

Brambles

Agenda

Business Update & FY11 Highlights Tom Gorman, CEO

Result Analysis & Outlook Greg Hayes, CFO

Strategy & Growth Tom Gorman, CEO



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Key discussion points

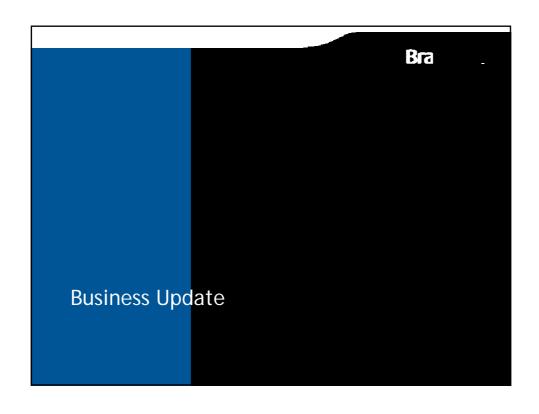
Business update

- Focus on expanding in global pooling solutions
- Decision to divest Recall and organise pooling by three product categories
- US\$550m forecast growth capex in RPCs, containers and emerging markets pallets over FY12 and FY13 combined¹
- US\$100m synergies from IFCO integration and global pallets efficiencies by FY15

FY11 highlights

- Profit delivered in line with guidance
- Strong rate of new business growth
- Sales revenue growth in all business units
- IFCO performing well; integration on track

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.



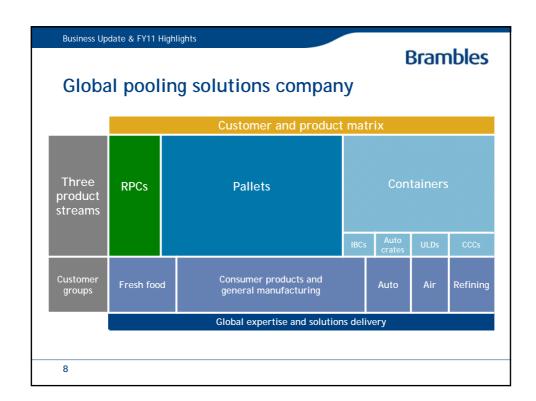


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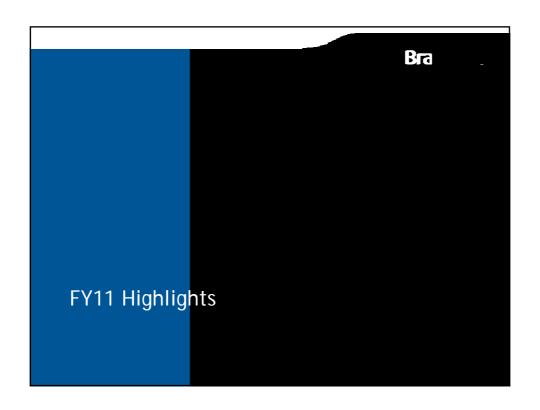
Focus on pooling: Recall divestment

- Appropriate time to divest
 - Robust growth profile in physical and digital storage
 - Sales growth; improving margins and returns
 - Delivery of three-year turnaround program
 - Strong outlook for growth and further efficiencies
- Private sale most compelling option
 - Strong buyer interest
 - Demerger or IPO alternatives were considered
- Sale process to proceed when market conditions are appropriate





			Brar	mble
US\$100m cost efficiencies				
	Cumula	ative an	nualised	d saving
(US\$m) June 2011 FX	FY12	FY13	FY14	FY15+
European RPC network optimisation and rationalisation	5	5	5	5
CHEP USA and IFCO PMS network optimisation and logistics efficiencies	5	15	35	35
IFCO integration	10	20	40	40
Operations and logistics efficiencies in global pallets business	10	20	40	60
Total efficiencies	20	40	80	100



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(ey financial ou	itcomes		
Sales revenue	1	13%	US\$4,672m
Underlying profit	1	17%	US\$857m
Operating profit	1	12%	US\$809m
Earnings per share (US cents)	1	3%	32.9 US cents
Dividends per share (Australian cents)	1	4%	26.0 Australian cents

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Strong sales momentum

(US\$m)	Net new business ¹	Net annualised new business ²
CHEP Americas	37	75
CHEP EMEA	21	32
CHEP Asia-Pacific	11	18
Recall	41	38
Sub total	110	163
IFCO ³	63	76
Brambles ³	173	239

¹ Brambles defines net new business wins as the change in sales revenue in the reporting period resulting from business won or lost in that period and the previous financial year. The revenue impact of net new business wins is included across reporting periods for a total of 12 months from the date of the win or loss and calculated on a constant currency basis.

2 Brambles defines net annualised new business as the implied sales revenue in 12 months from net new business won during the reporting period.

