

8 October 2020

The Manager-Listings  
Australian Securities Exchange Limited  
Exchange Centre  
20 Bridge Street  
SYDNEY NSW 2000

*Via electronic lodgement*

Dear Sir / Madam

**Brambles 2020 AGM – Chairman’s and CEO’s Addresses**

In accordance with Listing Rule 3.13.3, I enclose the addresses to be delivered by Mr John Mullens, Chairman and Mr Graham Chipchase, Chief Executive Officer, at the Brambles Virtual Annual General Meeting, commencing at 4.00pm (AEDT) this afternoon.

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

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

Yours faithfully

**BRAMBLES LIMITED**

**Robert Gerrard**

Group Company Secretary

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## Chairman's address

### John Mullen, Chairman

Good afternoon ladies and gentlemen. It is a great privilege to address you today as the new Chairman of Brambles. The past year has been particularly challenging for Brambles, as it has been for the whole world. During this period, our highest priority has been the health and safety of our employees, of the communities in which we operate, and of our other key stakeholders. It is within this context that I welcome you today to our first virtual AGM.

To begin, I want to say that I am very honoured to be the Chairman of Brambles. As some of you may know, this is my second time on the Board of Brambles having been a Non-Executive Director of Brambles for a short period from 2009 to 2011, before returning to executive life. I have always considered Brambles to be an exceptional company and, while I have only been on the Board for a short time, I am excited about the Company's potential to continue to grow and prosper.

The past year has been filled with extraordinary challenges. From the devastating bushfires in Australia at the end of the 2019 calendar year, to the outbreak of the Covid-19 pandemic which has caused such a fundamental shift in our daily lives and in how we operate as a company. While our CEO, Graham Chipchase, will provide more details about how the Company continues to respond to the pandemic, I want to take this opportunity to acknowledge our 12,000 employees, whose efforts have enabled supply chains to remain open, thereby ensuring the continued flow of life's essentials to communities in over 60 countries across the globe.

Now turning to the financial performance of the Company in the last year. In FY20, we achieved strong revenue growth and an increase in earnings, despite Covid-19-related challenges across all of our businesses during the fourth quarter of the Year. Sales revenue of US\$4.7 billion increased 6% in constant-currency terms on the previous year. Underlying Profit of US\$795.0 million increased 4% at constant-currency, reflecting a one-percentage point margin improvement in our US business, significant operational improvements in our Latin American business, and the ongoing resilience of our businesses across Europe and the Asia-Pacific region.

I think that these results underline the solid and defensive nature of Brambles' business model, and the company's ability to maintain performance even in times of crisis.

### Dividend policy and capital management

As previously communicated, Brambles moved to a payout ratio-based dividend policy during the Year. This policy targets a payout ratio of 45-60% of Underlying Profit after finance costs and tax, subject to Brambles' cash requirements. Dividends per share are declared in US cents and converted and paid in Australian cents.

In line with this policy, the Board declared total dividends for the year of 18 US cents per share, which reflected a payout ratio of 53%. In Australian dollar terms, total dividends declared in FY20 were 25.92 Australian cents per share, including a final dividend of 12.54 Australian cents per share, franked at 30% and to be paid today.

In addition to the ordinary dividends, at the time of the sale of the IFCO RPC business, Brambles announced its intention to return A\$2.8 billion (US\$1.95 billion) of the sales proceeds to you, our shareholders, through two mechanisms.

The first was an on-market share buy-back of up to A\$2.4 billion (US\$1.65 billion). The share buy-back commenced on 4 June 2019 and has continued during FY20. At 7 October 2020, a total of 106.3 million ordinary shares had been bought back and cancelled for a total consideration of A\$1.2 billion, approximately 50% of the programme.

The second was a pro-rata cash return of 29.0 Australian cents per share paid to shareholders on 22 October 2019. The cash return had two components: a capital return of 12.0 Australian cents per share and an unfranked special dividend of 17.0 Australian cents per share. The total cash payment for the pro-rata return was A\$453.8 million.

At 7 October 2020, I can report that Brambles had completed A\$1.7 billion, that is 59%, of the A\$2.8 billion capital management programme.

