Brambles

Full-Year Results

16 August 2012

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Agenda

Business Update & FY12 Highlights	Tom Gorman, CEO
Results Analysis	Greg Hayes, CFO
Context & Outlook	Tom Gorman, CEO

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Business Update
& FY12 Highlights

Tom Gorman, CEO

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Key messages

- FY12 Underlying profit of US$1,010M, in line with guidance
  - US$1,061M at 30 June 2011 foreign exchange rates
  - US$972M at 30 June 2012 foreign exchange rates
- Growth to continue despite weakness in major economies
- Continued investment in Pooling Solutions expansion
- Forecast FY13 Underlying profit: US$1,010M to US$1,070M
  - 30 June 2012 foreign exchange rates
  - Represents growth of 4% to 10% vs. FY12

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FY12 results scorecard

Underlying profit of US$1,050M-US$1,080M at 30 June 2011 FX	✓
Constant currency sales revenue growth in all segments	✓
Delivery of sales targets in RPCs, Containers and emerging markets	✓
Efficiencies from IFCO integration, global Pallets and Recall	✓
Continued delivery of Better Everyday in CHEP USA	✓
Divestment of Recall	✗

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Key financial outcomes

Continuing operations		
Sales revenue	US$5,625M	↑ 20%
Operating profit	US$939M	↑ 16%
Underlying profit	US$1,010M	↑ 18%
Underlying profit (30 June 2011 FX)	US$1,061M	In line with guidance
Underlying basic EPS	42.1 US¢	↑ 16%

Dividends per share unchanged at 26.0 Australian cents

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Continued market-share growth

(US$M)	Net new business	Net annualised new business
Pallets – Americas	79	134
Pallets – EMEA	41	82
Pallets - Asia-Pacific	10	12
Total Pallets	**130**	**228**
RPCs	24	42
Containers	6	20
Total Pooling Solutions	**160**	**290**
Recall	24	24
Total	**184**	**314**

Note: Net new business wins and net annualised new business are defined in the Glossary to this presentation (Appendix 1).

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Pallets – Americas: delivering the plan

- Sales revenue up 23% to US$2,041M (pro forma[1] up 7%)
- New business including win-backs driving USA and Canada growth
- Continued profitable expansion in Latin America
- IFCO Pallet Management Services and Paramount Pallet integration
- Key 2H12 customer wins: Coca-Cola (Canada); Sunny Delight, Mott's (USA)
- Underlying profit up 31% to US$364M (pro forma[1] up 25%)
- Better Everyday and sales growth delivering increased margins
- Asset control and targeted pricing programs driving ROCI improvement

[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period; pro forma Underlying profit growth is calculated by including the results of PMS in the prior corresponding period adjusted for the amortisation expense arising from acquired identifiable intangible assets.

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Pallets – EMEA: challenging conditions

- Sales revenue up 1% to US$1,327M
- Western Europe stable amid economic volatility
- Continued strong growth in Central & Eastern Europe and Middle East & Africa
- Key 2H12 customer wins: Kellogg's (Scandinavia); Colgate-Palmolive, Henkel (Turkey); Eckes-Granini (Germany); Horizon Tissue (Estonia)
- Underlying profit down 9% to US$275M
- Margin improvement second half vs. first half from efficiencies
- Ongoing investment in developing new growth opportunities

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Pallets – Asia-Pacific: robust result

- Sales revenue up 11% to US$376M
- Solid performance in Australia & New Zealand
- Asian operations continuing to grow strongly
- Key 2H12 wins: F&N Foods, SCA Hygiene (South-East Asia); Swire Luohe, Annto Logistics, FM Logistics (China); Knorr Bremse, Schenker (India)
- Underlying profit up 2% to US$77M
- China operations profitable

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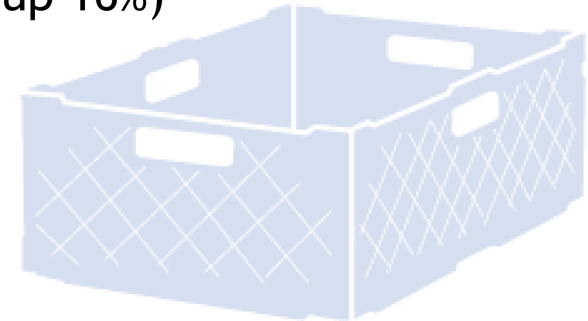
RPCs: delivering growth

- Sales revenue up 145% to US$760M (pro forma[1] up 13%)
- Growth with existing retailers, new regions and products
- Strong progress with North American expansion
- Key 2H12 retailer wins/expansion: Vega (Italy); Waitrose, Asda (UK); Systeme U (France)
- Underlying profit up 133% to US$126M (pro forma[1] up 16%)



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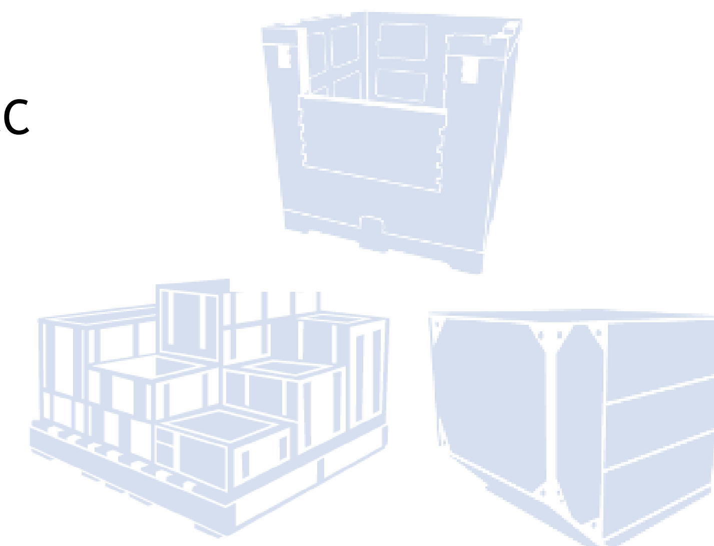
Containers: strategy on track

- Sales revenue up 18% to US$277M (pro forma[1] up 4%)
- Doubling of sales revenue in new businesses (Aerospace, US IBC/Auto)
  - Slower than anticipated growth in US automotive
- European operations resilient
- Challenging year for Australia automotive, CCC
- Underlying profit down 13% to US$33M
- Continued investment in driving expansion



[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period.

