Brambles Limited
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Tel +61 2 9256 5222
www.brambles.com

Brambles

22 October 2026

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

Via electronic lodgement

Dear Sir / Madam

Brambles Limited 2026 AGM Addresses

In accordance with Listing Rule 3.13.3, I enclose the addresses to be delivered by Mr John Mullen, Board Chair, Ms Maxine Brenner, Remuneration Committee Chair and Mr Graham Chipchase, Chief Executive Officer at the Brambles Limited Annual General Meeting, commencing at 10.00am AEDT today.

Also enclosed are copies of the slides to be used during the presentations at the meeting.

The release of this announcement was authorised by the Brambles Board.

Yours faithfully
BRAMBLES LIMITED

Robert Gerrard
Company Secretary

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Brambles

Chair address

Introduction

The 2026 fiscal year demonstrated the strength and financial resilience of Brambles as the business navigated increasingly challenging operating conditions. It also reinforced the importance of Brambles' strategic direction and the value of the investments we have made in recent years to strengthen the fundamentals of the business.

Over the course of the year, Brambles continued to win new customers in all regions, improve the safety of its operations and progress the strategic initiatives that are enhancing the customer experience, strengthening network performance and supporting long-term value creation.

At the same time, management responded decisively to the short-term challenges that emerged in the US business during the fourth quarter, placing customers at the centre of every decision. The Board remained closely engaged as the business navigated these challenges, and is confident management has the right plans in place to strengthen the resilience of our US network for the long term.

Despite these short-term challenges, total value creation for the year was 9%. Brambles remains a highly profitable and cash-generative business with the capacity to continue investing in future growth opportunities while delivering attractive returns to shareholders. We remain confident that the challenges in our US business will be resolved by the end of the first half of FY27, with an expected return to value creation in line with our investor value proposition from the second half of FY27.

Investing for long-term competitive advantage

Over the past five years, we have invested approximately US$1.5 billion across the Group to strengthen Brambles' competitive position by improving the way it serves customers, reducing the capital intensity of the business and enhancing the efficiency and sustainability of its operations. These investments have also built the digital capabilities that are unlocking new sources of value across customer supply networks and Brambles' own operations.

The Brambles of the Future strategy launched last year builds on these foundations to connect and illuminate global supply networks, making them more resilient and regenerative.

The Board firmly supports the disciplined investments being made through the Brambles of the Future strategy to enhance the customer experience, strengthen network resilience and expand its digital capabilities. These investments are critical to driving a step change in innovation and further extending Brambles' long-term competitive advantage and the role it plays in shaping the next phase of pooling.

Serialisation+ is one strategic initiative that has the potential to strengthen all aspects of Brambles' business while delivering benefits to all stakeholders. By uniquely identifying every pallet, it provides greater visibility across supply networks and generates rich operational insights that Brambles can use to improve the efficiency and sustainability of its operations while delivering additional value for its customers.

The progress with Serialisation+ during FY26 has been particularly encouraging. In Chile, the rollout of the Effortless Service Offer to all customers has eliminated the administrative burden of declarations and physical audits, enabling more seamless and efficient interactions. This has significantly improved the customer experience, as evidenced by the nine-point increase in the net promoter score in Chile during FY26. It has also demonstrated clear revenue benefits, with Serialisation+ contributing to 15 net new business wins in FY26, while greater visibility of pallet movements has highlighted opportunities to improve network productivity, asset efficiency and other cost savings as well as additional revenue streams.

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The Board believes Serialisation+ will become an important long-term differentiator for Brambles. Before deciding on a potential rollout in North America, we need to assess the customer response to dynamic pricing and opportunities to use Serialisation+ data to improve damage rates, dwell times and other drivers of the cost-to-serve for our customers. These learnings from Chile, together with the work underway to optimise the technology and economics in North America, will inform our decision, which we expect to make during the third quarter of FY27.

Capital management and shareholder returns

The strategic investments we are making for the future are supported by the structural improvements we have made to the financial profile of the business through transformation.

Today, Brambles generates higher and more stable cash flows, operates with greater capital efficiency and has a strong balance sheet. Together, these provide the financial flexibility to reinvest in the business and deliver attractive returns to shareholders.

This financial strength allowed us to return ~US$1.2 billion to shareholders during the year, including increased dividends and US$509 million in on-market share buy-backs. Importantly, these returns were delivered alongside increased investments to support our customers in the US and progress strategic initiatives across the Group.

In May 2026, the Board announced an additional US$400 million share buy-back. This reflects our confidence in the underlying strength of Brambles, the resilience of its cash flows and our disciplined approach to allocating capital between reinvestment and shareholder returns. To date, we have completed US$218 million of this buy-back and the Board will consider future opportunities for additional capital returns in accordance with our capital allocation framework outlined in Brambles' 2026 Annual Report.

