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Brambles

19 February 2026

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

Via electronic lodgement

Dear Sir / Madam

Brambles 2026 Half-Year ASX & Media Release

Attached is a release from Brambles Limited on its financial report for the half-year ended 31 December 2025.

The release of this announcement was authorised by a Special Committee of the Board of Brambles Limited.

Yours faithfully
Brambles Limited

Carina Thuaux
Group Company Secretary and Corporate Counsel

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1H26 result: Strong new business momentum with efficiencies delivering margin expansion; FY26 guidance updated with Free Cash Flow upgraded and revenue range narrowed, Underlying Profit expectations unchanged

- **Strategic progress:** Operational efficiencies enabling investments to further enhance service levels, improve pool quality and implement digital initiatives that strengthen the customer value proposition.
- **Sales revenue up 2%[1]** reflecting price realisation to recover modest cost-to-serve increases. Volumes were flat as strong net new business growth offset lower like-for-like volumes due to weak consumer demand.
- **Underlying Profit[2] & operating profit up 7%[1]** including ~US$15 million of one-off restructuring costs relating to the overhead cost reduction programme. Excluding these one-off costs, Underlying Profit and operating profit increased 9%[1], with margin expansion driven by supply chain and overhead productivity improvements.
- **Basic EPS (continuing ops.) up 13%[1]** reflecting operating profit after tax growth of 11% and a 2pt benefit from the on-market share buy-back undertaken in the 2025 calendar year.
- **Return on Capital Invested[3] of 24.3%, up 1.1pts[1]** driven by the rate of Underlying Profit growth outpacing a modest increase in Average Capital Invested, with investments to support digital and supply chain initiatives partly offset by sustained asset efficiency improvements.
- **Free Cash Flow before dividends of US$481.7 million, up US$52.5 million,** as higher earnings and lower working capital outflows more than offset higher pooling capital expenditure.
- **FY26 interim dividend of 23.00 US cents per share**, up 21% on FY25 interim dividend, reflecting strong free cash flow generation and financial position. Payout ratio of 60.5% (1H25: 58%).
- **Capital management:** FY26 on-market share buy-back of up to US$400 million[4] on track, with US$191 million[5] of shares purchased during 1H26.
- **Revised FY26 outlook:** As detailed on page 5, Brambles now expects: Sales revenue growth at constant FX rates of 3-4% (previously 3-5%); Underlying Profit growth at constant FX rates of 8-11% (unchanged); and Free Cash Flow before dividends of between US$950-1,100 million (previously US$850-950 million).

Result highlights	1H26 result (Actual FX)	Change vs. 1H25 (Actual FX)	Change vs. 1H25 (Constant FX)
Sales revenue (continuing ops.)	US$3,533.5m	5%	2%
Underlying Profit[2] & operating profit (continuing ops.)	US$792.0m	10%	7%
Operating profit after tax (continuing ops.)	US$507.4m	14%	11%
Basic earnings per share (continuing ops.)	US37.2¢	16%	13%
Profit after tax (incl. discontinued ops.)	US$510.8m	14%	11%
Basic earnings per share (incl. discontinued ops.)	US37.4¢	17%	13%
Return on Capital Invested	24.3%	1.3pts	1.1pts
Cash Flow from Operations	US$678.5m	US$71.4m	
Free Cash Flow before dividends (incl. discontinued ops.)	US$481.7m	US$52.5m	
Free Cash Flow after dividends (incl. discontinued ops.)	US$195.7m	US$31.4m	
Interim dividend declared per share	US 23.00¢		

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CEO commentary

Commenting on the 1H26 result, Brambles' CEO, Graham Chipchase, said: "We delivered a resilient first-half result, with strong operating leverage and free cash flow outcomes, despite ongoing demand headwinds in key markets. This performance demonstrates our sustained focus on increasing the value we bring to customers' supply chains, maintaining commercial discipline as we grow and delivering efficiencies across all parts of the business.

"Building on the momentum generated in FY25, we continued to win new customers across key markets, supported by our enhanced sales capabilities and strengthened customer value proposition. At the same time, we further improved our delivery and collection performance, reduced complaint resolution times and invested in pallet quality to support customers' evolving supply chain needs.