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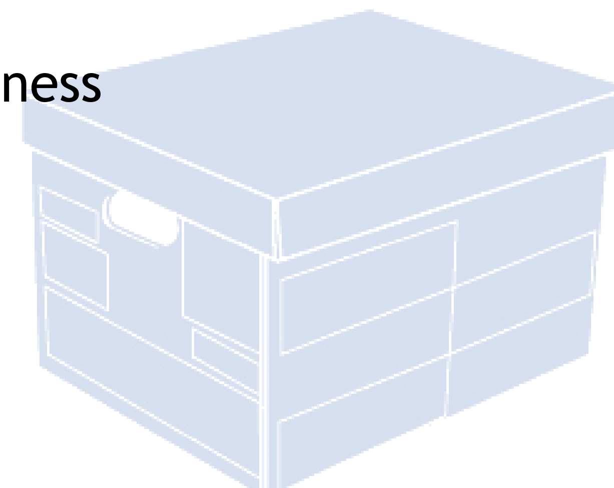
Recall: growing revenue and profit

- Sales revenue up 4% to US$845M
- Strong sales growth in DMS on new business and volume increases
- Cost efficiencies delivered
- Softer paper prices and volumes in SDS business
- Underlying profit up 20% to US$174M
  - US$182M at 30 June 2011 foreign exchange rates



Results Analysis

Greg Hayes, CFO

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Results summary

Continuing operations	Actual FX			Constant FX
(US$M)	FY12	FY11	Change	Change
Sales revenue	5,625.0	4,672.2	20%	22%
Underlying EBITDA	1,561.9	1,337.0	17%	18%
Underlying profit	1,009.7	857.2	18%	20%
Operating profit	939.2	809.2	16%	18%
Profit before tax	787.2	681.7	15%	17%
Profit after tax	574.9	471.8	22%	23%

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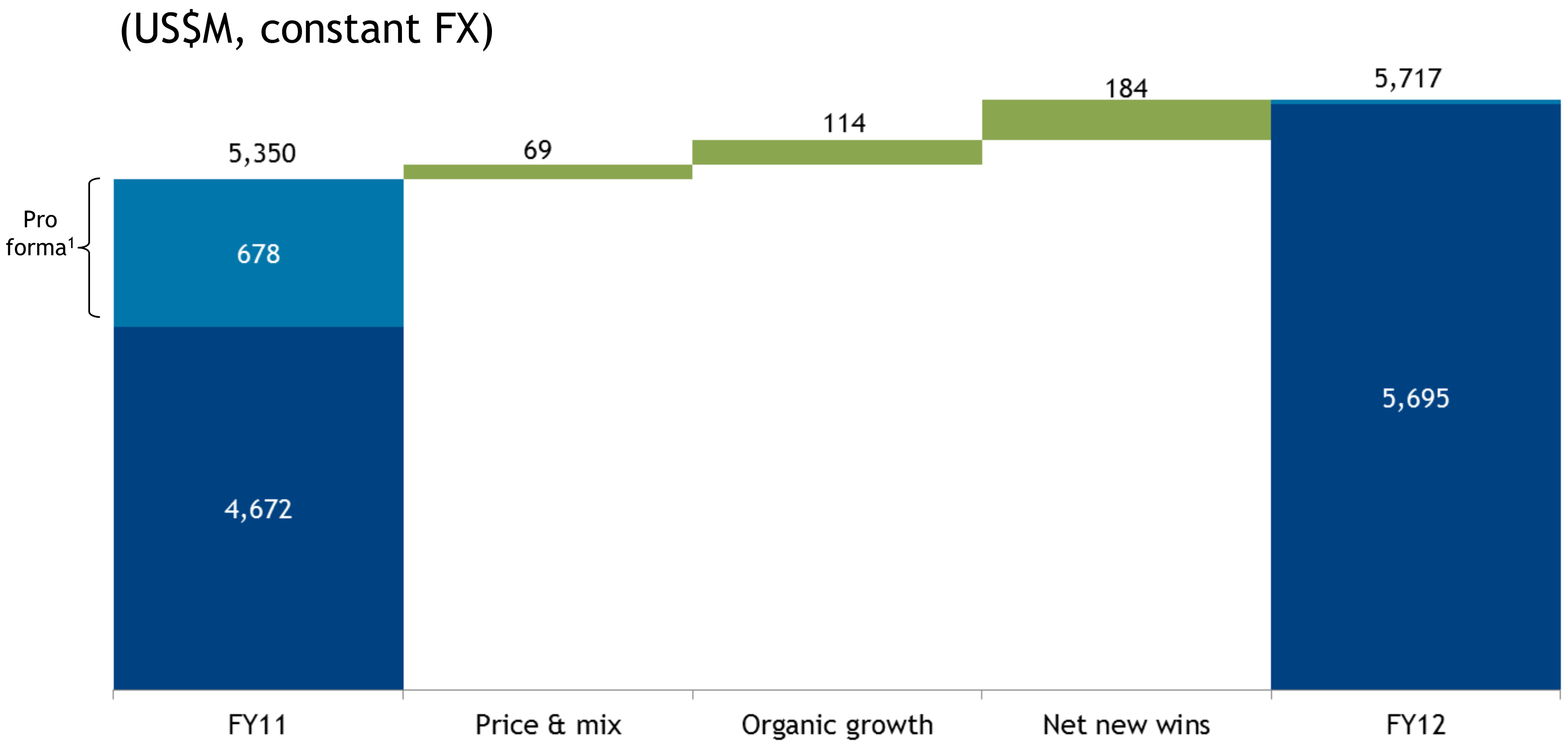
Sales revenue growth - constant currency



[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period.