3 IFCO new business figures are pro forma for the 12 months ended 30 June 2011.

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CHEP Americas: solid turnaround

- Sales revenue up 5% to US\$1,617m
- Growth in USA, Canada, Latin America
- New contracts with small-to-medium enterprises up 34% to 1,387
- Better Everyday delivering for customers
- Underlying profit up 17% to US\$278m
- Key customer wins/extensions include: Coca-Cola Refreshments, ConAgra, Nestlé, Procter & Gamble (all USA); Ultima Foods (Canada); Unilever (USA, Brazil)



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Business Update & FY11 Highlights

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CHEP EMEA: resilient results

- Sales revenue up 4% to US\$1,546m
- Growth in most countries offsets weakness in Spain, France
- Resilience of UK business: sales revenue up
- Increased penetration in Germany, Italy, Nordics, Benelux
- Strong growth in Central & Eastern Europe, Middle East & Africa
- Underlying profit up 2% to US\$337m
- Key customer wins: Procter & Gamble, Danone Waters (both Turkey); DIA (Spain); Arla Foods (UK)

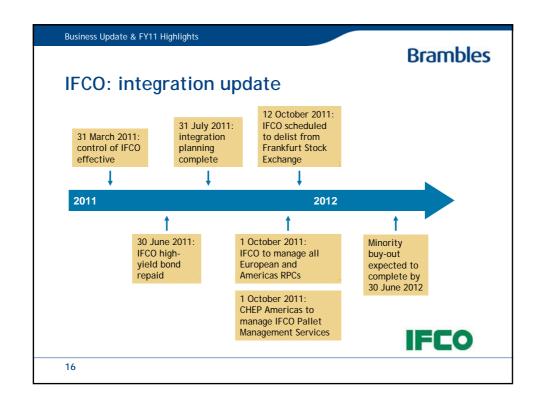


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CHEP Asia-Pacific: continued growth

- Sales revenue up 19% to US\$464m
- Continued pallets and auto penetration in emerging Asia
 - Sales revenue up 71% in China; 200% in India; 25% in South-East Asia
- Modest pallet sales volume growth in Australia, New Zealand
- RPC volumes up in Australia, New Zealand
- Underlying profit up 25% to US\$98m
- Key customer wins include Moraitis, Sanitarium (both Australia), JS Ewers (New Zealand), Tesco, CRV (both China), Walmart, Tesco, Carlsberg (all India)





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IFCO: strong contribution

- Three-month sales revenue: US\$230m1
- Pro forma² FY11 sales revenue up 10% to US\$838m
 - RPCs up 17% to US\$503m
 - Pallet Management Services flat at US\$335m
- Pro forma² FY11 Underlying profit up 22% to US\$123m
- Increased RPC penetration in all regions
- Key RPC customer wins: Carrefour (France), Spar (Austria), Mercator (Slovenia), Food Lion, Safeway, Whole Foods (all USA)
- Forecast³ 15% combined IFCO/CHEP global RPC sales revenue growth per annum over FY12 and FY13

1 Includes Pallet Management Services business, to be managed by CHEP Americas from 1 October 2011 2 Pro forma data as per IFCO financial statements; excludes amortisation of identifiable intangible assets. 3 Forecast provided at 30 June 2011 FX rates; includes all Brambles global RPC operations



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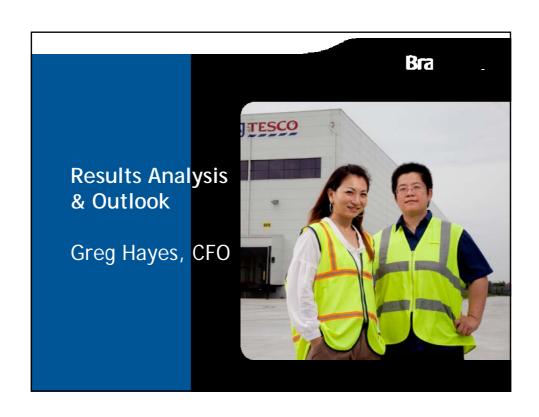
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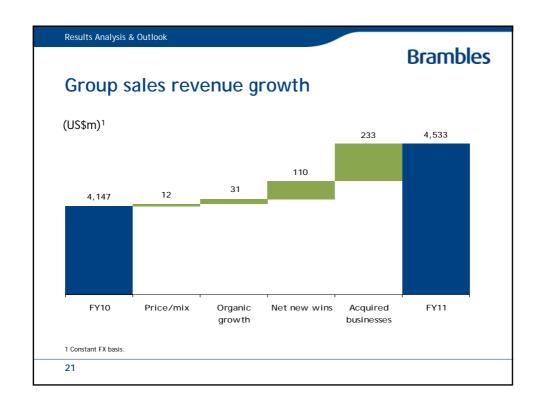
Recall: sales and margins up

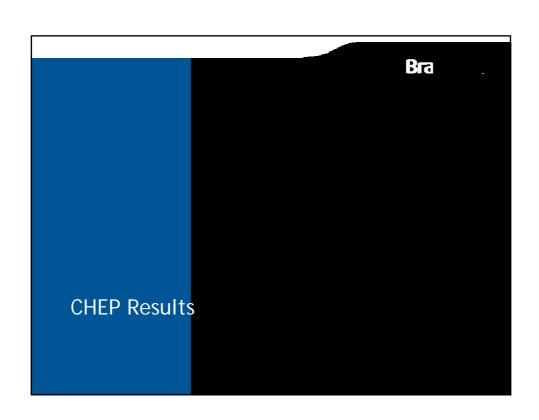
- Sales revenue up 10% to US\$815m
- Ongoing growth in demand for physical and digital storage
- Carton growth of 5% in Document Management Solutions
- Continued cost and operational efficiencies
- Underlying profit up 17% to US\$145m
- Improving returns and strong growth momentum