"Together, these improvements to the customer experience and our consistent new business growth helped offset lower than expected volumes with existing customers, where weaker consumer demand in the US, Latin America and Europe, along with retailer and manufacturer inventory optimisation in Australia, reduced their pallet requirements in the first half.

"We continue to maintain a disciplined approach to pricing across both new and existing contracts, with a clear focus on recovering the cost-to-serve. Price realisation varied by region, reflecting local inflationary conditions and sharing benefits with customers from improved asset control and other cost-to-serve efficiencies across their supply chains and our own operations.

"Importantly, we delivered margin expansion in the first half of the year through increasing supply chain efficiencies and overhead productivity improvements. This includes benefits from the overhead cost reduction programme we announced last year, which positions us to manage the impact of a subdued demand environment.

"These operational efficiencies supported robust profitability and cash flow generation, enabling us to reinvest in strategic initiatives that further enhance the customer experience, generate additional efficiencies across our operations and progress our digital transformation to strengthen our long-term competitive advantage.

"Central to this are the learnings and insights from our Serialisation+ programme, which continued to advance in the first half. In Chile, approximately 95% of customers have now adopted our Effortless Service Offer model, which significantly simplifies customer interactions by removing the need for declarations and audits. In addition to improving the customer experience, this new model has allowed us to win new business and initiate conversations that leverage our unique insights to generate efficiencies across customers' supply chains.

"We remain encouraged by the learnings from Chile, as we continue to refine our understanding of the potential sources of value that Serialisation+ can generate. In parallel, our operational testing in the US and UK has seen further advancements in optimising the technology mix, supported by efficiencies from lower cost tags and tracking devices. Although further testing is required, we remain on track with our FY26 priorities, including the expansion of read infrastructure in North America, and will update the market of our progress in August."

Commenting on the FY26 outlook, Mr Chipchase said: "We have updated our guidance for FY26 based on our first-half performance and latest expectations for the balance of the year.

"We now anticipate full-year revenue growth of between 3-4%, reflecting our view that the consumer demand environment will remain subdued while recognising there is uncertainty around how demand will evolve through the remainder of the year. On this basis, this revised range assumes ongoing commercial discipline and modest net volume growth for the year, with strong net new business wins expected to more than offset a year-on-year decline in like-for-like volumes.

"Despite this change to our revenue outlook, we have reconfirmed our guidance for Underlying Profit growth of between 8-11%, with the acceleration of supply chain and overhead cost efficiencies in the second half of the year expected to deliver operating leverage as softer consumer demand continues to impact volumes.

"The upgrade to Free Cash Flow before dividends announced today reflects lower than expected pooling capital expenditure in line with moderated volume growth expectations, together with some rephasing of automation and digital investments as we evaluate the optimal technological and operational solutions, in line with our disciplined approach to capital allocation. This upgrade is delivered despite ongoing investments in quality, digital and other initiatives to strengthen the customer experience and advance our long-term strategic ambitions."

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Operating environment

During 1H26, Brambles saw a continuation of the core trends experienced in the second half of FY25. These included moderate cost-to-serve increases, strong momentum for new customer contract wins, and a challenging consumer demand environment, particularly in the US and Europe.

Cost-to-serve increases were modest in most regions, as inflationary pressures were partly offset by productivity benefits across Brambles' operations and initiatives to enhance asset control in customer supply chains. Input-cost inflation across most markets was driven by higher labour and third-party freight costs, while fuel prices remained broadly stable year-on-year. Market prices of lumber varied by region while the capital cost of Brambles' pallets was broadly flat to 1H25 levels.

Pallet volumes with existing customers were impacted by weak consumer demand conditions in the US, Latin America and Europe, as well as inventory optimisation undertaken by retailers and manufacturers in Australia. In the US and Europe, cost-of-living pressures and increasing labour market uncertainty weighed on consumer demand, with the US further affected by the government shutdown. In Australia, more predictable consumer demand patterns and stable supply chain dynamics allowed retailers and manufacturers to operate efficiently with leaner inventories, reducing their pallet requirements.

