



Innovating for Sustainable Commerce

2024 Sustainability Report





Table of Contents

- 03** A Message From Our CEO Mark Eubanks
- 04** Introduction
- 11** Environmental
- 18** Social
- 25** Governance
- 36** Appendix

A Message From Our CEO Mark Eubanks



Dear Stakeholders,

For more than 165 years, Brink's has been a trusted partner in secure commerce. Our legacy is built on innovation, operational excellence, and a deep commitment to protecting and enabling the flow of valuables across the global economy. Through every era of change, we've remained focused on delivering solutions that meet the evolving needs of our customers and communities.

Today, we operate in a world shaped by rapid technological advancement, shifting societal expectations, and growing environmental challenges. In this dynamic environment, our responsibility is clear: to

lead with purpose, act with integrity, and build a more sustainable and resilient future. We are proud of the progress we've made—and energized by the opportunities ahead.

Our recent business performance reflects a strategy grounded in customer focus, operational discipline, and continuous improvement. We are investing in innovation, building a high-performing team, and embedding sustainability into our operations worldwide. These efforts are not only aligned with our values—they will help us deliver long-term value for our stakeholders.

Purpose and Strategic Focus

At Brink's, our purpose is to build partnerships that secure commerce. We do this by leveraging technology, optimizing operations, and creating value across the entire value chain. Our strategic pillars—growth and customer loyalty, innovation, operational excellence, and talent—guide our decisions and drive our growth.

Our People and Culture

Team Brink's is built on strong values and leadership. We are proud of the work being led by talented executives, who are advancing our mission and developing the next generation of leaders. Our talent strategy emphasizes engagement, performance, and leadership development—ensuring we have the right people in place to meet the challenges of tomorrow.

Innovation and Impact

Brink's has a long-standing legacy of innovation. Today, we are leading the way in fleet transformation, digital payments, and workforce development. Our Digital Retail Solutions (DRS) and ATM Managed Services (AMS) platforms are bridging the gap between physical and digital commerce—delivering operational efficiencies, environmental benefits, and enhanced customer value.

Environmental Stewardship

Sustainability is a core business imperative, and we are integrating environmental stewardship principles into our strategy and operations. Over the past year, we've made meaningful progress: collecting and analyzing greenhouse gas emissions data, reducing fossil fuel consumption, increasing the use of biofuels and renewable energy, and generating more solar power at our facilities. These actions are helping us reduce our carbon footprint and operate more responsibly.

Global Representation and Safety

Engagement, respect, and representation are central to our culture. At the same time, safety remains a non-negotiable value. It is embedded in our operations and defines how we protect our employees, clients, and communities. Our strong safety culture continues to grow, reinforcing the trust our clients place in us every day.

Governance and Cybersecurity

Responsible governance is foundational to our success. We have strengthened our compliance and cybersecurity frameworks, migrated from legacy systems to the cloud, and enhanced our enterprise risk management capabilities. These efforts

improve operational resilience and align with our broader sustainability goals. At Brink's, doing the right thing starts with each of us—and it's how we earn and maintain trust.

Looking Ahead

While there is more work to be done, we are confident in our direction and committed to making a positive impact. We will continue to invest in our people, innovate with purpose, and operate with integrity—creating a better world for our employees, customers, and communities.

Thank you for your continued support and trust in Brink's. I hope this report provides valuable insight into our progress and our commitment to building a stronger, more sustainable future.

