

Board of Directors

Don Argus AO

Age 65

Non-executive Chairman

Don Argus has been Chairman of Brambles since the formation of the dual listed companies structure (DLC) in August 2001. Before that, he had been a Director of BIL since May 1999 and Chairman of that company since September 1999. He has more than 40 years' experience in banking, including nine years as Managing Director and Chief Executive Officer of National Australia Bank Limited. Mr Argus is Chairman of BHP Billiton Limited and BHP Billiton plc, and is a director of Australian Foundation Investment Company Limited. He is a member of the International Advisory Council of Allianz Aktiengesellschaft and a Fellow of the Australian Institute of Bankers and Finance and a Fellow of CPA Australia. He has honorary degrees from Monash University (Doctor of Laws) and Griffith University (Doctor of the University). He was appointed an Officer of the Order of Australia in 1998. In 2003, Mr Argus was awarded the Australian Centenary Medal for service to Australian society through business.

Roy Brown

Age 56

Non-executive Director

Roy Brown has been a Director of Brambles since the formation of the DLC in August 2001. He is Chairman of THUS Group plc, Vice Chairman of HMV Group plc and a non-executive director of GKN plc, of British United Provident Association (BUPA) and of The Lloyds Franchise Board. He is a former executive director of Unilever PLC and Unilever NV. He has a Bachelor of Science degree in Mechanical Engineering from University College London and a Master of Business Administration degree from Harvard Business School. He is a Fellow of the Institute of Mechanical Engineers and a Fellow of the Institute of Electrical Engineers.

Mark Burrows

Age 59

Non-executive Joint Deputy Chairman

Mark Burrows has been a Director of Brambles since the formation of the DLC in August 2001. Before that, he had been a Director of BIL since April 1987 and was Chairman from September 1997 to September 1999. Mr Burrows, an investment banker, chaired the Companies and Securities Advisory Committee from 1989 to 1994 and was one of the principal participants in the creation of the Australian Securities Commission (as the Australian Securities & Investments Commission then was). He is a director of ING Barings Holdings Limited, Goldman Fielder Limited, Burns, Philp & Company Limited and John Fairfax Holdings Limited. He has Bachelor of Arts and Bachelor of Laws degrees from The University of Sydney and is an Associate Member of the Securities Institute of Australia.

Sir CK Chow

Age 52

Chief Executive Officer

Sir CK Chow became Chief Executive Officer of Brambles on the formation of the DLC in August 2001. Previously, Sir CK was Chief Executive of GKN plc, which he joined in 1996. Before joining GKN plc, he was a director of The BOC Group plc and Chief Executive of BOC Gases worldwide. He is a past President of The Society of British Aerospace Companies and a non-executive director of Standard Chartered PLC. He has Bachelor of Science and Master of Science degrees in Chemical Engineering, and a Master of Business Administration degree from the Chinese University of Hong Kong, and is a graduate of the Harvard Advanced Management Program. He has an honorary Doctorate of Engineering from the University of Bath, and is a Fellow of The Royal Academy of Engineering, a Fellow of The Institute of Chemical Engineering and a Fellow of The City and Guilds of London Institute.

Graham Kraehe AO

Age 61

Non-executive Director

Graham Kraehe has been a Director of Brambles since the formation of the DLC in August 2001. Before that, he had been a Director of BIL since December 2000. He has spent 28 years in Chief Executive roles in diversified industrial companies covering the wine, packaging, appliance, and automotive component industries. From 1994 until his retirement in February 2001, Mr Kraehe was Managing Director and Chief Executive Officer of Southcorp Limited. He was previously Chief Executive of Pacifica Group Limited. He is Chairman of BHP Steel Limited, a director of Djerriwarrh Investments Limited, of National Australia Bank Limited and of The News Corporation Limited. He has a Bachelor of Economics degree from Adelaide University. He was appointed an Officer of the Order of Australia in 2003.

Sir David Lees

Age 66

Non-executive Joint Deputy Chairman

Sir David Lees has been a Director of Brambles since the formation of the DLC in August 2001. He joined GKN plc in 1970 as an accountant and became Group Finance Director in 1982. He was appointed Group Managing Director in 1987, and Chairman and Chief Executive in 1988 before becoming Non-executive Chairman in 1997. He is a member of the UK Defence Industries Council and of the UK Panel on Takeovers and Mergers. He is the non-executive Chairman of Tate & Lyle PLC and a non-executive director of Royal Opera House, Covent Garden. He holds the Officer's Cross of the Order of Merit of the German Federal Republic and is a Fellow of The Institute of Chartered Accountants in England and Wales.

Allan McDonald

Age 63

Non-executive Director

Allan McDonald has been a Director of Brambles since the formation of the DLC in August 2001. Prior to that, he had been a Director of BIL since March 1981. He has had an extensive career in the investment and commercial banking fields. He is presently Chairman of GeneralCologne Re Australia Limited and Julia Ross Recruitment Limited. His other directorships include DCA Group Limited, Securities Exchange Guarantee Corporation Limited, TAB Limited and Billabong International Limited. He has a Bachelor of Economics degree from The University of Sydney and is a Fellow of CPA Australia, of the Australian Institute of Management, and of Chartered Secretaries Australia.

Ron Milne

Age 64

Non-executive Director

Ron Milne has been a Director of Brambles since the formation of the DLC in August 2001. He began his service with BIL in April 1981 as General Manager, responsible for Finance and Development. He was appointed a Director of BIL in June 1985. He retired as Finance Director in August 1995. He has had a management career extending through the manufacturing, oil exploration and merchant banking industries. His other directorships include Newcrest Mining Limited and OPSM Group Limited. He is a member of the CPA Australia and is a Fellow of Chartered Secretaries Australia.

Sir John Parker

Age 61

Non-executive Director

Sir John Parker has been a Director of Brambles since the formation of the DLC in August 2001. He is non-executive Chairman of National Grid Transco plc and of RMC Group plc, and non-executive director of Carnival plc and Carnival Corporation. He is a former Chairman and Chief Executive of Babcock International Group PLC and of Harland and Wolff Holdings plc, and a former director of GKN plc. He is a Fellow of the Royal Academy of Engineering, a Fellow and Past President of the Royal Institution of Naval Architects, a Fellow of the Institute of Marine Engineers and a Fellow of the Irish Academy of Engineering. He was awarded a Doctor of Science in Engineering from Queens University, Belfast, and in addition holds honorary doctorates in Engineering from the University of Abertay (Dundee), the University of Ulster, Trinity College Dublin and the University of Surrey. Sir John will be retiring at the end of the Annual General Meeting of Brambles Industries plc on 21 October 2003.

David Turner

Age 58

Chief Financial Officer

David Turner was appointed Chief Financial Officer of Brambles in August 2001 on the formation of the DLC. Previously, Mr Turner was Finance Director of GKN plc, which he joined in 1993. Before joining GKN plc he was Finance Director of the food group Booker plc. He has previously worked for Mobil Oil and Touche Ross and is a Fellow of The Institute of Chartered Accountants in England and Wales. He is a non-executive director of Whitbread PLC.