

Brambles

Audit and Risk Committee Charter

Brambles Limited

Instituted: 16 March 2021

1. Establishment of Committee and Amendment of Charter

This Charter sets out the basis on which the Board has established an Audit and Risk Committee pursuant to the authority contained in, and subject to the provisions of, the Constitution. This Charter may be amended by resolution of the Board.

2. Interpretation

ASX means the Australian Securities Exchange.

ASX Listing Rules means the listing rules of the Australian Securities Exchange.

ASX Principles and Recommendations means *ASX Corporate Governance Principles and Recommendations*, as amended from time to time.

Board means the Board of Directors of Brambles.

Brambles means Brambles Limited.

Committee means the Audit and Risk Committee of the Board.

Constitution means the constitution of Brambles.

Directors means the members of the Board.

Group means Brambles and its subsidiaries and controlled entities.

3. Objectives

The objective and purpose of the Committee is to assist the Board in fulfilling its corporate governance and oversight responsibilities by:

- (a) monitoring and reviewing:
 - (i) the integrity and adequacy of internal and external financial reporting;
 - (ii) internal financial controls and business processes;
 - (iii) the objectivity and effectiveness of the internal auditors;
 - (iv) the effectiveness of the Group's risk management framework and the management of the Group's material contemporary, emerging and sustainability risks; and
 - (v) the independence, objectivity and effectiveness of the external auditors; and
- (b) making recommendations to the Board in relation to the appointment and removal of the external auditors, the approval of their remuneration and the terms of their engagement.

4. Committee Membership

4.1 Structure

- (a) The Committee will consist of at least three members, each of whom will be appointed or removed by the Board, following in each case a review by the Board's Nominations

Committee, in consultation with the Chair of the Committee (other than in respect of the Chair's own appointment or removal).

- (b) All members of the Committee must be independent Non-executive Directors, as determined by the Board in accordance with the requirements of the ASX Listing Rules, the ASX Principles and Recommendations and having regard to best practice principles from time to time.
- (c) The Chair of the Committee (including a Chair elected under paragraph 5.6):
 - (i) will be elected by, and hold office for the period determined by, the members of the Committee in accordance with the provisions of the Constitution;
 - (ii) must be a member of the Committee;
 - (iii) must be an independent Director; and
 - (iv) must not also be the Chair of the Board.

4.2 Expertise

- (a) All members of the Committee must be financially literate. At least one member of the Committee must have recent and relevant financial and accounting expertise, as determined by the Board.
- (b) At least one member of the Committee must have an understanding of the material industries to which Brambles provides its goods and services.

4.3 Company Secretary

The Company Secretary or their nominee will act as Secretary to the Committee, unless otherwise determined by the Committee.

5. Proceedings

5.1 Frequency

- (a) The Committee will meet as frequently as required but must not meet less than four times a year. Meetings, where appropriate, should coincide with key dates in Brambles' financial reporting cycle.
- (b) The Secretary to the Committee or any member may call a meeting of the Committee.

5.2 Notice

The dates, times and venues of each meeting of the Committee will be notified by the Secretary to all members of the Committee as far in advance as possible.

5.3 Supporting Papers

Supporting papers for each meeting of the Committee will be distributed by the Secretary to all members of the Committee as far in advance as possible. Unless the circumstances otherwise require, for example due to the existence of a conflict of interest, all Directors will receive a copy of the supporting papers for each meeting of the Committee, irrespective of their membership of the Committee.

5.4 Attendance

- (a) Only members of the Committee and the Secretary are entitled to be present at a Committee meeting.
- (b) Subject to clause 5.4(c), the Committee may extend an invitation to any person to attend all or part of any meeting of the Committee which it considers appropriate. In particular, the Committee may meet with:
 - (i) the internal auditors;
 - (ii) the external auditors;
 - (iii) external advisers;
 - (iv) any executive or employee; or
 - (v) any other Non-executive Director,and may do so with or without executive management being present.
- (c) The Chairman of the Board, all other Non-executive Directors, the Chief Executive Officer and the Chief Financial Officer have a standing invitation to attend all Committee meetings.
- (d) The Committee must meet with the internal and external auditors separately at least once a year without executive management being present.