## **Remuneration**

I will now address executive remuneration.

I would like to start by outlining our remuneration policy. A key underpinning of our policy is the intention to set remuneration at levels that attract, retain and motivate high calibre and talented employees. Never was the importance of this component more clearly demonstrated than in the response of our employees to the Covid-19 pandemic. As I mentioned earlier, it was our employee's commitment and sheer hard work that enabled our businesses to continue operating and servicing customers during the lockdowns and restrictions that arose due to the spread of the virus.

Now looking at the overarching structure of our executive remuneration which is fundamentally designed to align executive rewards with the creation of shareholder value.

Essentially, executive pay has two components: fixed remuneration, which comprises approximately 25% of the total potential remuneration outcomes, and at-risk remuneration, which comprises 75% of potential outcomes.

At risk remuneration, in turn, has two elements.

The first are short term incentives, half of which are received in cash and the other half in deferred share awards which vest two years from the date of grant. The second are long-term incentive share rights, which vest three years from the date of grant. Both short- and long-term incentive outcomes depend on the achievement of financial objectives and, in the case of short-term incentives, personal objectives.

In assessing the 2020 incentive-based outcomes, the Remuneration Committee did consider whether any adjustment to those outcomes should be made having regard to the economic and social impact of Covid-19 not only on Brambles but the broader community. In considering this issue, the Committee considered three factors. Firstly, Brambles has not had to make substantial redundancies because of the pandemic, as has happened with some other companies. Secondly, as I have previously noted, the outstanding job all our employees did in keeping our businesses operating during the pandemic. Thirdly, the fact that the impact of Covid-19 on the automotive and Kegstar businesses adversely impacted group earnings which would otherwise have been higher. Having considered these matters the Committee concluded that the right balance between motivating our employees, shareholder interests and broader community expectations, was to maintain the 2020 incentive plans in place and without adjustment up or down to the original performance conditions to which they were subject.

An additional objective of our remuneration policy is to align executive rewards with our Code of Conduct and shared values. On the latter point, during 2020 the Remuneration Committee adopted a new framework which enabled it to assess any behavioural events or incidents which occurred during the year which 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 that process.

In conclusion, in an extremely challenging environment, I believe that Brambles remuneration strategy is appropriate and that it continues to support our business strategy and reward executives for the creation of shareholder value.

For those shareholders seeking more information regarding the performance conditions of our short- and long-term incentive plans, and performance against those conditions in FY20, these are set out in detail in the remuneration report on pages 33 to 52 of our FY20 Annual Report.

## **Chairman succession and Board renewal**

I will now turn to Board composition and renewal. On 30 June 2020, Stephen Johns retired after six years as Chairman and a sixteen-year association with the Board. We wish to express our thanks to Stephen for his contribution to Brambles both as a Non-Executive Director and as Chairman.

Retiring from the Board at this AGM is Brian Long. Brian joined the Board in July 2014 and has provided exceptional service to the Board, particularly in the role of Chairman of the Audit Committee. On behalf of the Board and shareholders, I thank Brian for his service to Brambles.

In keeping with our ongoing Board renewal plan, this year has seen the appointment of Nora Scheinkestel in June 2020 and Ken McCall in July 2020. Both Nora and Ken are exceptional directors with extensive skills and experience which will bring significant additional value to the Board of Brambles. On behalf of the Board, I would like to welcome Nora and Ken. Nora and Ken are both standing for election at this AGM.

Non-Executive Director, Tahira Hassan, who joined the Board in 2011, and our CFO Nessa O'Sullivan are standing for re-election today and I will also stand for election at today's AGM.

## **Conclusion**

I will close here by again saying that this has been an extraordinary year, the like of which I do not think any of us have seen before.

Despite this, Brambles has not just survived but is stronger, more efficient and more capable than ever before. It has played a leading role in supporting customers and the community through the pandemic crisis and remains financially strong and better positioned for the future. Whatever 2021 brings us, this will continue and Brambles' strength will endure.

I would like to thank our management team and all our employees for their efforts and commitment during the Year, and you, our shareholders, for your participation at this year's AGM and for your ongoing support for Brambles.

