



9 September 2026

The Manager - Listings
Australian Securities Exchange Limited
Level 27
39 Martin Place
SYDNEY NSW 2000

Via electronic lodgement

Dear Sir or Madam,

Brambles Sustainability Review 2026

Attached is the Brambles 2026 Sustainability Review, which is also available on Brambles' website at brambles.com/sustainability-review.

The release of this announcement was authorised by Robert Gerrard, Company Secretary.

Yours faithfully
Brambles Limited

Robert Gerrard
Company Secretary

Shaping tomorrow's regenerative supply network

Brambles



Important information

Forward-looking statements

Certain statements made in this report are “forward-looking statements” – that is, statements related to future, not past, events. Words such as “seeks”, “aims”, “aspires”, “will”, “may”, “expects” and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe Brambles’ objectives, plans, ambitions, targets, goals, or expectations are forward-looking statements.

Forward-looking statements are based on Brambles’ beliefs, assumptions, expectations, estimates and projections as at the date of this report. They are not guarantees of future performance, as they address matters that are uncertain and subject to known and unknown risks and other factors that are beyond the control of Brambles, are difficult to predict and could cause actual results to differ materially from those expressed or forecast in the forward-looking statements. These factors include the continued availability, distribution and price of timber, other sustainably sourced materials and key inputs; changes in land use, conservation requirements and sustainable forest management practices; climate-related physical and transition risks; access to renewable energy, low-carbon transport and emissions reduction technologies; customer demand and market preferences; supplier participation in waste processing and technologies; efficiency of global supply chains, including the extent of retailer and manufacturer inventory optimisation; and changes in regulations, standards, methodologies and prevailing macroeconomic conditions.

Brambles cautions users not to place undue reliance on these forward-looking statements in making investment and other decisions, given the uncertainties, risks and other factors to which the statements are subject. To the maximum extent permitted by law, Brambles provides no guarantee, warranty or representation to users as to the reliability or likelihood of fulfilment of the forward-looking statements contained in this report, as well as the assumptions on which the statements may be based. Brambles does not undertake to release publicly any revisions or updates to these forward-looking statements to reflect circumstances or events occurring after the date of this report, except as may be required by law or a regulatory authority. Past performance cannot be relied on as a guide to future performance.

The report also contains forward-looking information regarding Brambles’ climate-related transition plans and strategies and other sustainability targets and strategies. The nature of long-term sustainability targets also means they are inherently uncertain and the pathway to achieving them may change as circumstances change. The targets themselves may also evolve over time as circumstances change.

Third-party information

Climate-related assumptions, emissions factors and scenario inputs may be derived from external sources including government agencies, regulators, industry bodies and recognised climate data providers. Brambles has not independently verified all externally sourced information used in preparing these disclosures. Other parts of this report have been prepared by Brambles based on publicly available information and data from other third-party sources at the time of analysis and publication which Brambles has not independently verified. To the maximum extent permitted by law, Brambles provides no guarantee, warranty or representation to users in connection with third-party information and data or matters (express or implied) contained in, or derived from, any such information or data.

Definitions

Various definitions used in this report are available in the Basis of Preparation – ESG Metrics 2026 at [brambles.com/sustainability-review](https://www.brambles.com/sustainability-review). This report should be read alongside and in conjunction with that document, which also includes boundaries and measurement approaches for Brambles’ 2030 sustainability targets.

Shaping tomorrow's regenerative supply network

Brambles' ambitious sustainability targets are guided by our 2030 sustainability vision to create regenerative supply networks. Building on proven progress, our 2030 Sustainability Programme seeks to expand our reach and influence, engaging a broader set of stakeholders while keeping nature at its core. We aim to collectively transform supply networks, deliver tangible value for nature and communities, and drive a future of sustained prosperity for Brambles over time.

Brambles' 2030 Sustainability Programme and targets are described throughout this report and on our website: brambles.com/2030-sustainability-programme.



Contents

1 INTRODUCTION	8 NATURE POSITIVE	19 BUSINESS POSITIVE	29 COMMUNITIES POSITIVE
1 Shaping tomorrow's regenerative supply network	9 Forest Positive	20 Supply Chain Positive	30 Positive Policy Impact
2 About this review	9 <i>Strengthening forest resilience and ecosystem value</i>	20 <i>Creating value for customers and the environment</i>	30 <i>Advocating for a regenerative, circular economy</i>
2 Material topics	10 <i>FY26 sustainable timber sourcing</i>	21 <i>Growing circular benefits</i>	32 Food Positive
3 The value Brambles creates	11 <i>Our 2030 land regeneration target</i>	23 Positive Partnerships	32 <i>Bringing circularity to food relief</i>
4 Introduction from the CEO and CSO	12 <i>Regeneration in action</i>	23 <i>Advancing regeneration through partnerships</i>	34 Community Resilience
5 ESG investor-focused priorities and recognitions	13 Climate Positive	24 <i>Partnership impacts</i>	34 <i>Our approach to supporting resilient communities</i>
6 Brambles' 2030 sustainability targets	13 <i>Our climate strategy</i>	25 Workplace Positive	35 <i>Volunteering in our communities</i>
	14 <i>Climate transition</i>	25 <i>Building a positive workplace</i>	
	15 <i>Climate adaptation</i>	27 <i>Health, safety and wellbeing</i>	
	16 Circular Resources	28 Brambles' approach to human rights and supplier engagement	
	16 <i>Rethinking our resource use</i>		
	17 <i>Circularity in product design</i>		
	18 <i>Product end-of-life solutions</i>		
	18 <i>Managing our impact in water-stressed areas</i>		
			36 Recognising our sustainability champions
			37 Thanking all our employees



About this review

Brambles' Sustainability Review 2026 reports on the material sustainability issues and achievements for the financial year ending 30 June 2026 (the Year).

This Sustainability Review (this report) highlights the progress against the 2030 Sustainability Programme and sustainability targets (2026–2030). It forms part of Brambles' suite of external reporting. Other documents within this suite (available at brambles.com) include Brambles':

- Annual Report (including AASB S2 *Climate-related Disclosures* available at brambles.com/results-centre);
- Modern Slavery Statement;
- Corporate Governance Statement;
- 2030 Sustainability Programme and sustainability targets;
- Sustainability Performance Data Summary; and
- Basis of Preparation – ESG Metrics (including definitions of key terms used throughout this report available at brambles.com/sustainability-review).

Also available on brambles.com/sustainability is our response to the following sustainability reporting frameworks:

- Global Reporting Initiative (GRI) standards;
- Sustainable Accounting Standards Board (SASB) standards;
- Carbon Disclosure Project (CDP);
- UN Global Compact Communication on Progress;
- UN Sustainable Development Goals (SDGs) (via our 2030 sustainability targets);
- The Integrated Reporting (<IR>) Framework (via 'The value Brambles creates' section shown on page 3 of this report); and
- The Taskforce on Nature-related Financial Disclosures (TNFD) (page 8 of this report).

A description of our approach to sustainability governance (including a summary of our sustainability strategy, stakeholder engagement, determining material sustainability issues, the Brambles Tax Transparency Report – to be released at the end of the 2026 calendar year – and Safety First Charter) is available at brambles.com/sustainability-governance.

A selection of case studies that demonstrate progress against our 2030 Sustainability Programme are also available on our website at brambles.com/sustainability-case-studies.

The Basis of Preparation – ESG Metrics 2026 contains further detail on our assessment of materiality, risks and opportunities, assurance process, data measurement techniques, stakeholder engagement and a glossary of terms.

Assurance on key elements of this report has been provided by KPMG. Information that has been subject to such assurance is clearly identified by words such as: 'FY26 data on this page is covered by assurance'. The KPMG Assurance Report is available at brambles.com/sustainability-review.

Brambles' approach to reporting and disclosure references various frameworks, including the GRI standards, the SASB standards and the <IR> Framework. <IR> principles have been adopted in this report to demonstrate to Brambles' stakeholders how our dependencies and impacts on these sources of value (the capitals), our operating model and our ability to create value over time are interrelated. Our 2026 Annual Report also contains Brambles' climate-related disclosures, prepared in accordance with the Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) as issued by the Australian Accounting Standards Board (AASB).

Finally, Brambles has committed to early adoption of the TNFD framework – we have continued incorporating TNFD-aligned disclosures in this report and on our website.

To meet the reporting obligations across the jurisdictions where Brambles operates and support the information requirements of key stakeholders, we continue to actively monitor the evolving landscape of environmental, social and governance (ESG) reporting regulations, frameworks and standards. Most notably, this includes the AASB S2 and the European Sustainability Reporting Standards (ESRS) drafted by the European Financial Reporting Advisory Group (EFRAG).

Material topics

As in prior years, Brambles reviewed sustainability topics deemed material by its businesses and stakeholders. These topics are identified through stakeholder engagement processes covering key external and internal sources of feedback. The Basis of Preparation – ESG Metrics 2026 contains further details on our assessment of materiality. The topics identified during the FY26 materiality process remain unchanged from those identified in FY25.

The four topics identified as most material to Brambles are 'land use and ecosystem impacts, including restoration, conservation and sustainable land management', 'climate change, energy use and emissions reduction', 'sustainable sourcing and materials use' and 'corporate culture and Zero Harm'.

Environmental

- Impacts on forests, species, habitats and ecosystem resilience linked to timber sourcing and certification
- Land use and ecosystem impacts, including restoration, conservation and sustainable land management
- Climate change, energy use and emissions reduction
- Waste, circularity and net positive solutions
- Sustainable sourcing and materials use

Social

- Health and safety of workers under Brambles' supervision
- Gender equality and inclusion within Brambles' workforce
- Water use, access and sanitation in local communities

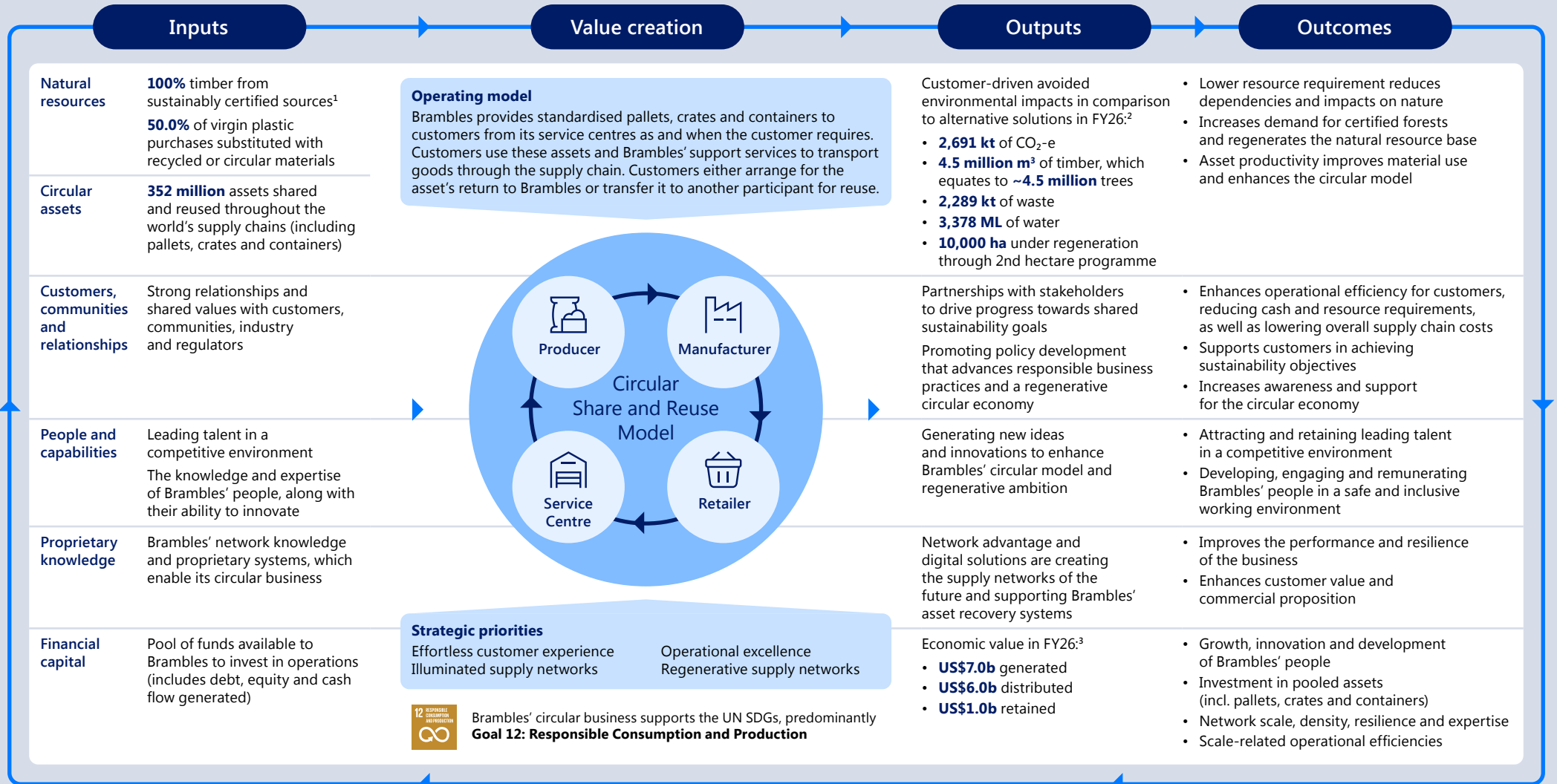
Governance

- Corporate culture and Zero Harm
- Corruption and bribery
- Management of relationships with suppliers
- Protection of whistleblowers



The value Brambles creates

Based on the six capitals identified in the Integrated Reporting <IR> Framework, the diagram below illustrates how Brambles creates value for customers, investors and other key stakeholders in line with our regenerative vision and strategy. This is delivered through Brambles' six key inputs of: natural resources; circular assets; customers, communities and relationships; people and capabilities; proprietary knowledge; and financial capital. All figures shown below relate to FY26.



1 Although 100% of Brambles FY26 timber purchases carried sustainability certification, a minimal volume of non-compliant timber was purchased. More information can be found on pages 36–37 of Brambles' 2026 Annual Report.

2 Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a linear or single-use alternative (obtained from independent Life Cycle Assessments (LCAs) performed by external consultants), multiplied by the volume of each related product issued to customers during the Year. See pages 12–13 of the Basis of Preparation – ESG Metrics 2026 for details of how avoided environmental impacts are calculated.

3 Economic value: Generated relates to Group sales revenue; Distributed relates to dividends, employee costs, income taxes, interest on loans and payments to suppliers; Retained represents the difference between value generated and distributed.



INTRODUCTION FROM THE CEO AND CSO

Shaping tomorrow's regenerative supply network

We are pleased to present Brambles' 2026 Sustainability Review, marking the first year of our 2030 Sustainability Programme. This has been a formative period focused on translating ambition into clear strategies and measurement systems that strengthen accountability, transparency and progress against our long-term sustainability goals.



In an operating landscape shaped by geopolitical uncertainty, regulatory scrutiny and rising stakeholder expectations, pragmatism remains central to our approach. This is especially important given the growing need for supply chain resilience, the accelerating energy transition and the shift from globalisation to more localised systems to mitigate global supply disruptions. Our ambitious sustainability targets meet this moment by ensuring our actions are grounded in measurable business value, disciplined delivery and the resilience of our circular business model.

→ **By embedding sustainability into strategy and operations, Brambles delivers the greatest business and stakeholder value.**

In our Forest Positive target area, Brambles connects our long-term strategic timber sourcing with initiatives that support regenerative outcomes for ecosystems and economic opportunities for surrounding communities. Our strategic partnership with WildTrust in South Africa's Upper uThukela catchment in the Northern Drakensberg is a clear example. In this ecologically significant landscape and critical water source, the project aims to protect and manage up to 75,000 hectares over five years by establishing community-owned protected areas, supporting existing reserves and strengthening sustainable land management practices.

Brambles continues to build momentum in decarbonising our value chain. Our Climate Smart Partners programme leverages the relationship with our most material suppliers to collaboratively accelerate climate action, with more than 600 suppliers on board at the end of FY26. These partnerships extend progress beyond our operations and help Brambles remain on track to achieve our validated 2030 science-based targets (SBTs).

We recognise that supportive policy environments are fundamental to accelerating

the shift from linear models to circular systems. In FY26, we established Positive Policy Impact as a dedicated focus area aimed at guiding proactive and transparent engagement across government, industry and non-government organisations (NGOs) on sustainability-related topics. Across Brambles' operating regions, we are adapting our global experiences to fit local policy contexts by advocating for strategies that promote reuse within circular economy policies, enhance packaging efficiency, accelerate low and zero emissions transport and integrate nature conservation within productive, certified forestry systems.

While we advanced many of our targets in FY26, we recognise the past year was demanding for many of our people. A challenging business environment, organisational change and sharpened prioritisation was reflected in our employee engagement results. As we begin tracking performance under our new Employee Experience (EX) Index,⁴ we will continue to listen to employee feedback and act on opportunities to improve workplace experience for our nearly 12,000-strong workforce.