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Pallets: results summary

	Actual FX		Constant FX	
(US$M)	FY12	FY11	Change	Pro forma[1] change
Americas	2,041.3	1,654.8	25%	7%
EMEA	1,326.8	1,318.3	4%	4%
Asia-Pacific	375.8	340.0	7%	7%
Sales revenue	3,743.9	3,313.1	15%	6%
Underlying profit	715.0	654.9	11%	9%
Margin	*19%*	*20%*	*(1)pp*	-
Return on capital invested	*19%*	*19%*		
Significant items	(23.6)	(5.3)		
Operating profit	691.4	649.6	8%	

[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period; pro forma Underlying profit growth is calculated by including the results of PMS in the prior corresponding period adjusted for the amortisation expense arising from acquired identifiable intangible assets.

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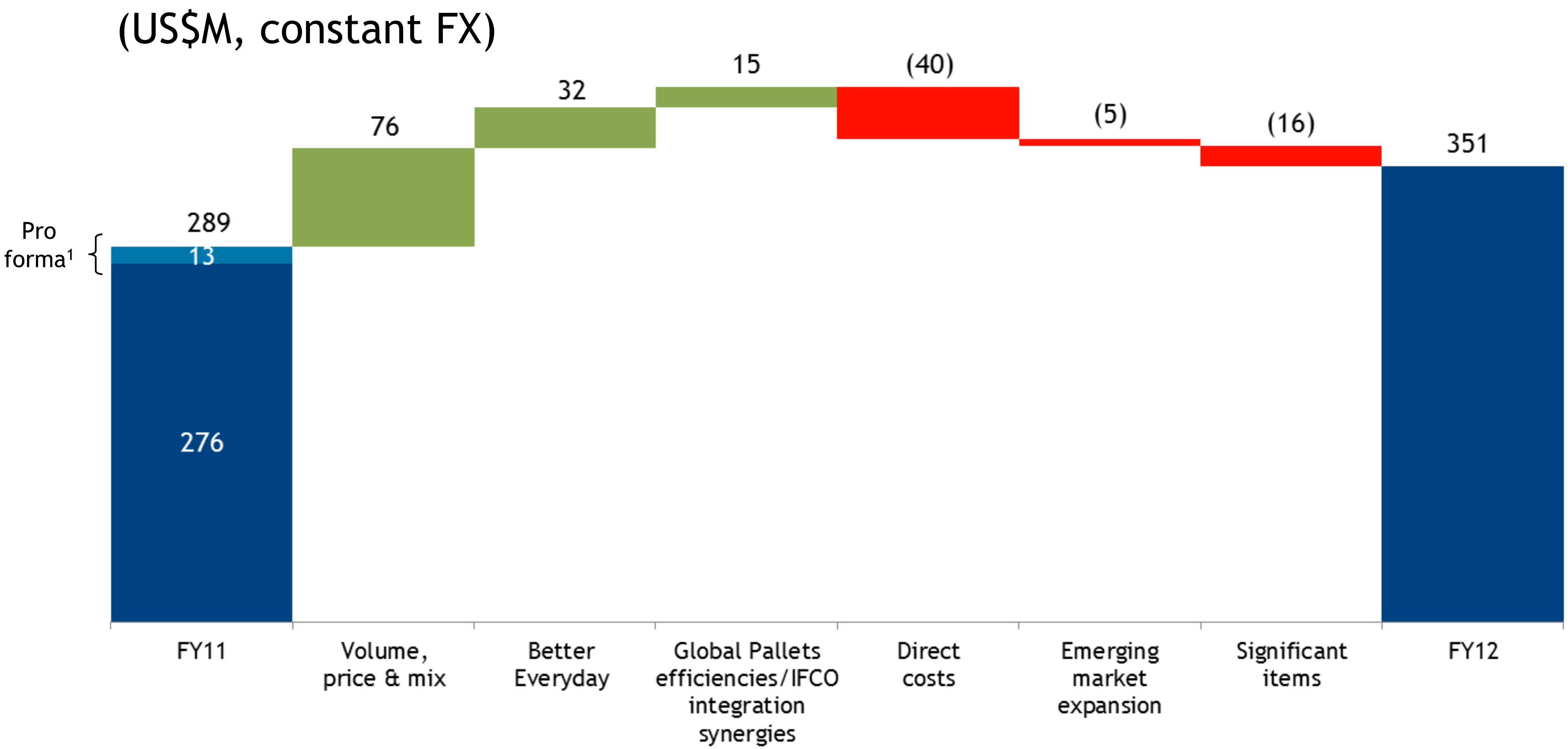
Pallets Americas: operating profit reconciliation



[1] Pro forma Underlying profit growth is calculated by including the results of PMS in the prior corresponding period adjusted for the amortisation expense arising from acquired identifiable intangible assets.