## CEO's address

### Graham Chipchase, CEO

Good afternoon ladies and gentlemen.

In my address at the 2018 AGM, I talked to Brambles' purpose - 'to connect people with life's essentials, every day'. Never has this purpose been more important than over the past six months.

The Covid-19 pandemic has tested the agility of our network, the resilience of our business model and our ability to respond to unforeseen challenges while maintaining a clear focus on our key priorities – keeping our employees safe, serving our customers and creating shareholder value.

I am extremely proud of how we have responded as a company to these challenges and uncertainties.

Our focus on safety remains paramount. We rapidly deployed best-in-class safety practices across our global service centre network and transitioned office-based workers to working-from-home arrangements.

Faced with extreme demand volatility, our operational employees changed shift patterns, processes and site protocols to deliver record levels of output. Their exceptional efforts allowed us to provide uninterrupted service to our customers and to strengthen our position as a supply-chain partner of choice in over 60 countries around the world.

Financially, we maintained our focus on disciplined capital allocation and cost minimisation as we responded to the various impacts of Covid-19 across our portfolio of businesses.

In our consumer-staples businesses, which account for approximately 80% of revenues and largely comprise our global pallet operations, we saw record levels of demand as consumers loaded their pantries and increased their 'in-home' consumption of food and household products. This demand drove both higher revenues and extra costs as we processed record levels of pallet volumes across our network and sought to limit the level of capital expenditure required to meet these temporary spikes in demand.

The most severely impacted businesses in our portfolio were the Automotive container and Kegstar keg-pooling businesses, which together account for approximately 5% of our revenue. The suspension of the automotive manufacturing industry and significant reduction in 'on premise' consumption of beer in the fourth quarter of FY20 reduced Group Underlying Profit by US\$23 million.

Despite the operational and financial challenges associated with Covid-19, our FY20 results were in line with the guidance we provided to the market at our third-quarter trading update.

### FY20 financial performance

Our 2020 financial performance is testament to the resilience of our pallets business, the progress we have made with our financial and operational initiatives in our Americas segment and our ongoing focus on cashflow generation.

Sales revenue increased 6% at constant currency, as strong volume growth and price realisation in our global pallet businesses offset the Covid-19 related declines in the Automotive and Kegstar businesses.

Underlying Profit (including the impact of the new lease accounting standard AASB 16) increased 4% at constant currency as the strong pallets' performance offset the impact of earnings decline across the Automotive and Kegstar businesses.

It was very pleasing to see US margins improve by one-percentage point during the year. This improvement reflects benefits from the pricing, automation and procurement initiatives launched in 2018. We remain committed to improving US margins by an additional one- to two-percentage points over the next two years.

A highlight of our result was the significant improvement in Free Cash Flow which reflected higher earnings, improved working capital performance and improved asset efficiency across the Group.

In addition, our Return on Capital Invested of 16.7% remains strong.

## **Leading in sustainability**

Now turning to our sustainability efforts over the last financial year.

As you know sustainability is core to how we operate our business. It not only defines what we do, but who we are.

I would now like to play you a video that encapsulates our achievements over the last five years and our vision for the next five years to 2025.

As you saw in the video, over the last five years, as an organisation we worked hard to achieve our 2020 targets. These goals were considered very ambitious when we set them, and in many cases, we did not have fully defined pathways to achieve the objectives.

So, I'm delighted to report that we have achieved almost all of our key targets.

As a Group, we continue to challenge ourselves on how we can do more to promote sustainability within our own business and in supporting our customers. As we look forward, our vision is to contribute to a more regenerative, more positive future.

## **Safety**

Of course, a key part of being a sustainable company is our approach to safety.

In my address to you last year I shared the devastating news of the death of a colleague at one of our Spanish plants in July 2019 and our commitment to learn from this tragedy.

In 2019, we launched and implemented our 'Safety Differently' philosophy which places greater emphasis on engaging with our employees working in our service centres around the world to understand the specifics of how they work.