Sincerely,

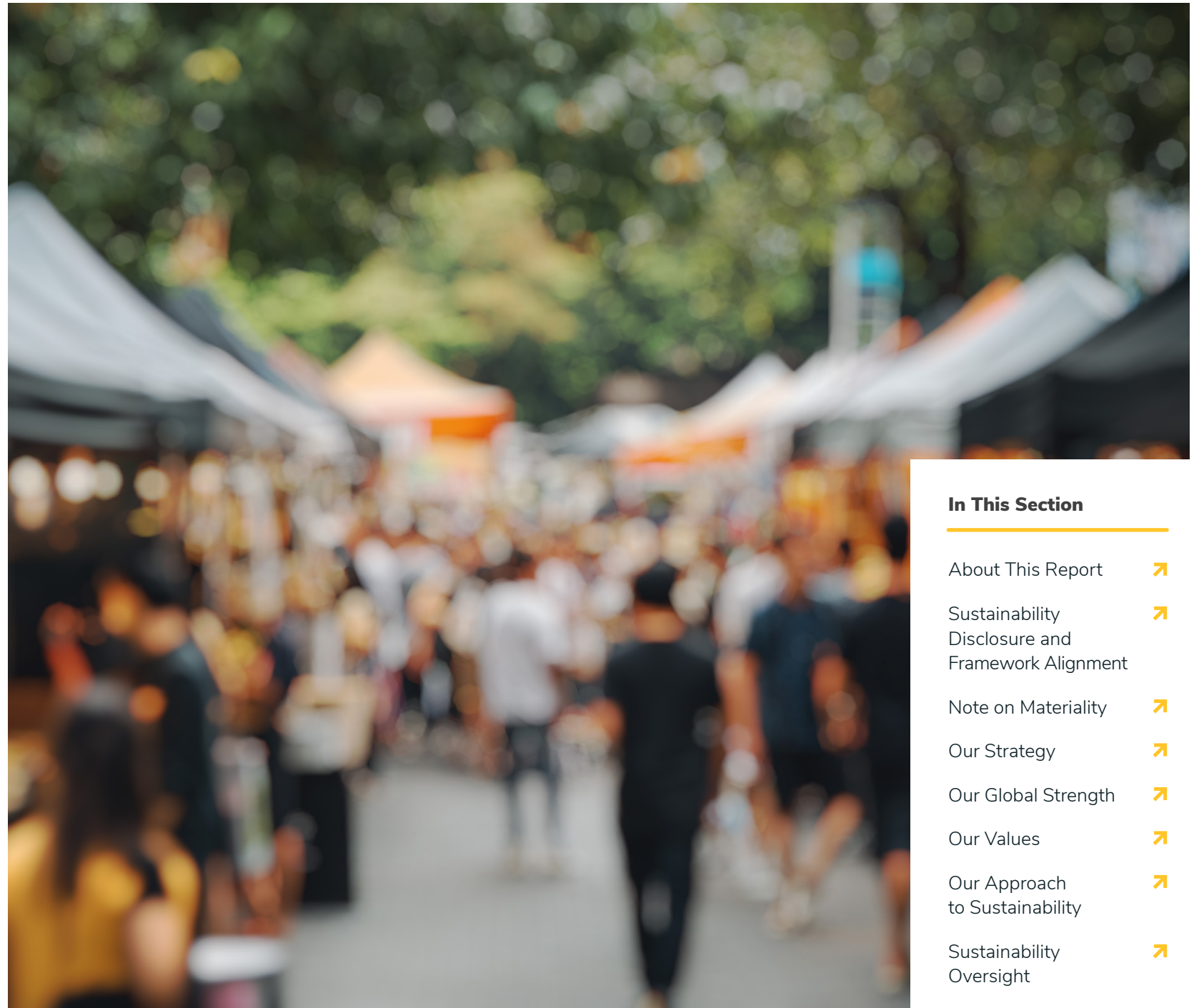
Mark Eubanks

President & Chief Executive Officer
The Brink's Company



Introduction

It is our belief at Brink's that integrating sustainability into our business strategy enhances our performance and strengthens our ability to meet our stakeholders' expectations. The impact we have on the environment and society and how we apply rigorous governance standards across our global operations remains a key stakeholder priority. This report provides an overview of our progress over the past year and our commitments ahead.



In This Section

- About This Report [➔](#)
- Sustainability Disclosure and Framework Alignment [➔](#)
- Note on Materiality [➔](#)
- Our Strategy [➔](#)
- Our Global Strength [➔](#)
- Our Values [➔](#)
- Our Approach to Sustainability [➔](#)
- Sustainability Oversight [➔](#)

About This Report

This report covers sustainability performance for Brink's business segments that represent 94% of our 2024 global revenue and aligns with the boundary of our operations. This report discloses information and data as noted for the fiscal year ended December 31, 2024, and is aligned with our financial reporting period as presented in the Company's [Annual Report on Form 10-K](#), which was filed with the U.S. Securities and Exchange Commission (SEC) on February 26, 2025.



Sustainability Disclosure and Framework Alignment

Brink's aligns this report with key frameworks and standards, including the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI). The information and data contained in this report have been reviewed by internal subject matter experts. We appreciate and welcome feedback on our sustainability initiatives and reporting and invite you to contact Brink's at sustainability@brinks.com. For more details on our sustainability efforts, please visit <https://us.brinks.com/corporate/sustainability>.

Note on Materiality

The concept of materiality in this report may be different from materiality as defined for SEC disclosure obligations. Issues deemed material for sustainability reporting and strategy purposes may not be considered material for SEC reporting purposes. Additionally, the information included in this report may not be directly material to Brink's business or operating results.

Our Strategy

At Brink's, we are consistently motivated to provide a superior customer experience and drive continuous improvement. This year, we introduced our new Team Brink's roadmap, delivering on four strategic pillars focused on the following areas: growth and customer loyalty, innovation, operational excellence, and talent.



Partner for Customer Success:

We foster growth and customer loyalty by delivering secure customer solutions with a consistent and exceptional customer experience.



Innovate to Grow: We drive innovation by leveraging new technology solutions to optimize operations and create value.



Run the Business Better:

By harnessing the Brink's Business System, we operate with excellence and efficiency to pursue a continuous improvement culture focused on customer experience.



Unleash the Power of Our People:

We embody an inclusive culture aimed at inspiring, attracting, and developing the best people.