5.5 Quorum

A quorum for a meeting of the Committee is not less than fifty percent of the members. A duly convened meeting of the Committee at which a quorum is present is competent to exercise all or any of the authorities, powers or discretions vested in, or exercisable by, the Committee.

5.6 Chair

- (a) In the absence of the Chair, the remaining members will elect one of their number as Chair of the meeting.
- (b) The Chair of the Committee has a casting vote in addition to their deliberative vote, except that the Chair must not exercise a casting vote at any meeting at which only two of the Committee members who are present are entitled to vote.

5.7 Constitution

Proceedings of the Committee will be governed by the provisions of the Constitution, in so far as they may be applicable.

5.8 Minutes

Minutes of meetings of the Committee will be distributed to the Chairman for confirmation as soon as practicable and, prior to the next meeting of the Committee, distributed to all Directors unless a conflict of interest exists.

6. Authorities

6.1 Authority of the Committee

The Committee is authorised to investigate any activity or function of Brambles, any other member of the Group and, so far as practicable, its associates, in accordance with this Charter. The Committee is authorised to make recommendations to the Board regarding appropriate actions resulting from such investigations.

6.2 Access

The Committee has unrestricted access to executive management, all employees and all company records, tax and other financial advisers, legal advisers, and internal and external auditors. Executive management has unrestricted access to the Committee.

6.3 Independent advice and External Auditors

The Committee is authorised to obtain outside legal or other independent professional advice, and to secure the attendance of such advisers if it is considered necessary. The Committee may meet as and when it determines with the external advisers and external auditors without management being present.

7. Duties and Responsibilities

Without limiting its role as described in section 3 above, specific duties and responsibilities of the Committee include the following:

7.1 Review of Financial Reports and Internal Financial Reporting Processes

The Committee must review, and challenge where necessary the actions and judgment of management in relation to proposed full-year and half-year financial reports before recommending to the Board whether the financial reports should be signed, paying particular attention to:

- (a) critical accounting policies and practices adopted, and any changes in them;
- (b) compliance with applicable accounting standards, the ASX Listing Rules and other legal requirements in relation to the financial reports;
- (c) decisions requiring a major element of judgment;
- (d) the extent to which the financial reports are affected by any unusual transactions, and how they are disclosed;
- (e) significant audit adjustments and any audit recommendations that have not been adjusted;
- (f) the going concern assumption;
- (g) the clarity and adequacy of the financial reports;
- (h) the appropriateness of the accounting judgements or choices exercised by management in preparing the Group's financial statements;
- (i) whether the financial report reflects the understanding of the Committee of, and otherwise provide a true and fair view of, the financial position and performance of the Group; and

- (j) the management representation letter to the external auditors.

The Committee must also review and make recommendations to the Board in relation to the adequacy of the Group's internal financial reporting processes.

7.2 Internal Auditors

The Committee must:

- (a) approve any appointment or removal of the head of the internal auditors following a recommendation from management;
- (b) monitor the adequacy of resourcing of the internal auditors, the appropriateness of their standing within the Group, their objectivity and independence from executive decision making and the performance of the internal audit function;
- (c) satisfy itself that no management or other restrictions are placed on the internal auditors;
- (d) ensure that the head of the internal auditor function (and, if applicable, any co-source lead partner) has direct access to the Committee Chair and the Chair of the Board in relation to the reporting of any information or issues which may arise during the performance of his or her duties (whilst having a direct reporting line for managerial and administrative purposes to management);
- (e) require and approve the audit plans of the internal auditors, including the scope, adequacy and materiality level of their audits;
- (f) monitor compliance with the audit plans of the internal auditors and the effectiveness of the execution of those plans;
- (g) require and review reports from the internal auditors on their audit findings, management responses and action plans in relation to those findings, and reports from the internal auditors on the implementation of those action plans; and
- (h) facilitate an open avenue of communication between the internal auditors, the external auditors and the Board.