We also enhanced our safety standards to incorporate new defence layers to the engineering and administrative controls already in place. In addition, extensive reviews of similar operations across our network were conducted to ensure they comply with these new enhanced safety standards.

During the year we saw a 7% reduction in lost time injuries, modified duties and medical treatments. In recent months we have announced further steps to ensure safety is something every employee takes responsibility for and is demonstrably at the heart of our organisation. This included recruiting a new global head of safety who will report directly to me from November.

## **Strategic priorities**

While our strategy remains robust and positions us well to manage near-term volatility, the Covid-19 pandemic has introduced significant uncertainty, which is likely to last for an extended period, creating both threats and opportunities.

For this reason, we have redefined our focus across four strategic themes to ensure we remain agile and responsive to changing needs driven by increasing uncertainty and volatility.

Firstly, we are committed to delivering unrivalled customer value by providing exceptional service and improving the customer experience through simpler processes, additional services and enhanced platform quality.

Secondly, we continue to invest in Brambles' digital transformation. We see data and technology as a core strength and source of future competitive advantage. We continue to find ways to transform information and

digital insights into new sources of value, including through the Group's in-house technology hub, BXB Digital.

Thirdly, we are constantly seeking to improve asset and network productivity, with ongoing programmes of automation and process standardisation to enhance the efficiency and resilience of our operations.

And lastly, we seek to achieve business excellence by re-inventing our organisation, technology and processes to be simpler, more efficient and effective.

FY21 represents the 'proof-of-concept' phase for many initiatives across these four strategic focus areas and we will be keeping the market informed of material developments. We are confident that our heightened focus on these strategic themes will deliver benefits to shareholders over the longer term.

## **FY21 outlook**

I will now address the full-year 2021 outlook.

In our FY20 full-year results announcement, we noted that Group revenues in July increased 4% on a like-for-like or same-day-adjusted basis on the prior corresponding period, with high levels of volatility continuing across all regions. To date our Group performance remains broadly consistent with our experience in July and within the guidance range we provided at the full-year results announcement. We also noted at the time of our full-year results release that the performance year to date may not be representative of the full-year outcomes, due to the phasing of government economic stimuli and the timing of known changes in customer contracts. This continues to be true.

In line with the commitment we made at the FY20 results announcement, we have commenced the process of updating our internal FY21 forecasts and reviewing our FY21 guidance in the context of the first three months of trading. This review will be completed in time for our first-quarter trading update scheduled for early to mid-November.

In this context, I will now reiterate the FY21 outlook provided at the FY20 result announcement.

For FY21, we expect:

- Sales revenue growth between flat to +4% at constant FX rates, with improved Underlying Profit margins;
- Underlying Profit growth between flat to +5% at constant FX rates;
- Free Cash Flow expected to fund dividends and core business capex with investments to support new business opportunities within the core business and to further develop digital and efficiency objectives;
- Dividend payout ratio to be consistent with our dividend payout policy of 45% to 60%; and
- Share buy-back programme to continue subject to the ongoing assessment of the Group's funding and liquidity requirements in the context of increased volatility and economic uncertainty.

The FY21 outlook assumes ongoing demand volatility in the context of a weaker economic environment and recognises the inefficiencies which arise across our network during periods of volatility

## **Conclusion**

In these uncertain times, Brambles remains a resilient and inherently sustainable company. We have an exceptional team of people, a customer-focused strategy and a disciplined approach to financial management. Collectively, we believe that these qualities position us to continue to deliver value for our customers, our employees and for you, our shareholders, as we face the challenges ahead.

Thank you.