Remuneration to support long-term value creation

As Brambles enters its next phase of growth, it is important that the remuneration framework supports the attraction, retention and motivation of leadership talent across the organisation. Executive remuneration must also remain closely aligned with Brambles' strategic objectives and the creation of long-term shareholder value.

During FY26, the Remuneration Committee undertook a comprehensive review of the remuneration framework to ensure it remains fit for purpose and supports these objectives.

Following extensive consultation with shareholders and other stakeholders, the Board approved a number of changes designed to strengthen the alignment between executive remuneration, Brambles' investor value proposition and the way the business intends to create value over the long term.

The existing remuneration framework has served Brambles well. It has supported improved returns and reinforced capital discipline across the business over many years. However, the Board believes the new structure is better suited to balancing sustainable earnings growth, disciplined investment for the future and sustainable shareholder value creation.

The Chair of the Remuneration Committee will shortly provide further details of the review, the proposed changes and the remuneration-related resolutions that shareholders will be asked to consider today.

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Board composition

Before closing, I would like to briefly touch on Board composition.

The stewardship of Brambles and support of its long-term strategic direction are among the Board's most important responsibilities. This requires a Board with the right mix of skills, experience and perspectives to support management and provide effective governance.

The Board renewal process undertaken over recent years has strengthened the Board's collective capabilities and positions it well to support the next phase of Brambles' growth and value creation.

This breadth of experience has been particularly important in a year when the business has had to address short-term challenges without losing momentum on key strategic priorities. The Board maintained focus on both, ensuring near-term challenges were effectively addressed while continuing to oversee the investments and initiatives essential to Brambles' long-term success.

Conclusion

As I have outlined today, FY26 demonstrated both the resilience of Brambles and the importance of the investments we have made to strengthen the business and position it for future success.

On behalf of the Board, I wish to thank our people for their continued dedication and commitment, and to our customers for their ongoing partnership and trust.

I would also like to thank our shareholders for your continued support. Your confidence in Brambles allows us to pursue our strategy with conviction and maintain focus on delivering sustainable value over the long term.

Brambles

CEO address

Introduction

FY26 was a year of continued progress for Brambles, underpinned by resilient financial performance, disciplined execution of our strategy and ongoing investment in the customer and digital capabilities that will support Brambles for the long term.

These achievements reflect the commitment of our people, whose focus on customers and our strategic priorities enabled us to keep growing the business while responding swiftly and decisively to the challenges that emerged in the US.

Restoring service and strengthening network resilience in the US

As we outlined in our May trading update and FY26 results, the repair capacity constraints that emerged in parts of our US service centre network did not arise from one single issue. Rather, it was the convergence of several factors that reduced repair throughput in our network from the fourth quarter and affected our ability to fully meet customer demand and onboard new business.

Our immediate priority was to improve pallet availability and restore service for customers. We acted quickly by increasing pallet relocations and running extra shifts and overtime across our network. We also purchased 1.3 million new pallets in 4Q26 and a further 1.4 million in 1Q27 to support customer demand. We remain on track to purchase a total of 2 million pallets in the first half of FY27. Together, these actions have improved service levels, with no lost customer orders due to repair capacity constraints since mid-June 2026.

At the same time, we are taking steps to strengthen the resilience of our US network for the long term. Throughout FY27 and FY28, we will increase repair capacity across our US network by approximately 20%, diversify our subcontractor base to reduce concentration risk and establish a specialist response team that can be deployed to manage any future disruptions.

So far, we have increased underlying repair capacity in the US network by 3% compared with April 2026 levels, supported by the addition of ~40 repair benches across our network and other initiatives to increase repair capacity at existing service centres in the first quarter. We have plans in place to add further repair benches to the network and open six new repair service centres in the second half of FY27, followed by a further two in FY28.

To date, the benefit of this additional repair capacity has been absorbed by inefficiencies at service centres that were affected by subcontractor turnover. During the first quarter, two of these service centres transitioned to new management and we have plans in place to transition the remaining affected service centres by the end of FY27. We remain on track to resolve the repair capacity constraints by the end of the first half of FY27, in line with our original expectations.

Modernising the network for the next phase of pooling

The developments in our US business have highlighted the importance of the network modernisation initiatives underway across the Group, focused on strengthening resilience, supporting our service and quality commitments to customers, and underpinning our growth ambitions.

Across our markets, customer and retailer supply chains are evolving, with increasing use of automation throughout their operations. As a result, customers need pallets that are consistently repaired to high standards, making quality an increasingly important differentiator for Brambles and a source of competitive advantage.

To ensure we are meeting customers' needs, we are lifting the repair consistency of our pallets through enhanced – and more frequent – quality audits. Additionally, we are accelerating the rollout of

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automated end-of-line inspection equipment and introducing new quality measures that capture actionable insights from customers about their pallet quality experience.

Another central part of our modernisation agenda is strengthening the key operating capabilities that underpin the agility of our network. This includes leveraging data, AI and our digital insights to improve how we plan, collect and redistribute pallets across the network. We are also revising our strategic approach to subcontractors, moving towards value-sharing partnerships that better support our safety, quality, and productivity priorities while allowing us to serve customers more effectively and reliably.