These headwinds to growth with existing customers were offset by strong new business momentum in the US, Latin America and Europe, as these businesses continue to convert customers away from the whitewood alternative. This momentum was supported by favourable market dynamics including the increase of automation across customers' supply chains, combined with the recognition by manufacturers of the quality and efficiency benefits of switching to Brambles' share and reuse solutions. Whitewood pallet pricing in both the US and Europe increased in the first quarter before stabilising towards the end of 1H26, in line with underlying consumer demand trends.

Brambles ended 1H26 with ~4 million excess pallets across its US network. This is unchanged from FY25 levels, as cross border flows from Latin America into the US were sufficient to support modest volume growth and replacement requirements in the US business. Brambles continues to expect a return to optimal plant stock levels in the US by the end of 1H27, subject to a number of factors, including consumer demand.

1H26 result overview

Sales revenue from continuing operations of US$3,533.5 million increased 2%[1] reflecting price realisation of 2% to recover modest cost-to-serve increases. Overall volumes were flat as net new business growth of 2%, driven by strong growth in the Americas and European pallet businesses, offset a 2% decline in like-for-like volumes due to weak consumer demand in the US, Latin America and Europe, as well as retailer and manufacturer inventory optimisation in Australia.

Underlying Profit and operating profit of US$792.0 million increased 7%[1] with Underlying Profit margin expansion of 1.1 percentage points driven by supply chain and overhead cost efficiencies across the Group. These efficiencies, together with price realisation to recover the cost-to-serve, more than offset input-cost inflation, continued investments in quality and digital initiatives, higher damage rates in the US and increased transport activity across all segments. Asset productivity was neutral to margins, as improvements in asset control in the Americas offset higher IPEP expense in Europe, driven by a number of factors including timing of audits, increased losses and a higher FIFO unit cost of pallets written off.

Operating profit after tax from continuing operations of US$507.4 million increased 11%[1] driven by operating profit growth, lower net finance costs due to stronger cash flow generation and a reduced net hyperinflation charge in line with lower inflation in Argentina. These benefits more than offset higher tax expenses in the period primarily due to improved earnings.

Pooling capital expenditure to sales ratio of 11.8% was broadly in line with the prior year as revenue growth offset the increase in pooling capital expenditure reflecting the mix of pallets purchased in the period. With excess pallet balances in the US remaining in line with levels at the end of FY25, there was no capital expenditure benefit from excess pallets in the US in 1H26.

Cash Flow from Operations of US$678.5 million increased by US$71.4 million, mainly relating to earnings growth and lower working capital outflows, partly offset by higher cash capital expenditure compared to the prior corresponding period, largely due to the timing of pallet purchases.

Free Cash Flow before dividends of US$481.7 million increased by US$52.5 million, as an improvement in Cash Flow from Operations and lower finance costs more than offset larger tax payments.

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Interim dividend

The Board has declared a 2026 interim dividend of 23.00 US cents per share. The payout ratio of 60.5% is in line with Brambles' dividend policy to pay out between 50% and 70% of Underlying Profit after finance costs and tax.

The 2026 interim dividend declared is 32.74 Australian cents per share[6], with franking of 20%. The unfranked component of the interim dividend is conduit foreign income. Consequently, non-resident shareholders will not pay Australian dividend withholding tax on this dividend. The interim dividend is payable on 9 April 2026 to shareholders on Brambles' register at 5.00pm AEDT on 12 March 2026. The ex-dividend date is 11 March 2026. Given the on-market share buy-back programme to be undertaken in FY26, the Board has decided to continue to suspend the Dividend Reinvestment Plan.

Brambles of the Future

Brambles' vision is to connect and illuminate global supply networks, making them more resilient and regenerative. It builds on the foundations laid to date through the transformation programme which has embedded digital, technological and innovation capabilities across the organisation.

Through four interconnected strategic priorities, Brambles aims to strengthen its competitive advantage and reinforce its leadership in sustainability by driving a step change in innovation, efficiency and resilience across global supply networks.

