

The Value Brambles Creates

Brambles' ambition is to pioneer regenerative supply chains with reuse, resilience and regeneration at its core. This ambition underpins Brambles' social licence to operate. Through the power of its circular business model, network advantage and expertise, Brambles transforms key sources of capital into significant value for its stakeholders.

For customers, Brambles' pooling solutions play an integral role in ensuring the efficient flow of goods through their supply chains and delivering operational, financial and environmental efficiencies not available through single-use alternatives.

Brambles also leverages its unique position to generate positive outcomes throughout its value chain. This includes enabling customer collaboration, optimising transport networks and addressing food security while promoting the circular economy and sustainable forest certification.

For shareholders and debt investors, Brambles provides an investment pathway and exposure to the low-carbon, circular economy that delivers sustainable growth at returns well in excess of the cost of capital. Its model generates sufficient cash flow through the cycle to fund dividends and support reinvestment in growth, innovation, and the development of its people.

For its ~12,000 employees in approximately 60 countries, Brambles provides a safe and inclusive work environment with exciting career opportunities. By fostering a culture of innovation and agility, Brambles seeks to attract, retain and develop the talent to shape a sustainable future and deliver value for customers, shareholders and communities around the world.

This is underpinned by strong financial performance, which provides direct value for Brambles' employees through employment and associated non-financial benefits, for their families and communities.

Brambles' regenerative vision seeks to create positive outcomes for communities, economies and the environment on local, regional and national scales, directly and indirectly.

For regional economies and communities, Brambles provides income for local suppliers, generating ongoing demand and supporting local employment, and offers financial donations to community groups such as food banks.

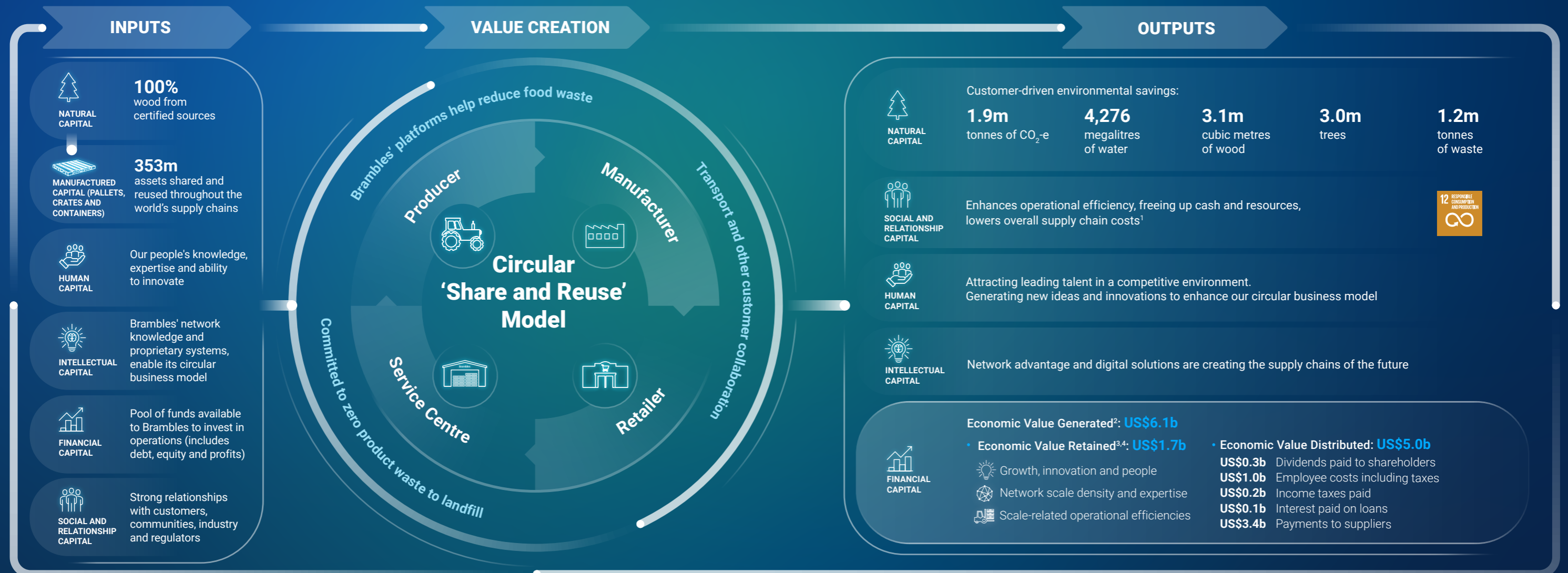
On a national scale, Brambles' contributions through taxes to governments help redistribute prosperity and promote equality. More information on how Brambles manages its tax obligations and the tax contributions it makes to the countries in which it operates can be found in Brambles 2023 Tax Transparency Report, which will be published in the second half of calendar year 2023.

For the environment, Brambles' commitment to regenerate more than it needs and provide its products via a service helps reduce the pressure on natural capital, including forest ecosystems and the climate, while reducing the resource waste associated with conventional single-use, linear business models.

For other industries, Brambles demonstrates the financial viability of a truly circular business model on a global scale. In an increasingly resource, climate and nature-conscious world,

low-carbon, circular business models represent a practical pathway to balance the needs of people and the planet. Brambles' advocacy on the benefits of a circular economy provides a template for other industries and governments to examine and adopt circular strategies and regulations to accelerate the achievement of the 2030 UN Sustainable Development Goals (SDGs).

In these ways, Brambles creates value for a wide range of stakeholders while delivering life's essentials every day, in a nature and people-positive way.



1 The United Nations Sustainable Development Goals (SDGs) are a set of 17 interconnected goals that form a global benchmark for achieving a sustainable future for all. While many of the SDGs intersect with Brambles' operations, the SDG it assesses as most material to its operations is SDG 12 – Responsible Consumption and Production.

2 Group sales revenue.

3 Group cash capital expenditure.

4 Under normalised conditions, the 'economic value retained' is approximately equal to the 'economic value generated' less the 'economic value distributed'. In FY23 these amounts do not reconcile due to lumber inflation on group cash capital expenditure, surcharge income and pallet compensations.