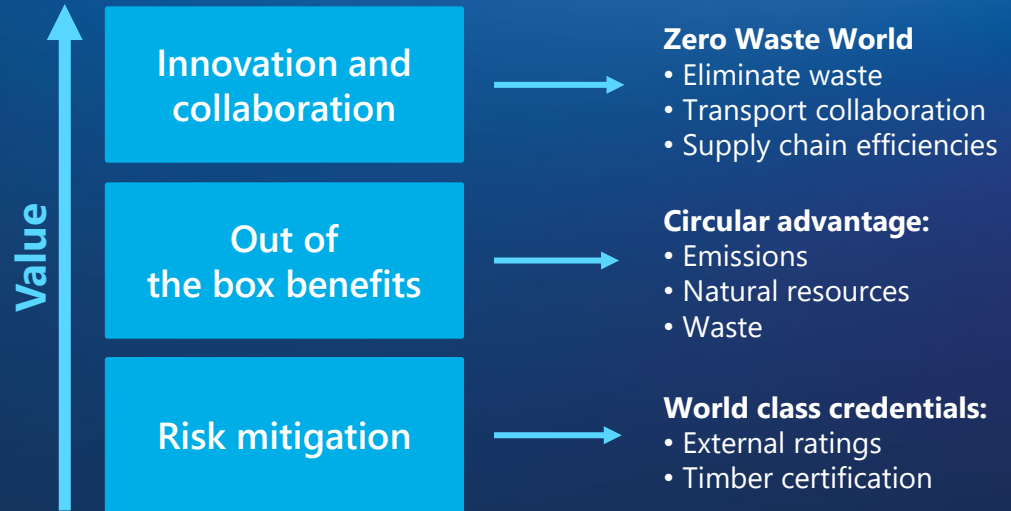
Operational efficiencies

Asset productivity

Durability

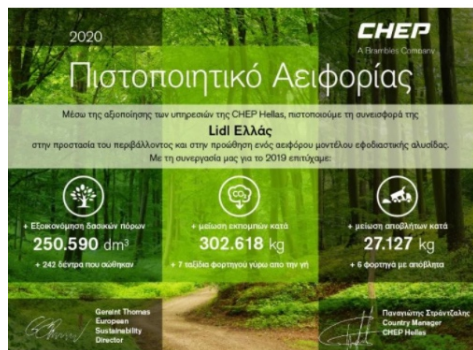
Creating value for customers

Most of our customers have committed to sustainability or circular economy targets



Customer Value Creation

Our customers seek help from their suppliers



Tangible contribution to our customers objectives



Collaboration - defending and growing our business together



Partnership for thought leadership

We are a credential for our customers



Stakeholder Value Creation



Employees

- Key differentiator for attracting and retaining talent... at every level
- Top valued aspect for employee engagement (83%)
- Integrated in the employee value proposition



Governments

- Thought leadership for circular economy legislation
- Example: legal title protection for circular asset productivity in Europe

"...calls on the Commission to explore solutions to challenges such as liability issues and ownership rights related to the sharing and service economy."



Investors

- Investment aligned with their stakeholders' values: high social and environmental impact
- Alignment of environmental and financial incentives
- Ambitious goals and clear outcomes

Our Sustainability Vision

Aligned with stakeholder expectations
for a sustainability leader



**To pioneer the
first global
regenerative
supply chain**

Our 2025 Targets



Forest Positive

Grow two trees for every tree we use



Climate Positive

Commit to a 1.5° future through a carbon neutral business



Waste Positive

Create reusable solutions out of existing waste



Supply Chain Positive

Make our business even more circular



Collaboration Positive

Double the number of customer collaborations to 500



Workplace Positive

Become a top company in inclusion and diversity



Food Security

Food to 10 million people



Circular Transformation

1 million change makers in the Circular Economy



Social and Nature Positive

Increase the planet's social and natural capital

A regenerative example

The Wheeled Q+

- Closed-loop product
- Upcycled: post-consumer plastic waste, the resulting product is durable and of higher value
- It is fully recyclable at the end of its long product lifetime, eradicating waste
- Certified as 100% Carbon Neutral® Product



A firm first step towards our regenerative vision



An inspiring vision requires action

Tangible achievements in year one



We are a carbon neutral company (Scope 1 and 2)



