

Brambles

Annual General Meeting

6 November 2014



Stephen Johns Chairman

A poll is being held on all resolutions at this meeting. If leaving early, place completed voting cards in the ballot boxes by the exit doors.

Chairman succession and Board renewal

- Retirement of Graham Kraehe
 - 14 years' association with Brambles Board
 - Chairman from February 2008 to September 2014
 - Established clear and focused strategy
- Appointments of Brian Long, Christine Cross as Directors
- Retirements with thanks of Luke Mayhew, Brian Schwartz
- Four Directors standing for election or re-election today

Focus on Brambles' Shared Values

- All things begin with the customer
- We have a passion for success
- 3 We are committed to safety, diversity, people and teamwork
- We believe in a culture of innovation
- We always act with integrity and respect for the community and the environment

"All things begin with the customer"

- Brambles is an integral part of the supply chains we serve
- Board and management focus on customer relationships
- Continued progress with Net Promoter Score surveys
 - More than 7,000 customer participants in 2014

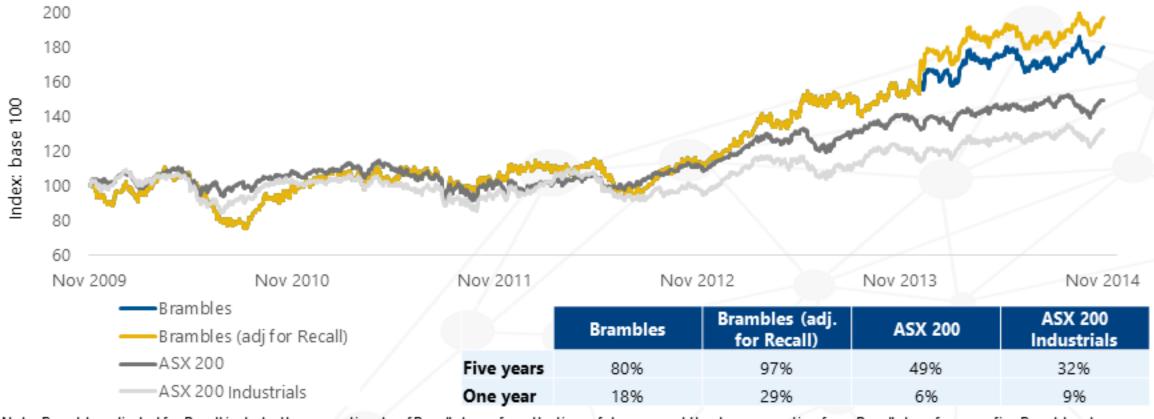
"We have a passion for success"

FY14 financial performance highlights

(Continuing operations)	FY14 result	Change vs. FY13	
		(Actual FX)	(Constant FX)
Sales revenue	US\$5,405M	6%	7%
Underlying Profit	US\$960M	5%	6%
Return on Capital Invested	16.3%	(0.1) pts	-
Total dividends	27.0 Australian cents per share		

"We have a passion for success"

Total shareholder returns

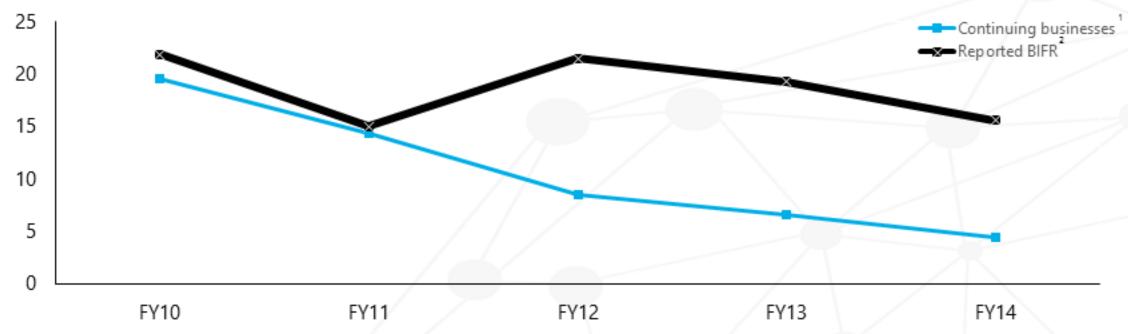


Note: Brambles adjusted for Recall includes the proportionate of Recall shares from the time of demerger, at the demerger ratio of one Recall share for every five Brambles shares



"We are committed to safety, diversity, people and teamwork"

Group safety performance



¹ Represents operations owned continuously throughout FY10 to FY14 and excludes businesses acquired during that period and the Recall operations.