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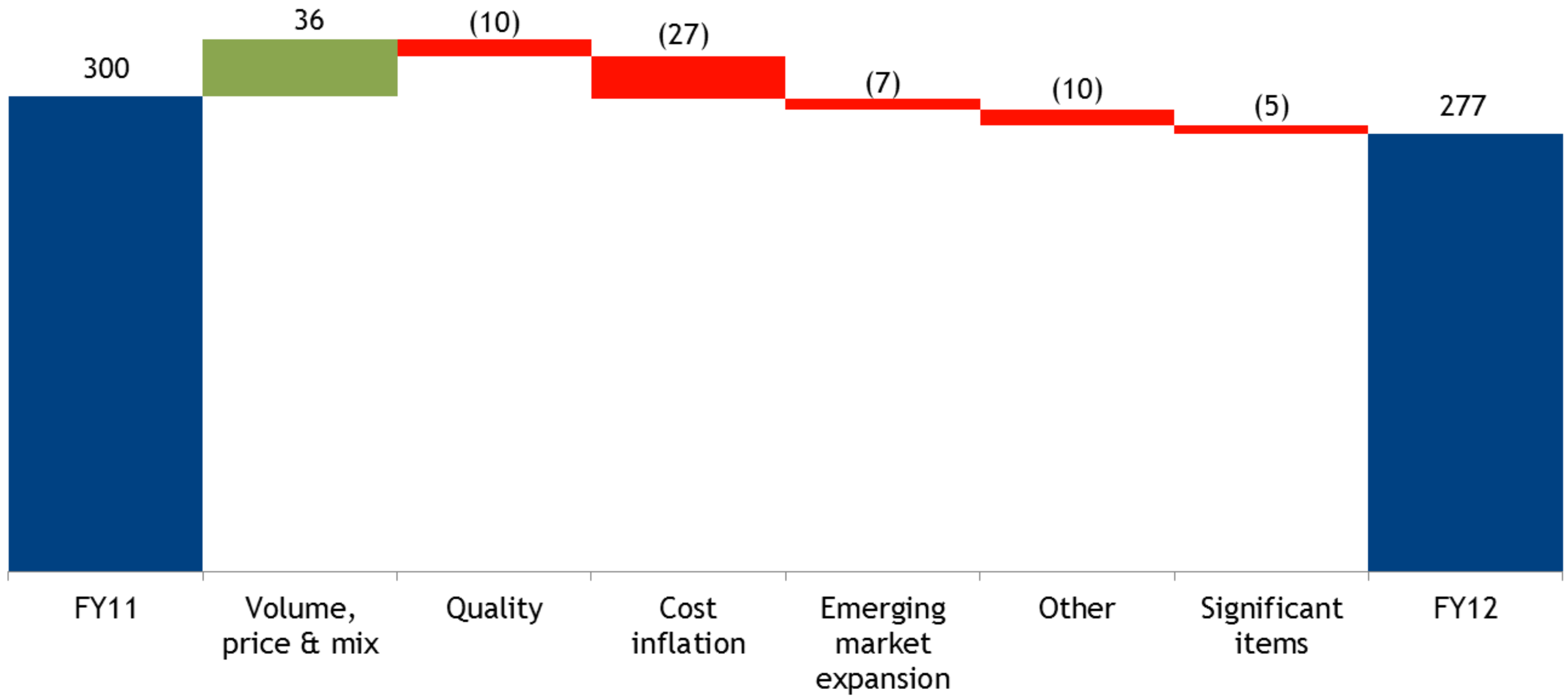
Pallets EMEA: operating profit reconciliation

(US$M, constant FX)



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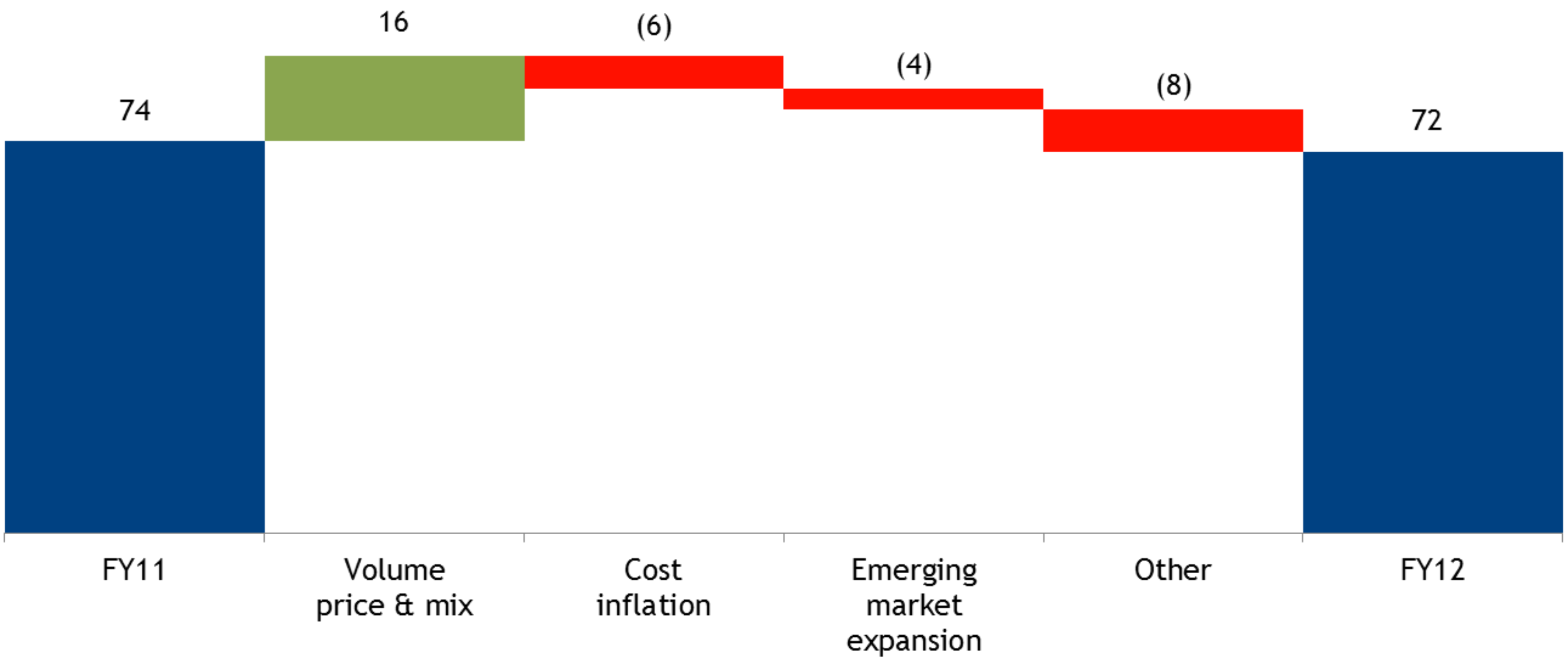
Pallets Asia-Pacific: operating profit reconciliation