As we continue to focus on quality and safety, and as competition for labour increases, our Service Centre of the Future programme will support the move towards a touchless repair process. Beyond quality benefits, this has the potential to improve resilience, safety and efficiency and reshape how our network operates.

During FY26 we began work at a dedicated facility in Texas where we will develop, test and refine the modular technologies and processes that can be scaled across the network in the next three years. This is an important step towards our goal of having the first touchless plant operational within five years.

Brambles of the Future

More broadly, we made meaningful progress across our Brambles of the Future strategy, investing in initiatives that improve the customer experience, strengthen operational performance, expand our digital capability and support our sustainability ambitions.

Across the Group, we improved the customer experience by simplifying their interactions with us as well as investing in product quality and service performance. With the exception of the US, these efforts helped lift our net promoter score and collection metrics while maintaining best-in-class delivery performance across the Group.

As part of our work to illuminate supply networks, we further developed our portfolio of Digital Customer Solutions. These tools provide customers and retailers with supply chain insights to help protect product quality, improve promotional execution and make more informed operational decisions.

Operational excellence also remained a priority. We achieved a 10% improvement in safety performance to deliver our best year on record while continuing to maintain focus on initiatives that support asset control and operational productivity, both essential to delivering a more reliable and efficient pooling model.

FY26 also saw us launch Brambles' 2030 Sustainability Programme, building on our achievements to date and marking the next phase of our ambition to create regenerative supply networks. We have made early and encouraging progress against our targets as we bed down the strategy and measurement frameworks that will support our delivery. This included initiating regeneration activities across approximately 10,000 hectares through a partnership with WildTrust in South Africa, as part of our five-year target to regenerate two hectares of land for every hectare required for our timber needs.

Financial performance

Looking at our financial performance for FY26, the result was in line with our revised guidance in May and reflected earnings growth, margin expansion and strong free cash flow generation.

Our sales revenue increased by 2% on a constant currency basis. This included volume growth of 1%, reflecting strong net new business growth of 3%, which more than offset a 2% decline in like-for-like volumes as a result of weaker consumer demand in the US and Europe.

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Underlying Profit increased 4% at constant currency and included a US$90 million adverse impact from the US repair capacity constraints. Excluding this impact, Underlying Profit growth was 11%, reflecting disciplined cost-to-serve recovery as well as benefits from our ongoing efficiency and cost management initiatives.

We also delivered Free Cash Flow before dividends of more than US$1 billion for the second consecutive year. This supported a 16% increase in total dividends, to 46.15 US cents per share, representing a dividend yield of 3%. Combined with EPS growth of 6%, this delivered total value creation for shareholders of 9% in FY26.

Finally, our ROCI increased 0.4 percentage points in constant currency to 22.6%, reflecting our disciplined approach to capital allocation and focus on productivity improvements.

Outlook

Looking ahead to FY27, we expect to continue delivering earnings growth and strong Free Cash Flow generation, after including the additional costs and investments we are making to resolve the repair capacity constraints in our US business.

Our financial guidance for FY27 remains unchanged with expected sales revenue growth of 2 to 4% and Underlying Profit growth of 2 to 6% on a constant currency basis, while Free Cash Flow before dividends is expected to be between US$800-950 million.

We have also reconfirmed our FY28 target to expand the Underlying Profit margin by at least three percentage points on the FY24 baseline. This reflects the short-term nature of the US challenges, our confidence in the recovery actions underway and the expected benefits from continued investment in productivity, digital capability and customer experience.

These financial outcomes are dependent on a number of factors including prevailing macroeconomic conditions, customer demand, the price of lumber and other key inputs as well as the efficiency of global supply chains and movements in FX rates.

Conclusion

In summary, our achievements in FY26 showed the underlying strength and financial resilience of our business and reaffirmed the strategic direction Brambles is taking. We acted decisively to address the challenges that emerged in the US, while continuing to invest to strengthen our network, improve the way we serve customers and support sustainable value creation over the long term.

We remain confident in our strategic direction and the progress we are making to build the Brambles of the Future.

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Chair of Remuneration Committee Address

At Brambles, our remuneration framework is designed to attract, retain and motivate high-calibre leaders and talent across the organisation, while ensuring their interests remain closely aligned with sustainable shareholder value creation. In doing so, it seeks to align executive remuneration to the delivery of Brambles' strategic objectives and expected behaviours in line with our code of conduct, shared values and risk appetite.

The framework combines fixed remuneration with an at-risk component that is variable and directly linked to Brambles' performance.

At-risk remuneration comprises two elements. The first is the short-term incentive (STI), half of which is received in cash, with the other half being received in deferred share awards, which vest two years from the date of grant.

The second is the long-term incentive (LTI) share rights that vest three years from the date of grant, subject to performance conditions, followed by a further 12-month holding period. Half of the LTIs are linked to financial performance conditions, with the remainder assessed against Brambles' relative total shareholder return performance versus two external indices.