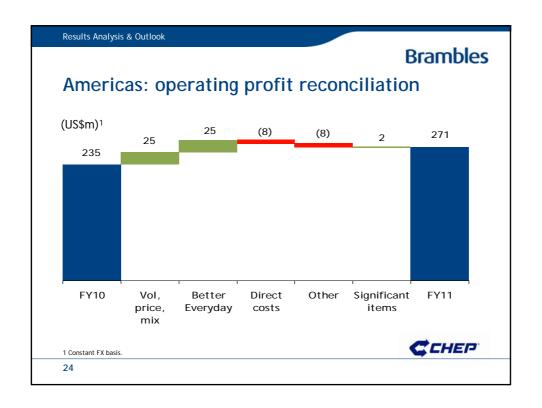


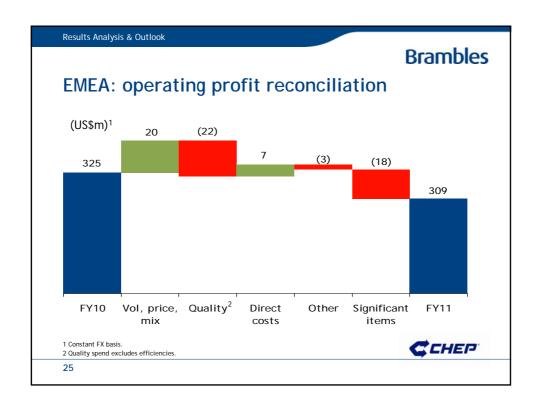
Results Analysis & Outlook **Brambles Group results summary** Actual FX Constant FX (US\$m) FY11 FY11 FY10 Change (%) Sales revenue 4,672.2 4,532.7 4,146.8 EBITDA 1,337.0 1,290.1 1,177.4 10 Underlying profit 857.2 823.3 733.4 12 Significant items (48.0) (43.2) Operating profit 809.2 780.1 724.5 Profit before tax 681.7 656.6 614.9 Profit after tax 471.8 458.6 443.9 725.1 673.3 Cash flow from operations 882.3 (24) Free cash flow after dividends 79.3 74.1 (78) Brambles Value Added¹ 248.3 208.7 19 1 Brambles Value Added is at fixed June 2010 FX rates

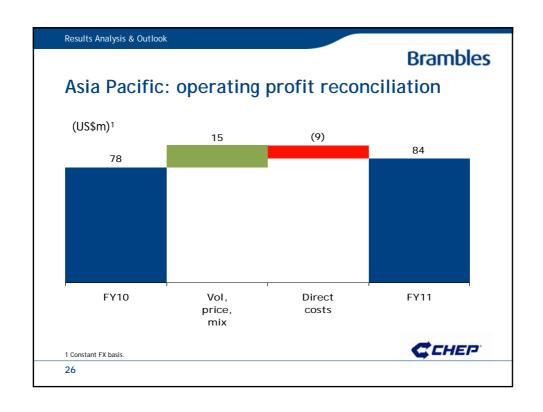




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CHEP: result	s summary			
	Actual FX		Constant FX	
(US\$m)	FY11	FY11	FY10	Change (%)
Americas	1,617.2	1,590.9	1,533.6	4
EMEA	1,545.9	1,533.2	1,482.6	3
Asia-Pacific	463.7	414.4	390.9	6
Sales revenue	3,626.8	3,538.5	3,407.1	4
EBITDA	1,123.0	1,087.2	1,036.8	5
Underlying profit	713.4	687.2	645.0	7
Margin (%)	20	19	19	-
Significant items	(28.4)	(24.0)	(7.1)	
Operating profit	685.0	663.2	637.9	4
Margin (%)	19	19	19	-
				CCHEP

