

BOARD & EXECUTIVE LEADERSHIP TEAM

BOARD OF DIRECTORS



CHRISTINE CROSS NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Remuneration Committee

Joined Brambles as a Non-Executive Director in January 2014. Christine is a food scientist by background, having lectured at Edinburgh and Bath Universities for 15 years, prior to joining Tesco. From 1989 to 2003, she held a variety of Director-level roles at Tesco, focusing on own brand, non-food and global sourcing, and international and small format expansion. Christine left Tesco in 2003 and now runs a retail advisory business providing international best practice in customer-led business planning and value chain management. She has previously served on the Boards of Next, Empire Canada, Fairmont Hotel Group Canada and Taylor Wimpey and as Chief Retail Advisor for PricewaterhouseCoopers. Christine currently retains the title of Visiting Professor at Belfast and Hull University Business Schools and holds Non-Executive Directorships with Sonae Group, Woolworths, Kathmandu and Plantasgen. She has a Bachelor of Education, Master of Science in Food Science and a Diploma in Management. Age: 63.



DOUG DUNCAN NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Audit Committee

Joined Brambles as a Non-Executive Director in January 2012. He is a Non-Executive Director and member of the Audit Committee of JB Hunt Transport and Benchmark Electronics. Doug's career in the transport and logistics industry spans over 30 years. From 2001 until his retirement in 2010, he was President and Chief Executive Officer of FedEx Freight. Prior to that, he spent more than 20 years with the company that ultimately became Viking Freight, where he held senior executive roles including President & Chief Executive Officer from 1998 to 2001, when FedEx acquired Viking. Doug holds a Bachelor of Science degree in Business Administration from Christopher Newport University, Virginia. Age: 63.



TONY FROGGATT NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Chairman of the Remuneration Committee and Member of the Nominations Committee

Joined Brambles as a Non-Executive Director in June 2006. He is a Non-Executive Director of Coca-Cola Amatil. Previously, Tony was a Non-Executive Director of AXA Asia Pacific Holdings and Billabong International and was Chief Executive Officer of Scottish & Newcastle PLC from May 2003 to October 2007. He began his career with the Gillette Company and has held a wide range of sales, marketing and general management positions in many countries with major consumer goods companies including HJ Heinz, Diageo and Seagram. He holds a Bachelor of Law degree from Queen Mary College, London and a Master of Business Administration degree from Columbia Business School, New York. Age: 66.



TOM GORMAN CHIEF EXECUTIVE OFFICER

Chairman of the Executive Leadership Team

Joined Brambles as Group President, CHEP EMEA in March 2008 and became Chief Executive Officer in November 2009. Previously, Tom had a long career with the Ford Motor Company, and served as President, Ford Australia from March 2004 until January 2008. Before joining Ford, he worked for the Bank of Boston. Tom holds a Bachelor of Arts degree in Economics & International Relations from Tufts University, Massachusetts and a Master of Business Administration degree with distinction from Harvard Business School, Massachusetts. Age: 54.



DAVID GOSNELL NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Audit Committee

Re-joined Brambles as a Non-Executive Director in December 2011. He retired from his role as President of Global Supply & Procurement for Diageo plc on 1 July 2014, during which he led a global team of 9,000 people across manufacturing, logistics and technical operations as well as managing Diageo's multi-billion sterling procurement budget. David will leave Diageo on 31 December 2014. David was a Non-Executive Director of Brambles from June 2006 until March 2010, when he retired due to his other commitments at that time. Prior to joining Diageo, David spent 20 years at HJ Heinz, where he served on the UK board and held various European operational positions. He holds a Bachelor of Science degree in Electrical & Electronic Engineering from Middlesex University, England. David will become a member of the Nominations Committee on 30 September 2014. Age: 57.