As part of our Team Brink's Strategy, we also introduced a refreshed purpose: **"Together, we build partnerships to secure commerce."**

This purpose, along with our strategic framework, considers our global footprint and values-driven culture and aligns our organizational focus on:

- Placing customers at the center of everything we do by understanding their current and future needs to better define our value proposition
- Leveraging technology to drive product and business innovation to maintain our competitive advantage and increase revenue
- Sharing infrastructure and best practices across our operations to increase scale and profitability
- Establishing a workplace and employer brand that attracts, develops, and empowers the talent needed to ensure we have the best people and perspectives to achieve our goals

How DRS and AMS Power Brink's Strategic and Sustainable Growth

Aligned with our four strategic pillars, our rapidly expanding programs, Digital Retail Solutions (DRS) and ATM Managed Services (AMS) serve customers across an evolving payment ecosystem while creating beneficial social and environmental scenarios.

Our DRS program meets a vital need for cash deposit access, especially for small businesses in local economies. By providing secure tech-enabled devices, retail businesses can safely store cash and access deposits typically within 24 hours. Cash remains crucial in economies throughout the



world and DRS aims to protect individual privacy while allowing small businesses to thrive and foster financial participation without being dependent on traditional banking systems. Our solutions are built to remain operational with tamper-resistant features that minimize the risk of theft and enable continuous commerce, even when faced with increasing severe weather events and system or power outages.

Brink's AMS solutions offer a secure and dependable solution for financial institutions to outsource their ATM networks, reducing operational complexity and increasing employee productivity. Giving consumers easy, reliable access to cash—wherever and whenever they need it—helps break down barriers to financial and social participation. At the same time, automating ATM management helps institutions cut costs, reduce waste, and lower energy use.

Taking innovation to the next level, **B-POD** represents one of Brink's most revolutionary advancements yet. Launched in 2024, these modular, customizable banking pods provide banks with a flexible and visible solution to meet evolving customer needs. B-PODs are positioned to expand access to essential banking services, such as deposits and withdrawals, offering convenience and choice for end-users. Designed with sustainability at their core, B-PODs are built using environmentally responsible materials and practices, reinforcing Brink's commitment to creating forward-looking, eco-friendly financial infrastructure.

Together, Brink's innovations are reshaping how businesses and financial institutions manage and deliver cash services—driving value for customers, improving access to financial resources, and supporting a more sustainable future.

Our Global Strength

Our customers include financial institutions, retailers, government agencies, mints, jewelers, and other commercial operations around the world. Our global network serves customers in more than 100 countries.


165+ years of delivering innovation and trusted service by partnering for customer success, growing through innovation, running the business better, and winning together as Team Brink's



 **100+**
Countries served

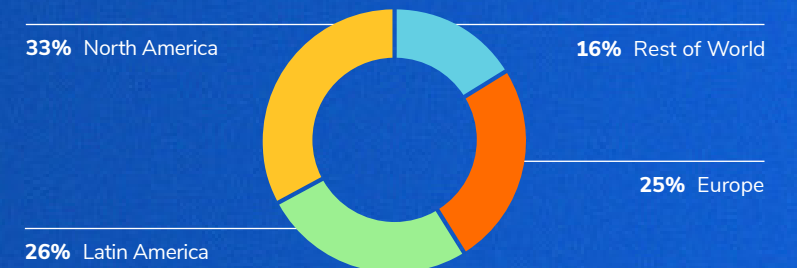
 **~68,100**
Employees


 **\$5.1** Billion in annual revenue

 **10%+**
AMS/DRS organic growth across each segment

 **16,100**
Vehicles

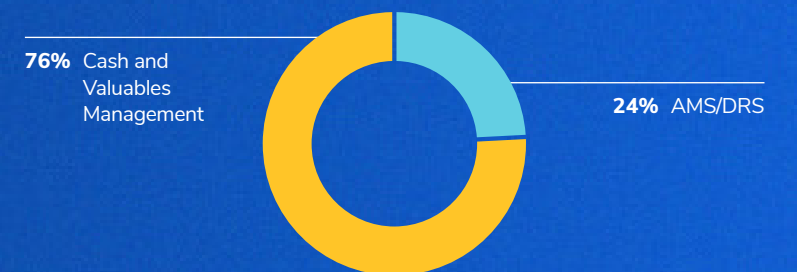
Revenue by Region



 **85%**
Employees are proud to work for Brink's

 **1,300**
Facilities

Customer Offerings



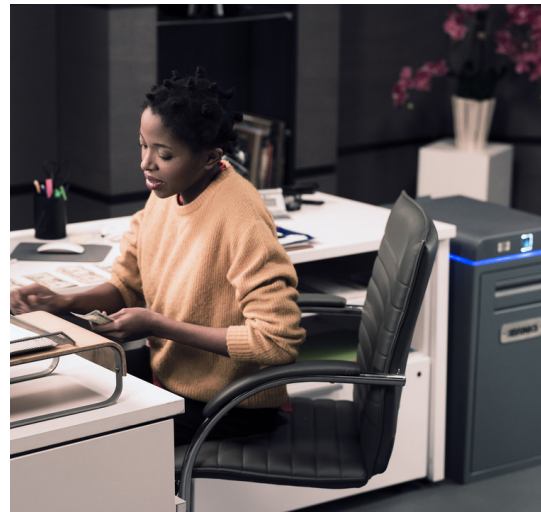
Our Values

As part of our Team Brink's Strategy, we introduced a refreshed purpose: **“Together, we build partnerships to secure commerce.”** Our new purpose includes our values, which guide the way we work and form the basis of our culture.