Note: FY14 BIFR may be subject to minor adjustments as investigations on a number of incidents were not closed at the time of publication. The number will be published in the 2014 Sustainability Review.



² Reported BIFR included restatements in FY12 to incorporate acquired operations and, in FY13 and FY14, the removal of the demerged Recall business.

"We are committed to safety, diversity, people and teamwork"

- Diversity Policy
 - Objective to increase women in senior management positions to 30% by 2018
 - Target of 30% female Board members by 2015 achieved
- Investment in people
 - Focus on high potential leaders
 - Seventh year of partnership with CEDEP
 - Almost 400 executives have participated in CEDEP programs

"We believe in a culture of innovation"

- Brambles pioneered the concept of equipment pooling
 - More efficient and sustainable method of materials handling
- Seeking to do more
 - Expand upon the strength of our installed network and unique positon
 - Develop ideas that lead to business opportunities of the future
- Executive Leadership Team "immersion" in US technology hubs
- New funding approach to entrepreneurial ventures

"We always act with integrity and respect for the community and the environment"

- Addition of human rights to Zero Harm Charter
- Introduction of Supplier Policy
- Further development of Anti-Corruption & Bribery Policy
- Signatory to UN Global Compact
- Recognition as global leader in addressing deforestation
- Inclusion in Dow Jones Sustainability World Index
- Enactus, Ellen MacArthur Foundation, World Economic Forum involvement
- 2014 Sustainability Review to be published online in November



Tom GormanChief Executive Officer

Investment proposition

- Our customer value proposition enables a strong and sustainable competitive advantage...
- ... which drives **superior rates of economic return** (i.e. high *quality* of opportunity)
- ... and positions us uniquely to deliver **superior levels of growth** (i.e. high *quantity* of opportunity)

Five-year financial objectives

1) Get the basics right

- Invest in product and service quality
- Invest in asset management
- 2) Drive business growth
 - Invest in business development to support diversification

Annual percentage sales revenue growth in the high single digits

Consistent incremental improvement in Group ROCI to at least 20% by FY19

Note: sales revenue and ROCI commentary provided on an "organic" constant-currency basis exclusive of the impact of merger, acquisition or divestment activity; all commentary subject to Brambles' Disclaimer.



One Better to drive performance

One Better enablement

Protect and enhance core competitive position

Invest in new growth opportunities

Reinvigorated approach to strategy globally

Technology and customer relationships central to innovation to capture true value of network and asset management advantage

Acquisition of Ferguson Group

- Leading provider of container solutions to the offshore oil and gas sector
- Strong fit for Brambles, consistent with strategy to diversify in segments with strong equipment-pooling and growth characteristics
- Platform for further expansion of Brambles' offering in oil and gas
- Key strategic priorities to drive value creation
 - Organic growth
 - Strategic sourcing
 - Regional diversification
 - Asset utilisation

Outlook and first-quarter trading

- FY15 guidance¹, including Ferguson contribution:
 - Constant-currency sales revenue growth of 8% to 9%
 - Underlying Profit of US\$1,055M to US\$1,085M (30 June 2014 foreign exchange rates)
- First-quarter trading update
 - Constant-currency sales revenue growth of 7 per cent to US\$1.4B
 - Continued resilient underlying performance despite increased global economic uncertainty

¹ All guidance is subject to the disclaimer on Slide 66



Brambles

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Tony Froggatt
Chairman of the Remuneration
Committee

What I will cover

- Brambles' executive remuneration structure
- Outcomes for FY14, including share vesting
- MyShare