Keeping our people safe remains our most important responsibility. We are proud of our safety results for FY26, demonstrating the effectiveness of our health and safety programmes and the strength of Brambles' broader Zero Harm culture. Alongside safety, we remain focused on supporting capable, engaged and inclusive teams to deliver our strategy and grow the value we provide to our customers.

Brambles' expanding digital capabilities are essential to our transformation programme. During FY26, our digital initiatives continued to support the circularity of Brambles' share and reuse model and provided customers with insights to optimise operations, improve

asset efficiency and reduce supply chain waste. Notably, these capabilities are helping us enhance our core pooling business model while also lifting customer sustainability outcomes.

We are encouraged that our sustainability efforts continue to be recognised externally through ESG programmes. These recognitions provide an outside perspective and validation of our progress and signal alignment with investor, customer and stakeholder expectations. Building on these recognitions, our focus remains on action, performance and long-term value.

The sustainability landscape is becoming more complex and the need to balance priorities has never been clearer. Climate change, resource scarcity and nature-related impacts are reshaping value chains and increasing the importance of resilience. Brambles is well positioned to respond by drawing on our strengths in leadership, collaboration and advocacy to promote the energy transition, advance circular solutions and strengthen supply chain resilience.

As this review shows, sustainability remains central to how we differentiate ourselves, create stakeholder value and build partnerships capable of delivering lasting outcomes. We thank you for your continued support as we work together to deliver our 2030 regenerative vision and contribute to a more circular, resilient and sustainable future.

Graham Chipchase
Chief Executive
Officer

J.J. Freijo
Chief Sustainability
Officer

⁴ The EX Index has been adopted in FY26 and is a combined measurement of gender representation, pay equity and employee survey results/inclusivity.

ESG investor-focused priorities and recognitions

Brambles' engagements with investors have seen an increasing focus on topics, including climate disclosure, tightening regulatory scrutiny and a shift from ambition to credible execution. Investors are increasingly shifting away from narrative-driven ESG reporting towards verifiable, decision-useful data, operational resilience and governance of emerging risks.

For investors, the ESG agenda is becoming more regulated, comparable and execution-led. The focus is moving beyond broad sustainability ambition toward verifiable information that supports assessment of resilience, capital allocation and long-term value creation. Climate disclosure is central to this shift. Investors increasingly expect companies to move beyond greenhouse gas (GHG) emissions performance to focusing on how transition plans, physical climate risks, adaptation actions and value-chain exposure affect strategy, costs, assets and future cash flows.

This reinforces the importance of the 2030 Sustainability Programme and our vision to create regenerative supply networks. Our emphasis on science-based decarbonisation, climate adaptation and integrating sustainably sourced timber with community-centric, nature-related projects aligns with the environmental issues investors prioritise. Consistent improvement in our safety performance remains paramount, with the expectation that this approach will extend across the value chain. Central to each investor engagement is sharing how Brambles' efficient, low-waste circular solutions create customer value and support the core business to realise our market opportunities. The programme also reflects the market's move from ESG storytelling to disciplined delivery through clear and tangible targets, five-year strategies, governance structures, measurement systems, assurance readiness and operational ownership distributed throughout the organisation.

Brambles continues to demonstrate leadership by being recognised in key ESG benchmarks, establishing the company as a reference point for external stakeholders. The ESG indices are taken into account in our strategy, helping us engage various functions across the business on areas for improvement and provide insights into how emerging ESG issues are introduced to the market.



AAA

maximum rating from MSCI maintained, demonstrating industry leadership in managing the most significant ESG risks and opportunities.

**Dow Jones
Best-in-Class
(DJBIC)
World Index**

2nd

in the DJBIC World Index (formerly the Dow Jones Sustainability Index) for our industry category in 2026 (2nd in 2024⁵). This marks Brambles' 12th consecutive inclusion on the list.



CDP double A List

recognised as a leader in 2025 for corporate transparency and action on climate and deforestation. For the second time, recognised as a Supplier Engagement Leader (Double A List for both Climate and Forests, and Supplier Engagement Leader in 2024).



FTSE4Good

Constituent

of the FTSE4Good Index since 2014 showcasing leading performance on ESG practices.⁶



Global Top Employer

recognition making CHEP one of only 17 companies with this certification in 2026. CHEP is also recognised as a Top Employer in 26 countries and four regions.

⁵ The rebalance cycle for this index has changed, with no rebalance in 2025.

⁶ More information about the FTSE4Good Index Series can be found on our website at brambles.com/sustainability/esg-about-the-ftse4good-index-series.



Brambles' 2030 sustainability targets

FY26 data on this page is covered by assurance

The table below and on the next page shows the results against the main targets under Brambles' 2030 Sustainability Programme. Progress against supporting targets and enablers is available in the relevant sections of this report.

Key Performance stronger vs FY25 or FY20 baseline Performance maintained since FY25 Performance weaker vs FY25 New baseline set in FY26

The full list of 2030 targets and enablers is available at brambles.com/2030-sustainability-programme

The definitions, boundaries and measurement approaches for the targets are available in the Basis of Preparation – ESG Metrics 2026 at brambles.com/sustainability-review

⁷ For the purpose of this target, regeneration consists of initiatives that enable restoration, conservation or sustainable management. Refer to pages 9–11 for more details on how the first and second hectares are calculated.

⁸ Refer to page 10 for more details on how sustainably certified timber sourcing and Chain-of-Custody (CoC) certified timber purchases are defined.

⁹ Brambles SBTs to 2030 cover Scope 1 GHG emissions (net of biogenic emissions and contractual instruments), Scope 2 GHG emissions (calculated using a market-based approach) and certain Scope 3 GHG emissions as shown on page 14.

¹⁰ This data point is not subject to assurance.

¹¹ Net-positive product waste solutions which contribute to this target are shown in our product waste solutions hierarchy on page 18.

¹² The scope of the 2025 target and result was limited to recycled content in plastic purchases, while the 2030 target covers a range of circular materials or solutions as described on page 17.



BRAMBLES' 2030 SUSTAINABILITY TARGETS continued

FY26 data on this page
is covered by assurance

Business Positive

Brambles' Business Positive focus area supports circularity by increasing the environmental benefits in our customers' supply chains, building a safe, inclusive and respectful workplace, and partnering for positive outcomes across the supply network and beyond.

Main target	Metric	FY26 progress
Supply Chain Positive		
Achieve year-on-year growth from 2026 in circular benefits in Brambles' customer supply chains by converting from linear alternatives and improving asset productivity	Customer-driven avoided environmental impacts through Brambles' share and reuse model ¹³	2,690.9 ktCO ₂ -e (FY25: 1,992.2 ktCO ₂ -e)
		4.5 million m ³ of timber (FY25: 2.3 million m ³)
		2,289.3 kt of waste (FY25: 1,339.1 kt)
		3,378.2 ML of water (FY25: 4,371.1 ML)
Positive Partnerships		
Activate sustainability collaborations with 1,000 partners across Brambles' supply network cumulatively across the five-year period to 2030	Number of external partners with which Brambles has engaged in sustainability collaborations, cumulatively across the programme	694 partners (FY25: 637 customers) ¹⁴
Workplace Positive		
Reduce Brambles' Lost Time Injury Frequency Rate from 1.0 to 0.9 by 2026	LTIFR during the year	0.9 (FY25: 1.0)
Achieve a year-on-year increase in Brambles' Employee Experience Index ¹⁵ from 2026	EX Index score during the year	87
Maintain the representation of women on the Board at 40% and increase the representation of women in management roles to 40% and in service centre roles to 12%	% of women on the Board for the year	45.5% (FY25: 41.7%)
	% of women in management for the year	39.1% (FY25: 38.8%)
	% of women in service centre roles for the year	10.4% (FY25: 9.8%)



Communities Positive

Brambles' Communities Positive focus area promotes circularity, supports resilience and reflects the connections between society, the economy and nature.

Main target	Metric	FY26 progress
Positive Policy Impact		
Implement a global Public Affairs function and develop a policy engagement framework by 2026	Implementation of a global Public Affairs function during the year	○ Implemented
	Development of a policy engagement framework during the year	○ Developed
Food Positive		
Achieve year-on-year improvements in food waste avoided and food surplus rescued using Brambles' platforms, digital capabilities and collaborations with food rescue organisations from 2026	Total weight of food waste avoided and food surplus rescued during the year	○ 880,863 t
Community Resilience		
Proactively contribute to community development and support crisis response programmes in each of Brambles' five operating regions	Development of a framework for a community development programme and for engaging with relevant authorities to support their crisis response programmes during the year	○ Developed

13 Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a linear or single-use alternative (obtained from independent LCAs performed by external consultants), multiplied by the volume of each related product issued to customers during the Year.

14 The scope of the 2025 target and result was limited to customers, while the 2030 target covers a range of stakeholders including customers, suppliers and civil society organisations.

15 The EX Index measures Brambles' Diversity, Equity and Inclusion (DEI) progress and is an overall weighted score comprising women in leadership, pay parity, living wage and inclusion.



Nature Positive

Brambles' Nature Positive focus area aspires to build a regenerative nature-positive business by restoring and conserving ecosystems, going beyond zero waste and aiming to draw down more carbon than Brambles produces.

Contents

	Forest Positive	9
	Climate Positive	13
	Circular Resources	16

16 The LEAP framework is an integrated assessment approach developed by the TNFD. It is designed to guide organisations in locating, evaluating, assessing and preparing to disclose nature-related dependencies, impacts, risks and opportunities (DIROs).

17 Brambles SBTs to 2030 cover Scope 1 emissions (net of biogenic emissions and contractual instruments), Scope 2 emissions (calculated using a market-based approach) and certain Scope 3 emissions as shown on page 14. Emissions results shown are against those emissions included in our SBTs.

18 Refer to page 18 for net-positive product waste solutions which contribute to this target, shown in our product waste solutions hierarchy.

FY26 highlights

Validating our 2030 target areas through the TNFD framework

To support the commencement of disclosures against the TNFD recommendations, we have mapped Brambles' nature-related impacts and dependencies, identified priority locations using the LEAP¹⁶ methodology and developed a register of nature-related risks and opportunities.

Dependencies and impacts

Priority locations

Risks and opportunities

2030 sustainability targets

Our impacts and dependencies are strongly linked to the three target areas of Forest Positive, Climate Positive and Circular Resources, with our 2030 sustainability targets positioning us to mitigate the associated risks and leverage the opportunities, not only across the priority locations but more broadly across our operations and supply network.

In addition to the three target areas covered in this section of the report, our digital transformation programme (discussed on page 21) further supports our approach to nature-related impacts and dependencies by enhancing the effectiveness of asset productivity initiatives.



Learn more about our approach to nature and regeneration at brambles.com/nature-positive

1.4 ha

of land under regeneration for every one required for our timber needs

36%

reduction in Scope 1 and Scope 2 GHG emissions¹⁷
Since FY20 baseline year

16%

reduction in Scope 3 GHG emissions¹⁷
Since FY20 baseline year

50.0%

virgin plastic substitution

58.7%

net-positive product waste solution score¹⁸

For operated and subcontracted service centres



FY26 data on this page is covered by assurance



Forest Positive

Brambles' 2030 Forest Positive target area aims to regenerate two hectares for every one required for Brambles' timber needs. By integrating regeneration into our supply chain and replenishing the resources we need, Brambles supports nature positive outcomes and long-term resilience.

2030 targets¹⁹

Enable the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs cumulatively across the five-year period to 2030²⁰

Maintain 100% sustainably certified timber sourcing²¹

Achieve year-on-year growth in the proportion of Chain-of-Custody certified timber purchases²¹ from 2025

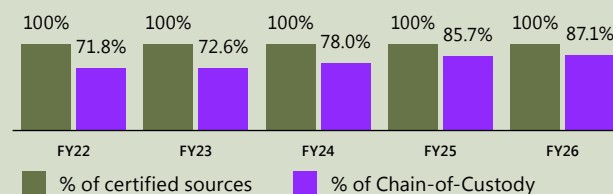
Implement or contribute to one biodiversity initiative in five timber sourcing regions

FY26 achievements

1.4 ha
of land under regeneration
for every one required
for our timber needs²⁰

1
timber sourcing region
with biodiversity initiatives

Certification status of purchased timber



FY26 achievement data is covered by assurance

Supporting
UN Sustainable
Development Goals:



Strengthening forest resilience and ecosystem value

Brambles' Forest Positive target area builds on our long-standing target to maintain 100% sustainably certified timber sourcing. It is further strengthened through Chain-of-Custody (CoC) certified timber which facilitates integrity and traceability across our global operations.

As expectations and maturity around nature continue to evolve, our approach has expanded beyond a focus on growing trees to consider forests as part of wider, interconnected ecosystems. This change acknowledges that the long-term value and resilience of forests depend not just on the timber they produce, but also on their contributions to biodiversity, climate regulation and their connections to the landscapes and communities that our supply chains depend on.

In this context, our 2030 Sustainability Programme uses the land area required by our productive timber needs to drive improvements in the ecological systems that sustain it. This approach reinforces the health, resilience and biodiversity of those systems over time.

This integrated model positions Brambles' Forest Positive programme as a driver of regenerative outcomes, strengthening the inherent connections between nature, communities, forest productivity and the long-term sustainability of Brambles' operations.

Brambles' sustainable sourcing

We are proud to report that we remain in full compliance with our global timber sourcing policy, with 100%²¹ of timber sourced from certified sustainable sources, supporting deforestation-free practices.

In FY26, we increased purchases carrying full CoC certification by 1.4-percentage points to 87.1%, strengthening supply chain traceability and support for human rights across the value chain. We will continue to grow CoC volumes while working with suppliers and certification bodies to better reflect new and emerging climate, biodiversity and human rights risks in certification standards.

[Learn more: Brambles' Global Timber Sourcing Policy](#)

Beyond sustainable sourcing

Brambles' Forest Positive approach strengthens the resilience of the forests we depend on by supporting the health of surrounding ecosystems. Recognising that productive forests rely on biodiversity, thriving water systems and local communities, our programme contributes not only to sustainable timber supply but also to broader ecosystem outcomes across our sourcing regions.

First hectare

22,471 hectares

of land required to meet our FY26 timber needs, under sustainable management.

Second hectare

10,000 hectares

of additional land regeneration enabled in FY26. Refer to page 12 for more details.

Total land under regeneration

= 32,471 hectares²⁰

of land under restoration, conservation or sustainable management in FY26.

¹⁹ Our 2030 Forest Positive targets are further supported by two key enablers:

- Contribute to positive outcomes for people and communities through forestry and nature-based initiatives in each of Brambles' five operating regions;
- Issue annual nature-related disclosures and adopt relevant nature-related targets, metrics, measurement methodologies and reporting practices.

²⁰ Refer to pages 10–11 for more details on how the first and second hectare are calculated.

²¹ Refer to page 10 for more details on how sustainably certified timber sourcing and CoC certified timber purchases are defined.



FOREST POSITIVE continued

FY26 sustainable timber sourcing

This infographic shows Brambles' global timber procurement activity, demonstrating 100% sustainably certified timber sourcing²² for FY26 and the regenerative projects contributing to our Forest Positive targets.

An equivalent of 22,471 hectares was needed to grow the timber for Brambles FY26 operations. This represents the basis for our target to regenerate two hectares for every one required. As this land is sustainably managed, it is also counted against the first hectare of this target, described further on page 11.