(US$M, constant FX)



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RPCs: results summary

	Actual FX		Constant FX
(US$M)	FY12	FY11	Pro forma[1] change
Europe	489.5	169.5	16%
North America	138.3	33.2	16%
South America	24.1	6.1	22%
ANZ & South Africa	107.6	101.2	6%
Sales revenue	759.5	310.0	15%
Underlying profit	125.5	53.8	19%
Margin	*17%*	*17%*	-
Return on capital invested	*9%*	*12%*	
Significant items	(16.2)	(26.0)	
Operating profit	109.3	27.8	

[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period; pro forma Underlying profit growth is calculated by adjusting prior corresponding period results for amortisation expense arising from acquired identifiable intangible assets.

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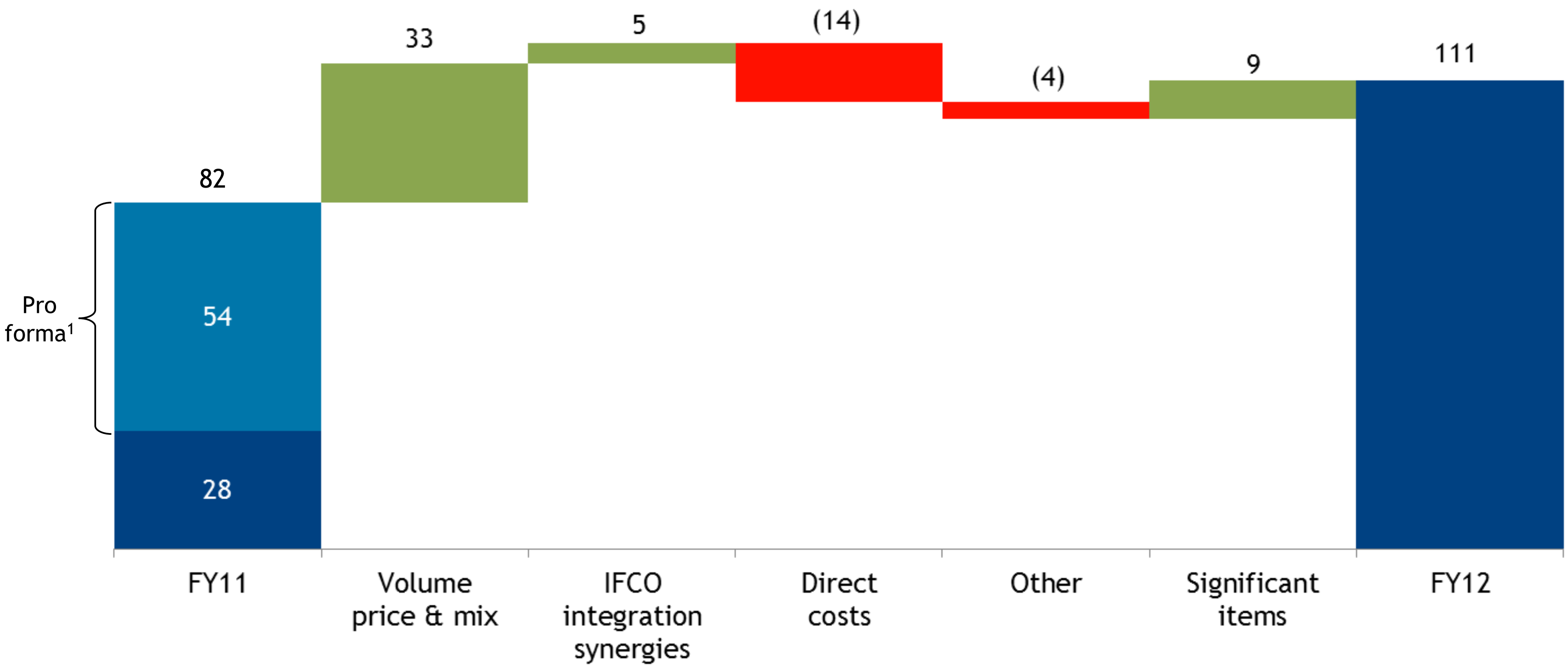
RPCs: operating profit reconciliation

(US$M, constant FX)



[1] Pro forma Underlying profit growth is calculated by adjusting prior corresponding period results for amortisation expense arising from acquired identifiable intangible assets.

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Containers: results summary

	Actual FX		Constant FX	
(US$M)	FY12	FY11	Change	Pro forma[1] change
Automotive	154.8	149.1	6%	6%
CCC	37.9	38.2	-	-
IBCs	43.1	33.7	29%	12%
Aerospace Solutions	40.8	12.8	211%	3%
Sales revenue	276.6	233.8	20%	5%
Operating / Underlying profit	32.8	37.9	(11)%	
Margin	*12%*	*16%*	*(4)pp*	
Return on capital invested	*14%*	*20%*		

[1] Pro forma figures assume Brambles had owned businesses acquired since 1 July 2010 for all of this period and the prior corresponding period.

