

The value Brambles creates

Brambles' ambition is to pioneer the world's regenerative supply networks with reuse, resilience and regeneration at its core. This ambition underpins Brambles' social licence to operate. By leveraging the inherent advantages of its circular business model, network scale and pooling expertise, Brambles is able to convert key inputs, as outlined by the Integrated Reporting <IR> Framework, into significant value and outcomes for its stakeholders.

For customers, Brambles' pooling solutions play an integral role in ensuring the efficient flow of goods through their supply networks and delivering operational, financial and environmental benefits not available through single-use alternatives. Through its suite of platforms, Brambles provides transport, retail, warehouse and distribution centre and system-wide solutions, supporting customers in navigating complexity and enabling the safe, reliable and sustainable operation of their supply chains.

Beyond its own operations, Brambles also leverages its unique position to generate positive outcomes throughout its value chain. This includes collaborating with customers and suppliers to optimise transport networks and address food security while promoting the circular

economy and sustainable forestry practices. For further information on Brambles' customer value proposition, see brambles.com/about.

For shareholders and providers of finance, 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. See pages 10 and 11 for Brambles' investor value proposition and capital allocation framework.

For its ~12,000 employees in ~60 countries, Brambles provides a safe and inclusive work environment with exciting career opportunities. By fostering a culture of innovation and agility to enhance its circular business model, Brambles seeks to attract, retain and develop top talent to shape a sustainable

future that connects and illuminates the world's supply networks and delivers value for customers, shareholders and communities around the world. As a stable business with defensive characteristics, this provides direct value for Brambles' employees through employment and other associated financial and non-financial benefits.

Brambles' regenerative vision seeks to create positive outcomes for the environment, economies and communities that span local, regional and national scales, either directly or as a consequence of its operations, programmes or partnerships.

For the environment, Brambles' ambition to regenerate more than it needs, together with its low-carbon circular business model,⁷ helps reduce the dependency

and impact on natural capital. By avoiding resource waste that would otherwise be generated by conventional single-use, linear business models, Brambles reduces the impact on forests and the climate system, creating value for society. As nature issues become more prominent and Brambles develops its understanding and response to the TNFD, opportunities will be created to generate further value through its nature-related programmes.

For regional economies and communities, Brambles provides income for local suppliers, generating ongoing demand and supporting employment and economic activity in those communities, as well as offering financial, in-kind and volunteering support to community groups such as food banks.

On a national scale, Brambles' tax payments to governments provide economic contributions to the countries in which it operates. 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' 2025 Tax Transparency Report, which will be published in the first half of FY26.

For other industries, Brambles demonstrates the financial viability of a 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 an example 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.