Sustainably certified timber sourcing

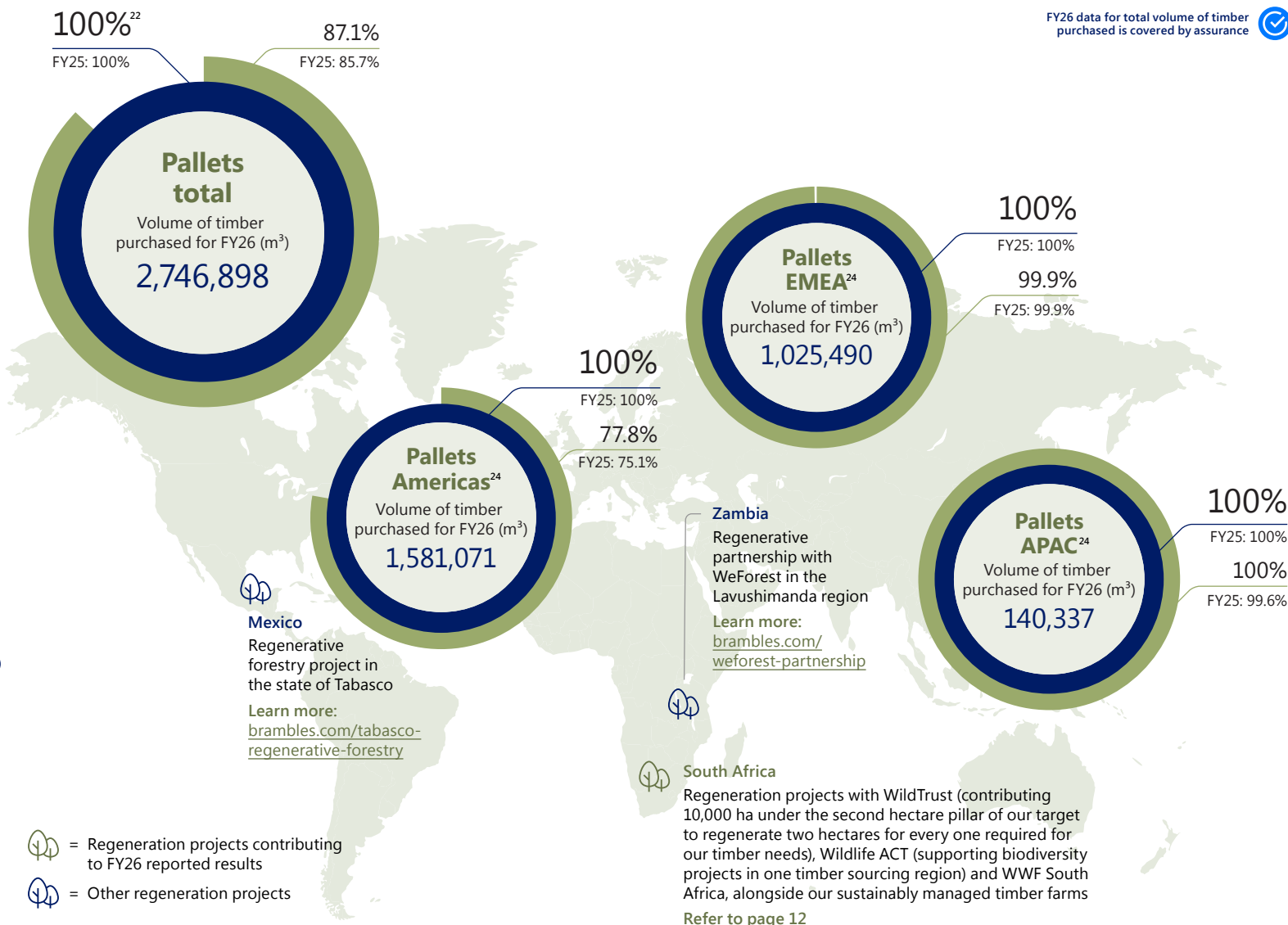
Includes timber sourced either from certified forests or through a certified due diligence system under the globally recognised standards of the:

- Forest Stewardship Council® FSC®-N004324 (FSC®);²³ or
- Programme for the Endorsement of Forest Certification PEFC/01-44-79 (PEFC) or national forest certification systems endorsed by PEFC.



CoC certified timber purchases

CoC certification is available under both FSC® or PEFC standards. This certification requires that sustainably sourced timber is correctly tracked along the supply chain and that human rights are respected.



Brambles' sustainable sourcing supports the objective of **SDG 15: Life on Land** and particularly target 15.2, which aims for the sustainable use of the world's forests.



Learn more: [Sustainable forestry certifications explained](#)



Learn more: [Brambles' Global Timber Sourcing Policy](#)

22 Although 100% of Brambles FY26 timber purchases carried sustainability certification, a minimal volume of non-compliant timber was purchased. More information can be found on pages 36–37 of Brambles' 2026 Annual Report.

23 The Forest Stewardship Council (FSC) is dedicated to promoting responsible forestry worldwide. www.fsc.org

24 In line with Brambles' financial statements: EMEA comprises Europe, Middle East, Africa, Türkiye and the North American automotive business; Americas comprises North America and Latin America (LATAM); APAC comprises Australia, New Zealand and Asia.

FOREST POSITIVE continued

Image: One of Brambles' timber farms in South Africa. © Matthieu Rivart

Our 2030 land regeneration target

Regenerating two hectares for every one used

The land required to meet Brambles' timber needs is estimated from the volume of timber purchased. This defines the baseline number of hectares for the target. Where this timber is sourced through sustainably certified timber processes (as required under Brambles' [Global Timber Sourcing Policy](#)), the associated land contributes to the first hectare.

The second hectare is enabled through strategic partnership projects that focus on restoration, conservation or sustainable management actions, producing regenerative outcomes for people and nature. In some cases, land already recognised under the first hectare may also be recognised under the second hectare. This may occur where distinct additional outcomes are enabled beyond those already captured through the certification process for the first hectare, including improvements to plantation biodiversity and plantation forestry practices. In such cases, any such dual recognitions will be clearly disclosed.

Ensuring integrity and credibility

Our approach is underpinned by a structured methodology and robust governance framework:

- Clear rules for recognising hectares, including requirements for additionality and attribution;
- Documented evidence and commitments to support delivery;
- Transparent accounting, including how overlap between first and second hectare is treated;
- Dedicated Monitoring, Reporting and Validation (MRV) framework to track outcomes and support continuous improvement; and
- Annual review and reporting aligned with our sustainability governance processes.

First hectare: Land required for Brambles' timber needs

Our target

Enable the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs cumulatively across the five-year period to 2030

Restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed.

Conservation is the process of protecting and managing land in ways that maintain or enhance the ecological integrity of ecosystems, safeguard natural habitats and support the long-term viability of populations of species in their natural surroundings.

Sustainable management refers to land managed in compliance with Brambles' [Global Timber Sourcing Policy](#), including in accordance with one of the two most globally recognised standards, FSC® (FSC®-N004324) or PEFC (PEFC/01-44-79). Both FSC® and PEFC standards include requirements to prevent deforestation and forest conversion.



100% sustainably certified timber sourcing



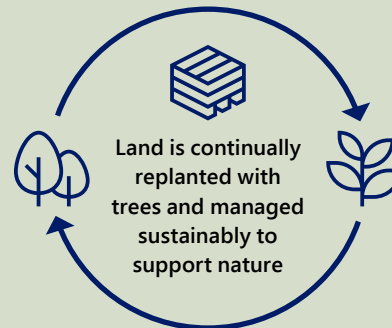
Creation of new timber sources
Implementation of certification schemes for new timber sources



Value-added philanthropy

Collaboration

Ecosystem service enhancements





FOREST POSITIVE continued

Regeneration in action

Our South Africa sourcing region

In South Africa, where Brambles directly manages 18 certified timber farms within ecologically rich landscapes, we are scaling a more integrated, regenerative approach.



One of Brambles' timber farms in South Africa. © Matthieu Rivart

Learn more about our Nature Positive projects at brambles.com/nature-positive

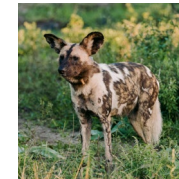
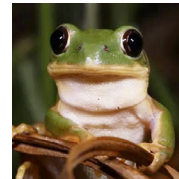
Supporting biodiversity in our timber sourcing regions

In addition to our target to regenerate two hectares for every one used, Brambles is supporting improved biodiversity outcomes by aiming to implement or contribute to one biodiversity initiative in each of our five timber sourcing regions. By embedding biodiversity into our Forest Positive target area, we focus not only on land regeneration, but also on improving habitat condition, supporting species diversity and strengthening ecological resilience.

This approach is illustrated through a collaborative initiative in South Africa, located within the same landscapes as our timber sourcing operations in KwaZulu-Natal. It also represents our first region with biodiversity projects under our 2030 targets.

Through our partnership with organisations like Wildlife ACT, we support the monitoring and conservation of threatened wildlife, including the blue swallow, long-toed tree frog and vultures in and around our timber farms. Our efforts also extend to other priority species, such as wild dogs, rhinos and pangolins in areas surrounding our timber farms.

Critical species like these are key indicators of ecosystem health. Their protection strengthens biodiversity across interconnected ecosystems, improves landscape resilience and contributes to the long-term sustainability of forests and supply chains critical to Brambles.



The catchment area in which Brambles sustainably manages timber farms in South Africa provides important habitats for species like the blue swallow and the endangered long-toed tree frog. Brambles is working both within these farms and across the wider region with organisations like **Wildlife ACT** to promote nature-positive initiatives and regenerative actions that target these important species, alongside other local species, such as vultures, rhino, pangolins and wild dogs.

CHEP and **WWF South Africa** partner on water stewardship in uMzimkhulu, balancing timber operations with sustainable water security for local communities.

Regenerative partnership with WildTrust in Upper uThukela

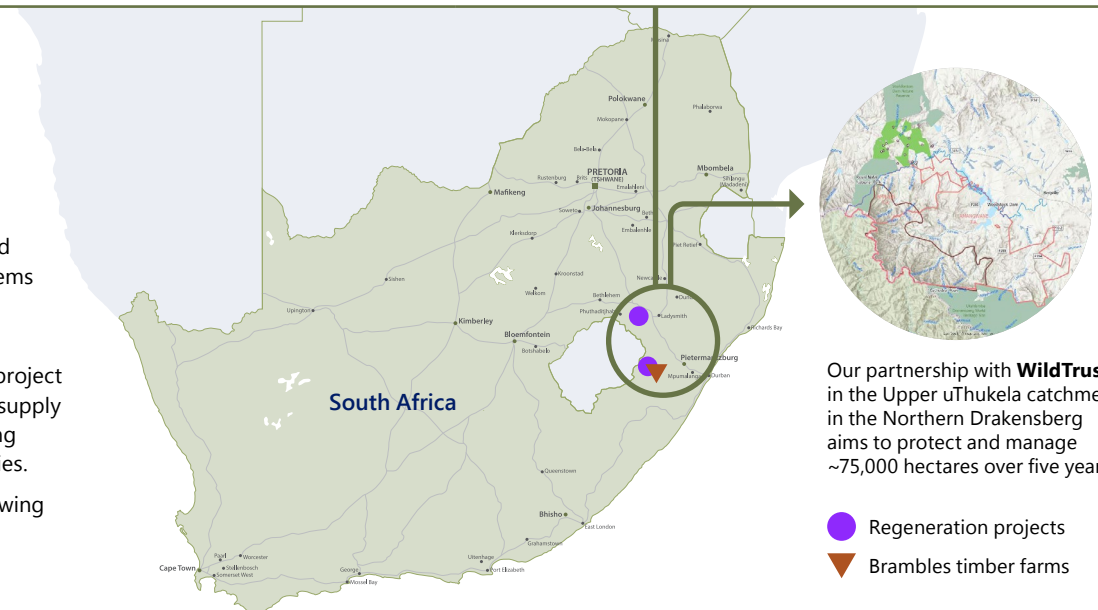
In the globally significant landscape and critical water source of the Upper uThukela catchment in the Northern Drakensberg, Brambles has entered a new strategic partnership with WildTrust. This partnership aims to protect and manage ~75,000 hectares over five years, contributing to our target to regenerate two hectares of land for every one required.

Work began in FY26 across 10,000 hectares²⁵ prioritising conservation and improvements in land management. This project is linked to our productive sourcing landscapes via shared water systems and biodiversity corridors. It illustrates how the integrated approach of Forest Positive initiatives can enhance the ecosystems that support our business operations.

By investing in land management throughout the broader catchment area, the Upper uThukela project aims to develop more resilient landscapes and support the longer-term sustainability of timber supply and forests. It also conserves existing valuable ecosystems and their biodiversity while generating direct conservation employment opportunities for the community through nature-based activities.

As we expand the programme's activities over the coming years, we will continue to count a growing portion of this land against our regeneration target.

²⁵ These 10,000 hectares are recognised as the FY26 progress against the second hectare pillar of our target to regenerate two hectares of land for every one required. This value is covered by assurance.



Our partnership with **WildTrust** in the Upper uThukela catchment in the Northern Drakensberg aims to protect and manage ~75,000 hectares over five years.

- Regeneration projects
- ▲ Brambles timber farms



Climate Positive

Brambles' 2030 Climate Positive target area aims to achieve Brambles' science-based targets and respond to climate change impacts through adaptation and mitigation measures. To this end, Brambles' Climate Strategy comprises a transition plan and an adaptation plan.

2030 targets

Achieve validated 2030 science-based emission reduction targets to progress towards our ambition of net-zero GHG emissions by 2040

Integrate climate adaptation processes across Brambles' timber sourcing and service centre network to enhance resilience against physical climate-related risks

Maintain 100% renewable electricity in Brambles' operations

FY26 achievements

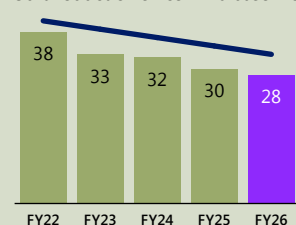
Brambles has developed a climate adaptation framework

Maintained 100% renewable electricity in our own operations²⁶

Emissions reductions in line with SBTs and long-term net-zero ambition

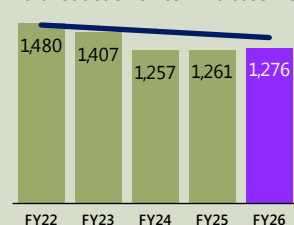
GHG emissions²⁶ (ktCO₂-e)

Scope 1 & 2:
36% reduction since FY20 baseline



FY26 achievement data is covered by assurance

Scope 3:
16% reduction since FY20 baseline



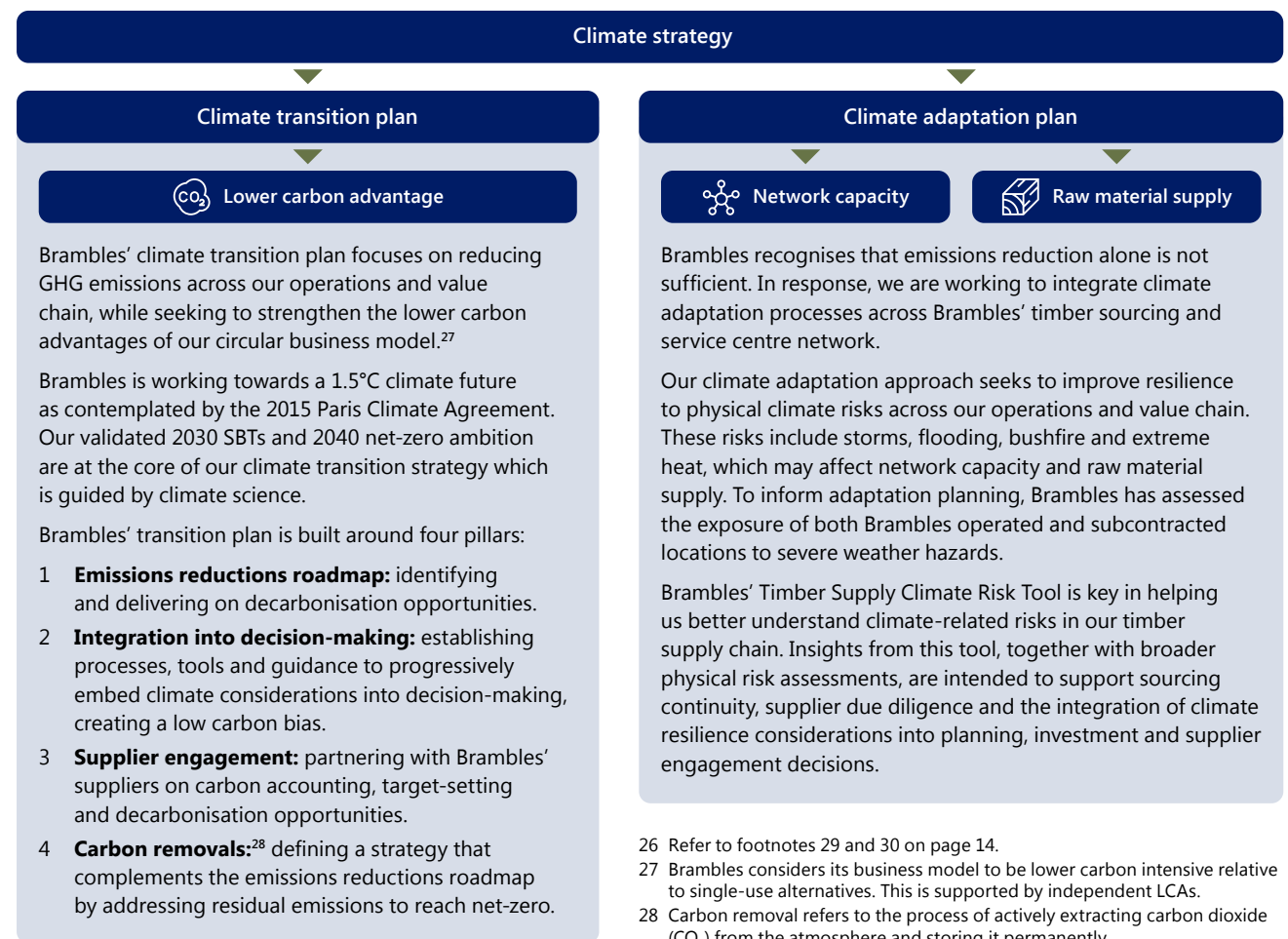
— SBT minimum trajectory

Our climate strategy

Brambles' approach to climate change is shaped by three themes identified through our climate scenario analysis: lower carbon advantage,²⁷ network capacity and raw material supply. In response, our climate strategy is structured around two complementary elements: climate transition and climate adaptation.



Sustainability Report – Climate Update in the Brambles 2026 Annual Report



²⁶ Refer to footnotes 29 and 30 on page 14.

²⁷ Brambles considers its business model to be lower carbon intensive relative to single-use alternatives. This is supported by independent LCAs.