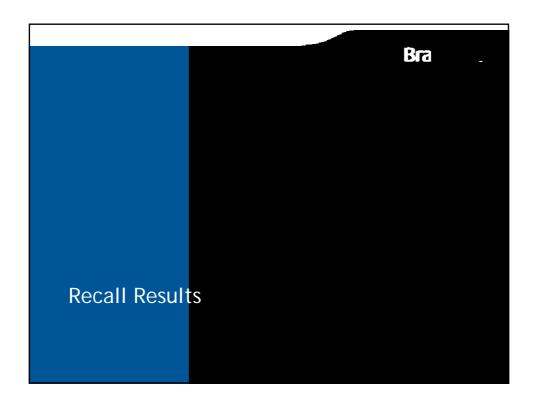


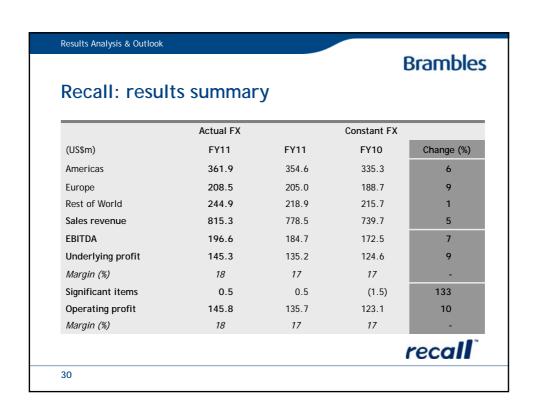


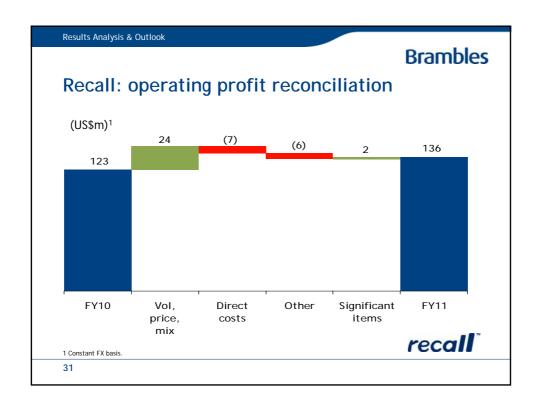


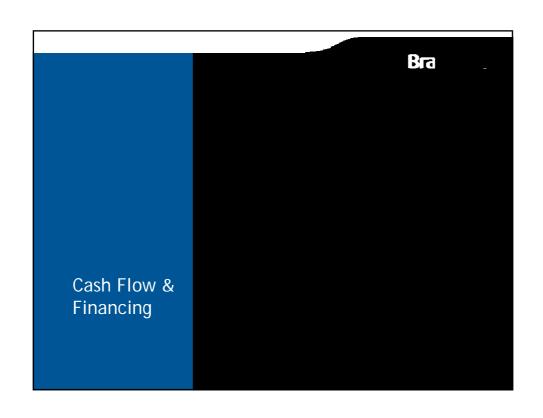


Results Analysis & Outlook **Brambles** IFCO: pro forma results summary 12 months pro forma¹ 3 months ended FY10 Change (%) (US\$m) Actual FX FY11 30 June 2011 RPC 140.4 503.3 429.3 17 Pallet Management 89.7 335.0 335.5 Services Sales revenue 230.1 838.3 764.8 10 EBITDA 18 51.3 169.2 142.8 Underlying profit 33.2 123.4 100.8 22 Margin (%) 14 15 13 2pp Significant items (2.9)Operating profit 30.3 108.8 82.3 32 13 Margin (%) 13 11 **IFCO** 1 Pro forma data as per IFCO financial statements; excludes amortisation of identifiable intangible assets.









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Reconciliation: EBITDA to cash flow

(US\$m)	FY11	FY10	Change
EBITDA	1,337.0	1,177.4	159.6
Capital expenditure	(764.7)	(496.5)	(268.2)
Proceeds from disposals	100.8	88.0	12.8
Working capital movement	(14.8)	14.7	(29.5)
IPEP expense	104.9	111.2	(6.3)
Provisions / other	(38.1)	(12.5)	(25.6)
Cash flow from continuing operations	725.1	882.3	(157.2)
Significant items outside ordinary activities	(35.1)	(52.1)	17.0
Cash flow from operations (incl. Significant items)	690.0	830.2	(140.2)
Financing costs and tax	(386.7)	(281.6)	(105.1)
Free cash flow	303.3	548.6	(245.3)
Dividends paid	(224.0)	(204.5)	(19.5)
Free cash flow after dividends	79.3	344.1	(264.8)

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Financial position

(Actual rates)	June 11	June 10
Net debt (US\$m)	2,998.8	1,759.3
Gearing ¹ (%)	55.0	51.9

(Actual rates)	FY11	FY10	Covenants
EBITDA ² / net finance costs (x)	10.5	10.7	3.5 (min)
Net debt/ EBITDA (x)	2.2	1.5	3.5 (max)

- Undrawn committed credit facilities of US\$1,434m
- Euro Medium Term Note issue of €500m completed April 2011

¹ Net debt to net debt plus equity.
2 EBITDA defined as operating profit from continuing operations after adding back depreciation and amortisation and Significant items outside ordinary activities.

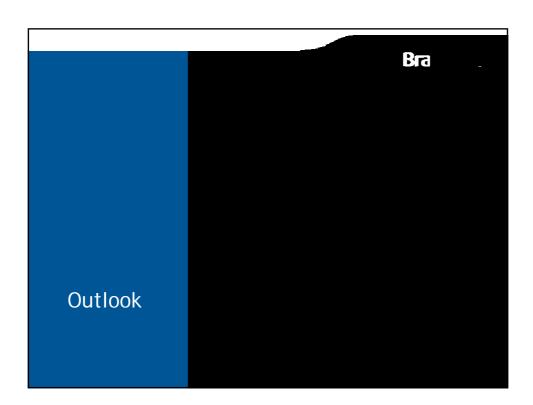
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Use of Recall proceeds

- Significant pooling investment opportunities
 - US\$550m in growth capex identified for RPCs, Containers and emerging markets pallets over FY12 and $\rm FY13^1$
 - Expect to identify further opportunities
- Suspension of Dividend Reinvestment Plan
- Repayment of debt in line with Board's target (net debt/EBITDA less than 1.75x)
- Committed to maintaining BBB+/Baa1 credit ratings
- Capital management alternatives to be considered for excess funds

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.



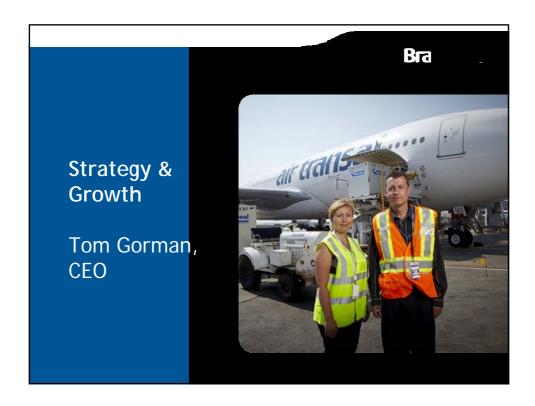
Results Analysis & Outlook

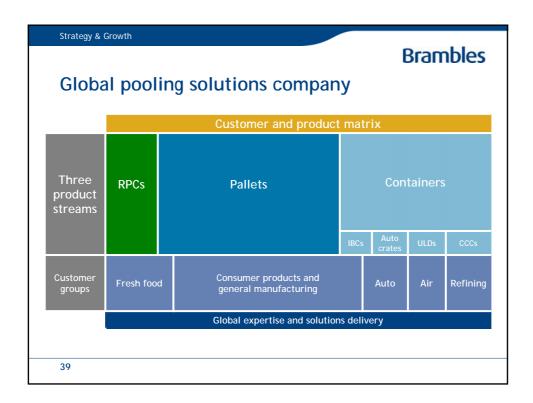
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Guidance for FY12