Key achievements during 1H26 included:

- **Effortless customer experience:** Brambles is focused on delivering a seamless, flexible and reliable customer experience that supports partnerships with customers. Enhanced service levels drove improvements in key customer experience metrics including a 9pt increase in the net promoter score[7], faster complaint resolution times as well as better delivery and collection performance. Brambles continued to invest in pallet quality through incremental repair activity, enhanced quality checks and audits, and the installation of automated end of line inspection systems to ensure consistent customer quality outcomes, with further activity planned for 2H26 and beyond.
- **Illuminated supply networks:** Brambles is connecting data and digital insights to deliver innovative solutions that drive efficiency, resilience and regeneration. Momentum continued to build across Brambles' portfolio of Digital Customer Solutions, with additional pilot customer engagements initiated in 1H26. Across its three product offerings, Brambles expanded active subscriptions and pilots with retailers, FMCG manufacturers and fresh produce growers in the US, Mexico, UK, Spain, Portugal, Germany, New Zealand, Australia and Chile. The focus continues to be on developing a scalable and standardised Digital Customer Solutions and using digital insights to develop additional solutions that solve customers' supply chain challenges.
- **Operational excellence:** Brambles is building a leaner and more agile circular model that sets new standards for safety, efficiency and resilience. Brambles improved its safety performance as measured by the Lost Time Injury Frequency Rate of 0.8 (1H25: 1.3)[8], driven by continued progress under Brambles' Safety First strategy. Supply chain initiatives supported an 80 basis point improvement in margins in 1H26. These included procurement, transport and plant network optimisation as well as operational excellence initiatives. In addition, progress continues on Brambles' Plant of the Future programme, which includes its long-term ambition to develop touchless repair capabilities and identify current and future opportunities for modular technology integration to further improve the efficiency, consistency and quality of pallet inspection and repair processes.
- **Regenerative supply networks:** Brambles is driving the transition towards supply networks that deliver nature-positive outcomes and strengthen the communities and economies they serve. During 1H26, Brambles set the foundations for measuring and driving progress towards its ambitious 2030 targets. This included establishing a baseline for Brambles' Employee Experience Index which measures progress in diversity, equity and inclusion. Brambles also continued to progress its decarbonisation plan, with Scope 1 and 2 emissions reducing by 5% in 1H26, largely due to lower fleet fuel consumption. Scope 3 emissions also decreased 1% in 1H26 due to lower emissions from subcontracted service centres, driven by suppliers' efforts to electrify forklift trucks and adopt renewable electricity together with ongoing data quality improvements.

Finally, Brambles continued to progress its Serialisation+ programme which has the potential to deliver meaningful gains across all four strategic priorities. In Chile, the Serialisation+ test market, ~95% of customers have converted to the Effortless Service Offer that significantly improves the customer experience by removing the need for pallet declarations and audits. Learnings from Chile are also informing the value potential of Serialisation+, with new insights about asset dwell-time visibility, loss-reduction potential, and customer supply-chain behaviour gained in 1H26.

In the US, operational testing has continued with read infrastructure installed on 10 additional sites during 1H26 and further progress made on optimising tag performance and tagging efficiency. In the UK, testing of lower cost tracking devices has been successful with ~25,000 devices deployed in 1H26 and continued scaling of devices expected through FY26.

FY26 Outlook

Brambles has revised its FY26 guidance to reflect its first-half performance and updated expectations for the balance of the year. For the year ended 30 June 2026, Brambles now expects:

- Sales revenue growth of between 3-4% at constant currency (previously 3-5%) reflecting headwinds to like-for-like volumes from challenging consumer demand conditions in 1H26. The rate of decline in like-for-like volumes experienced in 1H26 is expected to moderate on a full-year basis as the business cycles a weaker comparative period in 2H25. Some improvement in US consumer demand is also expected in 2H26 compared to 1H26;
- Underlying Profit growth of between 8-11% at constant currency (unchanged);
- Free Cash Flow before dividends of between US$950-1,100 million (previously US$850-950 million) reflecting lower than expected pooling and non-pooling capital expenditure, in line with moderated volume growth expectations and the rephasing of automation and digital investments, respectively; and
- Dividend payout ratio to be consistent with the dividend payout policy of 50-70% of Underlying Profit after finance costs and tax[9] in US dollar terms and fully funded through Free Cash Flow.

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

Further details on FY26 outlook considerations are outlined on slides 23 and 24 in the 1H26 result presentation lodged with the ASX today.