We Drive Customer Success

We are passionate about being a trusted partner for the marketplace to create seamless and innovative solutions and exceptional experiences.



We Strive for Excellence

We deliver positive results by continuously improving on the way we operate, the solutions we build, and the services we provide.



We Protect

We keep our people safe, protect our customers' assets, and strive to secure the future through a commitment to sustainability.



We Work Together

We respect and value our different perspectives and succeed as one team.



We Do What's Right

We build trust by acting with integrity—we're honest, reliable, and take ownership for how we act.

Our Approach to Sustainability

As cash and valuables management technologies evolve, we believe that understanding our impact on people and the planet is vital to building a more sustainable future for commerce.

In 2024, we conducted our first global double materiality assessment (DMA) aligned with the Corporate Sustainability Reporting Directive (CSRD) to lay the groundwork for future action and to support our sustainability objectives. This assessment, guided by robust stakeholder feedback, identified the most relevant sustainability issues to our business: those which could impact our business financially, our impact on the environment or society, or both. Through this process, we evaluated key impacts, risks, and opportunities across our value chain to gain a clearer understanding of where Brink's can drive the most meaningful change while also enhancing long-term business value. We expect these findings to inform our strategic sustainability framework and help guide our efforts to provide innovative solutions, manage our operations efficiently, and strengthen our corporate culture. The figure on the right outlines our focus areas as we continue integrating sustainability into our business.

This year presented an ideal opportunity to align our sustainability approach with our strategic pillars and values. We worked to integrate material topics into our business strategy, enhance sustainability maturity, and we expect to promote strong organizational alignment across governance, accountability, and corporate policies. Brink's sustainability priorities are driven by key business factors such as customer dialogue and compliance requirements, while also navigating the challenges of competing company priorities and resource availability. We are committed to strengthening our sustainability function, improving operational processes, and building internal awareness to ensure our sustainability efforts are impactful and well-coordinated across our global team.

In 2025, Brink's expects to focus on several strategic aims to advance our sustainability efforts. A key priority will be supporting our customer and innovation teams, as we recognize that sustainability progress is increasingly vital. Finally, we strive to operationalize and integrate sustainability across the company through data-driven, cross-functional collaboration, and we aim to set competitive and achievable sustainability goals to continuously improve our performance related to our material topics.

Environmental

We carefully consider the potential environmental impacts associated with our operations, including greenhouse gas and air emissions, while actively participating in relevant policy and standards-setting organizations that drive change.

Focus areas

- Climate Change Mitigation (GHG Emissions and Energy)
- Physical Climate
- Responsible Sourcing



Social

We are committed to fostering a thriving workplace culture by offering comprehensive employee benefits, promoting safety, and providing career development opportunities that support growth and advancement.

Focus areas

- Corporate Culture
- Health and Safety
- People and Culture
- Financial Participation

Governance

We uphold the highest standards of ethics, integrity, and accountability through a robust governance framework that includes strong risk management practices and active Board oversight.

Focus areas

- Business Ethics
- Cybersecurity and Data Privacy
- Corporate Governance
- Human and Labor Rights
- Innovation and Emerging Technologies