- Subject to unforeseen circumstances and economic uncertainty
- Sales revenue growth in constant FX from all business units
- Underlying profit¹ range US\$1,040m to US\$1,100m
 - 30 June 2011 FX rates²
 - Assumes full-year contribution from Recall of US\$180m to US\$195m
 - Prior to Significant items
- Net finance costs approximately US\$160m
- Tax rate approximately 29%

1 Includes -US\$24m of amortisation of identified intangible assets from IFCO acquisition 2 FY11 comparable Underlying profit is US\$882m.





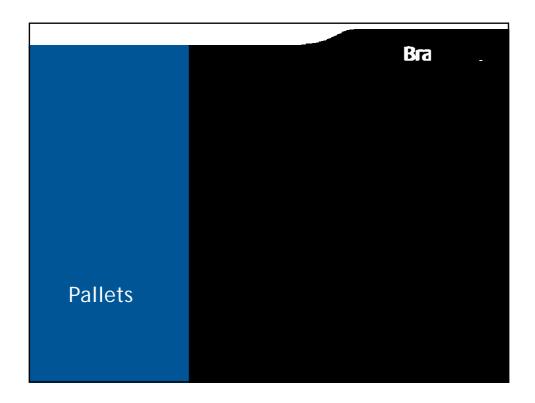
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Forecast growth capex program

- US\$550m¹ growth capex program for RPCs, containers and emerging markets pallets over FY12 and FY13
- Long-term return on capital invested for organic growth of >20%, in line with existing pallet pooling business
- Expect to identify additional investment opportunities over time

Growth capex (US\$m) ¹							
		Forecast					
Product	FY11	FY12	FY13	FY12/13 total			
RPCs	30 ²	120	110	230			
Containers	10	40	80	120			
Pallets (emerging markets)	100	90	110	200			
Total	140	250	300	550			

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty, 2 FY11 RPCs capex includes three months of IFCO.



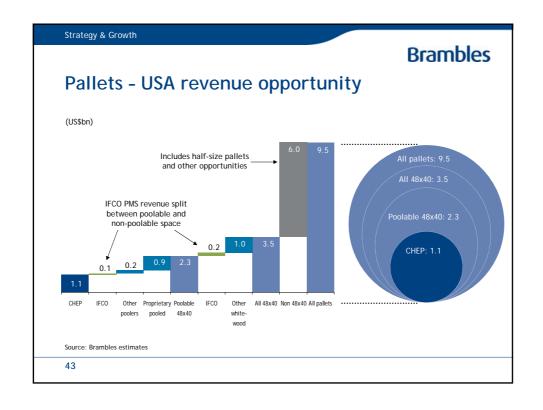
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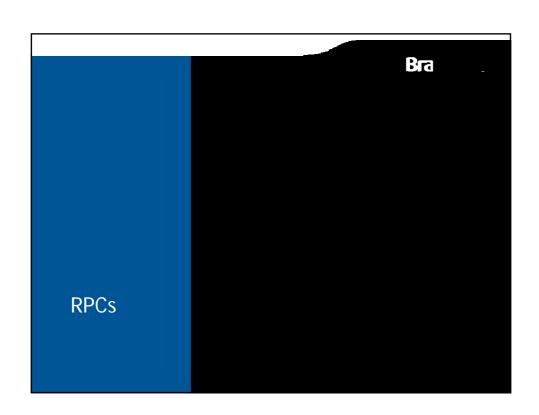
Pallets - creating a global business

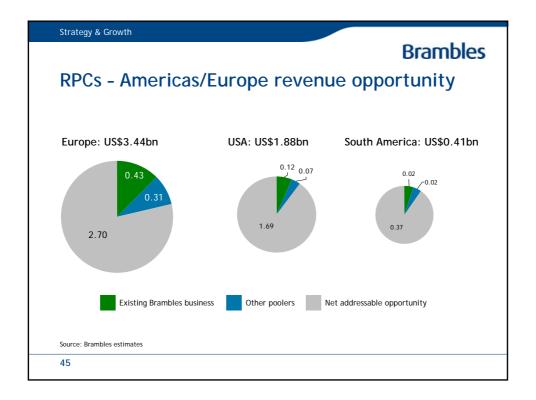
- Anticipated US\$200m¹ of growth capex in emerging markets over FY12, FY13
- US\$95m of cost savings to deliver by FY15
 - US\$35m from IFCO integration synergies
 - US\$60m from global pallets operations and logistics efficiencies
- Centralised team responsible for operations and logistics accountable for savings

Global pallets efficiencies by FY15 ¹	(US\$m)
Standardised automation implementation	20
USA plant operations efficiencies	15
European plant network optimisation	15
EMEA and Asia-Pacific logistics optimisation	10
Total	60

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.