Brambles' executive remuneration policy

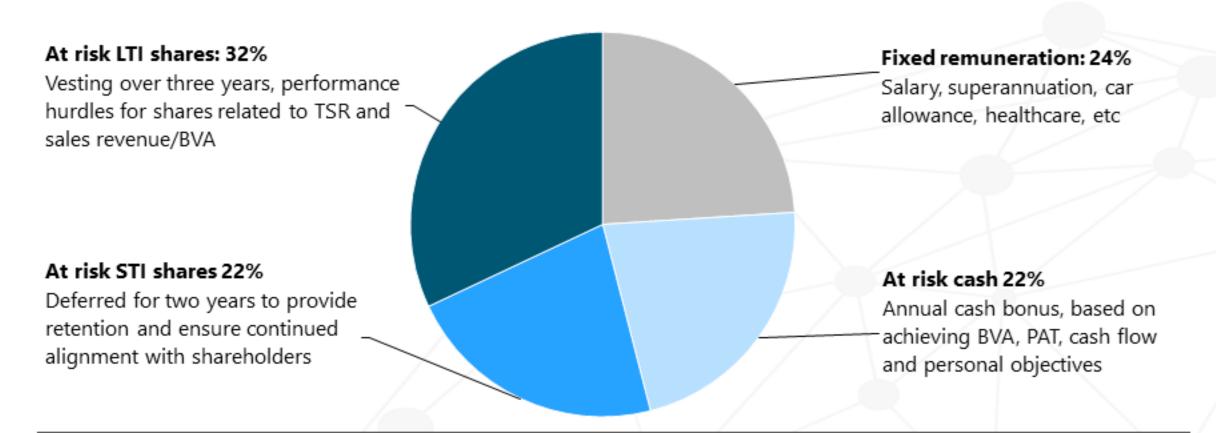
Objectives

- 1 Attract and retain high-calibre executives through market-competitive remuneration
- 2 Incentivise executives to achieve challenging performance levels
- Reward successful business strategy implementation
- 4 Align executive rewards with creation of shareholder value

Feedback received from major stakeholders is that Brambles remuneration policy meets the above objectives.

Senior executive remuneration structure

"At risk" remuneration 76% vs fixed remuneration 24%



Remuneration outcomes and decisions

- Modest salary increases for senior executives in FY14
- Short-term bonus and deferred share awards reflected company performance
- Long-term incentives vested at 51.6% in FY14
- Non-Executive Director fees increased by 3%, in line with the Australian market

MyShare update

- Brambles is strongly committed to employee share ownership
- Since the initial launch in 2008, more than 3,000 employees in 40 countries have elected to participate in MyShare
- MyShare employees now own more than 2.5M shares in Brambles, or 0.16% of Brambles' total share capital

Final comment: FY15 remuneration

- No proposed changes to remuneration policy for FY15
- Financial targets for FY15 are demanding
 - Will require strong performance to achieve similar or better levels of total remuneration compared with FY14



Brambles

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How to ask a question

- Go to a designated microphone
- Show your yellow voting card or red non-voting card
- Give the attendant your name
- Wait until you have been introduced to the meeting

Item 1

To consider and receive the Financial Report, Directors' Report and Auditors' Report for Brambles and the Group for the year ended 30 June 2014

Voting procedure

Discretionary proxy votes given to Chairman will be cast in favour of each item of business



Brambles Limited ABN 89 118 896 021

ANNUAL GENERAL MEETING

Thursday, 6 November 2014

SHAREHOLDER / PROXYHOLDER ADMISSION / VOTING CARD

(This card provides admission to the Meeting Please retain this at all times.)



00151

This card is to be used for voting on a show of hands and on the poll which will be taken on all resolutions considered at the meeting.

Please turn off your mobile phone during the course of the meeting. The use of unauthorised cameras and recording devices is prohibited.

Thank you for your attendance.



Item 2

As an ordinary resolution

To adopt the Remuneration Report for Brambles and the Group for the year ended 30 June 2014

Proxies and direct votes received

Item 2

To adopt the Remuneration Report

	For	Discretionary	Against	Abstain
Proxy votes	1,112,040,486	6,559,819	14,815,171	12,731,647
Direct votes	26,643,026	_	1,981,420	195,247
Total	1,138,683,512	6,559,819	16,796,591	12,926,894

Mark your voting card

Item 2

To adopt the Remuneration Report

For	Against	Abstain
		/

Please mark a box below to in	dicate your e	cting interes	lon.
	Por	Against	Abela
Resolution 2 Remuneration Report			
Resolution 3 To encrittle Christine Cross to the Board of Brankles			
Resolution 4 To execute them james Long to the Sound of Brandines			
Resolution 5 To re-elect Ms Tahra Hassan to the Board of drambles			
Resolution 6 To related Mr Stephen Paul Johns to the Board of Brandries			
Resolution 7 tosse of Shares under the Branties Limited 2006 Performance Share Plan			
Resolution 8 team of Shares under the Brambles Limited MyShare Plan			
Resolution 9 Participation of Executive Director No Thomas Joseph Comman in the Shambles Limited 2006 Performance Share Plan			
Resolution 10 Participation of Executive Director 10 Thomas Joseph Corman in the Brambles Limited Mythams Plan			





