

# Progress on Shaping Our Future

	Digital Transformation	Customer value	Asset Efficiency & Network Productivity	Business Excellence	Sustainability & ESG
	Enabler of Underlying Profit growth <sup>5</sup>	~55% of Underlying Profit growth <sup>5</sup>	~45% of Underlying Profit growth <sup>5</sup>		Enabler of long-term value
<b>Metrics and Measures</b>	<p><b>Better for Brambles</b></p> <ul style="list-style-type: none"> <li>✓ Deploy asset productivity analytics solutions across 20 markets by end FY22 and 30 markets by end FY23</li> <li>✓ Deploy analytics solutions to identify stray assets and predictive analytics to recover assets across 5 markets by end FY23</li> </ul> <p><b>Better for customers</b></p> <ul style="list-style-type: none"> <li>✓ Launch 2 commercial optimisation and 2 proactive Customer Experience digital solutions by end FY23</li> </ul> <p><b>Data capability and culture</b></p> <ul style="list-style-type: none"> <li>✓ First 4 priority domains<sup>6</sup> managed through data hub by end FY22</li> <li>✓ Train 300 leaders in digital and analytics skills by end FY22; 5,000 roles across company by end FY23</li> </ul> <p><b>Smart assets</b></p> <ul style="list-style-type: none"> <li>🔄 Deploy full smart asset solution in 2 markets by end FY24</li> </ul>	<p><b>Customer engagement</b></p> <ul style="list-style-type: none"> <li>* Increase customer NPS by 8-10pts by end FY25<sup>7</sup></li> <li>🔄 Increase % of customer orders placed through electronic channels by 1-2pts p.a.</li> </ul> <p><b>Revenue growth</b></p> <ul style="list-style-type: none"> <li>* 1-2% net volume growth p.a. with existing customers<sup>7</sup></li> <li>🔄 1-2% net new wins p.a.</li> <li>🔄 2-3% price/mix p.a. in line with value-based pricing</li> </ul> <p><b>Product quality</b></p> <ul style="list-style-type: none"> <li>🔄 Reduce customer reported defects per million pallets by 15% by end FY25 compared with FY20 baseline<sup>7</sup></li> </ul> <p><b>Customer collaborations</b></p> <ul style="list-style-type: none"> <li>🔄 Double number of customer collaborations on sustainability from 250 to 500 by end FY25</li> </ul>	<p><b>Asset efficiency</b></p> <ul style="list-style-type: none"> <li>* Reduce uncompensated pallet losses by ~30% by end FY25<sup>7</sup></li> <li>🔄 Reduce pallets scrapped by ~15% by end FY25</li> <li>* Improve pallet pool utilisation: reduce pooling capex / sales ratio by at least 3pts through FY25<sup>7</sup></li> </ul> <p><b>Context for metrics below target</b>                      'Uncompensated pallet losses' and 'pallet pool utilisation' metrics below target due to pallet availability challenges in 1H23, lumber inflation impact on pooling capex and ongoing inefficiencies across global supply chains which have resulted in longer cycle times and increased loss rates. In response, Brambles' asset productivity initiatives resulted in ~10 million pallets being recovered and salvaged during the Year. In addition to these initiatives the business continued to price to recover the increased cost-to-serve and also increased the level of asset compensations for lost assets. Collectively, these pricing and asset productivity initiatives resulted in a 6pt improvement in the pooling capex to sales ratio to 23%. The business expects to deliver its FY25 capex to sales target of ~17% and FY25 uncompensated pallet loss target.</p> <p><b>Network productivity</b></p> <ul style="list-style-type: none"> <li>* Reduce the pallet damage ratio by 75bps year-on-year through FY25 from pallet durability initiatives<sup>7</sup></li> <li>* Rollout fully automated end-to-end repair process to 70 plants by end of FY24 to drive throughput efficiency<sup>7</sup></li> </ul>	<p><b>Organisation</b></p> <ul style="list-style-type: none"> <li>🔄 25% reduction in BIFR by end FY25 and developed wellbeing-at-work programme</li> <li>🔄 At least 40% of management roles held by women by end FY25</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>✓ Migration of priority applications to the Cloud by end FY22</li> <li>✓ CRM transition to Salesforce completed in FY22 as part of ongoing CRM improvements</li> </ul> <p><b>Context for network productivity metrics below target</b>                      Durability programme has delivered a cumulative 118bps reduction in damage rates against the FY21 baseline versus the FY23 target of 150bps. The reason for the shortfall relates to increased wear of pallets due to longer cycle times. Ongoing durability initiatives such as new pallet design and other platform innovations as well as improving cycle times are expected to support further damage rate reductions and meet the FY25 objective. Automated repair installations across the network by the end of FY25 revised from 70 to 50 sites following a site-by-site return assessment and reflects capital allocation discipline. Expected returns from 20 sites not being pursued will be achieved through other efficiency and supply chain initiatives.</p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>✓ Carbon neutral Brambles operations and 100% renewable electricity continued indefinitely (Scope 1 &amp; 2)</li> <li>✓ 100% sustainable sourcing of timber continued indefinitely</li> <li>🔄 30% recycled or upcycled plastic in new closed loop platforms by end FY25</li> </ul> <p><b>Social</b></p> <ul style="list-style-type: none"> <li>✓ Advocate, educate and impact 1,000,000 people to become circular economy change makers by end FY25</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>✓ Create leading industry circularity indices with strategic partners by end FY25</li> <li>✓ Operationalise annual supplier certification across all markets by end FY22</li> </ul>
	<p><b>Key</b></p> <ul style="list-style-type: none"> <li>✓ Completed and no further work required</li> <li>🔄 Completed and on-going</li> <li>🔄 Progressing and on-track</li> <li>* Tracking below target</li> </ul>				

<sup>5</sup> Contribution to FY25 Underlying Profit growth uplift from FY21.  
<sup>6</sup> Asset movement, customer, pricing, and supply chain.  
<sup>7</sup> Impacted by market conditions.