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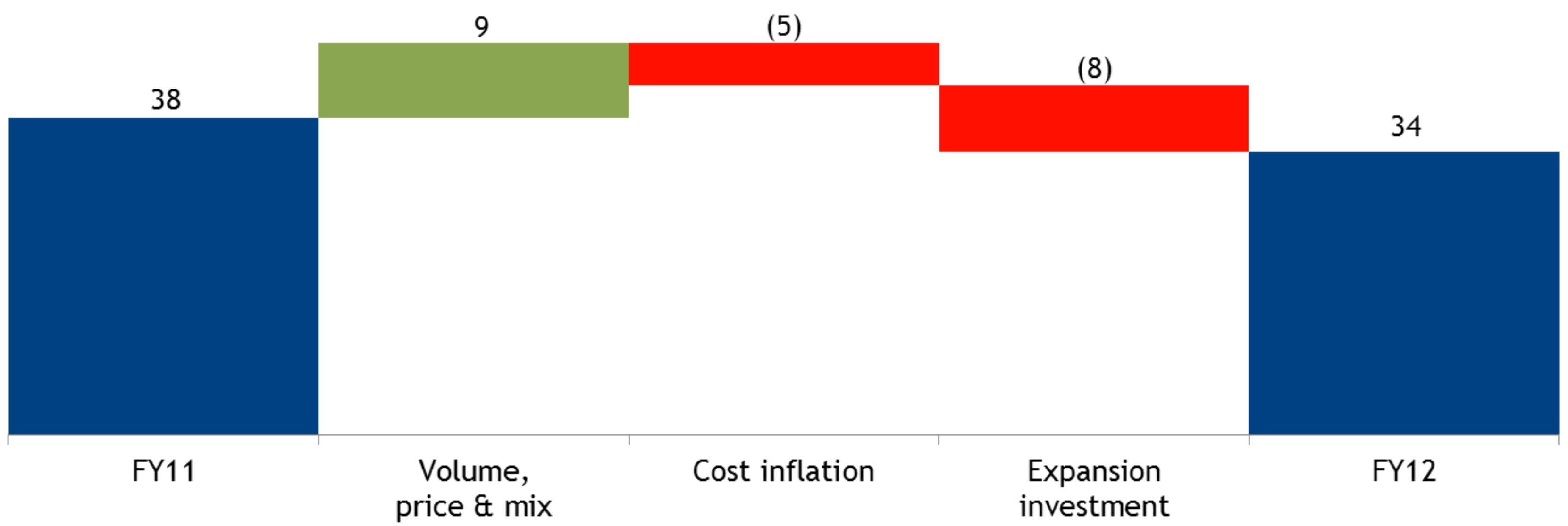
Containers: operating profit reconciliation

(US$M, constant FX)



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Recall: results summary

	Actual FX		Constant FX
(US$M)	**FY12**	**FY11**	**Change**
Americas	370.7	361.9	4%
Europe	218.9	208.5	7%
Rest of World	255.4	244.9	1%
Sales revenue	845.0	815.3	4%
Underlying profit	174.2	145.3	19%
Margin	*21%*	*18%*	*2pp*
Return on capital invested	*16%*	*14%*	
Significant items	(14.1)	0.5	
Operating profit	160.1	145.8	10%

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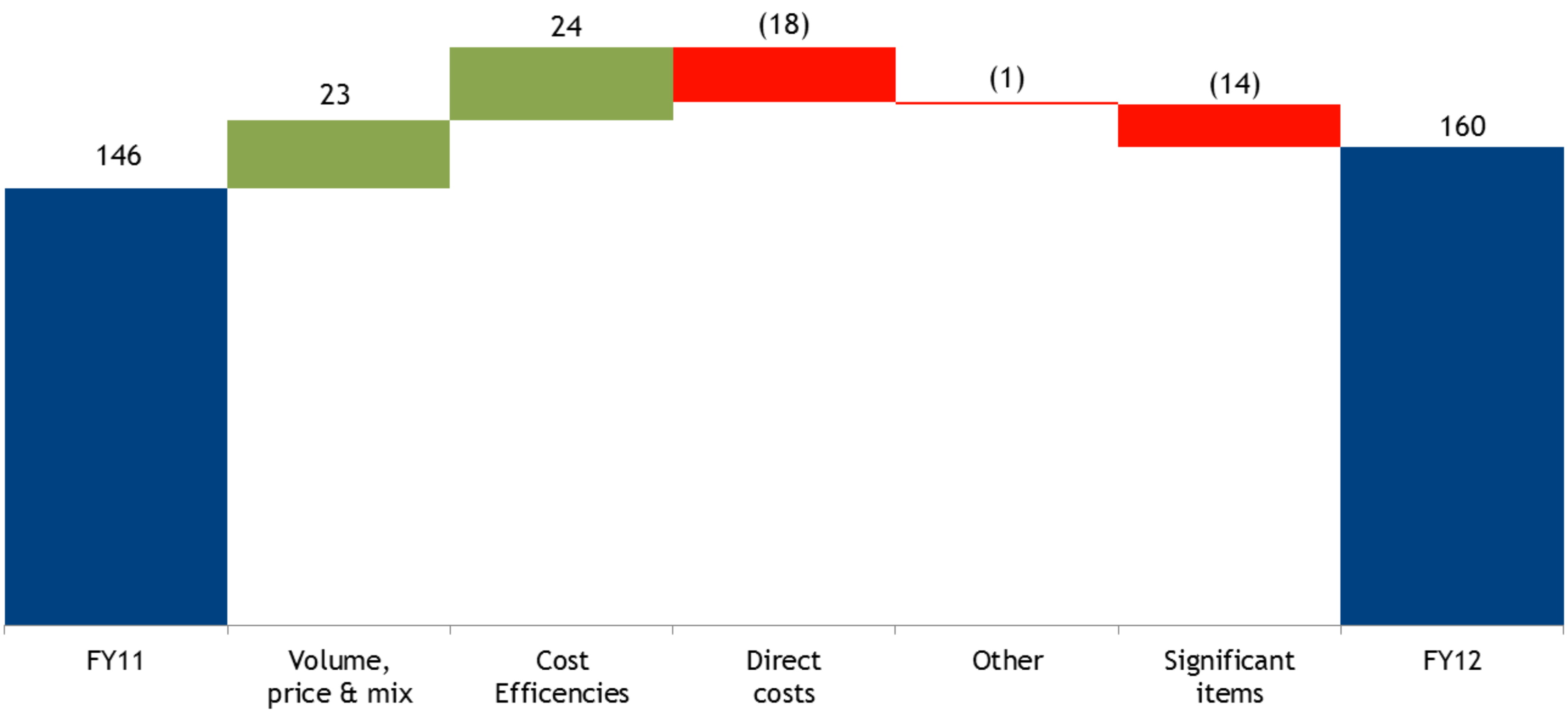
Recall: operating profit reconciliation