# Brambles

## Annual General Meeting 2020

8 October 2020

Connecting  
people with  
life's essentials,  
every day



Graham Chipchase



Nessa O'Sullivan



George Zoghbi



Tony Froggatt



Nora Scheinkestel



Elizabeth Fagan



Ken McCall



Tahira Hassan



Jim Miller



# Brambles

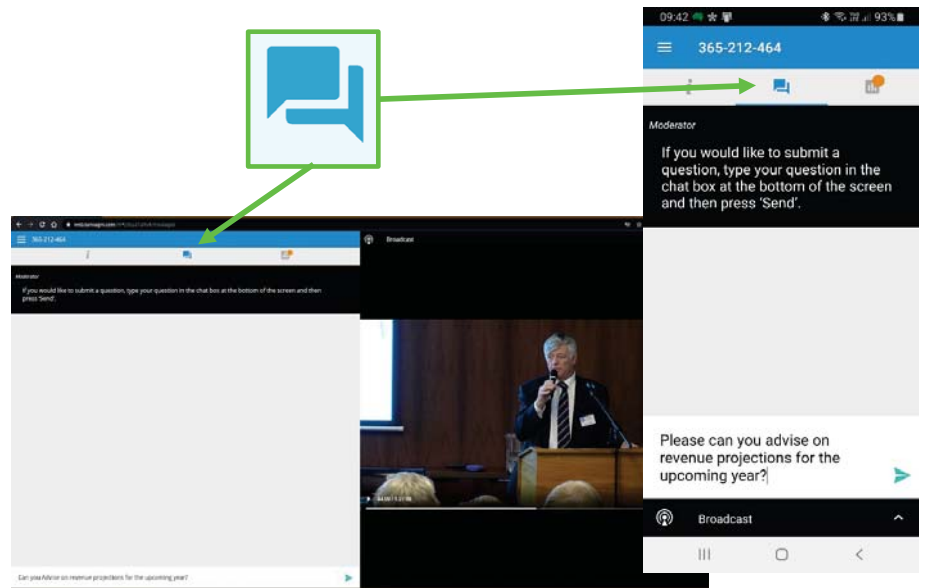
## Annual General Meeting 2020

8 October 2020

Connecting  
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# How to ask a question

- The Question function is available as soon as you login
- The Q&A icon  will appear at the top of the app or online in your browser
- To send in a question, simply click in the 'Ask a question' box, type your question and the press the send arrow 
- Your question will be sent immediately for review

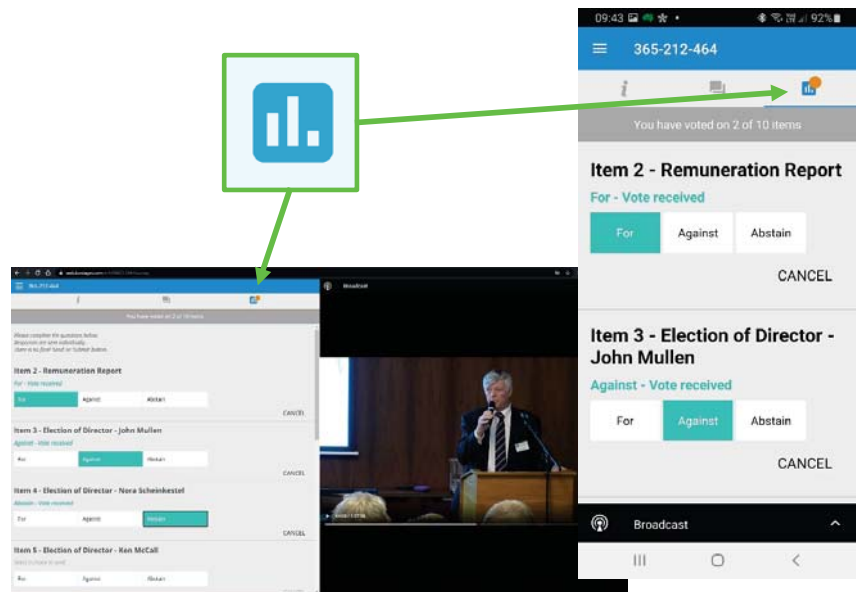


A poll is being held on all resolutions at this meeting

# Voting procedure during the meeting

If you would like to cast a vote on your smartphone, tablet, laptop or computer:

- When the Chair declares the polls open, the resolutions and voting choices will appear
- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour
- If you change your mind and wish to change your vote, you can simply press the new vote or cancel your vote at any time before the Chair closes the polls
- Upon conclusion of the meeting the home screen will be updated to state that the meeting is now closed