For further information, please contact:

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Brambles Limited (ASX: BXB) Brambles is a global provider of logistics solutions, connecting the world's supply network through its operations, people and technology. Brambles operates across ~60 countries primarily through its CHEP brand, harnessing its industry-leading expertise and the unmatched scale of its asset pool of 348 million pallets, crates and containers through a network of 750+ service centres. Through its regenerative ambition, built on decades of leadership in the circular economy, Brambles has become one of the world's most sustainable companies. Since its origin in 1875, Brambles has been at the forefront of innovation. Today, it continues to invest in the future, bringing enhanced connections, visibility and foresight, developing solutions to unlock new value for customers, and making the world's supply network more resilient and regenerative. Brambles is listed on the Australian Securities Exchange and an ASX20 constituent. The Group employs approximately 12,000 people, with its largest operations in North America and Europe.
For further information, please visit brambles.com

Forward-Looking Statements: Certain statements made in this release are "forward-looking statements" – that is, statements related to future, not past, events. Words such as "anticipates", "expects", "intends", "plans", "believes", "seeks", "estimates", and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe Brambles' objectives, plans, goals, or expectations are forward-looking statements. Forward-looking statements are not historical facts, but rather are based on Brambles' current beliefs, assumptions, expectations, estimates and projections. Forward-looking statements are not guarantees of future performance, as they address matters that are uncertain and subject to known and unknown risks, uncertainties 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 forecasted in the forward-looking statements. These factors include, prevailing macroeconomic conditions, customer demand, the price of lumber and other key inputs, the efficiency of global supply chains, including the extent of retailer and manufacturer inventory optimisation, and movements in FX rates. Brambles cautions shareholders and prospective shareholders not to place undue reliance on these forward-looking statements, which reflect the views of Brambles only as of the date of this release. Brambles makes no representations as to the accuracy, completeness or reliability of the forward-looking statements contained in this report, as well as the assumptions on which the statements may be based. The forward-looking statements made in this release relate only to events as of the date on which the statements are made – Brambles will not undertake to release publicly any revisions or updates to these forward-looking statements to reflect events, circumstances or events occurring after the date of this release, except as may be required by law or by any appropriate regulatory authority. Past performance cannot be relied on as a guide to future performance.

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[1] At constant FX, except for the results of hyperinflation economies, which are translated at period end FX rates.
[2] A non-statutory measure that represents profit from continuing operations before finance costs, hyperinflation adjustments, tax and Significant Items. Underlying Profit is equal to Operating profit in 1H26 and in the comparative period as there are no Significant Items from continuing operations.
[3] Underlying Profit multiplied by two, divided by the six-month average of capital invested; capital invested is calculated as net assets before tax balance, cash, borrowings and lease liabilities, but after adjustments for pension plan actuarial gains or losses and net equity adjustments for equity-settled share-based payments.
[4] The timing and quantum of shares purchased will be conducted opportunistically, having regard for various factors including market conditions, prevailing share price and opportunities to maximise shareholder value through efficient capital management. Brambles reserves the right to vary, suspend or terminate the buy-back at any time.
[5] Based on the Australian Dollar value of share buy-backs completed in 1H26 converted to US Dollars at the closing A$:US$ exchange rate on 21 August 2025 of 0.6433.
[6] This reflects the US cents dividend converted at an A$:US$ exchange rate of 0.7026, the average exchange rate over the five business days ending 11 February 2026.
[7] As at December 2025 and compared to the prior corresponding period.
[8] In FY26, Brambles transitioned from using BIFR to LTIFR. This reflects a move to the industry-standard approach for measuring and reporting safety performance, with LTIFR previously reported in Brambles' Five-Year Performance Data.
[9] Subject to Brambles' cash requirements.