Executive Remuneration Review

As John mentioned, during FY26 the Remuneration Committee undertook a comprehensive review of Brambles' remuneration structure.

Following this review, the Board approved changes to executive remuneration from FY27, the most material of which is an updated LTI framework.

Central to the revised framework is the adoption of a total value creation (TVC) measure that is more closely aligned with Brambles' investor value proposition. The TVC measure will combine diluted earnings per share growth with dividend yield over a three-year period, creating a clear link between executive reward outcomes and key drivers of shareholder returns.

Delivering Brambles' investor value proposition over the three-year period will achieve at least threshold performance. To achieve maximum vesting will require sustained performance over the vesting period that is likely to reflect stronger than market earnings growth and superior shareholder returns.

The Board's decision to replace the existing sales growth and ROCI matrix for the LTI award does not diminish the important role it played in improving returns and reinforcing capital discipline. Importantly, capital discipline remains a core element of the framework, with a minimum 20% ROCI required for any vesting of the TVC component of the LTI. This ensures that vesting outcomes continue to reflect disciplined capital allocation and investment decisions.

Under the revised LTI structure, 60% of the award will be linked to TVC and 40% to relative total shareholder returns (rTSR). The rTSR component will continue to be measured over a three-year period, with performance assessed equally against two external indices.

In line with general market practice in the UK, the post-vesting holding lock on LTI awards granted from FY27 onwards will be increased to two years.

Benchmarking

As part of the annual remuneration review, the Remuneration Committee also undertook a benchmarking exercise for Executive Leadership Team (ELT) roles to ensure remuneration remains competitive and supports the Company's objectives.

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Given the majority of Brambles' executives are based in the UK, the Remuneration Committee considered the UK market to be the most appropriate benchmark.

Brambles' remuneration philosophy is to position target remuneration at the median level of the appropriate comparator group of companies, with an opportunity for remuneration to reach the upper quartile where there is outstanding performance and proven capability. We believe this philosophy remains appropriate and continues to drive a high-performance culture.

The benchmarking exercise confirmed that the majority of the ELT are remunerated competitively against the UK market and the remuneration packages for those ELT members will remain unchanged. However, the CEO's remuneration was positioned between the lower quartile and median of the comparator group, while the CFO's remuneration was below the lower quartile. The Board has therefore proposed changes to their remuneration arrangements.

For the CEO, both fixed and STI remuneration will remain unchanged while the target LTI opportunity will increase to 165% of fixed pay, and the maximum will be at 275%. This will position the CEO between the median and upper quartile of the UK benchmark, consistent with Brambles' remuneration philosophy. Additionally, this will also position the CEO between median and upper quartile against the Australian benchmark.

For the CFO, fixed remuneration will be increased by 15%, effective January 2027, followed by a further increase of 5.5% in FY28. The STI will remain unchanged, while the LTI opportunity will increase to 120% of base pay at target and 200% at maximum.

These changes will position the CFO's target total remuneration at the median of the UK benchmark and between median and upper quartile against the Australian benchmark.

FY26 remuneration outcomes

Turning to the FY26 remuneration outcomes. Reflecting Brambles' FY26 performance, including the financial impacts of the US repair capacity constraints, the annual STI outcomes for Executive Key Management Personnel ranged from 29% to 68% of target. These outcomes were primarily driven by performance against Cash Flow from Operations and personal objectives, as Underlying Profit for the Group and most regions was below target.

Strong total shareholder return performance against two external indices resulted in 45.5% of the LTI opportunity vesting, while there was no vesting under the sales growth and ROCI matrix.

As part of its review of FY26 remuneration outcomes, the Remuneration Committee also carried out its annual assessment of any behavioural events or incidents which occurred during the year that might warrant adjustments to all or part of an executive's incentive-based remuneration. I am pleased to report that no such incidents or events were identified through this process.

For more information on our remuneration strategy, and the changes being implemented for FY27, please refer to the Remuneration Report on pages 51 to 71 of our 2026 Annual Report. The Remuneration Report and the changes to Brambles Limited Performance Plan proposed will be subject to shareholder approval later in the meeting.