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# Chairman's address

JOHN MULLEN, CHAIRMAN

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# CEO's address

GRAHAM CHIPCHASE, CHIEF EXECUTIVE OFFICER

## Brambles

Annual General Meeting 2020

8 October 2020

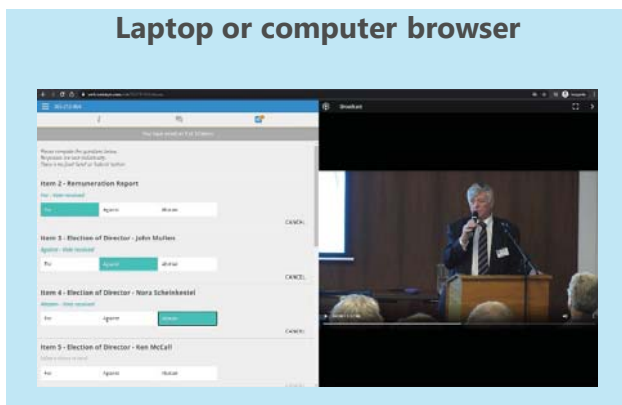


Connecting people with life's essentials, every day

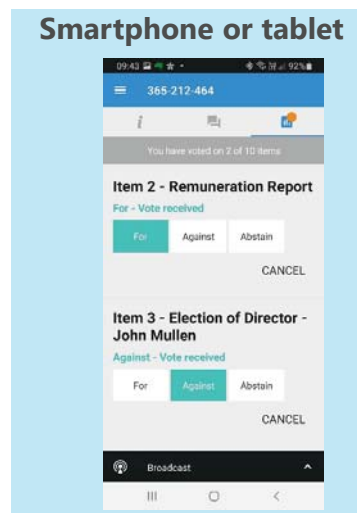
# Voting procedure during the meeting

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

## Laptop or computer browser



## Smartphone or tablet



## 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 2020.



## Item 2

### Remuneration Report

#### As an ordinary resolution

To adopt the Remuneration Report for Brambles and the Group for the year ended 30 June 2020.

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## Proxies and direct votes received

### Item 2

#### To adopt the Remuneration Report

	For	Discretionary	Against	Abstain
Proxy votes	1,034,551,670	2,186,323	12,984,515	11,190,454
Direct votes	20,915,131	-	332,114	125,188
Total	1,055,466,801	2,186,323	13,316,629	11,190,454
	98.56%	0.2%	1.24%	

Brambles

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## Cast your vote

Item 2: To adopt the Remuneration Report

**Cast your vote for Item 2 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour



Election of  
Director:  
John Mullen

## Item 3

Election of Director: John Mullen

### As an ordinary resolution

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

## Proxies and direct votes received

Item 3

### That Mr John Patrick Mullen be elected to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,045,726,849	2,206,442	9,577,671	3,276,812
Direct votes	21,176,571	-	38,176	166,600
Total	1,066,903,420	2,206,442	9,615,847	3,443,412
	98.91%	0.2%	0.89%	

## Cast your vote

Item 3: That Mr John Patrick Mullen be elected to the Board of Brambles

**Cast your vote for Item 3 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour



Election of  
Director:  
Nora Scheinkestel

## Item 4

Election of Director: Nora Scheinkestel

### As an ordinary resolution

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

## Proxies and direct votes received

Item 4

### That Dr Nora Lia Scheinkestel be elected to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	985,590,520	2,204,442	69,722,282	3,270,530
Direct votes	21,276,262	-	54,190	50,895
Total	1,006,866,782	2,204,442	69,776,472	3,321,425
	93.33%	0.20%	6.47%	

## Cast your vote

Item 4: That Dr Nora Lia Scheinkestel be elected to the Board of Brambles

**Cast your vote for Item 4 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour



Election of  
Director:  
Ken McCall

## Item 5

Election of Director: Ken McCall

### As an ordinary resolution

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

## Proxies and direct votes received

Item 5

### That Mr Kenneth Stanley McCall be elected to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,050,398,474	2,206,442	4,906,046	3,276,812
Direct votes	21,175,027	-	43,877	162,443
Total	1,071,573,501	2,206,442	4,949,923	3,439,255
	99.34%	0.20%	0.46%	

## Cast your vote

Item 5: That Mr Kenneth Stanley McCall be elected to the Board of Brambles

**Cast your vote for Item 5 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour



Re-Election of  
Director:  
Tahira Hassan



## Item 6

Re-Election of Director: Tahira Hassan

### As an ordinary resolution

That Ms Tahira Hassan be re-elected to the Board of Brambles.