²⁸ Carbon removal refers to the process of actively extracting carbon dioxide (CO₂) from the atmosphere and storing it permanently.



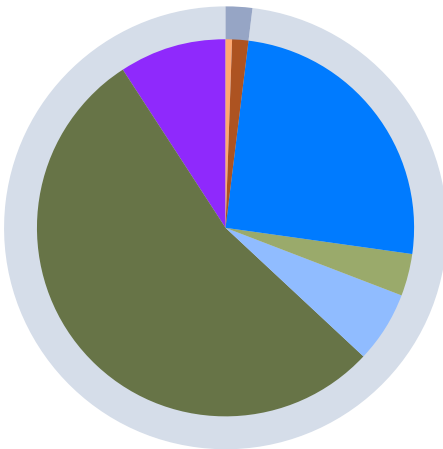
CLIMATE POSITIVE continued

Climate transition

Brambles' FY26 SBT performance and GHG emissions

Brambles' Scope 1, 2 and 3 GHG emissions²⁹ increased by 1% compared to FY25. Despite this, emissions have decreased by 16% compared to our FY20 baseline, keeping our emissions reduction trajectory ahead of our validated SBTs. This performance has been driven by the operating environment as well as the planning and delivery of the comprehensive decarbonisation strategy.

For details of our full GHG emissions inventory, refer to pages 172–173 of Brambles' 2026 Annual Report.



FY26 data for: total Scope 1 and 2; total Scope 3; and total GHG emissions is covered by assurance

The following aspects contributed to our FY26 performance:

- Scope 1 emissions have decreased by 5% year-on-year driven by the continued improvement in the transition to low and zero emissions vehicles comprising CHEP operated fleets and the continued electrification of forklift truck fleets at CHEP operated sites;
- Despite a larger than forecast volume of pallet pooling equipment purchases to improve service levels and restore pallet availability in the US network, global capital goods emissions decreased by 7% year-on-year;
- Subcontracted downstream transport emissions increased by 1% year-on-year, driven by higher pallet relocations to address the short-term repair capacity constraints in parts of the US network, and partly offset by lower transport emissions in Europe and APAC. Overall, FY26 downstream transportation and distribution emissions are 24% lower than in FY20, reflecting route and truck load optimisation efforts, progress on multimodal transportation and the progressive adoption of zero and low emissions solutions; and
- A 4% year-on-year decrease in emissions from subcontracted service centres as a result of the continued incorporation of supplier-specific utilities data in Brambles' emissions calculations, reflecting suppliers' efforts to electrify and adopt renewable electricity.

	GHG emissions by source (ktCO ₂ -e)		Change FY26 vs FY25	FY20 baseline (ktCO ₂ -e)	Change FY26 vs FY20 baseline	2030 targets validated by SBTi (on FY20 levels)
Scope 1 and 2²⁹						
CHEP fleet fuel	10.7	11.3	-5%	8.6	24%	2030 target: 42% reduction
CHEP site fuel	17.4	18.2	-4%	19.8	-12%	
CHEP electricity	— ³⁰	—	—	15.2	-100%	
Total Scope 1 and 2	28.1	29.5	-5%	43.6	-36%	
Scope 3²⁹						
Capital goods	330.3	355.1	-7%	354.9	-7%	2030 target: 17% reduction
Upstream transportation & distribution	43.6	43.8	0%	39.2	11%	
Waste generated in operations	79.4	41.1	93% ³¹	43.1	84%	
Downstream transportation & distribution	703.7	697.6	1%	929.1	-24%	
Processing of sold products	118.6	123.4	-4%	149.5	-21%	
Total Scope 3	1,275.6	1,261.0	1%	1,515.8	-16%	
Total GHG emissions	1,303.7	1,290.5	1%	1,559.4	-16%	



Examples of key decarbonisation initiatives



Subcontracted transport

Brambles increased the penetration of zero and low emissions fuels for subcontracted road freight services in Europe by 5.6-percentage points in FY26 compared to FY25, with over 40 active projects in collaboration with carrier partners. Electric trucking projects were launched in Australia, Mexico and Chile. We also continued efforts to increase Brambles' share of multimodal transport in key jurisdictions, including an increase of 1.4-percentage points in the US.



CHEP operated fleets and electrification of site equipment

The total penetration of low and zero emissions vehicles in CHEP operated fleets increased by 5.2-percentage points in FY26, compared to FY25. We also achieved an increase of 7.8-percentage points in the share of electric forklifts at CHEP operated sites.

²⁹ FY26 gross Scope 1 emissions were 36.4 ktCO₂-e. Results shown against our SBTs to 2030 cover Scope 1 emissions (net of biogenic emissions and contractual instruments), Scope 2 emissions (calculated using a market-based approach) and certain Scope 3 emissions. The Scope 3 emissions categories within the scope of Brambles' target are Category 2 (related to product materials), 4, 5, 9 and 10 (related subcontracted service centres).

³⁰ We have maintained 100% renewable electricity at Brambles' own operations. This comprises electricity from renewable contracts 56%, onsite generation 7% and Energy Attribute Certificates 37%.

³¹ The increase in emissions from waste is due to an update of the calculation approach applied in FY26.

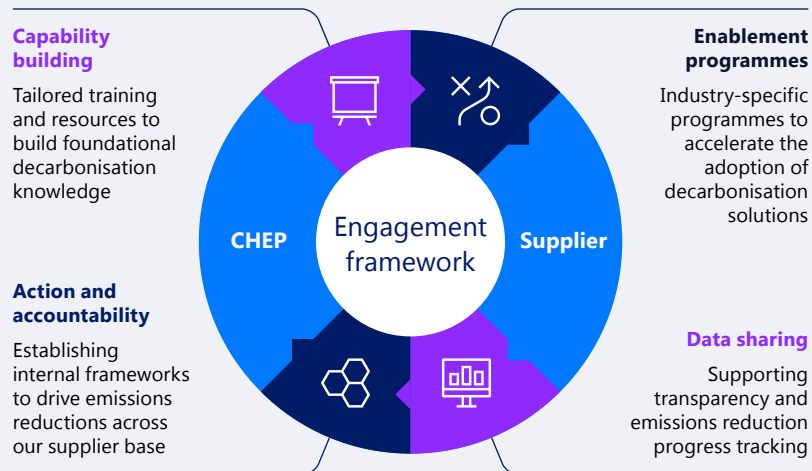


CLIMATE POSITIVE continued

Climate Smart Partners

Climate Smart Partners is Brambles' supplier engagement programme on decarbonisation, designed to support our most material suppliers (representing around 65% of our global emissions) on their decarbonisation journey.

The programme is built around a framework with four core areas:



An example of this engagement framework in action in FY26 was the development of a pilot enablement programme with transport carriers in the US. Brambles established a three-way collaboration with a strategic carrier and a fuel distributor to map their respective transport lanes against their renewable diesel refuelling network in Southern California. This allowed the carrier to implement an internal driver incentive programme to increase renewable diesel usage. In FY27, work will continue to explore opportunities to scale this and other enablement programmes.

Other key areas of work in FY26 included:

- Release of a 'Climate Smart Guide' to support carriers, new pallet manufacturers and subcontracted service centres; and
- Progressive integration of decarbonisation criteria into scorecards and contractual language.



Supplier Engagement Leader
recognition by CDP

Climate adaptation

Brambles aims to strengthen the resilience of our operations and supply chain to the physical impacts of climate change through a climate adaptation approach focused on two priority areas: network capacity and raw material supply.

Network capacity

A climate-resilient network can help reduce the operational and financial impacts of severe weather and other climate-related disruptions. Brambles' network capacity is supported by the scale of our service centre network, our reusable asset pool, repair and reconditioning systems, digital platforms, transport carrier relationships and the experience of our workforce operating in complex supply chains.

Brambles' network capacity plan consists of three phases:

Phase 1: completed	Phase 2: in progress	Phase 3: commencing FY27
Map severe weather hazards across Brambles operated and subcontracted locations and linked findings to business continuity	Embed climate considerations into core processes (e.g. plant network optimisation, real estate, building and equipment design)	Establish a roadmap for integrating climate resilience into broader organisational processes

Raw material supply

Brambles aims to strengthen resilience across our raw material supply, particularly timber, which may be affected by acute weather events and longer-term changes in forest productivity. Our approach focuses on maintaining diversified and sustainably certified timber sourcing options across geographies, suppliers and timber species, while also reducing reliance on new timber through product design, asset recovery and asset productivity initiatives. Through our Forest Positive target area, Brambles is leveraging nature-based solutions for resilience to climate events and continues to explore alternative timber species, assessing options that may support long-term supply resilience.

Targets

On top of our existing target to maintain 100% sustainably certified timber sourcing, two additional metrics will be used to demonstrate the integration of climate adaptation processes across Brambles' timber sourcing and service centre network.



Network capacity

Target: Maintain 100% screening of Brambles operated and subcontracted locations for vulnerability to severe weather events

FY26 result: 100% of operated and subcontracted locations with insured assets have been screened



Raw material supply

Target: Maintain at least 90% training completion on Brambles' Climate Risk Screening Tool for timber procurement professionals

FY26 result: 90.9% of timber procurement professionals have been trained



Circular Resources

Brambles' 2030 Circular Resources target area aims to reach 80% net-positive solutions for Brambles' product waste, and for virgin plastic substitution in Brambles' products.

2030 targets

Implement solutions to divert all product waste from landfill for Brambles operated and subcontracted service centres

Implement net-positive product waste solutions³² across 80% of Brambles operated and subcontracted service centres

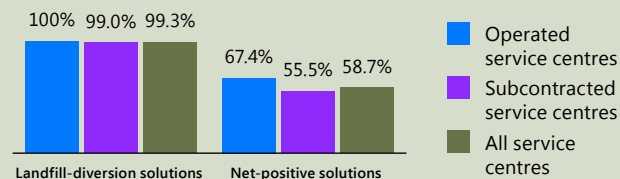
Substitute 80% of virgin plastic purchases with circular materials or solutions

Implement water efficiency initiatives at Brambles operated service centres in water-stressed areas

Implement circular design principles for all new products, including using circular materials or solutions to amplify durability and circularity

FY26 achievements

Product waste solutions scores



50.0%
of virgin plastic purchases substituted with circular materials or solutions



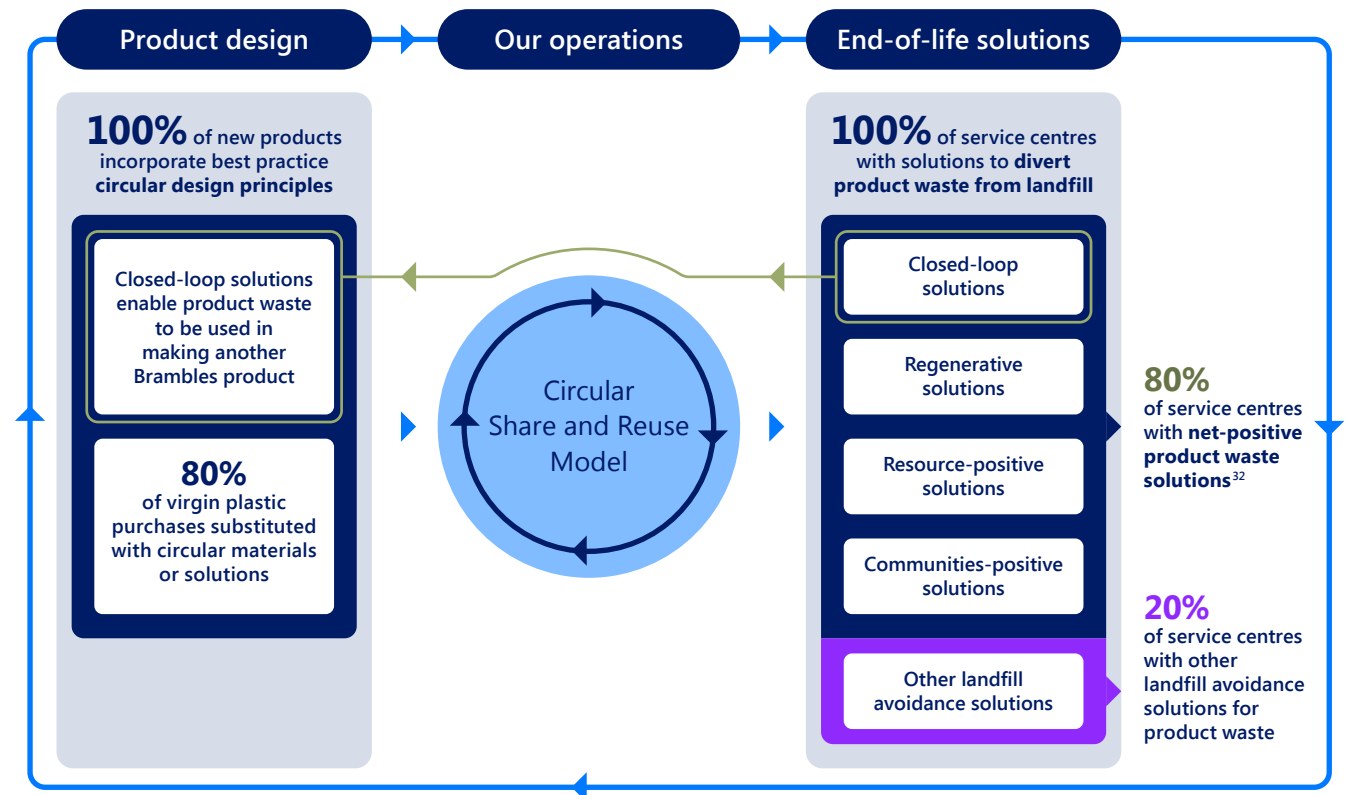
FY26 achievement data is covered by assurance

Rethinking our resource use

Brambles' life cycle and circularity mindset extends beyond asset productivity as we also embed circular economy principles throughout the product lifecycle, starting by using LCAs during product development and incorporating digital readiness, waste reduction and planning for closed-loop outcomes at the end of a product's lifecycle.

Our targets aim to drive innovation at our service centres by rethinking product waste as a resource that retains value. This encourages net-positive outcomes and drives a more circular, efficient and resilient business model, while helping our customers advance their own sustainability priorities.

Our 2030 waste and product targets



³² Refer to page 18 for net-positive product waste solutions that contribute to this target, shown in our product waste solutions hierarchy.



CIRCULAR RESOURCES continued

Designing for circularity

At Brambles, circularity is central to how we design, manage and recover our products. We aim to design durable, reusable platforms that can remain in use for as long as possible within our share and reuse model, helping reduce waste and improve resource efficiency. Our approach considers the full product lifecycle – from design and material selection through to recovery and end-of-life management, with the objective of keeping materials in circulation at their highest practical value. At the same time, ambitions around recycled plastic content are increasing to substitute 80% of virgin plastics with circular solutions.

→ ***We aim to design durable, reusable platforms that can remain in use for as long as possible within our closed-loop share and reuse model, helping reduce waste and improve resource efficiency.***

Circularity in product design

Under our 2030 Sustainability Programme, our approach to virgin plastic substitution has evolved. While recycled plastic remains a primary lever, we now recognise that a broader range of materials may offer more alternatives and continue to explore these options. To maintain our high product performance and quality standards, we have not yet deployed non-plastic substitutes beyond recycled content in FY26. Nevertheless, we increased the substitution of virgin plastic with recycled plastic by 8.6-percentage points to 50.0% (FY25: 41.4%).

As we advance our pipeline, we expect to trial additional circular materials over the course

of the programme. This may include nature-positive materials (derived in a way that retains and restores species, ecosystems or natural processes), biomaterials (derived from plants, animals, bacteria, fungi etc.), waste-positive materials (like recycled plastics) or closed-loop materials from our own product waste.

Beyond substituting virgin plastic in our products, we also continue to embed circular design principles³⁴ into product development processes. For the Year, four out of a total of five new products incorporated circular design principles, equating to 80.0%.

33 Refer to page 11 of the Basis of Preparation – ESG Metrics 2026 for details of how we define closed-loop, regenerative, resource-positive and communities-positive solutions.

34 Refer to page 12 of the Basis of Preparation – ESG Metrics 2026 for details of how we define circular design principles.

Managing waste as a resource

We view waste as a resource and aim to divert all product waste from landfill through avoidance and recovery. Our target to implement solutions that divert product waste from landfill at all service centres has been further strengthened by prioritising those landfill avoidance solutions that are closed-loop, regenerative, resource-positive or communities-positive.³³ By keeping materials in use for longer, we aim to reduce dependence on virgin materials, including emissions-intensive inputs, such as plastics, while supporting lower-carbon and more resilient supply chains.

Strengthening water stewardship

In recognition of the growing awareness and need for action on water, we will be working towards implementing water efficiency initiatives at Brambles operated service centres in water-stressed areas. We are also increasing our focus on data and site-level insights to help identify priority areas, support responsible water use and strengthen operational resilience over time.



Product design in action

CHEP Innovation Center

The CHEP Innovation Center in Orlando, Florida is designed to accelerate product, packaging and supply chain advancement through rigorous testing and collaboration. This facility, which is certified by the International Safe Transit Association (ISTA), enables comprehensive pressure testing of new products and packaging designs for customers, while refining and developing our own solutions. The centre aims to simulate end-to-end supply chain conditions, providing critical insights that enhance performance and reliability through evaluation of enhanced materials exploration as well as durability innovations.