Sustainability Oversight

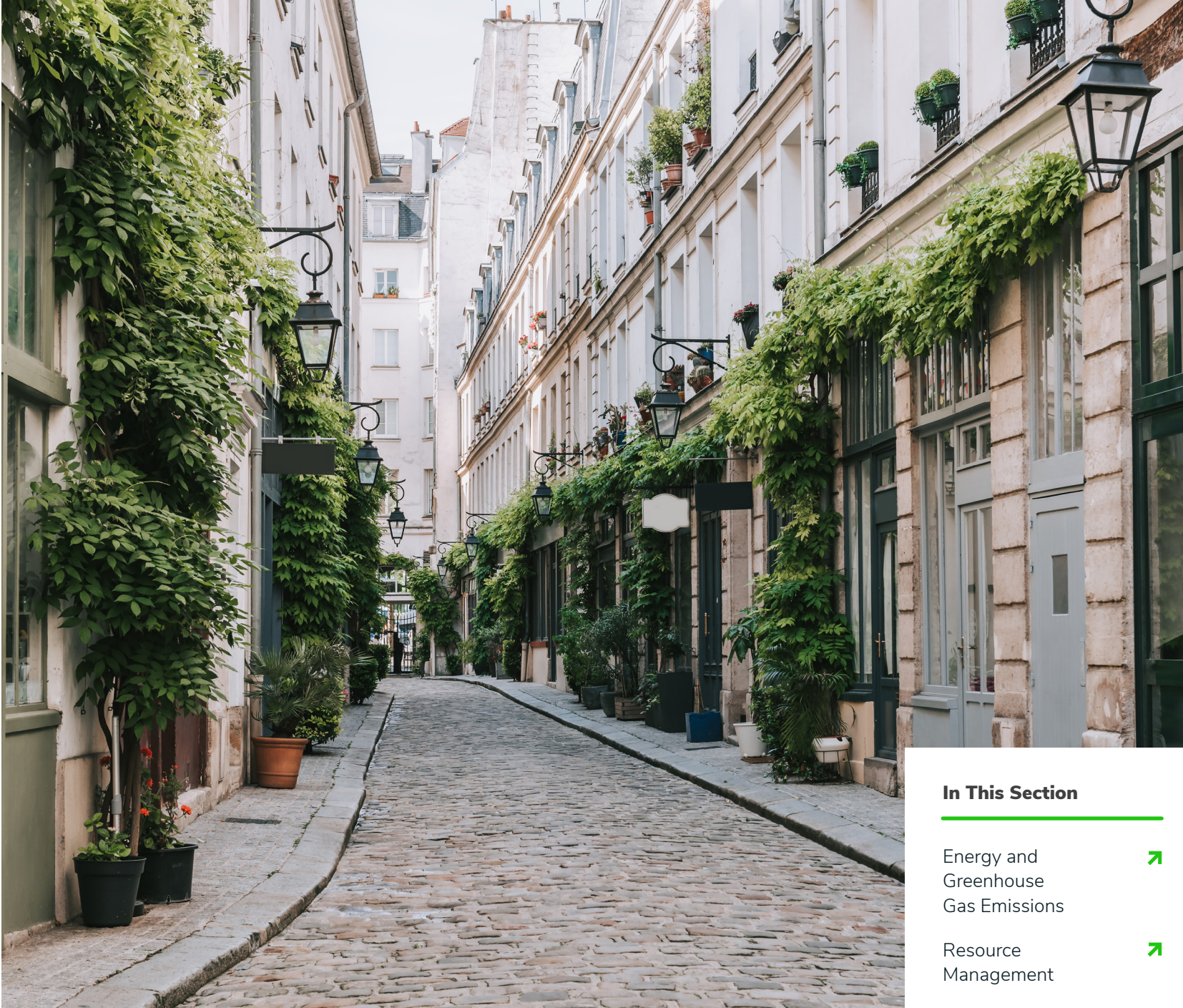
Our Board of Directors (Board) oversees sustainability and is focused on the company's initiatives and programs related to corporate culture, environmental impact, human capital management, and governance. Our Chief Financial Officer is responsible for our sustainability program, and management reports to the Board regularly on sustainability issues.

In 2024, we established a cross-functional Global Sustainability Steering Committee to further strengthen our sustainability capabilities. Additionally, we created a customer sustainability dialogue program to support proactive engagement, and we completed an internal sustainability process audit to identify opportunities for improvement within our existing program. Lastly, we established a sustainability disclosure program and introduced a new data management system to enhance Brink's sustainability transparency and reporting capabilities. These actions demonstrate Brink's strategic and financial commitment to driving positive change and executing on our sustainability strategy, making us well-positioned for continued progress and impactful sustainability performance moving forward.




Environmental

For more than 165 years, we have evolved our services and transportation technologies to keep pace with a changing world. Today, we take a proactive approach to managing our environmental impact, from greenhouse gas emissions to fuel and materials use across our operations and supply chain. We partner with industry groups to shape standards and policies that drive progress, and we assess the risks of climate-related events that could affect our infrastructure and our ability to serve customers. By addressing these complex challenges head-on, we are working to reduce our footprint, strengthen our value chain, and safeguard the people, assets, and communities we support.



In This Section

- Energy and Greenhouse Gas Emissions 
- Resource Management 

Energy and Greenhouse Gas Emissions

Advanced Global Energy and Emissions Data Management System

In 2024, we deployed a global integrated energy and emissions data management system to unify millions of data points into an accurate carbon footprint. Real-time dashboards drive analysis and better decision-making to continuously improve our climate performance across our mobile and stationary asset portfolio. We collaborate cross-functionally with our locations to recognize trends and opportunities for energy reduction and efficiency improvements, sharing best practices and proven solutions to scale success.

Direct and Indirect Energy Consumption



Fleet



Facilities



2024 total direct and indirect energy consumption:
4,545,881 GJ
and total Scope 1 and 2 emissions:
342,531 CO₂e.



