Leading a future of connection and illumination

Risk Management Policy

Brambles

Revised: 1 July 2026
Version 2.1

Brambles' Risk Management Policy

The purpose of risk management across Brambles (**Brambles** or the **Group**) is to equip the business to assess the external and internal environments, within which the Group operates, and to identify, assess and implement actions to mitigate the risks and exploit the opportunities that could materially impact or enable the achievement of the Group's strategic priorities. This in turn supports the delivery of Brambles' sustainability, customer, employee, and investor value propositions, and ultimately Brambles' purpose.

Wherever we operate, we will:

- Incorporate effective risk management as part of the strategic planning process;
- Ensure business operating plans and core business processes address the effective mitigation of material risks, identifying, monitoring and preparing to respond to emerging risks and opportunities, and building resilience to against business interruption risks;
- Embed a strong risk management culture and ensure our processes are not just about compliance;
- Improve allocation of capital and resources in a risk aware manner, in line with the Board approved risk appetite;
- Increase confidence in delivering organisational and business objectives through embedded assessment and management of risks in line with their agreed risk appetite; and
- Continue to fulfill governance requirements for risk management in respect of Principle 7 of the ASX Corporate Governance Principles and Recommendations, 4th Edition (CGPR).

The Brambles Risk Management Framework, which covers both financial and non-financial risks (including sustainability and climate-related risks) and systems of internal control, enables the Group to adopt a robust approach to identifying, assessing, managing, and responding to risks, opportunities, and uncertainties in a proactive, integrated, visible, and consistent way across the Group.

The Risk Management Framework, including the risk appetite for the Group Material risks is approved by the Board and its implementation overseen by the Audit and Risk Committee (a sub-committee of the Board). The Audit and Risk Committee conducts an annual review of the Risk Management Framework and, if appropriate, makes recommendations to the Board on any changes which should be made to it.

Further details on Brambles' Risk Management Framework are available from the Head of Group Risk.