BOARD & EXECUTIVE LEADERSHIP TEAM - CONTINUED



TAHIRA HASSAN NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Remuneration Committee

Joined Brambles as a Non-Executive Director in December 2011. Tahira is a Non-Executive Director of Recall Holdings Limited and is based in Toronto, Canada. She had a distinguished career with Nestlé. From 2003 to 2006, she was Senior Vice President & Head of Global Supply Chain. Based in Switzerland, this was a new role created to lead the reshaping of Nestlé's global approach to supply chain management. Her other roles included Senior Vice President & Global Business Head for Nescafé Ready To Drink from 2006 to 2009, and Vice President, Deputy Operations, Zone Americas from 2001 to 2003. Previously, Tahira held various leadership positions in Nestlé Canada including President, Ice Cream and Executive Vice President, Consumer Demand Chain and Information Services. Tahira is a Fellow of the Chartered Institute of Management Accountants, UK and a Certified Member of the Society of Management Accountants of Canada. Age: 61.



STEPHEN JOHNS NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Chairman of the Audit Committee and member of the Nominations Committee

Joined Brambles as a Non-Executive Director in August 2004. He is former Chairman and a Non-Executive Director of Leighton Holdings Limited and Spark Infrastructure Group, and a former Executive and Non-Executive Director of Westfield Group. Stephen had a long executive career with Westfield where he held a number of senior positions including that of Finance Director from 1985 to 2002. He has a Bachelor of Economics degree from the University of Sydney and is a Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors. On 30 September 2014, Stephen will become Chairman of the Board and the Nominations Committee and a member of the Remuneration Committee and retire as Chairman and member of the Audit Committee. Age: 67.



CAROLYN KAY NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Audit Committee

Joined Brambles as a Non-Executive Director in June 2006. She is a Non-Executive Director of Commonwealth Bank of Australia, John Swire & Sons Pty Ltd and The Sydney Institute and an External Board Member of Allens. She was also a Non-Executive Director of Infrastructure NSW, Symbion Limited, Mayne Group Limited, Pacific Dunlop Limited, Treasury Corporation of Victoria and Victoria Funds Management Corporation. Carolyn has more than 25 years' experience in the finance sector and worked as an executive in finance at Morgan Stanley in London and Melbourne, JP Morgan in New York and Melbourne and Linklaters & Paines in London. She holds Bachelor of Law and Arts degrees from the University of Melbourne and a Graduate Diploma in Management from the Australian Graduate School of Management. Carolyn is a Fellow of the Australian Institute of Company Directors, a member of Chief Executive Women and Women Corporate Directors and has a Centenary Medal for services to Australian society in business leadership. Age: 53.



GRAHAM KRAEHE AO NON-EXECUTIVE CHAIRMAN (INDEPENDENT)

Chairman of the Nominations Committee and member of the Remuneration Committee

Re-joined the Board in December 2005, was appointed Deputy Chairman in October 2007 and Chairman in February 2008. He is Chairman and a Non-Executive Director of Bluescope Steel Limited and a Director of Djerriwarrh Investments Limited. Graham was a Non-Executive Director of Brambles from December 2000 until March 2004, when he retired because of commitments in his past role as Chairman of National Australia Bank Limited. He has also been the Chief Executive Officer of Pacific BBA and Southcorp Limited, a member of the Board of the Reserve Bank of Australia and a Non-Executive Director of News Corporation. Graham has a Bachelor of Economics degree from Adelaide University. He is an Officer of the Order of Australia. Graham will retire as Chairman of the Board and the Nominations Committee and as a member of the Board, Nominations Committee and Remuneration Committee on 30 September 2014. Age: 71.



BRIAN LONG NON-EXECUTIVE DIRECTOR (INDEPENDENT)

Member of the Audit Committee

Joined Brambles as a Non-Executive Director on 1 July 2014. Brian is a Non-Executive Director of Commonwealth Bank of Australia, at which he is Chairman of the Audit Committee, and Ten Network Holdings limited, at which he is Deputy Chairman. He was formerly Ernst & Young's most senior audit partner, retiring in 2010 after 29 years with that firm, at which he was Chairman of both the Global Advisory Council and the Oceania Area Advisory Council (respectively, its worldwide and regional partner governing bodies). Brian is a Fellow of the Institute of Chartered Accountants in Australia and has been a member since 1972. Brian will become Chairman of the Audit Committee on 30 September 2014. Age: 68.