Climate Risk and Resilience

Brink's recognizes that extreme weather events—such as hurricanes, floods, and severe storms—pose significant operational risks to our facilities, employees, IT systems, and transportation networks. To address these challenges, we integrate risk management and resilience planning into our core operations. This includes contingency strategies for facility outages, staffing disruptions, and system failures, with the flexibility to shift operations, deploy additional resources, and activate manual processes when needed.

Our response protocols are supported by coordinated efforts across teams including Human Resources, Facilities, and Security. For example, during Hurricane Helene in 2024—a Category 4 storm that caused widespread flooding across the Southeastern U.S.—Brink's prioritized employee safety by providing secure shelter, food, water, and essential supplies to affected team members and their families. At the same time, we maintained service continuity by rerouting operations, restoring ATM access through our ATM Managed Services (AMS), and supporting retail clients with Digital Retail Solutions (DRS) to manage post-storm backlogs and increased demand. These efforts ensure that Brink's continues to enable commerce and deliver critical services when they are needed most.

Our risk management efforts are closely aligned with operational response planning, particularly during natural disasters. For example, during hurricane events, Brink's prioritizes employee safety while maintaining continuity of service to impacted communities. Brink's aims to support cash flow to markets by keeping ATMs operational and responding swiftly when competitors may shut down. These risk-aware response protocols are supported by coordinated efforts from various teams, such as Human Resources and Facilities, to help mitigate disruption and protect both our people and our customers.



Our fleet management teams established fuel efficiency and emissions criteria for new vehicles. In 2024, we transitioned 987 vehicles from diesel engines.

Fleet

Growth of our tech-enabled DRS and AMS cash management services has allowed Brink's to streamline our fleet, increase the flexibility of our logistics network and improve operational productivity, ultimately helping us reduce our overall environmental footprint.

Additionally, with advanced data insights, Brink's has recognized reductions in direct energy consumption (fuel) and Scope 1 emissions from our service and corporate vehicles from 2023 to 2024 stemming from fleet management and operational strategies. Vehicle fuel accounts for 85% of our total energy consumption and vehicle emissions account for 78% of our total global Scope 1 and 2 emissions.

We are fostering regional and local opportunities to reduce fossil fuel consumption and increase the use of alternative energy sources, both of which lower emissions and promote value chain decarbonization. Given the complex nature of our operations, Brink's employs a multi-faceted approach to decarbonizing our fleet, meeting market demands with uncompromised operator safety and minimized environmental impact. The following measures highlight our progress.

Fleet Management

With the growth of our tech-enabled DRS and AMS cash management services, Brink's has been rethinking fleet asset management to increase operational productivity and reduce our environmental footprint. Under our global fleet management program, we're annually reducing the total number of vehicles on the road and replacing diesel engines. This presents a significant opportunity to reduce environmental pollutants, especially in congested urban areas.

As we strategically purchase or lease new vehicles, sustainability factors play a key part of determining how to proactively prioritize innovation, invest capital, and drive decarbonization with smaller, lighter, and more efficient vehicles.

Vehicle Design and Life Cycle

To further vehicle efficiency, we are actively engaged with OEMs to implement lightweight, innovative, and multifunctional armored vehicle designs, leveraging technological advances in steel alternatives that align with Brink's approach to decrease fuel consumption and improve safety features. For example, advanced fibers like Kevlar® and Dyneema® are five to fifteen times stronger than an equivalent weight of steel, and feature a low-carbon production footprint. Our preventative maintenance service program ensures that vehicles are scheduled for optimal maintenance,

which results in substantial improvements in efficiency, productivity, and commercial vehicle standard compliance. We also consider end-of-life opportunities as an important part of life cycle management with many of our retired vehicles frequently given a second life, either resold or donated for law enforcement training.

Electric Vehicles

As part of our broader strategy to modernize and decarbonize fleet operations, Brink's has invested in long-term electric vehicle solutions. Currently, our VP of Fleet Operations is an active member of the California Air Resources Board (CARB) truck regulation implementation group, ensuring alignment with California's efforts to promote the adoption of electric vehicles. Since introducing EVs, Brink's has recognized promising benefits, including reduced fuel consumption, lower greenhouse gas emissions, and long-term cost savings in vehicle operation and maintenance. In 2024, we entered into an agreement with a full-service provider of electric medium-to-heavy commercial fleets, to develop a long-term strategy for the deployment, acquisition, outfitting, and comprehensive infrastructure upgrades to our fleet. In addition to nine EVs that have been in service since 2022, we expect to deploy over 30 next-generation EVs in 2025, along with the necessary charging infrastructure at our California branch locations.

