Shaping Our Future scorecard

(FY22–FY25)

Digital transformation

Enabler of Underlying Profit growth[12]

Metrics and measures

Better for Brambles

- ✓ Deploy asset productivity analytics solutions across 20 markets by end FY22 and 30 markets by end FY23
- ✓ Deploy analytics solutions to identify stray assets and predictive analytics to recover assets across 5 markets by end FY23

Better for customers

- ✓ Launch 2 commercial optimisation and 2 proactive Customer Experience digital solutions by end FY23

Data capability and culture

- ✓ First 4 priority domains[13] managed through data hub by end FY22
- ✓ Train 300 leaders in digital and analytics skills by end FY22; 5,000 roles across company by end FY23

Smart assets

- ✓ Deploy full smart asset solution in 2 markets by end FY24

Customer value

~55% of Underlying Profit growth[12]

Metrics and measures

Customer engagement

- ✓ Increase customer NPS by 8–10pts by end FY25
- ✓ Increase % of customer orders placed through electronic channels by 1–2pts p.a.

Revenue growth

- ✱ 1–2% net volume growth p.a. with existing customers[14]
- ✓ 1–2% net new wins p.a.
- ✓ 2–3% price/mix p.a. in line with value-based pricing

Product quality

- ✱ Reduce customer reported defects per million pallets by 15% by end FY25 compared with FY20 baseline[14]

Customer collaborations

- ✓ Double number of customer collaborations on sustainability from 250 to 500 by end FY25

Context for metrics below target

Defects per million pallets improved by 10% versus the FY20 baseline and was marginally below the FY25 target by 5%. Brambles will continue to invest in the quality of its pool through improved repair techniques (including automation) and durability initiatives through platform innovations.

For additional context on the revenue growth metric tracking below target in FY25, refer to the Financial Review on pages 38 to 44.

Business excellence

Metrics and measures

Organisation

- ✓ 25% reduction in BIFR by end FY25 and developed wellbeing-at-work programme
- ✱ At least 40% of management roles held by women by end FY25[14]

Technology

- ✓ Migration of priority applications to the Cloud by end FY22
- ✓ CRM transition to Salesforce completed in FY22 as part of ongoing CRM improvements

Context for metrics below target

Brambles increased the percentage of women in management roles to 38.8% in FY25, up 7pts against the FY21 baseline. However, this was narrowly below the scorecard target of 'at least 40% of management roles held by women by end FY25'. This is largely due to a decrease in staff turnover. The business has strategies in place to hire, retain and engage female employees across the organisation.

Asset efficiency and network productivity

~45% of Underlying Profit growth[12]

Metrics and measures

Asset efficiency

- ✓ Reduce uncompensated pallet losses by ~30% by end FY25
- ✓ Reduce pallets scrapped by ~15% by end FY25
- ✓ Improve pallet pool utilisation: reduce pooling capex / sales ratio by at least 3pts through FY25

Network productivity

- ✱ Reduce the pallet damage ratio by 75bps year-on-year through FY25 from pallet durability initiatives[14]
- ✱ Rollout fully automated end-to-end repair process to 70 plants by end of FY24 to drive throughput efficiency[14]

Context for network productivity metrics below target

The increased wear due to the extended duration of pallets in the supply chain combined with reduced new pallet purchases driven by asset efficiency improvements, led to a ~1.5pt damage rate increase against the FY21 baseline versus a target reduction of 3pts. Ongoing initiatives as described under defects per million pallets on page 14 are expected to support damage rate reductions in the future.

30 automated end-to-end repair processes were installed across the network by the end of FY25. The initial target of 70 installations was revised downwards in line with the Group's disciplined approach to capital allocation and focus on delivering appropriate benefits. Brambles implemented other efficiency and supply chain initiatives to compensate for the returns where an automated repair process was not pursued.

Sustainability & ESG

Enabler of long-term value

Metrics and measures

Environment

- ✓ Carbon neutral Brambles operations and 100% renewable electricity continued indefinitely (Scope 1 & 2)
- ✓ 100% sustainable sourcing of timber continued indefinitely
- ✓ 30% recycled or upcycled plastic in new closed loop platforms by end FY25

Social

- ✓ Advocate, educate and impact 1,000,000 people to become circular economy change makers by end FY25

Governance

- ✓ Create leading industry circularity indices with strategic partners by end FY25
- ✓ Operationalise annual supplier certification across all markets by end FY22

Key ✓ Completed ✱ Finished below target

Note: Baseline for metrics and measures is FY21 unless otherwise stated.
12 Contribution to FY25 Underlying Profit growth uplift from FY21.
13 Asset movement, customer, pricing, and supply chain.
14 Impacted by market conditions.