→ ***Beyond testing, the facility serves as a strategic collaboration hub, partnering with universities, industry associations and customer advisory boards to unlock sustainable supply chain value beyond the pallet.***

The centre's showroom highlights capabilities and alignment with strategic priorities, including sustainability, supporting an average of 67 customer tours and 10 customer testing engagements annually.

Complementing these capabilities, the Pallet Test Track delivers advanced data-driven evaluation of shipping platforms. It aims to replicate real-world distribution conditions using state-of-the-art equipment to assess durability, identify root causes of damage and inform continuous improvement. This ultimately reduces risk, strengthens operational resilience and supports efficient resource use, aligning to our Circular Resources target area.

50.0%

of virgin plastic purchases substituted with circular materials or solutions

80.0%

of new products incorporate circular design principles



Virgin plastic substitution and incorporation of circular design principles are covered by assurance



Learn more: [CHEP Innovation Center](#)



CIRCULAR RESOURCES continued

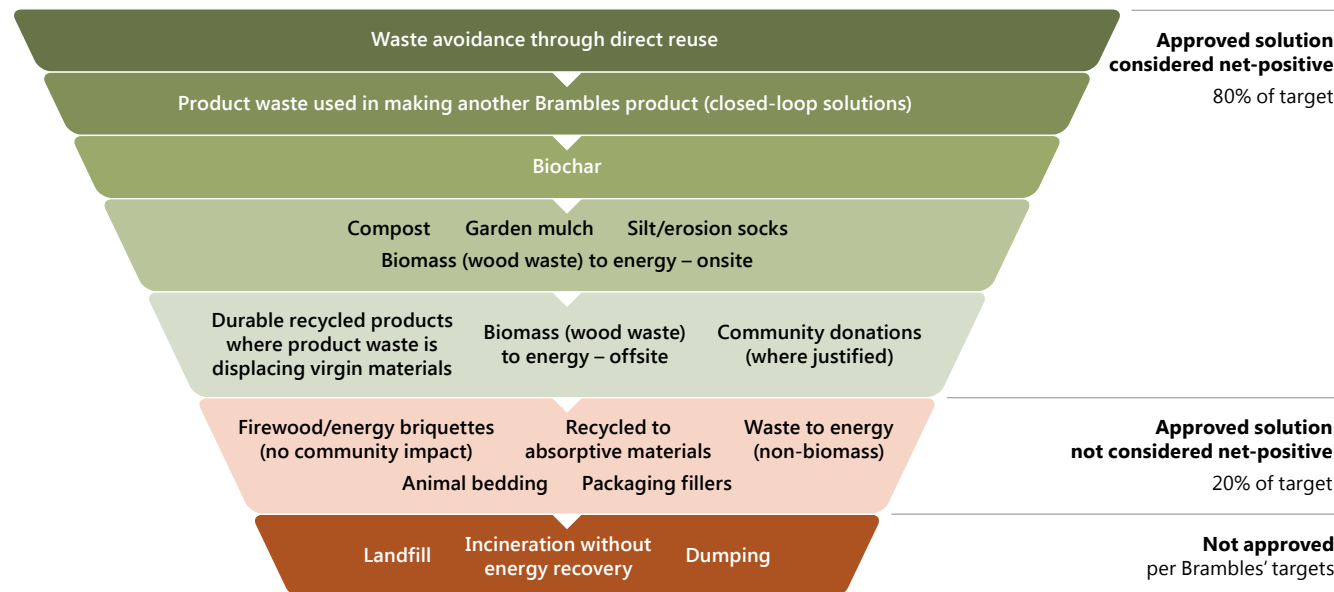
FY26 data on this page
is covered by assurance

Product end-of-life solutions

With the launch of Brambles' 2030 Sustainability Programme, we have increased the level of ambition under our product waste targets. At the same time, we are strengthening reporting through maturing data-collection processes that capture more granular waste management information on each individual product waste stream. Through these efforts, we are able to report on two new metrics (shown on the right) that better reflect the materiality of each product waste stream in the Brambles context, helping direct corrective actions where we can have greatest value chain impact.

In consultation with the Ellen MacArthur Foundation, we have also developed a product waste solution hierarchy to guide Brambles operated and subcontracted service centres in managing their product waste streams, prioritising landfill avoidance solutions that are classified as net-positive.

Product waste solutions hierarchy



99.3%

landfill-diversion product waste solutions score

100% for operated service centres
99.0% for subcontracted service centres

58.7%

net-positive product waste solutions score

67.4% for operated service centres
55.5% for subcontracted service centres

Managing our impact in water-stressed areas

Brambles recognises that water does not need to be used in large volumes for it to have a material impact on local communities and ecosystems, particularly where scarcity or stress exists.

In our operations, water is used primarily for washing reusable plastic crates and containers, and for controlling dust during cutting and reconditioning operations. In absolute terms, Brambles' water usage would not be considered comparable to those operating in water-intensive industries. Nevertheless, Brambles used the Aqueduct Water Risk Atlas tool of the World Resources Institute to identify those Brambles operated service centres that are located in water-stressed areas.

→ **While Brambles is not a water-intensive business, we continue to work on water efficiency solutions, focusing on sites in water-stressed areas.**

This analysis confirmed that the majority of Brambles operated service centres are not in water-stressed areas and are therefore out of scope of our target. The in-scope sites identified are predominantly located in Australia and South Africa. Further, the analysis showed that 28.6% of in-scope sites have existing water efficiency initiatives in place, including rainwater harvesting or water reuse capability. In FY27, work will continue to identify appropriate water efficiency solutions for the remaining service centres to inform an implementation plan to FY30.

28.6%

of operated service centres with implemented water efficiency initiatives in water-stressed areas



Business Positive



Brambles' Business Positive focus area supports circularity by increasing the environmental benefits in our customers' supply chains, building a safe, inclusive and respectful workplace, and partnering for positive outcomes across the supply network and beyond.

Contents

	Supply Chain Positive	20
	Positive Partnerships	23
	Workplace Positive	25

³⁵ Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a linear or single-use alternative (obtained from independent LCAs performed by external consultants), multiplied by the volume of each related product issued to customers during the Year.

³⁶ LTIFR is the Lost Time Injury Frequency Rate, calculated based on the number of lost time incidents and injuries per million hours worked.

³⁷ The EX Index measures Brambles' DEI progress and is an overall weighted score comprising women in leadership, pay parity, living wage and inclusion.

FY26 highlights

Environmental impacts avoided for customers through Brambles' share and reuse model³⁵

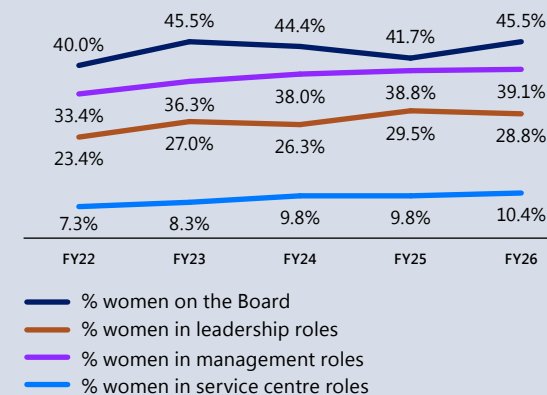
2,690.9 kilotonnes of CO₂-e

4.5 million m³ of timber
Equating to ~4.5 million trees

2,289.3 kilotonnes of waste

3,378.2 megalitres of water

Representation of women at Brambles



694

partners engaged on sustainability collaborations

0.9

LTIFR³⁶

87

EX Index score³⁷

FY26 data on this page is covered by assurance



Supply Chain Positive

Brambles' 2030 Supply Chain Positive target area aims to achieve year-on-year growth in circular benefits in Brambles' customer supply chains.

2030 targets

Achieve year-on-year growth from 2026 in circular benefits in Brambles' customer supply chains by converting from linear alternatives and improving asset productivity

FY26 achievements

Total avoided environmental impacts in our customers' supply chains in comparison to linear or single-use alternatives³⁸

2,690.9
kilotonnes of CO₂-e

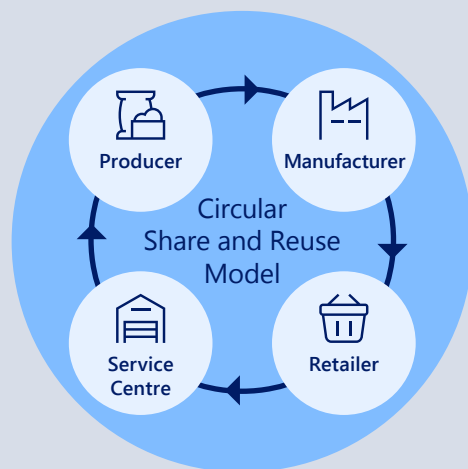
4.5 million
m³ of timber

2,289.3
kilotonnes of waste

3,378.2
megalitres of water



FY26 achievement data is covered by assurance



Creating value for customers and the environment

Brambles' Supply Chain Positive target area creates value for customers and the environment by embedding circularity into supply chains. Our business model supports the circular economy by reducing reliance on new materials, maximising asset reuse, recovery and circulation, while lowering the environmental impacts of our assets over their lifetime.

Our end-to-end approach supports systemic change in how supply chains are designed, operated and scaled by integrating sustainability into commercial decisions, customer engagements, operational processes and asset management. By enabling customers to access shared, reusable platforms rather than owning and managing their own transport packaging, we improve resource efficiency while reducing waste and environmental impacts in their supply chains.

Reporting our circularity contribution

Brambles continues to report the total environmental impacts avoided through our pooled solutions as compared to linear alternatives. These LCA-based results provide an important measure of the environmental value created through our share and reuse business model.

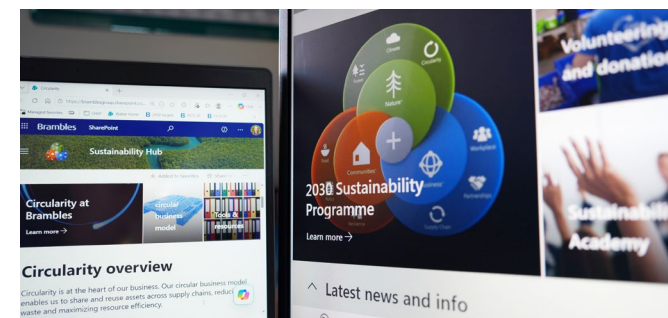
Recognising that year-on-year changes in these outcomes can be influenced by multiple factors that do not always directly reflect improvements in circularity, we are in the process of developing complementary circularity metrics focused on two primary drivers:

Customer conversions from linear or single-use alternatives

Asset productivity, supported by digital initiatives

Together, these measures will provide a more direct view of how Brambles is supporting growth in circularity benefits across the supply chain.

Supporting UN Sustainable Development Goals:



Circularity through capability development

Delivering value to our customers through sustainability starts with equipping our commercial teams with the knowledge and confidence to articulate our sustainability value proposition and have meaningful conversations about what is possible.

In FY26, we continued to build commercial capability as a core enabler of our Supply Chain Positive target. Regional teams across the globe delivered in-person and virtual training sessions, bringing sustainability education directly into the field. Alongside this, we refreshed our Commercial Sustainability learning pathways on our learning platform, adding new content to ensure commercial teams have on-demand access to structured learning on our customer value proposition and sustainability story.

There have been over 70 sessions globally in FY26 that have translated sustainability into customer impact, as well as sessions held for our customers and suppliers on topics such as sustainability regulation and decarbonisation.

38 Refer to footnote 35 on page 19.



SUPPLY CHAIN POSITIVE *continued*

Growing circular benefits

Increasing participation in share and reuse

Brambles provides customers with a more circular alternative to single-use and less resource-efficient supply chain models. Our pooled solutions give customers access to a flexible network of reusable pallets, crates and containers without the need to purchase, manage, repair and replace their own platforms.

Through our global network and increasingly digital supply chain solutions, customers can realise operational, financial and environmental benefits that are difficult to achieve through traditional linear or single-use alternatives. Moving from linear models to pooled reusable platforms reduces demand for raw materials, extends asset use and helps reduce waste. Our resource-efficient solutions also support customers looking to manage disruption and transition towards lower-carbon operations.

Improving asset productivity

Circularity also benefits from maximising the value and utilisation of assets in circulation. Brambles' asset productivity strategy focuses on increasing asset sharing, reuse and recovery while reducing avoidable losses. Keeping assets in productive use for longer preserves the value of materials already in the system and reduces the need for replacement assets and additional raw materials.

During the Year, Brambles continued to strengthen asset control initiatives that improve visibility, accountability and recovery performance. We further developed productivity programmes spanning asset control, pricing, commercial actions and recovery, supported by digital tools, data insights and field capabilities.

We also continued scaling digital initiatives that model physical platform flows, helping identify recovery opportunities, prioritise interventions and target loss hotspots across key markets.

Investments in repair consistency, automation and durability further support long-term asset circulation.

Brambles' digital strategy is enhancing our circular performance

Brambles' digital capabilities support asset productivity, customer experience, commercial decision-making and the development of new solutions to remove waste from customers' supply chains. As part of our asset digitisation, Brambles utilises serialisation, targeted diagnostics and continuous diagnostics in certain regions. The fullest implementation of all three initiatives together is currently being trialled in Chile under a programme known as Serialisation+.

Data gathered from such digitised assets drives improvements in both network optimisation and asset productivity, by identifying the points in the supply network where assets may otherwise be lost and supporting increased recovery rates.

Building on this foundation, Brambles combines asset digitisation with advanced analytics to transform data into actionable insights that support more targeted interventions. Our Digital Customer Solutions capabilities offer unique insights as our customers' products move through their supply chain, supporting improvements in operational performance and reducing waste and inefficiencies.

The insights gained are also used to optimise asset flows, detect and prevent asset losses, improve recovery and enable smarter decision-making. This supports Brambles in reducing the consumption of resources and strengthens the circular economy.

Brambles' digitisation strategy



Data analytics

Using data to streamline and increasingly optimise decision-making across Brambles, enabling more efficient asset flows and network performance



Asset digitisation

Using smart and serialised assets to provide visibility into our asset pools and customer networks, enabling identification of loss points and more targeted recovery interventions



Customer solutions

Combining our supply chain expertise, smart assets and data analytics to develop solutions that turn data into actionable insights, enabling customers to optimise operations, reduce inefficiencies and improve circular outcomes



HEINEKEN Romania: advancing circularity and efficiency

CHEP Romania has partnered with HEINEKEN to transition their Romanian operations from a used EUR pallets system to Brambles' circular share and reuse solution, marking a practical step forward in both sustainability and overall operational efficiency.



The conversion involved approximately 500,000 pallets, replaced with a pooled model that improves asset circulation, reduces waste and simplifies logistics across the broader network. For HEINEKEN Romania, the shift enables a more efficient, resilient and streamlined supply chain while further advancing its sustainability performance in line with industry expectations.

SUPPLY CHAIN POSITIVE *continued*

TCP Group: driving sustainability in Southeast Asia

Supporting our joint sustainability ambitions, CHEP Southeast Asia (CHEP SEA) and TCP Group have partnered in an initiative to convert ~150,000 pallet movements annually to CHEP's circular pooling solution across Thailand and Malaysia. As the first cross-border pallet pooling collaboration in Southeast Asia, the initiative demonstrates how regional supply chain innovation can deliver both operational efficiency and measurable environmental benefits.



Annual avoided environmental impacts

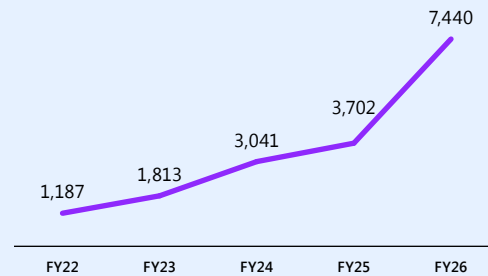
~42,000 tonnes of CO ₂ -e	~187,500 trees
~25,500 tonnes of waste	~340,000 kilolitres of water

Together, CHEP SEA and TCP Group are demonstrating how supply chain collaboration can accelerate sustainability at scale across Southeast Asia.

Sustainability Certificates

By allocating the total avoided environmental impacts (shown on page 21) to individual customers, our Sustainability Certificates enable them to demonstrate the sustainability impacts in their own supply chains.³⁹ This includes the avoided GHG emissions, waste and material use over typical single-use or less circular alternatives.

Number of Sustainability Certificates issued⁴⁰



Using the programme as an opportunity to drive deeper conversations with customers on shared sustainability goals, CHEP Canada increased the number of certificates issued during the Year by 41%. To the right are some examples of our customers sharing the sustainability advantages of working with CHEP throughout the Year.



A sample of the Sustainability Certificate in Australia.