Our growing fleet of full electric light and medium transport vehicles and company cars has been deployed in eleven countries:





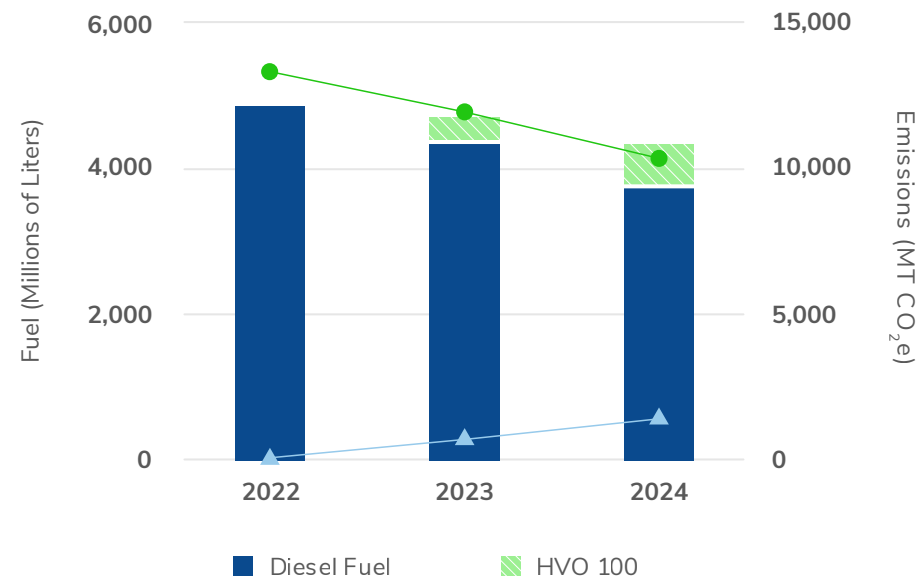
In 2024, teams in France and Netherlands have replaced nearly **15%** of diesel fuel with HVO in their fleets, resulting in an approximate **30%** reduction in GHG emissions.



Renewable Fuel Alternatives

Biofuels, such as hydrotreated vegetable oil (HVO), are proving to be a viable alternative to diesel in France and the Netherlands. HVO can potentially reduce GHG emissions by as much as 90% compared to diesel without any alterations to engine structure.

HVO and Fuel Emissions Impact



Idle Reduction Technology (IRT)

Our U.S. vehicle management team, in collaboration with prominent vehicle outfitters, has developed and implemented the most advanced programmable idle reduction technology available for every new vehicle deployed since Q4 2023. As of 2024, our entire fleet of about 100 vehicles in New York City exceeds anti-idling pollution-limiting requirements. Our fleet teams can immediately resolve potential performance issues by continuously monitoring in-vehicle telematics.



Additional Intelligent Decarbonization Initiatives

With the introduction of our centralized routing and planning program, Control Tower, all U.S. branches collaborate to optimize route efficiency and reduce fuel consumption while enhancing delivery accuracy and customer satisfaction. Control Tower route analytics enable improvement in performance, profitability, driver and performance metrics such as fuel efficiency, cost optimization, and compliance risk management.

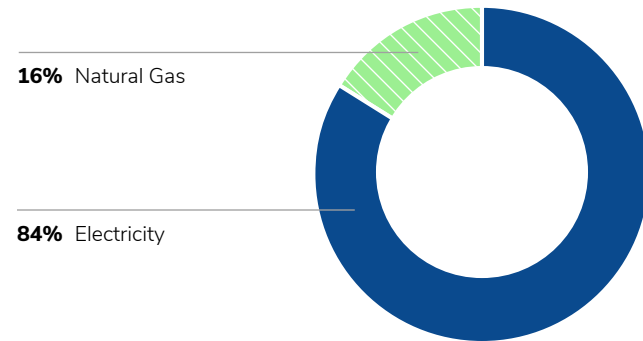
Our Brink's Global Services (BGS) team continues to implement rooftop solar mats that power auxiliary systems and reduce fuel consumption and battery drain on 150 vehicles. Telematics provide instant fuel and CO₂ tracking data, which delivered savings of 31,000 liters of diesel in 2024.

As a freight-forward company, BGS moves commodities across all geographies. We deployed GPS tracking devices that not only enable continuous security tracking, they provide accurate sustainability reports on fuel consumption, distance, and carbon emissions for every sea freight shipment. This data is accessible on an easily navigable platform option for customers. GPS technology is also used for air freight shipments in high-risk lanes, where our enhanced monitoring and control ensures the safe and timely delivery of shipments, regardless of infrastructure limitations or environmental challenges.

Facilities

Brink's operates 1,300 owned and leased facilities throughout the world prioritizing safety and security for employees, armored vehicles, high-tech equipment, and valuables. While our building needs are complex, we promote energy efficiency and renewable energy opportunities such as off-grid solar. We also collaborate with our lease partners on efforts such as increasing EV charging infrastructure.