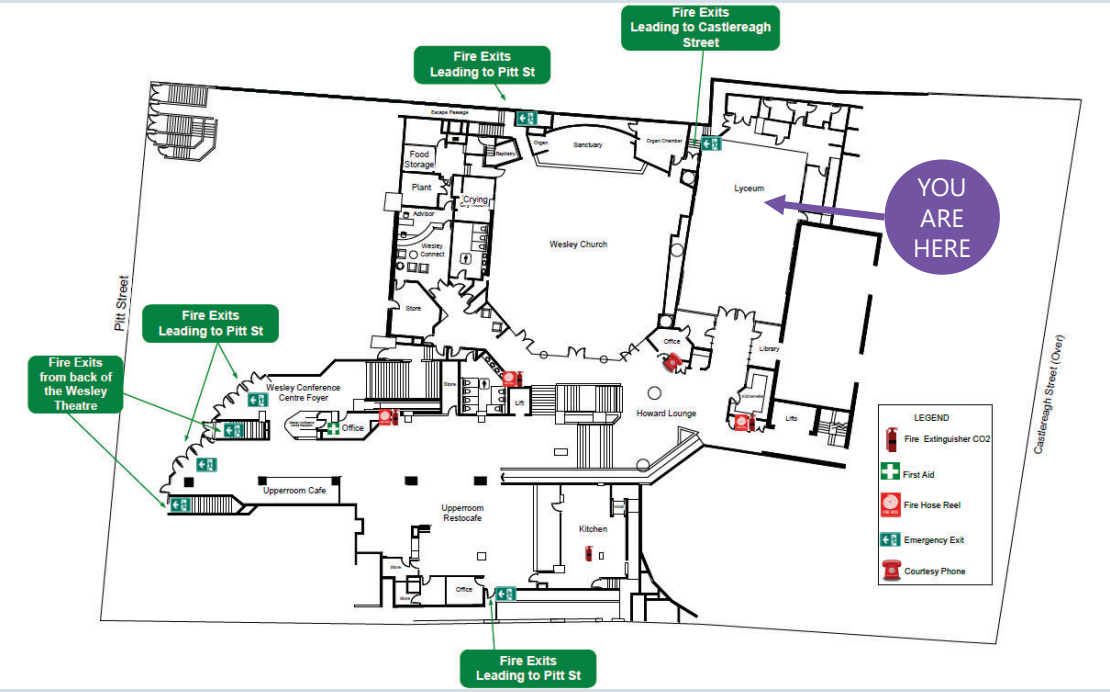
Annual General Meeting 2026

22 October 2026

Brambles

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Safety briefing



How to ask a question

Any shareholder or appointed proxy is eligible to ask a question

In-person

Go to the designated microphone and show your orange voting card or purple non-voting card if you are able or raise your hand and someone will come to you.

Give the attendant your name.

When you are introduced in the meeting, you may ask your question.

Online question

Shareholders and Proxies can ask a question once logged into the webcast through the 'I am a Shareholder' button and the VAC has been verified.

Once logged in, click on the blue hand icon at the top right-hand side of the screen at any time and type in your question.



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A poll is being held on all resolutions at this meeting



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The Chair's address

John Mullen

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The Chief Executive Officer's address

Graham Chipchase

The Chair of the Remuneration Committee's address

Maxine Brenner

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Voting procedure in-person during the meeting

Please mark your voting card and deposit your card at the exit.

BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
POLL CARD

NAME OF SECURITY HOLDER _____

I HEREBY VOTE
(a) All of my securities as indicated (place tick/cross in boxes below) OR
(b) The specific number of securities for, against or abstain detailed in boxes below

	FOR	AGAINST	ABSTAIN
2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

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Annual General Meeting 2026

22 October 2026

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Discretionary Proxy votes

Discretionary proxy votes given to the Chair will be cast in favour of each item of business.

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Item 1

Financial Statements

To consider and receive the Financial Report, Directors' Report and Auditors' Report for Brambles and the Group for the year ended 30 June 2026.

Item 2

Remuneration Report

To adopt the Remuneration Report for Brambles and the Group for the year ended 30 June 2026.

Proxies and direct votes received

Item 2: To adopt the Remuneration Report

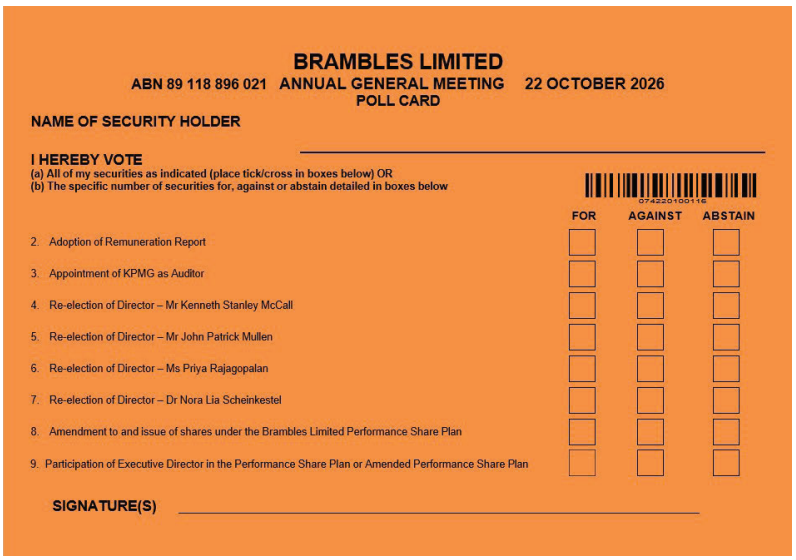
	For	Discretionary	Against	Abstain
Proxy votes	906,272,689	2,984,730	42,445,651	4,328,570
Direct votes	524,744	-	708,507	24,556
Total	906,797,433	2,984,730	43,154,158	4,353,126
	95.16%	0.31%	4.53%	-

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Cast your vote

Item 2:

To adopt the Remuneration Report



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
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2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

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Item 3

Appointment of Auditor

That KPMG be appointed as auditor of the Company, subject to the Australian Securities and Investments Commission consenting to the resignation of PricewaterhouseCoopers as auditor of the Company.