Congratulations to Bundaberg Sugar Ltd for avoiding the creation of 1,988 tonnes of carbon emissions equivalent to 2,983 trees planted and 1,412 tonnes of solid waste equivalent to 12,937 – 240 litre wheelie bins. [... more](#)



At Nestlé Chile we continue to move towards a more efficient and sustainable supply chain, promoting the use of reusable pallets in our logistics operations. [... more](#)



We are pleased to celebrate our partnership with Mosanada Logistics Services in Saudi Arabia and acknowledge their continued contribution to building a more circular and efficient supply chain. [... more](#)



Leprino and CHEP ... share a long-standing partnership rooted in efficiency, innovation and a mutual commitment to building a more sustainable supply chain. [... more](#)



As CHEP, we are pleased to present Hayat with a Sustainability Certificate in line with the exemplary practices it has implemented and the collaborations it has established for the development of a sustainable supply chain. [... more](#)



Thanks to our cooperation with CHEP, we have obtained a sustainability certificate, which confirms the environmental savings achieved in I.D.C. Holding, a.s. over the past year. [... more](#)



³⁹ Sustainability Certificates are based on independent LCAs performed by external consultants.

⁴⁰ The FY25 count of Sustainability Certificates issued has been restated from 11,616 to correct for certificates generated during the testing phase of a new automated system in Europe.



Positive Partnerships

Supporting
UN Sustainable
Development Goals:



Brambles' 2030 Positive Partnerships target area aims to activate sustainability collaborations with 1,000 partners across Brambles' supply network.

Achieving meaningful progress on issues such as climate change, nature loss and resource constraints requires collective action across value chains. Partnerships are therefore an important part of Brambles' Business Positive strategy, helping to bring together the capabilities, expertise and influence needed to drive broader sustainability outcomes.

2030 targets

Activate sustainability collaborations with 1,000 partners across Brambles' supply network cumulatively across the five-year period to 2030

FY26 achievements

694

sustainability partners collaborated with

Consisting of 500 customers, 135 suppliers and 59 civil society organisations



FY26 total partner count data is covered by assurance

41 Brambles' TPM programme (offered to major manufacturers and retailers) allows customers' pallet needs to be managed on-site, supplying pallets and containers without the need for additional transport. This helps optimise the network, reduces the energy requirements associated with the pallet pool and reduces the number of pallets that have to be returned to Brambles sites for repair.

Advancing regeneration through partnerships

We recognise the critical role our external partners play in accelerating progress towards our sustainability targets. Working together is key to advancing regenerative supply networks.

Our Positive Partnerships target area builds on the success of our 2025 customer collaboration programme and expands it to a broader network of strategic partners. By 2030, we aim to activate sustainability collaborations with 1,000 partners across our supply network – not just with customers, but also with suppliers, NGOs, policymakers and educational institutions.

Recognising that no single organisation can solve sustainability challenges alone, this approach seeks to scale innovation, amplify impact and accelerate collective progress across the supply chain in addressing sustainability challenges.

Like traditional business relationships, these partnerships are:

- Formal and structured, with agreed objectives and activities;
- Designed to deliver measurable outcomes; and
- Embedded in our operational and strategic decision-making.

→ ***We recognise the critical role our external partners play in accelerating progress towards our sustainability targets. Working together is key to advancing regenerative supply networks.***

Through this work, we support initiatives that can help reduce emissions, advance circularity, strengthen responsible sourcing practices and contribute to more resilient communities and supply chains.

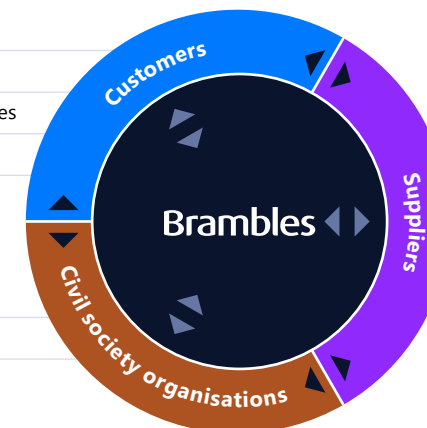
Partnership categories

Customer partnerships:

Logistics
Total Pallet Management (TPM)⁴¹ service centres
Digital solutions
Sustainability reporting

NGO, federation, association and education body partnerships:

Supporting collective action
Capability building



Supplier partnerships:

Product innovation
Decarbonisation
Forestry
Due diligence corrective action plans



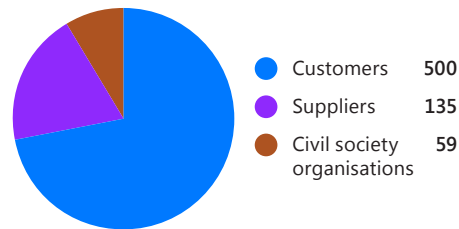
POSITIVE PARTNERSHIPS *continued*

Partnership impacts

At the close of FY26, we have collaborated with 694 partners across the supply network.

These results expand on the partnerships that were built with customers across our 2025 Sustainability Programme (where those partnerships remained active into the 2030 Sustainability Programme). We will continue to build on this cumulative result with a target to collaborate with 1,000 partners by 2030.

Sustainability partners by type



While the majority of our partners remain customers, we have also collaborated with 135 suppliers and 59 civil society organisations during the Year. These partnerships generally relate to one of the topics shown on the previous page, but often have impacts that deliver multiple benefits with the key criteria for inclusion being that they have a positive impact on one or more of the Brambles 2030 sustainability targets and/or the UN SDGs.

In FY26, our customer partnerships predominantly related to transport collaboration and on-site solutions, while supplier partnerships predominantly relate to product innovation and decarbonisation.

Recognising Brambles' Positive Partners

Our partnerships are brought to life through real collaborations across regions which are spotlighted during Brambles' annual internal Sustainability Week. Alongside other regional and global events, we announce our Positive Partner winners, celebrating how partnerships deliver measurable sustainability outcomes and business value.

For the first time this Year we invited two external jury members from the NGOs of Ellen MacArthur Foundation and Barranquilla+20 to help us select the global Sustainability Award winners, adding another layer of recognition to the work happening across our business and our partnerships.



EUROPE

German supermarket

Through partnership with a large German supermarket customer, CHEP Onsite Solutions (OSS)⁴² have been established at five of their sites. This allows them to optimise 1.2 million pallets annually at their own sites, reducing ~1,600 trips, more than 45,000 km and ~57.4 tonnes of CO₂-e emissions, while lowering costs and waste. CHEP's OSS are service centres directly built at a customer's location, to inspect, sort and repair pallets, eliminating transport to external inspection facilities.



LATAM

Cargill

Through a partnership between CHEP Brazil and our customer Cargill, we are seeing the repurposing of our wood waste into biomass for energy generation. Cargill uses this energy in their own operations, diverting ~22 tonnes of wood waste and generating ~330 GJ of energy per month.

"Repurposing CHEP's wood waste as biomass is a clear example of how collaboration between companies can generate positive impacts for both operations and the environment." – Sebastião Leiva, Utilities Supervisor at Cargill.



AMETA

DHL Supply Chain

The launch of our first electric prime mover, in partnership with DHL Supply Chain and CHEP Australia, marks an important step towards lower-emissions transport. By replacing diesel vehicles and introducing advanced charging and monitoring technologies, the initiative helps reduce CO₂-e emissions, air pollution and noise. It also improves route efficiency, reliability and operational performance, delivering greater value for customers while creating a scalable model for future low-emissions logistics solutions.



NORTH AMERICA

Groupe Savoie

As a strategic partner of pallet services, Groupe Savoie is future-proofing our network by investing in electrification and energy efficiency across its plants, prioritising locally-sourced timber (minimising transport) and increasing their share of renewable energy with on-site biomass-to-energy (using residual wood) and renewable electricity procurement. As Brambles takes steps to integrate decarbonisation into procurement processes, Groupe Savoie has demonstrated strong commitment to engaging with our Climate Smart Partners⁴³ supplier programme to strengthen collaboration and accelerate decarbonisation. Their proactive nature-positive actions are positioning Groupe Savoie as a stronger, more efficient supplier to Brambles. Their commitment to sustainability is also reflected in their support for local communities through educational, social and cultural initiatives.

⁴² The OSS programme is also referred to as the Total Pallet Management (TPM) programme in some regions.

⁴³ More details on our Climate Smart Partners supplier programme can be found on page 15.



Workplace Positive

Supporting
UN Sustainable
Development Goals:



Brambles' 2030 Workplace Positive target area continues our pursuit of Zero Harm and aims to achieve a year-on-year increase in Brambles' Employee Experience Index.

Our people are the heart of all that we do – we recognise the importance of creating a safe, inclusive and empowering environment for all colleagues.

2030 targets

Reduce Brambles' Lost Time Injury Frequency Rate from 1.0 to 0.9 by 2026

Achieve a year-on-year increase in Brambles' Employee Experience Index from 2026

Maintain the representation of women on the Board at 40% and increase the representation of women in management roles to 40% and in service centre roles to 12%

FY26 achievements

87

EX Index score

0.9

LTIFR⁴⁴

45.5%

Board roles held
by women

39.1%

management
roles held
by women

10.4%

service centre
roles held
by women



FY26 achievement data
is covered by assurance

⁴⁴ LTIFR is the Lost Time Injury Frequency Rate, calculated based on the number of lost time incidents and injuries per million hours worked.

Building a positive workplace

At Brambles, we recognise that a safe, inclusive and supportive workplace is essential to long-term resilience and sustainable value creation. Our Workplace Positive target area brings together employee experience, safety and wellbeing to help create an environment where people feel respected, represented and empowered to contribute.

Through our EX Index and our safety and wellbeing frameworks, we can better understand how colleagues experience the workplace, identifying opportunities to strengthen culture, leadership and support, with a focus on diversity, equity and inclusion.

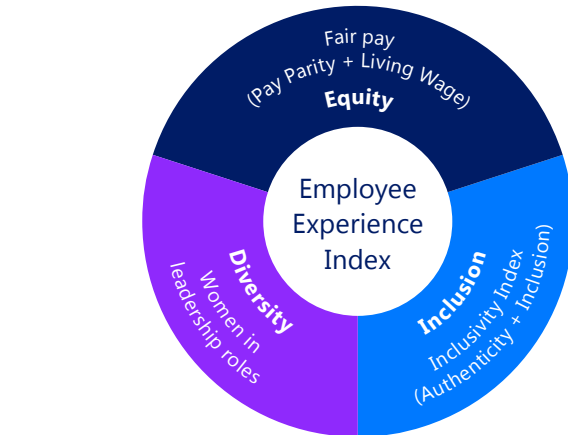
Brambles continues to work towards more balanced gender representation, including targets of 40% women on the Board, 40% women in management and 12% women in service centre roles. We also support pay equity through ongoing assessments and seek to strengthen inclusion through employee feedback and engagement.

Safety remains a priority. From FY26, LTIFR replaced Brambles Injury Frequency Rate (BIFR) as our primary external safety metric, aligning our reporting more closely with industry standards and providing clearer insight into injuries resulting in time away from work.

We also seek to uphold ethical standards across our supply chain and service partnerships.

Employee engagement – resilience through challenging times

Separate to the EX Index score of 87, employee engagement for FY26 is at 74 (FY25: 80). The moderate decline reflects a more cautious employee mindset, influenced by a period of significant organisational change and uncertainty, including resourcing constraints, organisational shifts and a sharper focus on prioritisation. These trends are largely consistent with the global engagement landscape, where evolving employee expectations and ongoing macroeconomic pressures continue to shape employee sentiment.



Diversity

Women in leadership roles – calculated as the percentage of women in Senior Director and above roles



Inclusion

Inclusivity Index (authenticity and inclusion measures) – measured through the Brambles Global Engagement (Pulse) Survey



Equity

Fair pay, comprising of two elements:

- Pay Parity – the median compa-ratio comparison by gender; and
- Living Wage for all Brambles employees – defined as pay that supports a decent standard of living, externally benchmarked and reviewed annually

At a broader organisational level, employees are seeking greater clarity on long-term priorities, higher leadership visibility and more consistent communication. At the same time, supportive line management and collaborative working continue to drive a positive employee experience.

Overall, there is a clear opportunity to further strengthen confidence in the organisation's direction through improved clarity, communication and alignment.



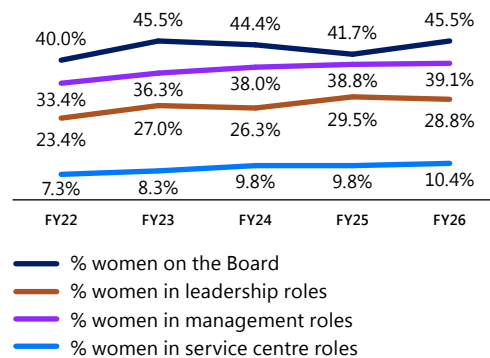
WORKPLACE POSITIVE *continued*



Gender diversity

During a Year marked by organisational change and a pause in external hiring, we maintained stability across most gender representation metrics, preserving progress achieved previously. Representation of women across the Board, management and service centres remained consistent year-on-year, reflecting the resilience of our talent base and focus on inclusion.

Representation of women at Brambles⁴⁵



Within our EX Index, our newly introduced measure to track women in leadership roles declined moderately over the reporting period. This reflects a combination of natural attrition alongside broader organisational changes. This cohort is, however, a relatively small population, characterised by high retention rates, meaning even minor headcount shifts can result in proportionally significant shifts in reported outcomes. We will continue advancing the representation of women in leadership in the coming years.

⁴⁵ FY26 data is covered by assurance.

⁴⁶ Covered by assurance. Assurance covers the FY26 difference in female/male compa-ratio for all roles. The split by level is not covered by assurance. Negative values indicate where women's pay is below that of men's, while a value of nil indicates no gap between the pay of women and men.

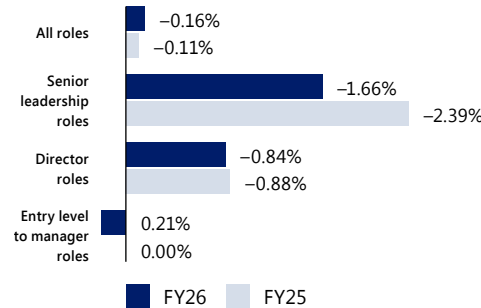
⁴⁷ Data taken from the quarterly-updated Living Wage database (WageIndicator) from the WageIndicator Foundation.



Fair pay

Brambles recognises the importance of delivering fair and equitable reward practices for all our colleagues globally. Over the past 12 months, we have continued to focus on ensuring genuine pay parity between genders. Our work in this area continues to have a positive impact, as reflected in our FY26 global pay parity analysis, which indicates a gap of just 0.16% in favour of men.

Difference in female/male compa-ratio by level⁴⁶



This Year, we have made significant progress in incorporating Living Wage standards across Brambles, in all but one country, where we have a programme of change in place. We continue to review and conduct external benchmarking to ensure we adopt these standards, to provide a decent standard of living for all our employees, regardless of their location.⁴⁷



Inclusivity

Brambles reached a new milestone in our efforts to better understand and strengthen inclusivity within the business. In September, our first-ever Self-Identification Survey launched across six countries, representing around half of our workforce. The voluntary, anonymous survey captured sentiment and data on race and ethnicity, gender, sexual orientation, disability, neurodivergence, socio-economic background, carer and veteran status. Engagement was strong, with 44% participation in corporate teams and 11% in service centres. Findings reinforce priorities to support women, the LGBTIQ+ community, neurodivergent colleagues and people with disabilities, while continuing to foster open, inclusive environments that enable psychological safety, collaboration and innovation.

In addition, cultural agility was prioritised this Year as a practical skill to strengthen collaboration and performance across our global workforce. The skill enables our people to recognise how diverse backgrounds and experiences shape behaviours and to adapt their approach accordingly. Targeted initiatives moved our business beyond representation to focus on how diverse backgrounds enhance problem solving, improve customer outcomes and strengthen organisational resilience.

This work was underpinned by the Brambles Executive Leadership Team announcing their personal sponsorship of key areas of Diversity, Equity & Inclusion in the business.

DEI beyond our targets

Beyond our new EX Index metric, the Executive Leadership Team is strengthening its support of DEI through direct sponsorship of six focus areas that are considered most important by our people and will have the most impact on our business culture. Executive sponsors will take an active role in advocating for progress and supporting Employee Resource Groups (ERGs) to help turn insight into action.



Cultural agility: the ability to recognise how our own and others' diverse backgrounds shape everyday experiences (e.g. nationality, upbringing, race, ethnicity and more)



Disability: a permanent or temporary physical, mental, intellectual or sensory impairment that can be visible or non-visible



Gender: refers to the social and cultural roles, behaviours and identities associated with being male, female, both, neither, or somewhere along a spectrum



LGBTIQ+: stands for Lesbian, Gay, Bisexual, Transgender, Intersex, Queer or Questioning plus other diverse sexual orientations and gender identities



Multigenerational workforce: the inclusion of people across different age groups, generations and stages of their careers



Neurodivergence: having a brain that processes information, learns and behaves differently from what society considers "typical"

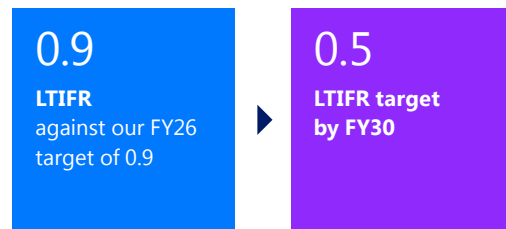
WORKPLACE POSITIVE *continued*

Health, safety and wellbeing

Performance highlights

Brambles continues to make strong progress towards our Zero Harm ambition as part of our Safety First journey, with sustained improvements in safety performance across the business. We achieved our FY26 target with an LTIFR⁴⁸ of 0.9, representing a 10% year-on-year improvement against FY25. This reflects the continued reduction in injuries (which would otherwise result in time away from work) and is supported by strengthened safety leadership, improved risk management and continued investment in safer operations.