## Proxies and direct votes received

Item 6

### That Ms Tahira Hassan be re-elected to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,014,174,864	2,204,442	41,147,450	3,261,018
Direct votes	21,103,026		160,192	118,129
Total	1,035,277,890	2,204,442	41,307,642	3,379,147
	95.97%	0.20%	3.83%	

## Cast your vote

Item 6: That Ms Tahira Hassan be re-elected to the Board of Brambles.

**Cast your vote for Item 6 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour



Re-Election of  
Director:  
Nessa O'Sullivan

# Item 7

Re-Election of Director: Nessa O'Sullivan

## As an ordinary resolution

That Ms Nessa O'Sullivan be re-elected to the Board of Brambles.

# Proxies and direct votes received

Item 7

## That Ms Nessa O'Sullivan be re-elected to the Board of Brambles

	For	Discretionary	Against	Abstain
Proxy votes	1,048,038,246	2,197,442	7,288,900	3,263,186
Direct votes	21,221,100	-	54,563	105,684
Total	1,069,259,346	2,197,442	7,343,463	3,368,870
	99.12%	0.20%	0.68%	

## Cast your vote

Item 7: That Ms Nessa O'Sullivan be re-elected to the Board of Brambles

**Cast your vote for Item 7 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour

## Item 8

Issue of shares under the Brambles Limited MyShare Plan

**As an ordinary resolution**

That the Brambles Limited MyShare Plan (the MyShare Plan), and the issue of shares under the MyShare 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

### Issue of shares under the Brambles Limited MyShare Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,054,773,340	2,198,837	780,909	3,034,688
Direct votes	20,966,619	-	277,201	128,613
Total	1,075,739,959	2,198,837	1,058,110	3,163,301
	99.70%	0.20%	0.10%	

## Cast your vote

### Item 8: Issue of shares under the Brambles Limited MyShare Plan

#### Cast your vote for Item 8 on your smartphone, tablet, laptop or computer:

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change colour

## Item 9

### Participation of Graham Chipchase in the Performance Share Plan

#### As an ordinary resolution

That the participation by Mr Graham Chipchase until the 2021 Annual General Meeting in the Brambles Limited Performance Share Plan 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.

## Proxies and direct votes received

### Item 9

#### Participation of Graham Chipchase in the Performance Share Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,044,088,144	2,188,899	4,441,987	10,068,744
Direct votes	20,844,694	-	402,225	125,514
Total	1,064,932,838	2,188,899	4,844,212	10,194,258
	99.35%	0.20%	0.45%	

## Cast your vote

### Item 9: Participation of Graham Chipchase in the Performance Share Plan

#### Cast your vote for Item 9 on your smartphone, tablet, laptop or computer:

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change in colour

## Item 10

### Participation of Nessa O'Sullivan in the Performance Share Plan

#### As an ordinary resolution

That the participation by Ms Nessa O'Sullivan until the 2021 Annual General Meeting in the Brambles Limited Performance Share Plan 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.

# Proxies and direct votes received

## Item 10

### Participation of Nessa O'Sullivan in the Performance Share Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,046,494,319	2,188,899	2,037,914	10,066,642
Direct votes	20,843,355	-	404,337	124,741
Total	1,067,337,674	2,188,899	2,442,251	10,191,383
	99.57%	0.20%	0.23%	

## Cast your vote

### Item 10: Participation of Nessa O'Sullivan in the Performance Share Plan

#### Cast your vote for Item 10 on your smartphone, tablet, laptop or computer:

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change in colour



# Item 11

## Participation of Nessa O'Sullivan in the MyShare Plan

### As an ordinary resolution

That the participation by Ms Nessa O'Sullivan until 8 October 2023 in the Brambles Limited MyShare Plan in the manner set out in the Explanatory Notes accompanying this Notice of Meeting be approved for all purposes including the purpose of Australian Securities Exchange Listing Rule 10.14.