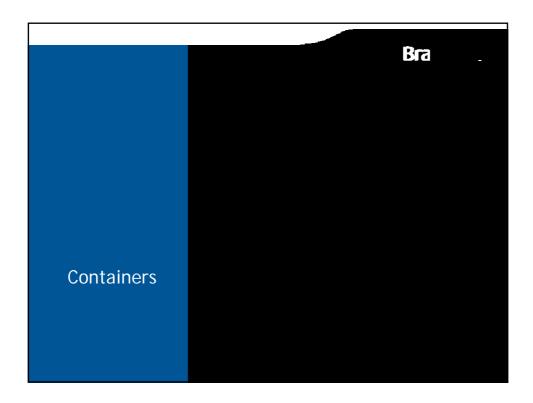


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RPCs - investing in profitable growth

- Anticipated US\$230m1 of growth capex over FY12 and FY13
- RPC sales revenue growth forecast to be at least 15%1 in each of FY12 and FY13
- Expansion of USA, Central & Eastern Europe, South America
- Continued growth in Australia, New Zealand and South Africa

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.



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Containers - business expansion

- Three focus areas for growth capex
 - Continued investment in building US auto business
 - Expansion of US IBC business
 - Global expansion of aviation business
- Anticipated US\$120m1 growth capex over FY12 and FY13
- Combined sales revenue to double in each of FY12 and FY13 to approximately US\$100m¹
- Complements established, profitable CHEP businesses in automotive, IBC and CCC

1 Forecast provided at 30 June 2011 FX rates; excludes JMI Aerospace; subject to unforeseen circumstances and economic uncertainty.

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Containers - automotive expansion

- Solid performance in auto business outside the USA
 - FY11 sales up 15% to US\$147m
 - Continued growth in emerging markets
 - Contract wins/extensions: General Motors (Europe), Autoliv, Bosch, Continental (all India)
- FY12 focus on expansion of US auto business
 - Two contracts secured
 - Bobcat contract announced July 2011

Addressable North American auto opportunity, light passenger vehicles



Source: Brambles estimate

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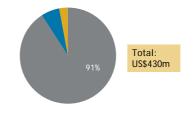
Strategy & Growth

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Containers - aviation expansion

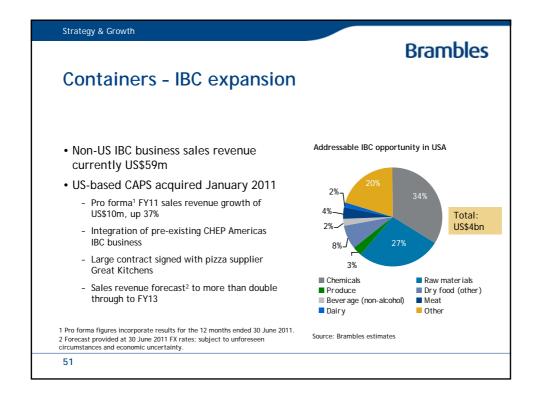
- Unitpool acquired August 2010
- JMI Enterprises acquisition announced August 2011 for US\$14.1m
- Creation of end-to-end pooling services business including repair
- New contracts signed with SAS, Corsair, Gulf Air, Hi Fly, National Air Cargo
- Pool now 42,000 containers, from 33,000 at acquisition
- Continued strong sales revenue growth forecast in FY12 and FY13

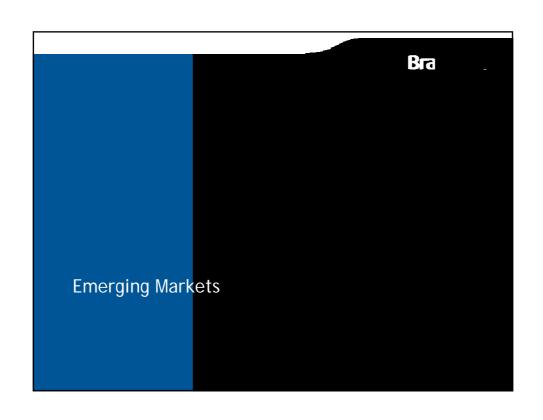
Global ULD pooling opportunity



■Airline-owned ■Competitors ■Unitpool

Source: Brambles estimates



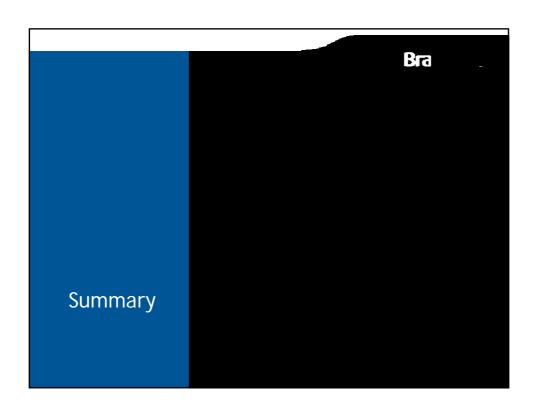


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Emerging markets expansion

- Sales revenue up 26% to US\$563m in FY11
 - Latin America up 21% to US\$279m
 - Middle East & Africa up 27% to US\$169m
 - Emerging Asia up 43% to US\$69m
 - Central & Eastern Europe up 28% to US\$46m
- Sales revenue growth forecast of about 15%¹ in each of FY12 and FY13
- Pallets investment of US\$200m¹ over FY12 and FY13

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.