(US$M, constant FX)



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Reconciliation: EBITDA to cash flow

(US$M, actual FX)	FY12	FY11	Change
EBITDA	**1,561.9**	**1,337.0**	**224.9**
Capital expenditure	**(949.4)**	(764.7)	(184.7)
Proceeds from sale of P,P&E	**93.5**	100.8	(7.3)
Working capital movement	**(107.9)**	(14.8)	(93.1)
IPEP expense	**100.1**	104.9	(4.8)
Provisions/other	**(107.0)**	(38.1)	(68.9)
Cash flow from continuing operations	**591.2**	**725.1**	**(133.9)**
Significant items from continuing operations	**(37.2)**	(30.4)	(6.8)
Cash flow from discontinued operations	**(1.0)**	(4.7)	3.7
Cash flow from operations (incl. Significant items)	**553.0**	**690.0**	**(137.0)**
Financing costs and tax	**(373.5)**	(386.7)	13.2
Free cash flow	**179.5**	**303.3**	**(123.8)**
Dividends paid	**(397.7)**	(224.0)	(173.7)
Free cash flow after dividends	**(218.2)**	**79.3**	**(297.5)**

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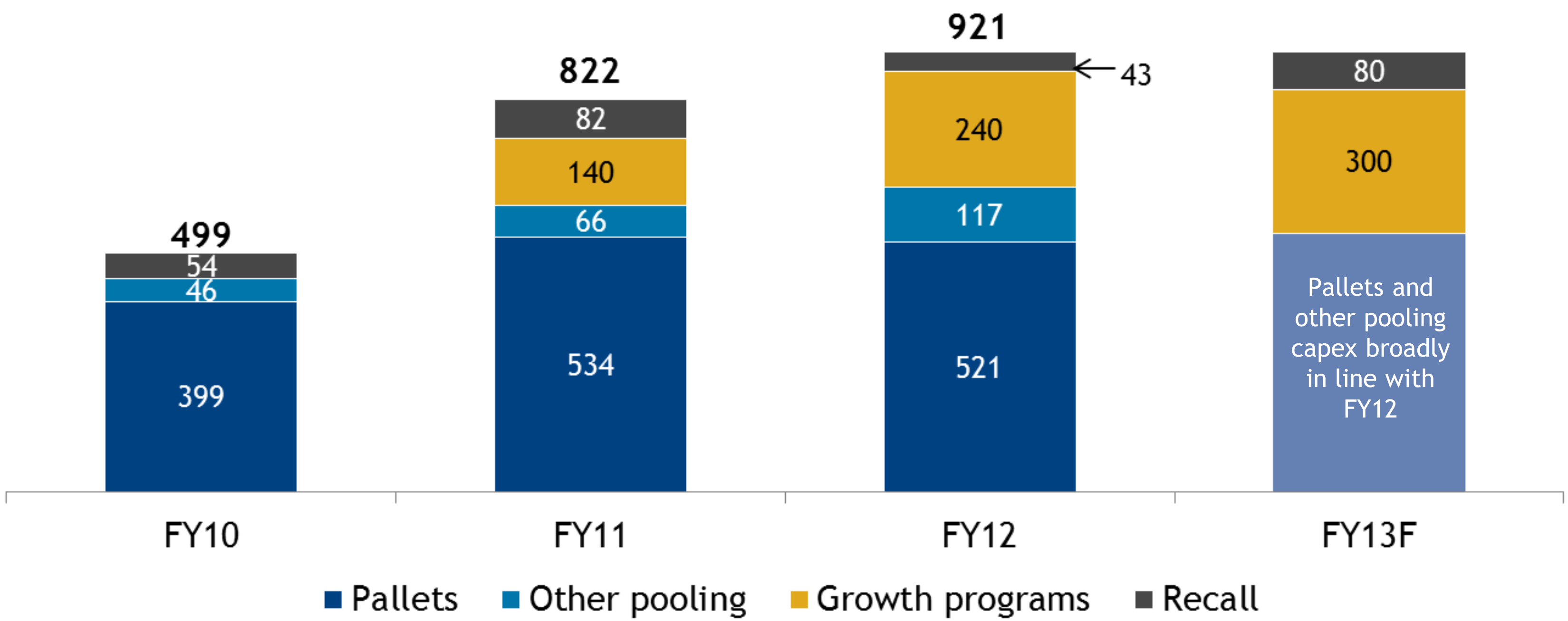
Capital expenditure trend by segment

(US$M) actual FX, capex on PP&E, accruals basis



Note: Growth programs defined as investments in emerging markets, RPCs and Containers, which in FY12 and FY13 consists of the US$550 million program announced in August 2011.

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Strong balance sheet

(Actual FX)	June 12	June 11
Net debt (US$M)	2,690	2,999
Gearing[1] (%)	49.5	55.0

(Actual FX)	FY12	FY11	Covenants
EBITDA/net finance costs (x)	10.3	10.5	3.5 (min)
Net debt/EBITDA (x)	1.7	2.2	3.5 (max)

Undrawn committed credit facilities: US$1,223M

[1] Gearing defined as net debt to net debt plus equity.