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Proxies and direct votes received

Item 3: Appointment of Auditor

	For	Discretionary	Against	Abstain
Proxy votes	947,255,819	3,015,090	5,428,795	345,456
Direct votes	676,633	-	586,521	29,920
Total	947,932,452	3,015,090	6,015,316	375,376
	99.05%	0.32%	0.63%	-

Cast your vote

Item 3:

Appointment of Auditor

BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
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6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
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Item 4

Re-election of Director

That Mr Kenneth Stanley McCall be re-elected to the Board of Brambles.



Brambles

Proxies and direct votes received

Item 4: That Mr Kenneth Stanley McCall be re-elected to the Board of Brambles.

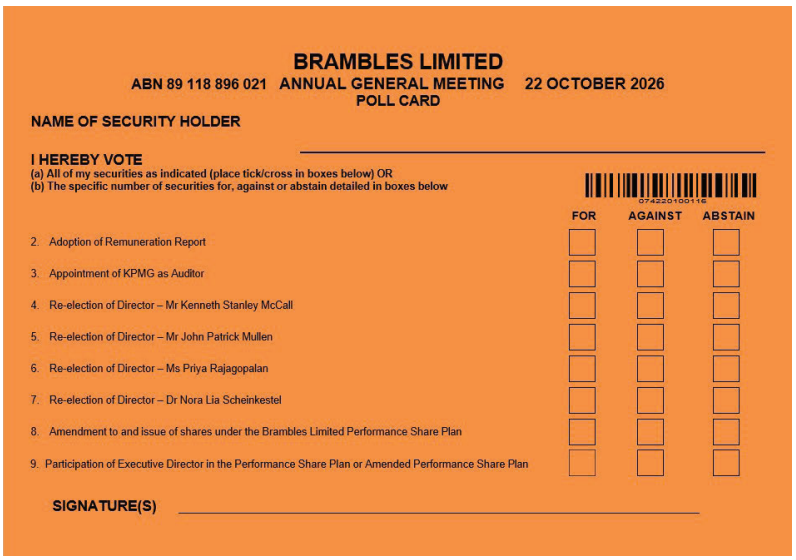
	For	Discretionary	Against	Abstain
Proxy votes	935,298,566	3,016,182	17,312,086	418,326
Direct votes	1,025,248	-	99,218	148,698
Total	936,323,814	3,016,182	17,411,304	567,024
	97.86%	0.32%	1.82%	-

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Cast your vote

Item 4:

That Mr Kenneth Stanley McCall be re-elected to the Board of Brambles.



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
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Item 5

Re-election of Director

That Mr John Patrick Mullen be re-elected to the Board of Brambles.



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Proxies and direct votes received

Item 5: That Mr John Patrick Mullen be re-elected to the Board of Brambles.

	For	Discretionary	Against	Abstain
Proxy votes	728,344,755	3,002,754	220,405,525	4,292,126
Direct votes	992,632	-	126,876	153,057
Total	729,337,387	3,002,754	220,532,401	4,445,183
	76.54%	0.32%	23.14%	-

Cast your vote

Item 5:

That Mr John Patrick Mullen be re-elected to the Board of Brambles.

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BRAMBLES LIMITED
ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
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4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

SIGNATURE(S) _____

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Item 6

Re-election of Director

That Ms Priya Rajagopalan be re-elected to the Board of Brambles.



Brambles

Proxies and direct votes received

Item 6: That Ms Priya Rajagopalan be re-elected to the Board of Brambles.

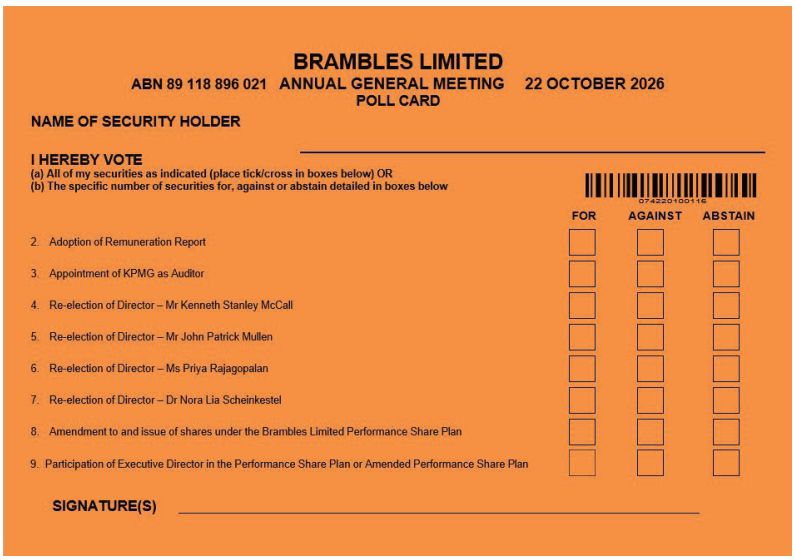
	For	Discretionary	Against	Abstain
Proxy votes	935,396,604	3,000,720	17,284,773	363,063
Direct votes	995,387	-	152,210	142,978
Total	936,391,991	3,000,720	17,436,983	506,041
	97.87%	0.31%	1.82%	-