7.3 External Auditors

The Committee must:

- (a) oversee the process for selecting and removing the external auditors, and make appropriate recommendations to the Board regarding the appointment, re-appointment and removal of the external auditors;
- (b) assess the independence, objectivity and performance of the external auditors, and in particular assess whether the Committee is satisfied that the independence of the external auditors has been maintained, having particular regard to any non-audit related services;
- (c) ensure that the external auditors' engagement partners are rotated at appropriate intervals;
- (d) review and recommend to the Board for approval the fees payable to the external auditors;
- (e) review and monitor policy on the engagement of the external auditors to supply non-audit services, taking into account relevant ethical guidance regarding independence

and other factors in the provision of such services; pre-approve the performance by the external auditors of any non-audit related work in accordance with the Board's policy; pre-approve any proposed fees to be paid to the external auditors for that work; and monitor compliance with the Board's policy on the performance by the external auditors of non-audit related work; and identify and make recommendations to the Board in respect of any matters which the Committee considers require action or improvement;

- (f) satisfy itself that no management or other restrictions are being placed on the external auditors;
- (g) require and review the audit plans of the external auditors, including the nature, scope, adequacy, materiality level and procedures of their audits;
- (h) require and review reports from the external auditors in relation to their half-year and full-year financial report audit findings, management responses and action plans in relation to those findings, and reports from the external auditors on the implementation of those action plans; and
- (i) if the external auditors resign, investigate the reasons for their resignation and determine whether Brambles needs to take any action as a result of that resignation.

7.4 Risk Management

The Committee must:

- (a) oversee the implementation of the Group's risk management framework;
- (b) conduct a bi-annual review of the effectiveness of the risk management framework and, if appropriate, make recommendations to the Board on its effectiveness and any changes which should be made to it;
- (c) except for any specific risks the Board reserves to itself from time to time:
 - (i) review the Group's material contemporary risks, emerging risks and sustainability risks and the trends in the Group's profile of those risks;
 - (ii) monitor management's performance in managing the Group's material contemporary, emerging and sustainability risks against the risk appetite set by the Board;
 - (iii) make recommendations to the Board on whether the Group's material risks are being managed within the risk appetite approved by the Board and any changes which should be made to the risk appetite; and
- (d) review any material incident involving fraud or a break-down of the entity's risk controls and the implementation of changes in processes or procedures arising from that incident.

7.5 Other duties and responsibilities

The Committee must:

- (a) review disclosures, including a statement in the Corporate Governance Statement detailing the Committee's activities, the membership of the Committee, the number of Committee meetings and attendance over the course of the year; and how, in relation to the provision of non-audit services by the external auditors, auditor objectivity and independence is safeguarded;

- (b) make available the Committee's Charter on the Company's website, which explains its role and the authority delegated to it by the Board; and
- (c) conduct an annual review of its Charter.

7.6 Special Projects

The Committee may undertake any special projects or investigations which the Committee considers necessary, or as may be requested by the Board.

8. Reporting

8.1 Reporting to the Board

The Chair of the Committee (or a person nominated by the Chair of the Committee for that purpose) must:

- (a) report to the Board on the Committee's proceedings following each meeting on all matters relevant to the Committee's duties and responsibilities; and
- (b) attend the Board meeting at which Brambles' half-year and full-year financial statements are approved.

8.2 Annual General Meeting

The Chair of the Committee must attend the Annual General Meeting and be available to respond to any shareholder questions on the Committee's activities and areas of responsibility.

9. Performance Review

The Committee must conduct an annual review of its performance and effectiveness, inviting comments from all members of the Board. It must recommend to the Board any suggested changes in the duties and responsibilities of the Committee and the terms of this Charter.