From FY26, LTIFR has been adopted as our primary external metric, replacing BIFR to align more closely with industry standards. Internally, we continue to monitor Total Injury Frequency Rate (TIFR) to support risk management and injury prevention. Together, these measures provide a more complete understanding of safety performance and help focus our efforts on preventing the most serious incidents.



Looking forward, we are pleased to say that we have set an even more ambitious target to reach an LTIFR of 0.5 by 2030.

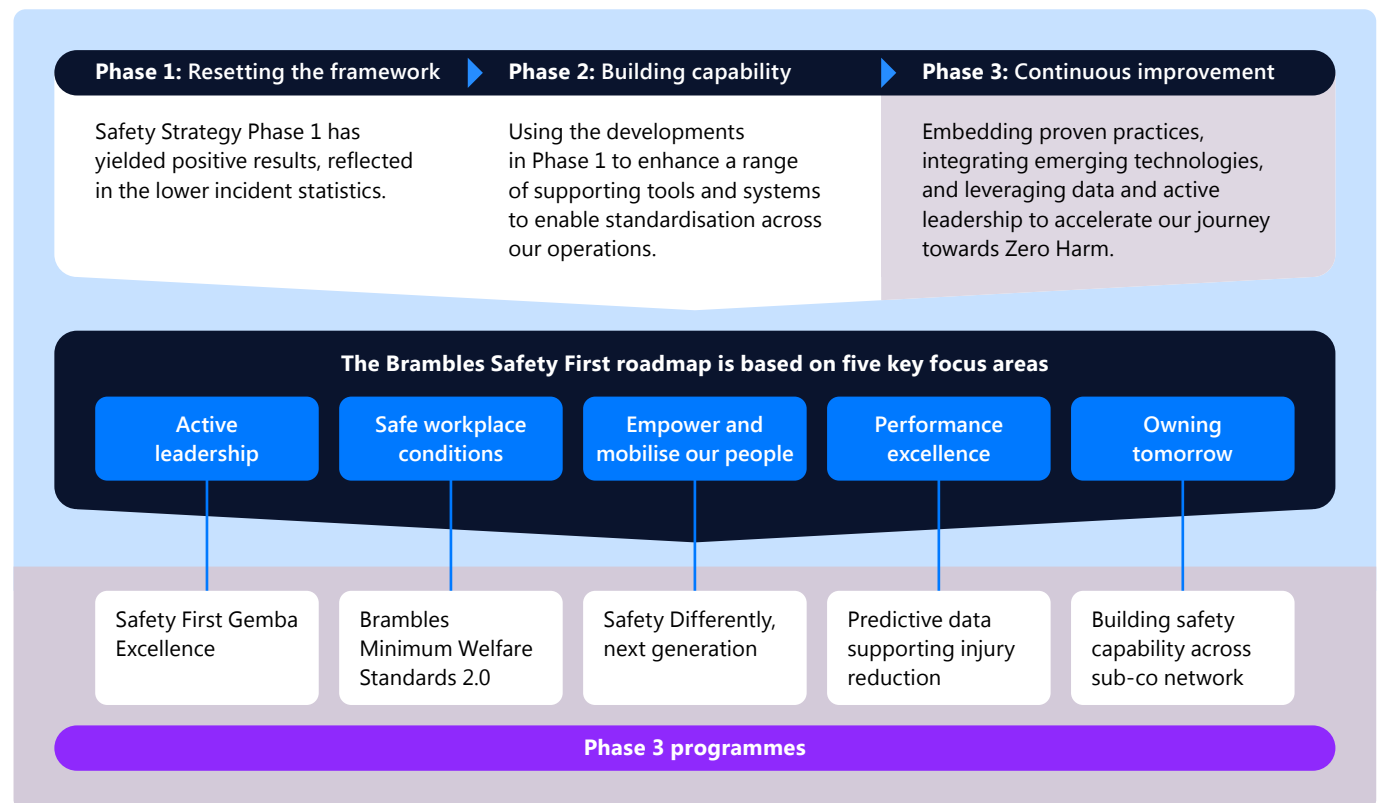
Leading indicators

In FY26, we strengthened our focus on leading indicators that support safer operations, including Safety Differently, hazard and near-miss reporting and fire prevention as a critical control for one of our most significant risk exposures. Together, these support a more proactive, resilient and prevention-led approach to safety.

Strategy update

Brambles' Safety First programme remains the foundation of our approach to achieving Zero Harm. Following the successful delivery of Phases 1 and 2, which established a strong safety framework and built capability, we are now progressing through Phase 3 – the next stage in our safety maturity. This phase focuses on embedding a consistent global approach across all operations

by strengthening execution, improving accountability and integrating safety into everyday decision-making. By designing out risks, reinforcing leadership ownership and enabling our people to identify and manage hazards, we are helping prevent serious incidents and build a more resilient business.



⁴⁸ LTIFR is the Lost Time Injury Frequency Rate, calculated based on the number of lost time incidents and injuries per million hours worked.



WORKPLACE POSITIVE *continued*

Feel Good: Brambles' Wellbeing programme

At Brambles, we take a holistic approach to wellbeing, recognising that supporting our people is fundamental to building a safe, inclusive and high-performing workplace. Our global wellbeing strategy is built around four interconnected pillars: mental, physical, financial and social wellbeing. During FY26, we continued embedding the strategy through campaigns, leadership capability building, wellbeing ambassador networks and access to professional support services. By integrating wellbeing into our employee experience and equipping leaders and employees with practical tools and resources, we help our people build resilience, strengthen healthy habits and foster meaningful connections. We monitor progress through a range of measures, enabling us to continuously evolve our approach and support employees to thrive both at work and in their personal lives.



Brambles' approach to human rights and supplier engagement

FY26 achievements

671

due diligence
evaluations completed

2

SMETA audits across
third-party service centres
and timber suppliers

Brambles manages human rights risks through a structured risk-based approach that sets clear expectations, due diligence, monitoring and supports action where concerns are identified.



Set expectations

- Code of Conduct
- Human Rights Policy
- Supplier requirements



Assess and monitor

- Assessments
- Due diligence
- Inspections/SMETA



Respond and improve

- Speak Up
- Supplier engagement
- Remediation

Our approach is grounded in Group policies and standards, supplier onboarding requirements and third-party due diligence processes that help establish expectations for ethical business conduct, labour practices and respect for human rights across our operations and supply networks. During FY26, we introduced our Supplier Code of Conduct, which replaced our Supplier Policy and reinforces expectations relating to human rights, labour standards, business integrity, safety and environmental responsibility across our supply chain. We continue to focus on modern slavery risks in higher-risk geographies, supplier categories and labour-intensive parts of the value chain.

We assess and monitor these risks through targeted human rights risk assessments, ongoing supplier review and our Human Rights Monitoring Programme. This includes comprehensive assessments across third-party plant operations and the use of Sedex Members Ethical Trade Audits (SMETA) or internal human rights inspections for selected third-party service centres. SMETA audits are also a condition of onboarding certain suppliers, including timber suppliers, sawmills, new pallet manufacturers and third-party plant operators.

We continue to strengthen the use of Sedex monitoring tools to support our Human Rights Monitoring Programme. This includes the rollout of Sedex Self-Assessment Questionnaires (SAQs) across company-owned sites, providing greater visibility into labour practices, human rights controls and management systems. Through SAQs, we are able to identify areas requiring further review and support the prioritisation of monitoring activities. We also track and support the remediation of non-conformances identified through SMETA audits where these are conducted across selected suppliers and sites. This provides documented visibility over audit outcomes and remediation actions, while supporting the continued expansion and maturity of the programme.

Brambles also maintains channels for workers and third parties to raise concerns safely and will continue refining our monitoring and remediation processes. Looking ahead, we will continue to mature our Human Rights Monitoring Programme by strengthening risk identification, monitoring and remediation processes, while deepening supplier engagement in priority risk areas to support fair, safe and respectful working conditions and more consistent implementation of our standards across the value chain.



Helpful links: [Modern Slavery Act](#)
/ [Code of Conduct and Policies](#)



Communities Positive



Brambles' Communities Positive focus area aims to promote circularity, support resilience and reflect the connections between society, the economy and nature.

Contents

	Positive Policy Impact	30
	Food Positive	32
	Community Resilience	34

⁴⁹ Refer to pages 15–16 of the Basis of Preparation – ESG Metrics 2026 for details of how we calculate the tonnes of food surplus rescued and the equivalent number of meals served.

⁵⁰ Refer to page 16 of the Basis of Preparation – ESG Metrics 2026 for details of how we assign a value to volunteering hours and in-kind donations.

FY26 highlights

Brambles has implemented a global Public Affairs function and developed a policy engagement framework focused on reducing risk, improving efficiency and adding customer value

Brambles has developed a framework for our:

- Community development programme
- Crisis response programme

880,863

tonnes of food surplus rescued using Brambles platforms;⁴⁹ equating to

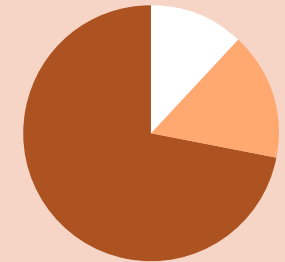
1,771 million

meals provided to people in need⁴⁹

24,854

volunteered hours by Brambles employees

Community contributions by category



- Volunteering hours
US\$1.07 million⁵⁰
- Corporate donations and sponsorships
US\$1.42 million
- In-kind donations
US\$6.35 million⁵⁰

US\$8.84m

total community contributions



FY26 data on this page is covered by assurance



Positive Policy Impact

Brambles' 2030 Positive Policy Impact target area aims to promote regeneration, circularity and sustainability in policy development.

Brambles advocates to promote the faster adoption of reusable transport packaging to make global supply chains more sustainable, efficient and resilient. It seeks to inspire policy development through the recognition of its unique business model, accelerating circular supply chain solutions and collaborating with key stakeholders to deliver positive outcomes within and beyond supply networks.

2030 targets

Implement a global public affairs strategy, including programmes in each of Brambles' five operating regions, to promote responsible business practices, advancing a regenerative circular economy

Implement a global Public Affairs function and develop a policy engagement framework by 2026

FY26 achievements

Proactive engagement across the US, Europe and Australia

Brambles has implemented a global Public Affairs function and a policy engagement strategic framework

⁵¹ Extended Producer Responsibility (EPR) schemes operate in many countries and aim to hold manufacturers accountable for the entire lifecycle of their products, especially post-consumer waste.

⁵² The International Standards for Phytosanitary Measures No. 15 (ISPM15) is a global regulation aimed at preventing the international spread of tree diseases and insects.

Supporting
UN Sustainable
Development Goals:



Advocating for a regenerative, circular economy

Through our Positive Policy Impact target area, we aim to support our long-term strategy and foster sustainable practices that benefit society and nature by focusing on:

Enabling policy to accelerate reuse

Advocating policies, standards and incentives that recognise reuse benefits and help scale reusable transport packaging over single-use alternatives.

Improving efficiency in supply chains

Promoting policies that strengthen circular supply chains, improve recovery and reduce waste through better traceability, recoverability and asset management.

Reducing complexity and risk

Supporting clear, practical regulation that reduces complexity and risk for circular businesses and customers, including reporting, EPR,⁵¹ forestry-related policy and ISPM15.⁵²

Strengthening policy design and implementation

Sharing supply chain insights, data and circular economy expertise to support effective, practical policy design and implementation.

Our work in advocacy in FY26

In FY26, we implemented a globally coordinated public affairs strategic framework to support Brambles' vision to create regenerative supply networks.

Key activities during the Year included:

- Identified priority policy risks and opportunities in key regions and established clearer priorities by region and function to broaden and target our policy engagement;
- Developed and deployed technical and data-led materials to support engagement with policymakers and other stakeholders, including quantitative analysis, academic collaborations and benchmarking against alternative solutions;
- Deepened and expanded stakeholder relationships to increase our ability to advocate for reuse and responsible business practices globally;
- Reset our approach to industry associations and trade bodies, prioritising participation where we can be most effective and deliver the greatest value for Brambles and our customers;
- Improved coordination across regions to ensure consistent messaging and objectives globally, while tailoring engagement and solutions locally to maximise impact; and
- Commenced development of measurement metrics and targets to track progress and achievements across the areas of engagement, influence and impact.

While we develop formal metrics and tracking systems, we continue to monitor our policy engagement activities:

~60

meetings with political and industry representatives on circularity and reuse issues

~30

amendments proposed through active engagement in legislative and regulatory processes

15+

legislative and regulatory policies in scope for engagement

POSITIVE POLICY IMPACT *continued*

Advancing policy ambition through the Packaging Waste & Sustainability Forum

At the Packaging Waste & Sustainability Forum in Brussels, Brambles contributed to discussions on the practical implementation of the EU's Packaging and Packaging Waste Regulation (PPWR). During a fireside chat between Dan Berry (Director at Reusable Packaging Europe⁵³ and Global Head of Public Affairs at Brambles) and Wolfgang Trunk (Team Leader for Plastics and Packaging at European Commission⁵⁴), the conversation focused on how policy ambition can be effectively translated into operational outcomes across complex supply chains.

As further clarification is expected through the European Commission's upcoming policy updates, engagement between policymakers and industry remains essential.

→ ***We are focused on engaging with key stakeholders as we promote reuse, circular economies and regulations that help us deliver a regenerative supply network.***

Dan Berry

Global Head of Public Affairs at Brambles

During the Year, Dan Berry was also featured as a key speaker in a campaign led by Reusable Packaging Europe and met Jessika Roswell, the EU Commissioner for the Environment, Water Resilience and a Competitive Circular Economy, to demonstrate how reusable transport packaging solutions are already operating at scale across Europe.



Dan Berry with Jessika Roswell at Reusable Packaging Europe's campaign.

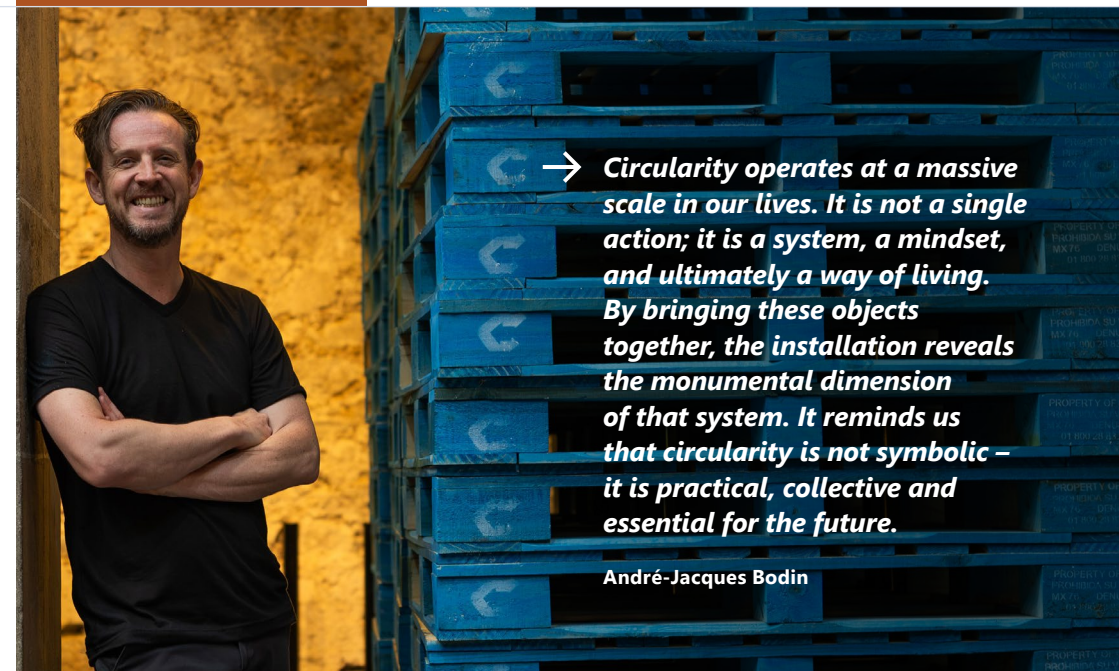


Dan Berry with RPE members at the Packaging Waste & Sustainability Forum in Brussels.

The dialogue highlighted the importance of consistent application across Member States to avoid regulatory fragmentation, alongside the need to recognise diverse packaging models, including reuse and pooling systems. The critical role of secondary legislation was also emphasised in enabling innovation and supporting scalable circular solutions.

⁵³ Reusable Packaging Europe is a leading association of closed-loop poolers influencing policy-making across Europe.

