

Five-Year Financial Performance Summary

US\$m	2020	2019	2018	2017	2016
Continuing operations					
Sales revenue - CHEP	4,733.6	4,595.3	4,470.3	4,133.5	4,018.4
Sales revenue - IFCO ¹	-	-	-	970.8	881.7
Total sales revenue¹	4,733.6	4,595.3	4,470.3	5,104.3	4,900.1
EBITDA ^{1,2,3}	1,562.9	1,415.1	1,392.3	1,573.4	1,561.3
Depreciation and amortisation ^{1,2}	(612.2)	(484.3)	(464.3)	(526.7)	(502.1)
IPEP expense ^{1,3}	(155.7)	(127.1)	(101.9)	(89.2)	(74.7)
Underlying Profit - CHEP ²	795.0	803.7	826.1	823.1	879.1
Underlying Profit - IFCO ¹	-	-	-	134.4	105.4
Total Underlying Profit ^{1,2}	795.0	803.7	826.1	957.5	984.5
Significant Items ¹	(28.0)	(62.8)	(47.4)	(186.1)	(39.2)
Operating profit^{1,2}	767.0	740.9	778.7	771.4	945.3
Net finance costs ^{1,2}	(80.8)	(88.5)	(103.4)	(98.7)	(112.9)
Profit before tax ^{1,2}	686.2	652.4	675.3	672.7	832.4
Tax expense ^{1,2}	(209.0)	(198.3)	(121.8)	(227.8)	(240.1)
Profit from continuing operations^{1,2}	477.2	454.1	553.5	444.9	592.3
(Loss)/profit from discontinued operations ^{1,2,4}	(29.2)	1,013.6	139.2	(262.0)	(4.6)
Profit for the year^{1,2,4}	448.0	1,467.7	692.7	182.9	587.7
Weighted average number of shares (millions)	1,548.7	1,593.4	1,591.2	1,588.3	1,577.6
Earnings per share (US cents)					
Basic	28.9	92.1	43.5	11.5	37.3
From continuing operations ^{1,2,4}	30.8	28.5	34.8	28.0	37.5
On Underlying Profit after finance costs and tax ^{1,2,4}	32.5	31.9	33.0	38.5	39.2
ROCI^{1,2,4}	17%	19%	20%	17%	19%
Capex on property, plant and equipment^{1,4}	981.2	1,060.4	1,012.5	1,023.5	1,060.8
Balance sheet					
Capital employed	4,468.2	3,905.9	5,086.5	5,419.4	5,576.9
Net debt ²	1,711.8	97.7	2,308.1	2,572.7	2,621.8
Equity	2,756.4	3,808.2	2,778.4	2,846.7	2,955.1
Average Capital Invested ^{1,2,4}	4,773.6	4,130.6	4,115.4	5,646.4	5,096.4
Cash flow					
Cash Flow from Operations ^{1,2,4}	743.9	431.8	724.8	591.5	518.8
Free Cash Flow ²	462.2	238.5	554.4	224.2	171.7
Ordinary dividends paid, net of Dividend Reinvestment	290.7	328.1	352.0	348.0	205.1
Free Cash Flow after ordinary dividends	171.5	(89.6)	202.4	(123.8)	(33.4)
Net debt ratios					
Net debt to EBITDA (times) ^{1,2,3}	1.1	0.1	1.5	1.7	1.7
EBITDA interest cover (times) ^{1,2,3}	19.3	14.6	15.0	15.2	13.5
Average employees	11,647	10,896	10,441	13,882	13,816
Dividend declared⁵ (cents per share)	18.0 US	29.0 AU	29.0 AU	29.0 AU	29.0 AU

¹ IFCO is presented within discontinued operations in 2019 and 2018. Periods prior to 2018 include IFCO within continuing operations and are consistent with previously published data.

² Periods prior to 2020 have not been restated for the impact of new accounting standard AASB 16 Leases. Periods prior to 2018 have not been restated for the impact of the new accounting standards AASB 9 Financial Instruments and AASB 15 Revenue from Contracts with Customers.

³ Effective from 2020, EBITDA has been redefined as Underlying Profit from continuing operations after adding back depreciation, amortisation and IPEP expense. Prior periods have been restated to align with the revised definition. The net debt ratios for periods prior to 2020 have not been restated to align with the revised EBITDA definition and are consistent with previously published data.

⁴ Discontinued operations include the CHEP Recycled business in 2018 to 2016; Oil & Gas and Aerospace businesses in 2017 and 2016; and LeanLogistics business in 2016.

⁵ Effective from 2020, Brambles changed to a payout ratio-based dividend policy, with the dividend per share declared in US cents and converted and paid in Australian cents. Prior to 2020, dividends were declared and paid in Australian cents.