# Proxies and direct votes received

## Item 11

### Participation of Nessa O'Sullivan in the MyShare Plan

	For	Discretionary	Against	Abstain
Proxy votes	1,055,012,935	2,189,119	528,067	3,057,653
Direct votes	20,922,937	-	324,630	124,866
Total	1,075,935,872	2,189,119	852,697	3,182,519
	99.72%	0.20%	0.08%	

## Cast your vote

### Item 11: Participation of Nessa O'Sullivan in the MyShare Plan

#### **Cast your vote for Item 11 on your smartphone, tablet, laptop or computer:**

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will change in colour

## Item 12

### Extension of On-Market Share Buy-Backs

#### **As an ordinary resolution**

That for the purposes of section 257C of the Corporations Act and for all other purposes, shareholders authorise and approve the on-market buy-back of up to 150,400,000 fully paid ordinary shares in the Company (representing approximately 10% of the Company's issued shares as at 26 August 2020) in the 12-month period following the approval of this resolution, pursuant to an on-market buy-back conducted in accordance with the requirements of the ASX Listing Rules and the Corporations Act on the terms as described in the Explanatory Notes accompanying this Notice of Meeting.

# Proxies and direct votes received

## Item 12

### Extension of On-Market Share Buy-Backs

	For	Discretionary	Against	Abstain
Proxy votes	1,053,550,117	2,207,572	1,836,348	3,193,737
Direct votes	21,256,330	-	91,236	33,781
Total	1,074,806,447	2,207,572	1,927,584	3,227,518
	99.62%	0.20%	0.18%	

## Cast your vote

### Item 12: Extension of On-Market Share Buy-Backs

#### Cast your vote for Item 12 on your smartphone, tablet, laptop or computer:

- Press the option corresponding with the way in which you wish to vote
- Once the option has been selected, the vote will appear in blue

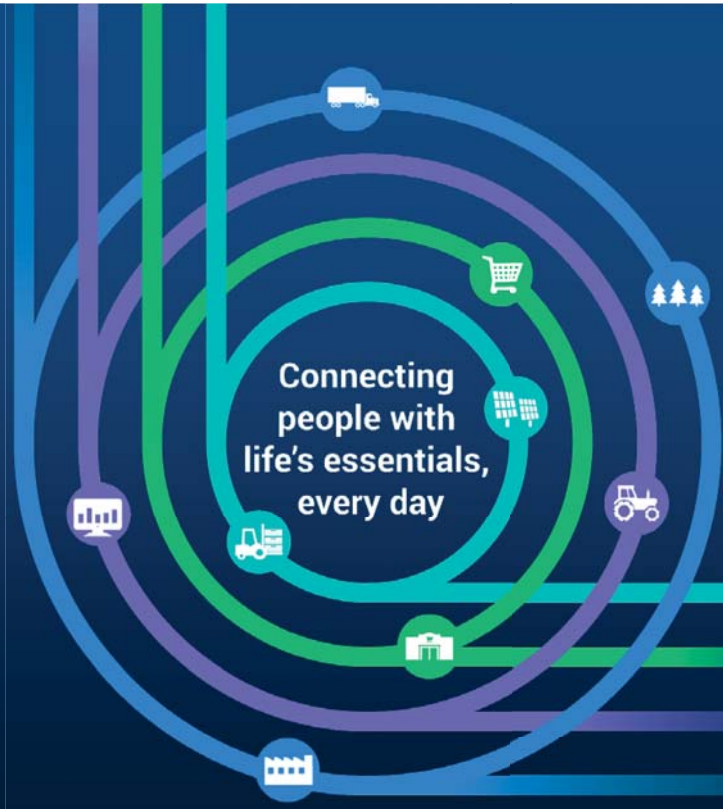
Please submit your  
votes online now

The poll has  
now closed

# Brambles

## Annual General Meeting 2020

8 October 2020



Connecting people with life's essentials, every day

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