

6 September 2021

Your Voting Access Code: [*]

Dear Shareholder

Brambles to Hold Virtual 2021 AGM

The ongoing COVID-19 pandemic has made the last few months a particularly challenging time for all of us. When we considered how to hold the Brambles AGM this year, our highest priority was the health and safety of our employees, shareholders and other persons who may wish to attend the AGM. Having regard to that priority and the ongoing uncertainty about the restrictions which may apply for in-person meetings, the Board has decided to conduct this year's AGM as a virtual online meeting. This letter provides information to shareholders on how to participate in the AGM.

AGM Time and Date

The AGM will be held on Tuesday, 19 October 2021 at 4.00 pm (Australian Eastern Daylight time).

Notice of Meeting

The Notice of Meeting was released online and emailed to shareholders on 6 September 2021.

You can view and download the Notice of Meeting at: brambles.com/annual-general-meetings.

This year we will not be sending you a hard copy of the Notice of Meeting and Shareholder Voting Form by post ahead of the AGM. Notwithstanding this, if you would like to receive a hard copy of those documents, please contact our share registry, Boardroom, on 1300 883 073 (within Australia) or +61 2 9290 9600 (outside Australia).

AGM Website

Brambles' website, brambles.com/annual-general-meetings, will provide you with the information you need to attend the meeting, including an AGM Online User Guide on how to vote and how to ask questions online ahead of the AGM and live at the AGM using either a text or audio facility.

Participation at the AGM

You will be able to attend the virtual AGM wherever you are located, by logging onto the online platform provided by our share registry, Boardroom. That platform will enable you to participate in the AGM, including listening to the presentations from myself and Graham Chipchase, our CEO, submitting questions both in writing or orally, and voting on the AGM resolutions.

You can participate in the virtual AGM from either your computer, laptop, smartphone tablet or other smart device, by entering:

1. the URL into your browser: <https://web.lumiagm.com/337257958>;
2. the meeting ID which is: 337-257-958;
3. your username, which is your Voting Access Code set out at the top of this letter; and
4. your password, which is the postcode registered to your holding if you are an Australian shareholder or, if you are an overseas shareholder, your three-character country code, a full list of which is set out in the AGM Online User Guide (see below).

Further information and guidance on how to join the AGM is in the Notice of Meeting and the AGM Online User Guide which is available with that Notice and is also on Brambles' website at brambles.com/annual-general-meetings. We encourage all shareholders to read this material to ensure they are familiar with how to participate and to contact Boardroom if they have any questions.

Submitting Questions in advance of the AGM

You may submit a question in advance of the AGM by using the online facility provided by Boardroom at www.votingonline.com.au/bxbagm2021 and following the prompts and instructions.

Asking Questions at the AGM

The online platform allows you to ask a question at the AGM. You will be able to do this either by submitting a text question or using the audio question function. You can also ask questions during the AGM by telephone. Details on how to ask questions during the AGM are set out on page 16 of the Notice of Meeting and in the AGM Online User Guide. If you plan to ask a question by telephone you will still need to log onto the online platform if you wish to vote during the AGM or you can lodge your vote before the meeting (see below for details).

Voting at the AGM

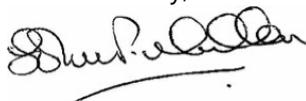
You can vote at the AGM by using the online voting function on the Boardroom platform. Details on how to do this are set out on page 15 of the Notice of Meeting and in the AGM Online User Guide.

You can also submit a direct vote prior to the AGM or appoint a proxy to attend the virtual AGM and vote on your behalf electronically by visiting <https://www.votingonline.com.au/bxbagm2021> and following the prompts and instructions. You will need your Voting Access Code to hand, which is set out at the top of this letter. If you wish to appoint a proxy or submit a direct vote using a hard copy of a Shareholder Voting Form, please contact Boardroom on 1300 883 073 (within Australia) or +61 2 9290 9600 (outside Australia) to obtain a form. Further information on submitting a direct vote or appointing a proxy is set out on pages 12 and 13 of the Notice of Meeting.

I encourage you to cast your direct vote or register your proxy appointment online, which you can do from 6 September 2021 to the deadline of 4.00pm on 17 October 2021.

On behalf of the Board, thank you for your continuing support of Brambles and I look forward to welcoming you to our virtual AGM on 19 October 2021.

Yours sincerely,



John P Mullen
Chair