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Summary

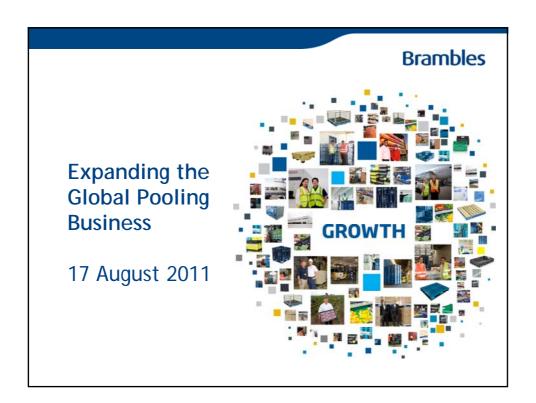
FY11 key outcomes

- Sales and profit guidance delivered despite challenging economic conditions
- Strong new business growth across key operations
- IFCO and other acquisitions completed

Key FY12 targets

- Strong Underlying profit growth¹
- Deliver synergies from IFCO and global pallets
- Focus on global pooling in three product categories
- Growth investment in high-return opportunities
- Successful divestment of Recall

1 Forecast provided at 30 June 2011 FX rates; subject to unforeseen circumstances and economic uncertainty.



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Appendix 1: Glossary of terms and measures

Except where noted, common terms and measures used in this document are based upon the following definitions:

In the statutory financial statements, foreign currency results are translated into US dollars at the applicable actual monthly exchange rates ruling in each period.

Brambles Value Added (BVA)

Brambles Value Added (BVA) represents the value generated over and above the cost of the capital used to generate that value

It is calculated using fixed June 2010 exchange rates as:

• Significant items that are part of the ordinary activities of the business; less

• Average Capital Invested, adjusted for accumulated pre-tax Significant items that are part of the ordinary activities of the business, multiplied by 12%.

Capital expenditure (capex)

Unless otherwise stated, capital expenditure is presented on an accruals basis and excludes intangible assets, investments in associates and equity acquisitions. It is shown gross of any fixed asset disposals

Cash flow from operations

Cash flow generated after net capital expenditure but excluding Significant items that are outside the ordinary course of business.

 $\label{lem:catalyst} \textbf{\&} \ \text{Chemical Containers, a CHEP service line providing specialist bulk containers to the refining and chemicals sectors.}$

Constant currency results are presented by translating both current and comparable period foreign currency results into US dollars at the actual monthly exchange rates applicable in the comparable period, so as to show relative performance between the two periods before the translation impact of currency fluctuations.

Continuing operations

Continuing operations refers to CHEP, IFCO, Recall and Brambles HQ.

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Appendix 1: Glossary of terms and measures (continued)

Except where noted, common terms and measures used in this document are based upon the following definitions:

Profit after tax, minority interests and Significant items, divided by shares in issue.

Free cash flow Cash flow generated after net capital expenditure, finance costs and tax, but excluding the net cost of acquisitions and proceeds from business disposals.

Intermediate bulk container, used to transport bulk items such as food ingredients, chemicals and other raw materials in the manufacturing supply chain IBC

Operating profit Operating profit is profit before finance costs and tax, as shown in the statutory financial statements.

Pallet Management Services, a division of IFCO operating in the USA.

RPC Reusable plastic crate, used to transport fresh produce. Excludes revenues of associates and non trading revenue Sales revenue

Shares in issue Based on weighted average shares in issue of 1,445.6m in FY11; 1,411.3m in FY10.

Significant items are items of income or expense which are, either individually or in aggregate, material to Brambles or to the relevant business segment and:

 $\bullet \ \, \text{outside the ordinary course of business (e.g. gains or losses on the sale or termination of operations, the cost of significant reorganisations or restructuring); or$

• part of the ordinary activities of the business but unusual due to their size and nature.

Underlying profit is profit from continuing operations before finance costs, tax and Significant items.

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Significant items

Underlying profit

Appendices

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Appendix 2: Currency mix

	FY11 currency mix at actual FX rates						
(US\$m)	Total	USD	EUR	GBP	AUD	Other	
Sales revenue	4,672.2	1,523.5	1,159.9	417.3	574.1	997.4	
Operating profit	809.2	180.7	145.7	109.6	114.2	259.0	
Net debt ¹	2,998.8	1,622.7	1,491.9	19.9	(91.6)	(44.1)	

1 Net debt shown after adjustments for impact of financial derivatives

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Appendix 3: Effective tax rate

	FY11		FY10	
(US\$m) Actual rates	Statutory	Underlying	Statutory	Underlying
Profit before tax	681.7	729.7	614.9	623.8
Tax expense	209.9	206.1	171.0	173.6
Effective tax rate	30.8%	28.2%	27.8%	27.8%

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Appendices

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Appendix 4: Significant items

(US\$m) Actual rates	FY11	FY10
Underlying profit	857.2	733.4
Significant items:		
Acquisition-related costs	(19.1)	-
Restructuring costs	(3.4)	(8.9)
IFCO integration costs	(25.5)	-
Subtotal	(48.0)	(8.9)
Operating profit	809.2	724.5

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Appendix 5: IFCO acquisition accounting

Actual rates	(US\$m)
Consideration paid	1,029.4
Fair value of net assets acquired	39.5
Goodwill recognised	989.9
Amortisation expense:	
Brand (US\$34.7m) over 5 years	6.9
Customer relationships (US\$176.2m) over 10 years	17.6
Annual amortisation FY12 to FY15	24.5
Amortisation FY11 (3 months)	6.1

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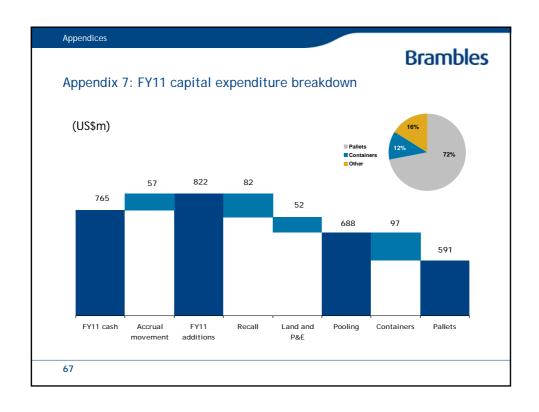
Appendices