Context & Outlook

Tom Gorman, CEO

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Pallets outlook: developed operations

- Continued net new business wins expected in all regions
- Focus on delivery of efficiencies
  - Global operations and logistics savings
  - IFCO integration synergies
  - Final Better Everyday efficiencies
- Focus on cost-outs and risk management in Western Europe
  - Margin recovery targets in place for end FY14
  - Monitoring and mitigating currency/sovereign instability
- Increased investment in asset control programs
  - Encouraging early results from CHEP USA
  - Short-term cost necessary for long-term gain
- Improved margins in FY14

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Resilience of major Pallets operations

(Constant currency)	FY12 sales revenue growth Market-share	Pricing/ organic	Total	Nominal consumption growth[1]
CHEP USA	3.1%	2.0%	**5.1%**	**2.3%**
CHEP Western Europe	2.3%	(0.6)%	**1.7%**	**1.3%**
IFCO Pallet Management Services	4.0%	5.5%	**9.5%**	**2.3%**
CHEP Australia & New Zealand	0.7%	2.9%	**3.6%**	**3.8%**
CHEP Canada	4.3%	2.1%	**6.4%**	**3.3%**

[1] OECD data: real private consumption growth for 12 months to March 2012, adjusted for inflation (calculated as the difference between nominal and real GDP growth).

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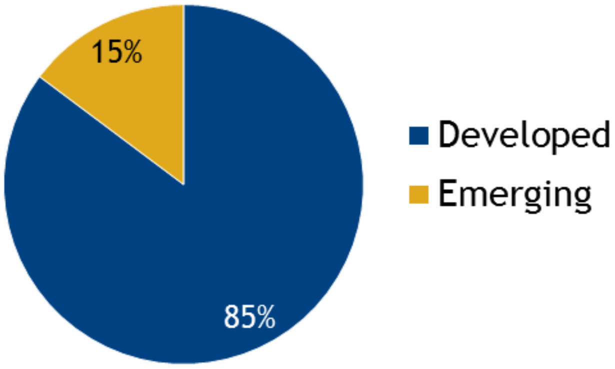
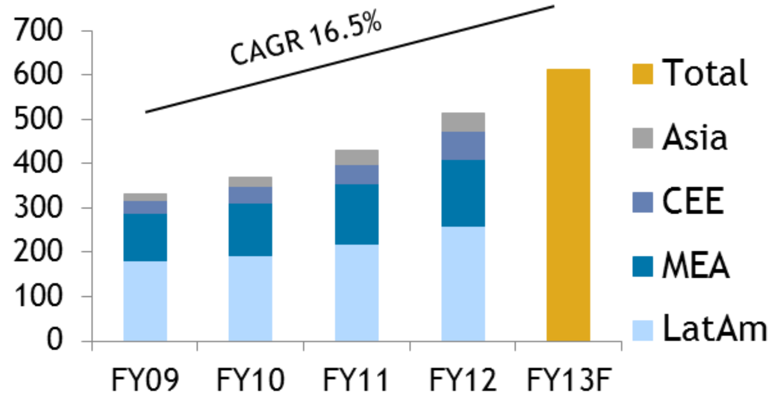
Pallets outlook: emerging markets

- On track to deliver 15% constant currency sales revenue growth
- Margins to improve as scale builds in Asia and CEE
- Continued expansion with major customers

Emerging markets % of CHEP Pallets[1] FY12 sales revenue (30 Jun 11 FX)



Emerging markets Pallets sales revenue (US$M, 30 Jun 11 FX)



[1] CHEP Pallets sales revenue excludes IFCO Pallet Management Services, Paramount Pallet and LeanLogistics.

RPCs outlook

- On track to deliver 15% constant currency sales revenue growth target in FY13
- Expansion:
  - Increased penetration with existing retailers
  - Increased rollout of new products
  - Increased presence in under-penetrated regions
- Medium-to-long-term improvements in profitability from increased scale and efficiencies

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Containers outlook

- Global focus and leadership under new Group President appointed May 2012
- Further doubling of sales revenue in FY13 in new ventures (Aerospace, US IBC and US Auto)
  - Strong sales momentum in CHEP Aerospace Solutions and US IBCs
  - US Auto development behind anticipated schedule
- Continued resilience and high returns from established operations (Europe, ANZ and CCC)
- Continued assessment of strategic bolt-on acquisition opportunities

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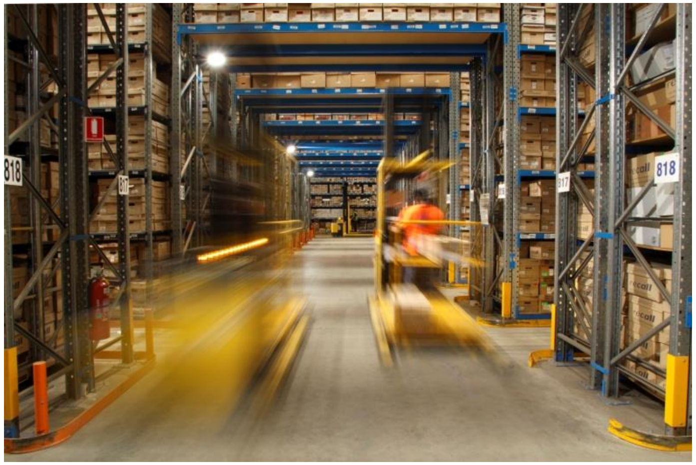
Recall: modest growth, stable margins

- Modest constant currency sales revenue growth in FY13
- Stable FY13 Underlying profit margins of ~20% in line with FY12 performance
- Business to be managed for ongoing improved return on investment
- Capex of approximately US$80M (in line with FY11 level)



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Outlook summary

- Subject to unforeseen events and ongoing economic uncertainty
- Continued constant currency sales revenue growth in all segments
- Underlying profit: US$1,010M to US$1,070M
  - 30 June 2012 foreign exchange rates
  - Represents growth of 4% to 10%
  - Includes US$25M incremental increase in business development costs
- Net finance costs: US$125M
- Tax rate: 28%
- Further sales and profit growth with improved group margin in FY14

Q&A


MOMENTUM