Launched the first upcycled plastic platform



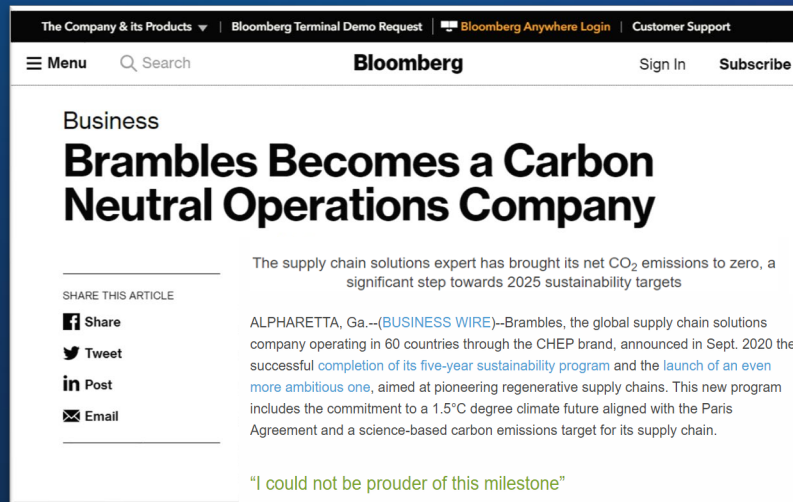
Invested in afforestation projects



Defined two global circularity indices



Top Employer in 17 countries



Summary



- A recognised world leader
- Our sustainability and financial value are not in conflict, they support each other
- Prepared for the low carbon economy risks and opportunity
- Supporting customer base with their commitments
- Setting a new level of ambition for the industry
- Track record of delivering

Brambles



13 September
2021

Investor Day
2021

Appendix

Glossary

Except where noted, common terms and measures used in this document are based upon the following definitions:

ACI	Average Capital Invested (ACI) is a twelve-month average of capital invested.
(Average Capital Invested)	Capital invested is calculated as net assets before tax balances, cash, term deposits, borrowings, and lease liabilities, but after adjustment for pension plan actuarial gains or losses and net equity adjustments for equity-settled share-based payments
Actual currency/FX	Results translated into US dollars at the applicable actual monthly exchange rates ruling in each period
AI	Artificial Intelligence
BIFR (Brambles Injury Frequency Rate)	Safety performance indicator that measures the combined number of fatalities, lost time injuries, modified duties, and medical treatments per million hours worked
BLE	Wireless personal area network technology
BRIXScan	Technology to capture and process asset level data
Capex (Capital expenditure)	Unless otherwise stated, capital expenditure is presented on an accruals basis and excludes intangible assets and equity acquisitions. It is shown gross of any fixed asset disposal proceeds.
Cash Flow from Operations	Cash flow generated after net capital expenditure but excluding Significant Items that are outside the ordinary course of business
Circular economy / Circular model	A circular economy regenerates and circulates key resources, ensuring products, components and materials are at their highest utility and value at all times

Glossary

Except where noted, common terms and measures used in this document are based upon the following definitions:

Cobots	Collaborative robot
COLT	CHEP Operations and Logistics Technology
Constant currency/constant FX	Current period results translated into US dollars at the actual monthly exchange rates applicable in the comparable period, so as to show relative performance between the two periods
COP26	COP26 is the 2021 United Nations 26th climate change conference
CRM	Client Relationship Management
DPMO (Defects per million opportunities)	A measure of the capability of a process, where the DPMO number indicates the number of defects observed or expected in a process when there is a possibility (opportunity) to have made a million defects
EBITDA	Underlying Profit after adding back depreciation, amortisation and IPEP expense
EPS (Earnings per share)	Profit after finance costs, tax, minority interests and Significant Items, divided by weighted average number of shares on issue during the period
FLC	Foldable Large Container
FMCG	Fast Moving Consumer Goods
Free Cash Flow	Cash Flow generated after net capital expenditure, finance costs and tax, but excluding the net cost of acquisitions and proceeds from business disposals

Glossary

Except where noted, common terms and measures used in this document are based upon the following definitions:

FSC	Forest Stewardship Council
IBC (Intermediate Bulk Container)	Palletised containers used for the transport and storage of bulk products in a variety of industries, including the food, chemical, pharmaceutical and transportation industries.
IPEP (Irrecoverable Pooling Equipment Provision)	Provision held by Brambles to account for pooling equipment that cannot be economically recovered and for which there is no reasonable expectation of receiving compensation
ISO certified	International Organisation for Standardisation
ISPM 15	ISPM 15 is the International Standards for Phytosanitary Measures. No. 15 is for the regulation of wood packaging material in international trade
Like-for-like revenue / organic revenue	Sales revenue in the reporting period relating to volume performance of the same products with the same customers as the prior corresponding period
ML	Machine Learning
MSCI	Morgan Stanley Capital International, is an investment research firm that provides stock indexes, portfolio risk and performance analytics, and governance tools to institutional investors and hedge funds
Net new business	The sales revenue impact in the reporting period from business won or lost in that period and over the previous financial year, included across reporting periods for 12 months from the date of the win or loss, at constant currency
NPD	Non-participating distributor

Glossary

Except where noted, common terms and measures used in this document are based upon the following definitions:

NPS	Net Promoter Score
OEM	Original Equipment Manufacturer
RFID	Radio Frequency Identification Device
ROCI (Return on Capital Invested)	Underlying Profit divided by Average Capital Invested
RPC	Reusable plastic/produce crates or containers, used to transport fresh produce;
Sales revenue	Excludes revenues of associates and non-trading revenue
SDG	Sustainable Development Goals
Significant Items	Items of income or expense which are, either individually or in aggregate, material to Brambles or to the relevant business segment and: outside the ordinary course of business(e.g., gains or losses on the sale or termination of operations, the cost of significant reorganisations or restructuring); or part of the ordinary activities of the business but unusual because of their size and nature
Underlying Profit	Profit from continuing operations before finance costs, tax and Significant Items
ZWW	Zero Waste World

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