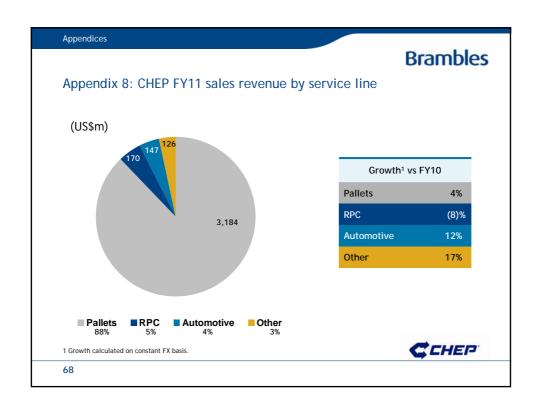
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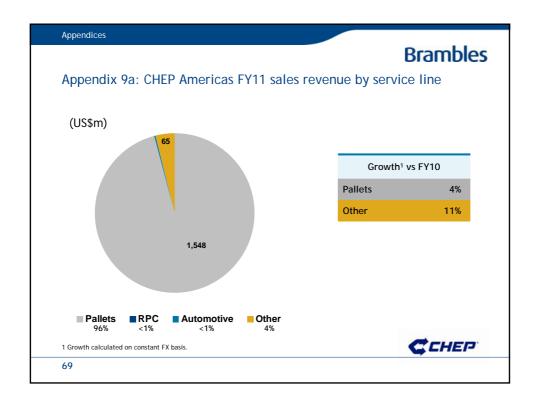
Appendix 6: Credit facilities and debt profile at 30 June 2011

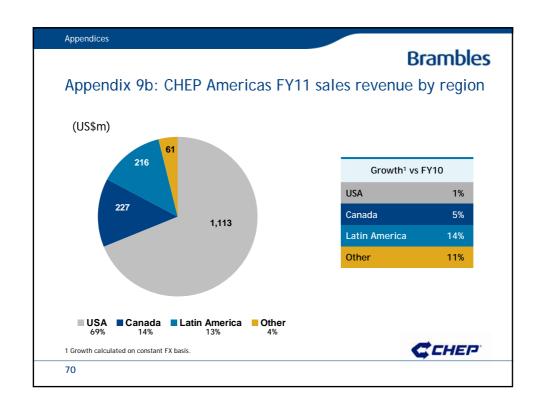
(US\$bn)					
Maturity	Туре	Committed facilities	Uncommitted facilities	Debt drawn	Headroom
< 12 months	Bank/USPP1/Other	0.2	0.3	0.3	0.2
1 - 2 years	Bank	0.4	-	0.2	0.2
2 - 3 years	Bank/USPP1	1.5	-	0.7	0.8
3 - 4 years	Bank/USPP1/144A2	0.5	-	0.5	-
4 - 5 years	Bank/USPP1	0.5	-	0.1	0.4
> 5 years	USPP1/144A2/EMTN3	1.3	-	1.3	-
Total		4.4	0.3	3.1	1.6

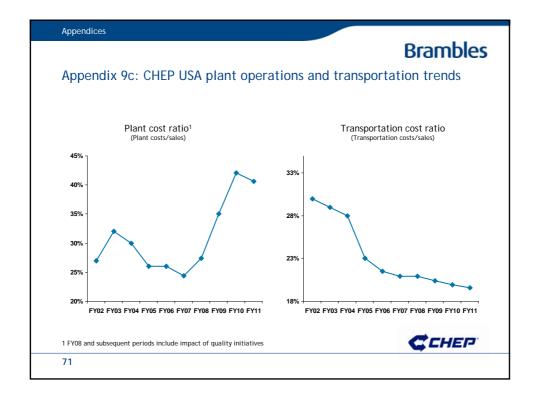
¹ US Private Placement notes ² US 144A bonds ³ Euro Medium Term Note

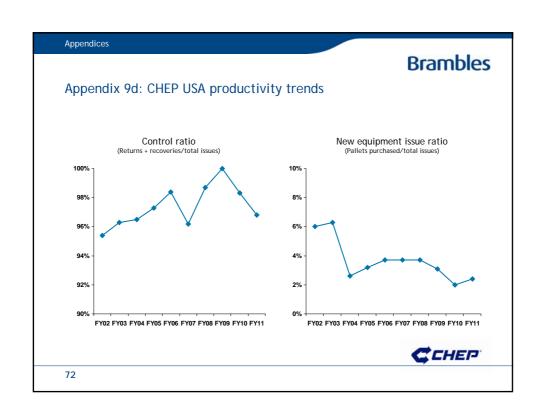












Appendices **Brambles** Appendix 9e: CHEP USA quality costs US\$m Actual Forecast Ongoing (per year) Component FY10 FY11 FY12 Pre-Better Everyday 37 Better Everyday 25 72 84 55 Total 109 84 55 25 **C**CHEP 73

тррепаіх 71. Г Г Г З	ales growth in CHEP USA	
	34% increase compared w	vith FY10
Annual issue volumes	Annualised sales revenue impact (US\$m)	Contracts (#)
<100K	29	1,387
100K-500K	14	15
500K+	26	4
Total wins	69	1,406
Losses	(18)	(25)
Net	51	1,381