Election of Christine Cross

Item 3

As an ordinary resolution

That Ms Christine Cross be elected to the Board of Brambles

Proxies and direct votes received

Item 3

To elect Ms Christine Cross to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,135,599,674	6,550,912	877,993	3,169,483
Direct votes	27,749,106	_	707,116	356,019
Total	1,163,348,780	6,550,912	1,585,109	3,525,502

Item 3

To elect Ms Christine Cross to the Board of Brambles







Election of Brian Long

As an ordinary resolution

That Mr Brian James Long be elected to the Board of Brambles

Item 4

To elect Mr Brian James Long to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,135,660,971	6,524,068	838,185	3,174,838
Direct votes	27,729,089	-	730,590	358,336
Total	1,163,390,060	6,524,068	1,568,775	3,533,174

Item 4

To elect Mr Brian James Long to the Board of Brambles







Re-election of Tahira Hassan

As an ordinary resolution

That Ms Tahira Hassan be re-elected to the Board of Brambles

Item 5

To re-elect Ms Tahira Hassan to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,135,860,690	6,516,187	671,423	3,149,762
Direct votes	27,817,053	-	678,055	328,888
Total	1,163,677,743	6,516,187	1,349,478	3,478,650

Item 5

To re-elect Ms Tahira Hassan to the Board of Brambles





Re-election of Stephen Johns

As an ordinary resolution

That Mr Stephen Paul Johns be re-elected to the Board of Brambles

Item 6

To re-elect Mr Stephen Paul Johns to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,127,822,663	6,530,869	7,006,344	4,838,186
Direct votes	27,798,864	-	691,405	332,665
Total	1,155,621,527	6,530,869	7,697,749	5,170,851

Item 6

To re-elect Mr Stephen Paul Johns to the Board of Brambles





As an ordinary resolution

That the Brambles Limited 2006 Performance Share Plan and the issue of shares under the Performance Share Plan, be approved for all purposes, including for the purpose of Australian Securities Exchange Listing Rule 7.2, exception 9.

Item 7

Issue of shares under the Brambles Limited 2006 Performance Share Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,114,950,214	6,455,205	14,374,710	10,366,994
Direct votes	26,455,935	-	2,169,160	197,620
Total	1,141,406,149	6,455,205	16,543,870	10,564,614

Item 7

Issue of shares under the Brambles Limited 2006 Performance Share Plan





As an ordinary resolution

That the Brambles Limited MyShare Plan and the issue of shares under the MyShare Plan, be approved for all purposes, including for the purpose of Australian Securities Exchange Listing Rule 7.2, exception 9.

Item 8

Issue of shares under the Brambles Limited MyShare Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,124,091,938	6,519,458	12,212,457	3,323,270
Direct votes	26,586,380	-	2,056,999	180,690
Total	1,150,678,318	6,519,458	14,269,456	3,503,960

Item 8

Issue of shares under the Brambles Limited MyShare Plan





As an ordinary resolution

That the participation by Mr Thomas Joseph Gorman until 6 November 2017 in the Brambles Limited 2006 Performance Share Plan in the manner set out in the Explanatory Notes accompanying this Notice of Meeting, be approved for the purpose of Australian Securities Exchange Listing Rule 10.14.

Item 9

Participation of Executive Director in the Performance Share Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,121,274,501	6,467,105	8,042,351	10,363,166
Direct votes	26,284,839	-	2,328,486	210,744
Total	1,147,559,340	6,467,105	10,370,837	10,573,910

Item 9

Participation of Executive Director in the Performance Share Plan





As an ordinary resolution

That the participation by Mr Thomas Joseph Gorman until 6 November 2017 in the Brambles Limited MyShare Plan in the manner set out in the Explanatory Notes accompanying this Notice of Meeting, be approved for the purpose of Australian Securities Exchange Listing Rule 10.14.

Item 10

Participation of Executive Director in the MyShare Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,121,127,298	6,526,604	14,538,936	3,954,285
Direct votes	26,304,275	-	2,310,790	209,004
Total	1,147,431,573	6,526,604	16,849,726	4,163,289

Item 10

Participation of Executive Director in the MyShare Plan







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Please deposit voting cards at exit

The poll has now closed



Brambles

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