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Background information

US$m (at actual FX rates)	1H26	1H25	2H25	FY25
Sales revenue				
CHEP Americas	1,957.6	1,894.1	1,833.4	3,727.5
CHEP EMEA	1,288.7	1,197.9	1,191.8	2,389.7
CHEP Asia-Pacific	287.2	279.7	272.8	552.5
Continuing operations	3,533.5	3,371.7	3,298.0	6,669.7
EBITDA				
CHEP Americas	724.6	670.8	610.7	1,281.5
CHEP EMEA	536.6	496.2	489.4	985.6
CHEP Asia-Pacific	135.4	130.0	127.2	257.2
Corporate	(95.1)	(103.9)	(132.0)	(235.9)
Continuing operations	1,301.5	1,193.1	1,095.3	2,288.4
Depreciation of property, plant and equipment and Irrecoverable Pooling Equipment Provision (IPEP)				
CHEP Americas	287.4	287.2	249.8	537.0
CHEP EMEA	178.9	145.2	150.0	295.2
CHEP Asia-Pacific	35.1	34.9	33.4	68.3
Corporate	0.9	0.8	0.9	1.7
Continuing operations	502.3	468.1	434.1	902.2
Amortisation of intangibles				
CHEP Americas	6.6	6.0	6.2	12.2
CHEP EMEA	0.5	0.6	0.8	1.4
CHEP Asia-Pacific	-	-	-	-
Corporate	0.1	0.5	0.3	0.8
Continuing operations	7.2	7.1	7.3	14.4
Underlying Profit and Operating profit				
CHEP Americas	430.6	377.6	354.7	732.3
CHEP EMEA	357.2	350.4	338.6	689.0
CHEP Asia-Pacific	100.3	95.1	93.8	188.9
Corporate	(96.1)	(105.2)	(133.2)	(238.4)
Continuing operations	792.0	717.9	653.9	1,371.8
Capital expenditure on property, plant and equipment (accruals basis)				
CHEP Americas	262.1	266.6	313.1	579.7
CHEP EMEA	175.3	162.6	164.9	327.5
CHEP Asia-Pacific	36.2	25.9	35.2	61.1
Corporate	0.1	-	0.3	0.3
Continuing operations	473.7	455.1	513.5	968.6
Cash Flow from Operations				
CHEP Americas	366.5	349.6	419.0	768.6
CHEP EMEA	318.4	279.4	437.5	716.9
CHEP Asia-Pacific	89.7	85.8	117.3	203.1
Corporate	(96.1)	(107.7)	(121.0)	(228.7)
Continuing operations	678.5	607.1	852.8	1,459.9

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Background information (continued)

US$m (at actual FX rates)	1H26	1H25	2H25	FY25
Average Capital Invested				
CHEP Americas	3,546.5	3,462.6	3,445.6	3,454.1
CHEP EMEA	2,346.1	2,150.2	2,191.6	2,170.9
CHEP Asia-Pacific	558.8	569.2	545.4	557.3
Corporate	72.6	72.2	64.8	68.5
Continuing operations	6,524.0	6,254.2	6,247.4	6,250.8
Return on Capital Invested				
CHEP Americas	24.3%	21.8%	20.6%	21.2%
CHEP EMEA	30.5%	32.6%	30.9%	31.7%
CHEP Asia-Pacific	35.9%	33.4%	34.4%	33.9%
Continuing operations	24.3%	23.0%	20.9%	21.9%
Pooling capital expenditure to sales ratio				
CHEP Americas	11.5%	12.3%	13.9%	13.1%
CHEP EMEA	12.4%	12.4%	12.2%	12.3%
CHEP Asia-Pacific	11.0%	7.0%	7.0%	7.0%
Continuing operations	11.8%	11.9%	12.7%	12.3%
Number of pallets, RPCs and containers – net, after IPEP (millions of units)				
CHEP Americas				
- Pallets	151	147		150
- Other	1	1		1
Total CHEP Americas	152	148		151
CHEP EMEA				
- Pallets	145	144		146
- Other	16	18		16
Total CHEP EMEA	161	162		162
CHEP Asia-Pacific				
- Pallets	24	24		22
- Other	13	12		13
Total CHEP Asia-Pacific	37	36		35
Total	350	346		348
Number of pooling equipment purchases (millions of units)				
CHEP Americas				
- Pallets	9	9	10	19
- Other	-	-	-	-
Total CHEP Americas	9	9	10	19
CHEP EMEA				
- Pallets	10	10	7	17
- Other	1	1	-	1
Total CHEP EMEA	11	11	7	18
CHEP Asia-Pacific				
- Pallets	1	1	-	1
- Other	-	-	1	1
Total CHEP Asia-Pacific	1	1	1	2
Total	21	21	18	39