BOARD & EXECUTIVE LEADERSHIP TEAM - CONTINUED

EXECUTIVE LEADERSHIP TEAM

TOM GORMAN CHIEF EXECUTIVE OFFICER

Chairman of the Executive Leadership Team

(See biography on Page 16.)



ZLATKO TODORCEVSKI CHIEF FINANCIAL OFFICER

Joined Brambles as Chief Financial Officer in October 2012. Previously, Zlatko was Chief Financial Officer of oil and gas exploration and production company Oil Search Limited. Prior to that, he had a long international career with BHP and BHP Billiton including as Chief Financial Officer, Energy. Zlatko is a Fellow of CPA Australia and Fellow of Chartered Secretaries Australia. He holds a Master of Business Administration degree and a Bachelor of Commerce degree from the University of Wollongong, Australia. Age: 46.



JEAN HOLLEY CHIEF INFORMATION OFFICER

Joined Brambles in September 2011 from telecommunications services company Tellabs Inc., where she was Executive Vice President & Chief Information Officer. Previously, Jean held roles including Vice President & Chief Information Officer at building materials group USG Corporation and senior information technology and information systems roles at environmental services company Waste Management Inc. Jean is also a member of the Board of Directors for VASCO Data Security International, Inc. She has a Master of Science degree in Computer Science & Engineering from the Illinois Institute of Technology and a Bachelor of Science degree in Computer Science & Electrical Engineering from the Missouri University of Science & Technology. Age: 55.



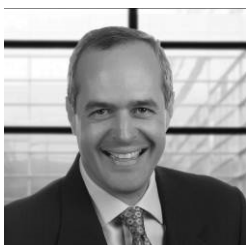
PETER MACKIE GROUP PRESIDENT, PALLETS

Became Group President, Pallets in March 2013, having previously held the following Executive Leadership Team positions: Group President, Pallets Americas and Group President, CHEP Asia-Pacific. Previously, Peter held the positions of: Acting Group President, CHEP Europe, Middle East & Africa; President, CHEP Europe; Senior Vice President, Customer Service, CHEP Europe; Vice President, Strategy, CHEP Europe; and Managing Director, CHEP UK & Ireland. Before joining CHEP in 2001, Peter held senior roles with Boots and The BOC Group. Peter is a qualified chartered engineer and has a Master of Business Administration degree from London Business School. Age: 48.



WOLFGANG ORGELDINGER GROUP PRESIDENT, RPCs

Became Group President, RPCs in August 2013, having first joined Brambles in March 2011, following the acquisition of IFCO Systems. Wolfgang served as Chief Operating Officer of IFCO from January 2002 to August 2011 and Chief Information Officer, with responsibility for e-logistics and IT, from December 2000 to January 2002. Before joining IFCO, Wolfgang was a member of the Executive Board at Computer 2000, a European IT distributor, and held various executive roles. Prior to that, he worked for nine years in management positions at Digital Equipment. He holds an MBA from the University of Bayreuth, Germany. Age: 57



JASON RABBINO GROUP PRESIDENT, CONTAINERS AND HEAD, GROUP STRATEGY

Joined Brambles in May 2012 from diversified industrial company Tyco International, where he was Senior Vice President of Enterprise Solutions. Previously, Jason held a number of senior executive roles in Tyco's ADT electronic security solutions business, managed services company Aramark Corporation and management consultancy McKinsey & Company. Before entering the corporate world, he was an officer and aviator in the United States Navy. He has a Master of Business Administration degree from the Wharton School of the University of Pennsylvania. Jason was appointed as Head, Group Strategy on 1 June 2014. Age: 45.



NICK SMITH GROUP SENIOR VICE PRESIDENT, HUMAN RESOURCES

Joined Brambles in November 2007. Previously, he was Group Human Resources Director for Inchcape, the international automotive retail group. Prior to this, Nick spent a number of years in the telecommunications industry, firstly with British Telecom and then with Cable & Wireless. During this period, Nick spent three years working for Cable & Wireless Optus in Australia, where he was Human Resources Director. He has also worked for KPMG and Macquarie Bank. Nick is a qualified management accountant, has a Bachelor of Science (Economics) degree in International Politics and a Master of Business Administration degree. Age: 53.