⁵⁴ The European Commission prepares legislation for adoption by the Council (representing the member countries) and the Parliament (representing the citizens). It administers the budget and the policy programmes (agriculture, fisheries, research etc.) in cooperation with authorities in the member countries.



→ ***Circularity operates at a massive scale in our lives. It is not a single action; it is a system, a mindset, and ultimately a way of living. By bringing these objects together, the installation reveals the monumental dimension of that system. It reminds us that circularity is not symbolic – it is practical, collective and essential for the future.***

André-Jacques Bodin

Using art to advance circular economy dialogue in Mexico

Ciclo Sin Fin

This Year, we saw the third edition of Ciclo Sin Fin: Creation and Circular Economy being brought to Mexico's Ministry of Environment and Natural Resources (SEMARNAT), serving as a platform to engage policymakers, industry leaders and civil society on the role of circular systems in reducing waste and improving resource efficiency. This installation was created by artist André-Jacques Bodin entirely from our pallets, with all 350 pallets subsequently returned to our network and back in circulation.

The event convened representatives from government, business and the non-profit sector. Through a high-level panel discussion, participants explored opportunities to accelerate circular economy adoption in Mexico and highlighted the importance of coordinated, cross-sector approaches to policy development and implementation.



Ciclo Sin Fin exhibition at Mexico's Ministry of Environment and Natural Resources (SEMARNAT).

By hosting this dialogue within a key government institution, we contributed to strengthening public-private collaboration and supporting the advancement of emerging circular economy policy frameworks. This initiative directly supports our Positive Policy Impact target area, positioning us as advocates of emerging regulation while continuing to translate circular economy into tangible, collaborative action.



Food Positive

Brambles' 2030 Food Positive target area aims to achieve year-on-year increases in food waste avoided and food surplus rescued.

Leveraging our unique position in global supply networks, we aim to address both the immediate need for hunger relief and contribute to solutions that address the systemic challenges leading to food insecurity and food loss and waste.

2030 targets⁵⁵

Achieve year-on-year increases in food waste avoided and food surplus rescued using Brambles' platforms, digital capabilities and collaborations with food rescue organisations from 2026

FY26 achievements

880,863 tonnes

of food surplus rescued using Brambles platforms⁵⁶

Equating to 1,771 million meals provided to people in need

US\$6.35m

in-kind donations



FY26 achievement data is covered by assurance

⁵⁵ Our 2030 Food Positive target is further supported by a key enabler: Drive efficiency and resilience in food rescue networks, leveraging Brambles' expertise through targeted collaboration initiatives in each of Brambles' five operating regions.

⁵⁶ Refer to pages 15–16 of the Basis of Preparation – ESG Metrics 2026 for details of how we calculate the tonnes of food surplus rescued and the equivalent number of meals served.

⁵⁷ Equating to approximately 24 hours per employee.

Supporting
UN Sustainable
Development Goals:



Bringing circularity to food relief



Food donations sent:

Surplus food is donated to food rescue organisations on CHEP platforms by growers, manufacturers and retailers.



Brambles' assets:

As food banks have CHEP customer accounts, the assets are dehered from donors, waiving some or all associated fees.



Food donations received:

Food banks receive and sort the donated food into orders, sharing them with their charity partners on CHEP assets for distribution.



In-person volunteering:

We offer three days⁵⁷ of paid volunteer leave per year to our permanent employees, with many using their time at local food banks.



Skills-based volunteering:

We leverage the skills and specialisations of our people to address specific needs and challenges faced by food banks.



Donations: We support food banks with financial donations, including our matching programme where donations made by employees to eligible charitable organisations are matched by Brambles.



Impact measured:

We work with food banks to measure the quantity of food redistributed to their charity partners and track the number of meals served.



Returning Brambles' assets:

Food banks and their charity partners are responsible for CHEP's assets in their accounts.



Going further: Brambles also tailors our support to specific regional needs and has developed a framework to support community development and crisis response in each of our five operating regions as discussed on page 34.

Thanking our partners

We would like to extend our thanks and recognition to the many partners that are working tirelessly to fight hunger, food insecurity and undernourishment across the world. This includes the NGO partners, food banks, emergency relief organisations and our customers who continue to support, donate and redistribute food to those who need it.

This work is further supported by our dedicated employees working every day to improve the communities where they live and work.

Image: Brambles' pallets in use at Second Harvest in Canada.





FOOD POSITIVE *continued*

Our approach and impact during the Year

Brambles' 2030 Food Positive target area aims to achieve year-on-year increases in food waste avoided and food surplus rescued.

Our strategy to achieve this target builds on our established role in facilitating food rescue while expanding our impact through partnerships, innovation and solutions that strengthen food security and reduce food loss across supply chains.

We are proud of the impact we have made during the Year, including facilitating the rescue of 880,863 tonnes of food through the use of our assets.⁵⁸ This in turn has enabled food rescue organisations to provide 1,771 million meals to people in need.

As we extend the scope of our customer digital solutions, Brambles is also establishing the foundations that will allow us to measure not only the rescue of surplus food using our platforms, but also the food waste avoided through the use of our solutions.

Casher Fruit: keeping berries fresh through digital traceability

This Year, we partnered with Casher Fruits, a berry producer based in Mexico, to deploy an end-to-end traceability solution for fresh berries across approximately 5,000 flows from cooler to stores in the country.

Casher Fruits leveraged our temperature and journey visibility technology to trace over 2,200 tonnes of berries in FY26 and help ensure products remained within required temperature ranges throughout transit. By protecting quality and shelf life, the solution helped reduce the risk of food waste while strengthening collaboration across supply chain partners.



Through solutions like this, customers are provided with necessary information to take action to prevent food spoilage, improving visibility, resilience and food security across supply networks and supporting our Food Positive target area.

LATAM: Superheroes for Nutrition

Since 2020, the Superheroes for Nutrition campaign has been carried out across LATAM. This annual campaign aims to mobilise CHEP LATAM employees to help improve food security for vulnerable communities through the donation of staple foods such as rice and beans, while also raising awareness about hunger and nutrition across the region.

13,357
kilograms of
rice and beans
collected

230+
employees
participated
across 13
regional teams

→ ***Through teamwork, friendly competition and volunteer engagement, the campaign demonstrated how collective action can create meaningful social impact both within and beyond the organisation.***

This initiative is directly aligned with our 2030 Sustainability Programme by generating a tangible impact on food security, connecting the business with the communities where it operates and demonstrating the power of collective action in LATAM.

Additionally, programmes like this reinforce our culture of acting with purpose and social responsibility.

In FY26, the campaign drove one of the highest social impact and internal mobilisation efforts in the region, with active participation from the entire LATAM Leadership Team.

The campaign achieved outstanding results in terms of participation and impact:

- More than 230 employees across LATAM actively participated;
- 13 regional teams were organised and led by members of the Leadership Team in LATAM;
- 13,357 kilograms of rice and beans were collected, quadrupling the impact compared to previous years;
- A matching fund of over US\$5,000 was generated; and
- Thousands of families across Latin America benefited through food banks and social support programmes.



Watch our video for more details on the positive impacts achieved under this campaign.

⁵⁸ When our assets are used by food banks, Brambles waives some or all of the associated fees.



Community Resilience

Supporting
UN Sustainable
Development Goals:



Brambles' 2030 Community Resilience target area aims to leverage Brambles' resources for community development and crisis response programmes. This will be delivered through targeted projects and coordination with official emergency response agencies, adapted to regional needs.

2030 targets

Proactively contribute to community development and support crisis response programmes in each of Brambles' five operating regions

Develop a framework for a community development programme to support ongoing community needs in each of Brambles' five operating regions by 2026

Develop a framework for engaging with relevant authorities to support their crisis response programmes in each of Brambles' five operating regions by 2026

FY26 achievements

Brambles has developed a framework for our community development programme and our crisis response programme

24,854

volunteered hours by Brambles employees

Equating to US\$1.07 million

US\$8.84m

total community contributions

Including US\$1.07 million of volunteered hours equivalent, US\$1.42 million of corporate donations and sponsorships, and US\$6.35 million of in-kind donations



FY26 achievement data
is covered by assurance

Our approach to supporting resilient communities

Contribute to **community development** and support **crisis response** programmes in each of Brambles' five operating regions



Community development

Proactive and grassroots

Employees propose local projects

Bottom-up, community-driven ideas

Prioritised and supported by Brambles

Longer-term resilience building



Crisis response

Reactive and rapid

Employees nominate urgent needs

Fast review and turnaround

Support crisis organisations

Can activate our matching donations programme

How employees participate

Three days of volunteer leave Matching donations programme

Brambles' community resilience target is broken down into two key pillars. Over FY27, we plan to continue developing our programmes across the regions in which Brambles operates.

Community development

The first pillar prioritises community development. Here, Brambles is getting involved at the grassroots level to have a positive impact on the communities in which we operate. Projects within this space vary greatly based on local needs. Around the key strategic timber sourcing area where Brambles owns timber farms in South Africa, this includes improved water access, reliable, healthy meals for school children and assisting with improved rangeland management.

Crisis response

Under the second pillar, we are expanding our focus on crisis response. To achieve this in practice, we are mobilising our matching donations scheme when tragedies occur. This allows Brambles' employees to get directly involved in causes that matter to them. Brambles' network strength and existing partnerships with global entities such as the Global Foodbanking Network ideally position us to respond to events across a broad geographic spread. In FY26, Brambles assisted communities in the Western Cape region of South Africa with flood relief through our long-standing partnership with Christel House, a local school for underprivileged children.



COMMUNITY RESILIENCE continued

FY26 data for: total volunteered hours and US\$ equivalent is covered by assurance



Volunteering in our communities

Volunteering in communities is a cultural characteristic of Brambles across the world. Our Communities Positive focus area aims to build resilience through food relief, promote circularity and redefine the relationship between our business and nature.

NORTH AMERICA

14,659 hours volunteering



CHEP Cares Community Builders: This group of champions across CHEP Canada worked together to increase volunteer hours by 60% year-on-year.



CHEP USA joined Dollar General and Arbor Day Foundation in support of Root Nashville's campaign to plant 500,000 trees across Davidson County.



Orlando operation and service centre colleagues inspected ~10,000 lbs of food at Second Harvest Food Bank. Food not fit for human consumption was donated as animal feed.

24,854 hours

volunteered in FY26

US\$1.07 million

volunteered hours equivalent

US\$60,000+

of donations matched by Brambles under our Global Matching Donations Programme and the North America Matching Gifts Programme

EUROPE

5,323 hours volunteering



Supporting Dogs Aid in Dublin, our team helped with cleaning out the kennels and taking the dogs for a walk, providing much needed comfort to dogs with no forever home.



Together with Fundacja Daj Herbatę, our team in Poland supported people experiencing homelessness by preparing sandwiches and distributing meals at Warszawa Centralna railway station.



Colleagues from the Cologne office had a rewarding day at Meschenich Children's Centre, helping with painting and cleaning up the centre's garden so the children have a clean, safe space to play.

AMET

838 hours volunteering



Sponsoring the Help Centre's annual community walkathon in Jeddah, Saudi Arabia, our team took part in the walk supporting children with special needs.



Our teams in Saudi Arabia and the UAE used their volunteering leave to participate in a blood donation event, giving much needed medical support for people across the region.



CHEP Westville colleagues joined FoodForward South Africa and other sponsors to volunteer for World Food Day, packing 400 food boxes intended for 2,519 beneficiary organisations.

GLOBAL

Virtual volunteering



Our 'Sustainability Week' virtual volunteering session brought together a diverse range of teams from across the globe, including Ireland, the UK, France, Spain, the US, Canada and South Africa. Supporting citizen science through the Zooniverse platform, they reviewed and categorised data to advance real-world research initiatives. The session also provided an excellent opportunity to connect with new colleagues, with a strong sense of energy, collaboration and fun throughout.

APAC

2,291 hours volunteering



In the lead-up to Christmas, our Queensland team in Australia rallied to support Foodbank by packing 4,000 'Food for Kids' hampers.



Our colleagues in Australia supported Landcare initiatives across two locations: Nurragingy Reserve in NSW (helping restore native habitats) and along Kororoit Creek in Victoria (transforming industrial wasteland into a thriving ecosystem).



In collaboration with PERTIWI, a team of 11 volunteers from CHEP Malaysia and CHEP Singapore came together in Kuala Lumpur, raising funds for 730 meals and handing out fruit.



Recognising our sustainability champions

Every year during Sustainability Week, Brambles employees come together to explore the different ways they contribute to regenerative supply networks. In FY26, with our theme Power the Loop, we challenged colleagues to reflect on the impact they have in their roles. Through webinars and activities, we provided educational sessions on regeneration and our regional leadership teams shared how sustainability comes to life in their regions. Via a bespoke app, our colleagues shared their own experiences, thoughts and ideas about sustainability. We received more than 1,000 responses that we have analysed and used to tailor our capability building, encouraging our people to make their choices intentional and help turning regeneration into reality.

→ ***The Sustainability Awards celebrate sustainability champions and recognise exceptional contributions towards achieving our 2030 targets.***

A key feature of the event is the Sustainability Awards, which celebrate internal champions and recognise exceptional contributions towards achieving our 2030 targets. Employees can nominate sustainability champions and projects from each region via our internal recognition tool throughout the year, making it a special time to come together to celebrate our people's contributions. For the first time this Year, we invited two external jury members from the NGOs of Ellen MacArthur Foundation and Barranquilla+20 to help us select the global winners, adding another layer of recognition to the incredible work happening across our business.

Sustainability Week
 **Power the loop**

See it. Own it. Act on it.

For achievements that transform us into a nature-positive company, reversing our negative impact on the environment through continuous improvement and regeneration. This includes work which helps us restore forests, reduces our carbon emissions, eliminates waste from our own and subcontracted service centres or creates products from upcycled waste.



LATIN AMERICA

Alan Rojano, Eduardo Reyes, Jair Escamilla, Omar Serna, Carlos Hernández, Marialejandra Secone, Samantha Molina, Ana Gonzalez, Roberto Segoviano and Manuel Arias

Decarbonising pallet collections through partnerships

CHEP Mexico's Kilometros Verdes (Green Kilometres) initiative is decarbonising pallet collection operations. Between FY24–FY26 the programme eliminated 11,090 empty journeys (an 80% reduction) through improved transport efficiency, retailer collaboration and the use of CHEP Mexico's first electric truck. Launched in November 2025, the 53-foot pallet recovery truck has travelled more than 14,800 km, achieving a 21.5% reduction in emissions compared to conventional diesel transport.

For achievements that have a positive impact on our customers' supply chains, helping them use fewer natural resources or produce less waste and less carbon emissions. This category also covers achievements that make our company a positive place to work by promoting safety, inclusion and diversity, or our work on human rights.



NORTH AMERICA

Ankur Sharma and Brandon Beers

Partnering with customers for Business Positive outcomes

Ankur Sharma and Brandon Beers delivered Business Positive results by working directly with customers to embed sustainability into their operational strategies. Collaborating closely with a food distributor, Ankur partnered with their sustainability team to implement operational strategies and a series of audits, reducing pallet losses by 33% and generating over ~US\$300,000 in annual value. In the field, Brandon partnered with customers during site visits to identify actionable landfill diversion opportunities, leading to 10 targeted sustainability engagements in FY26 and the deployment of Digital Customer Solutions to reduce supply chain food waste.

For achievements that grow the positive impacts we have on the communities in which we operate. Actions could include providing food to those in need or educating the world about the circular economy.



LATIN AMERICA

María Salceda, Ariadna Peralta, Sandra Leyva Martinez and Samantha Rodriguez

Mexico's first General Law on Circular Economy

Through its Ciclo Sin Fin initiative, CHEP Mexico partnered with SEMARNAT, Mexico's environment ministry, on the implementation of the country's first General Law on Circular Economy. Our share and reuse business model was used as a working reference, drawing on our experience across complex supply chains. As technical dialogue continues and implementation progresses, we are also contributing to circular economy education through the ministry's Centro de Capacitación y Educación para el Desarrollo Sustentable.

Thanking all employees for your contribution on our journey to creating regenerative supply networks

Each year, we like to apportion the annual environmental savings of our share and reuse model on an equivalence per Brambles employee basis. Every person, in every function, in every region, plays a role in making our circular business model work effectively. This connects our people to an intrinsic purpose and celebrates our collective impact while we advance regenerative supply networks.

Avoided environmental impacts per Brambles employee⁵⁹



231

tonnes of CO₂-e

Equivalent to carbon emissions produced by **31 homes in the US in one year**



390

m³ of timber

Enough wood to conserve **390 trees**



196

tonnes of waste to landfill

Enough waste to fill **a garbage truck 28 times**



290

kilolitres of water

Enough water to fill **a 20kL water tank truck 14 times**

Contacts

Level 29, 255 George Street
Sydney NSW 2000
Australia

Telephone +61 2 9256 5222
Email sustainability@brambles.com
Website brambles.com/sustainability

ACN 118 896 021

⁵⁹ Based on environmental savings of Brambles' products compared to single-use alternatives. For further details regarding how equivalents are calculated, refer to page 13 of Brambles' Basis of Preparation – ESG Metrics 2026 document.