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Cast your vote

Item 6:

That Ms Priya Rajagopalan be re-elected to the Board of Brambles.



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
POLL CARD

NAME OF SECURITY HOLDER _____

I HEREBY VOTE
(a) All of my securities as indicated (place tick/cross in boxes below) OR
(b) The specific number of securities for, against or abstain detailed in boxes below

	FOR	AGAINST	ABSTAIN
2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

SIGNATURE(S) _____

Item 7

Re-election of Director

That Dr Nora Lia Scheinkestel be re-elected to the Board of Brambles.



Brambles

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Proxies and direct votes received

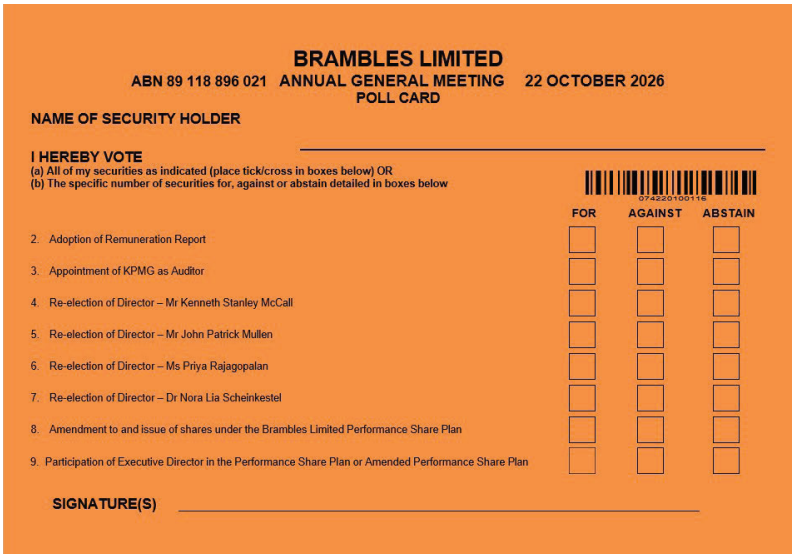
Item 7: That Dr Nora Lia Scheinkestel be re-elected to the Board of Brambles.

	For	Discretionary	Against	Abstain
Proxy votes	924,565,097	3,011,908	28,088,744	379,411
Direct votes	978,819	-	144,778	154,978
Total	925,543,916	3,011,908	28,233,522	534,389
	96.74%	0.31%	2.95%	-

Cast your vote

Item 7:

That Dr Nora Lia Scheinkestel be re-elected to the Board of Brambles.



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
POLL CARD

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(b) The specific number of securities for, against or abstain detailed in boxes below

	FOR	AGAINST	ABSTAIN
2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

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Item 8

Amendment to and issue of shares under the Brambles Limited Performance Share Plan

That the Brambles Limited Performance Share Plan, as amended in the manner described in the Explanatory Notes accompanying this Notice of Meeting (the Amended Performance Share Plan), and the issue of shares under the Amended Performance Share Plan, be approved for all purposes, including for the purpose of Australian Securities Exchange Listing Rule 7.2, exception 13.

Proxies and direct votes received

Item 8: Amendment to and issue of shares under the Brambles Limited Performance Share Plan.

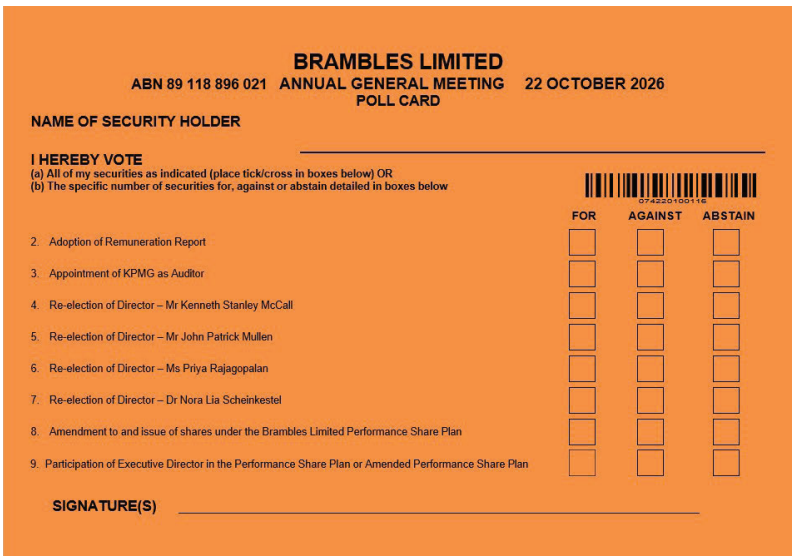
	For	Discretionary	Against	Abstain
Proxy votes	931,248,850	2,984,154	19,586,696	2,131,941
Direct votes	506,432	-	728,895	47,837
Total	931,755,282	2,984,154	20,315,591	2,179,778
	97.56%	0.31%	2.13%	-

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Cast your vote

Item 8:

Amendment to and issue of shares under the Brambles Limited Performance Share Plan.



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
POLL CARD

NAME OF SECURITY HOLDER

I HEREBY VOTE
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(b) The specific number of securities for, against or abstain detailed in boxes below

	FOR	AGAINST	ABSTAIN
2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
6. Re-election of Director – Ms Priya Rajagopalan	☐	☐	☐
7. Re-election of Director – Dr Nora Lia Scheinkestel	☐	☐	☐
8. Amendment to and issue of shares under the Brambles Limited Performance Share Plan	☐	☐	☐
9. Participation of Executive Director in the Performance Share Plan or Amended Performance Share Plan	☐	☐	☐

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Item 9

Participation of Executive Director in the Performance Share Plan or the Amended Performance Share Plan

That the participation by Mr Graham Chipchase until the 2027 Annual General Meeting in the:

a. Brambles Limited Performance Share Plan (if approval to the amendment to the Performance Share Plan under Resolution 8 is not obtained); or

b. the Amended Performance Share Plan (if approval to the amendment to the Performance Share Plan under Resolution 8 is obtained),

in the manner set out in the Explanatory Notes accompanying this Notice of Meeting be approved for all purposes including for the purpose of Australian Securities Exchange Listing Rule 10.14.

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Proxies and direct votes received

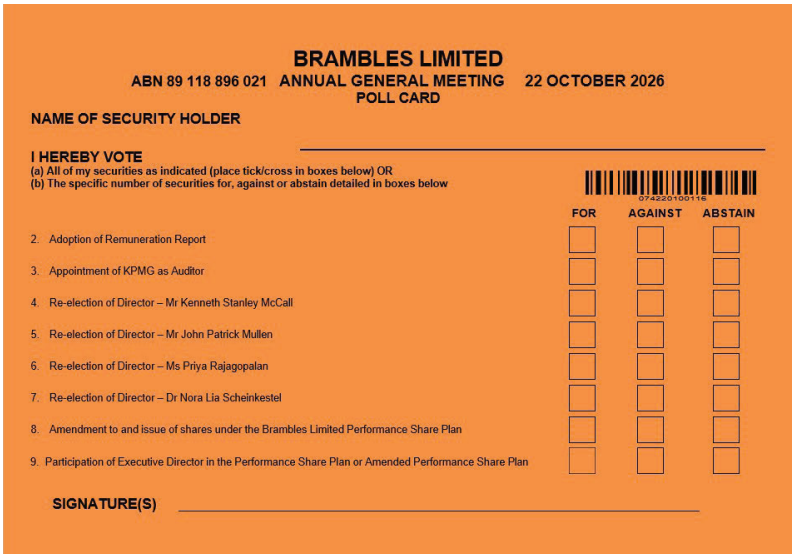
Item 9: Participation of Executive Director in the Performance Share Plan or the Amended Performance Share Plan.

	For	Discretionary	Against	Abstain
Proxy votes	944,326,012	3,001,287	6,621,113	2,096,748
Direct votes	470,866	-	792,048	33,564
Total	944,796,878	3,001,287	7,413,161	2,130,312
	98.91%	0.31%	0.78%	-

Cast your vote

Item 9:

Participation of Executive Director in the Performance Share Plan or the Amended Performance Share Plan.



BRAMBLES LIMITED

ABN 89 118 896 021 ANNUAL GENERAL MEETING 22 OCTOBER 2026
POLL CARD

NAME OF SECURITY HOLDER

I HEREBY VOTE
(a) All of my securities as indicated (place tick/cross in boxes below) OR
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	FOR	AGAINST	ABSTAIN
2. Adoption of Remuneration Report	☐	☐	☐
3. Appointment of KPMG as Auditor	☐	☐	☐
4. Re-election of Director – Mr Kenneth Stanley McCall	☐	☐	☐
5. Re-election of Director – Mr John Patrick Mullen	☐	☐	☐
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SIGNATURE(S) _____

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Please deposit your voting cards at the exit

Brambles

The poll has now closed



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Brambles



Annual General Meeting 2026

22 October 2026

Brambles

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