2024 Energy Consumption % by Source



Resource Management

Location Initiatives

With nearly 1,300 facilities, ensuring the well-being of every employee and the surrounding community, and the security of our customers' valuables is integral to our long-term business success. As Brink's advances operational excellence through Lean Management practices, we sponsor team efforts to reduce energy and resource consumption and support community sustainability initiatives, including:



Brink's Argentina launched their Eco-Lean initiative in 2024, which combines sustainability and lean methodologies. Over 100 Lean A3 Problem Solving projects have reduced fuel, plastic, paper, water, and vehicle component consumption.



Through multiple digitization initiatives, paper consumption was reduced by over 10% across all BGS chain of custody points within six months of initiating a lean A3 project in 2024. The BGS network aims to further reduce paper consumption across 20 participating countries by the end of 2027.



At its Nîmes cash center in France, Brink's installed photovoltaic (PV) panels as part of its broader environmental strategy. These solar panels contribute to reducing the facility's carbon footprint by generating renewable energy on-site.

At the Charles de Gaulle Airport branch, Brink's employees have taken a hands-on approach to environmental stewardship by installing a green roof and setting up three beehives, creating a thriving habitat for approximately 180,000 bees.



The Brink's Macau coin center relocation in 2024 required approximately .50 tons of plastic crates. Brink's employees voluntarily facilitated collection of the crates to recyclers in mainland China, diverting them from incinerator disposal.



Brink's Indonesia team holds an annual resource efficiency initiative to reduce energy and resource consumption. In 2024, 17,024 Kg of waste was recycled including plastics, paper, electronics, and organic materials. To mark Brink's 165th anniversary in 2024, Team Brink's planted 165 mangrove seedlings in Jakarta to preserve and sustain the local environment.



Brink's Business Systems (BBS) supports efforts to reduce our environmental impacts related to facility and logistics optimization.

For example, while consolidating branches in key U.S. cities has enhanced our productivity and improved customer fulfillment and reliability as our business grows, we recognize lower energy consumption and GHG emission trends. As we reduce our real estate footprint globally, we're also enabling fleet energy and emissions reductions related to fewer shuttle operations between facilities and smarter routing algorithms.

Social

Our employees are the backbone of Brink's, and the well-being of our people is critical to our success. We are committed to fostering a thriving workplace culture by offering comprehensive employee benefits, promoting safety, and providing career development opportunities that support growth and advancement. This focus on our employees' needs strengthens our organization and allows us to better serve our customers. Outside the workplace, Brink's services ensure that underserved and underbanked communities experience the consistent flow of cash among businesses, central banks, and financial institutions, enabling commerce and promoting accessibility to viable payment options for all.



In This Section

- Workplace Initiatives ➤
- Employee Benefits ➤
- Employee Safety ➤
- People and Culture ➤
- Human Rights and Labor Practices ➤
- Violence- and Harassment-Free Workplace ➤

Workplace Initiatives

Brink's aims to cultivate a safe and fulfilling work environment that promotes professional growth and well-being for all employees. In 2023, we conducted our first Global Employee Engagement Survey to better understand the views of our workforce. Seventy percent of our workforce responded, providing valuable feedback on workplace experiences. Seventy-eight percent of respondents felt engaged at Brink's, 85% were proud to work for Brink's, and 75% would recommend Brink's as a good place to work.

From the survey, we identified key opportunities for improvement in areas such as leadership communication, employee benefits, and career development. In 2024, we took action on these insights by focusing on strengthening leadership communication (see [People and Culture](#) for details), enhancing employee benefits (see [Employee Benefits](#) for details), and creating more career advancement opportunities.

As part of our commitment to career development, we introduced a new Talent Philosophy initiative in 2024 and deployed it in 2025 to help employees better understand their career paths and opportunities at Brink's. We launched ACE (Aspiration, Capability, and

Engagement), a framework to guide meaningful career conversations between employees and leaders. In addition, we are launching our #PowerYourTalent people manager capability program. The goals of this program include creating a uniform leadership experience and talent management capability across all regions and functions, increasing managers' understanding of their role in implementing essential talent management processes, and ensuring that our employees have impactful experiences that lead to better career opportunities, higher engagement, and top performance at Brink's. Lastly, we refreshed our Performance Management Process by aligning employee goals with Brink's strategic pillars and enterprise-wide goals and values. These efforts will create a more streamlined employee experience and a greater understanding of how their work contributes to the overall Brink's business goals and targets. This is part of our broader effort to rewire core functions for capacity building and create more career opportunities for our employees.

Empowering Career Growth at Brink's

At Brink's, we equip employees with the tools needed to take ownership of their career growth through more frequent and meaningful check-in conversations. In 2024, we introduced the ACE template to guide Career Growth and Development discussions, helping employees and managers focus on career goals, strengths, development areas, and motivations.

To strengthen our organizational capabilities, Brink's deployed our global human capital management system through Workday. This unified global platform allows us to consolidate our procedures, decrease administrative burdens, and enable faster and more accurate data-driven decision-making. While some countries are not yet onboard due to privacy laws, this global deployment and standardization marks a significant milestone in our commitment to enhancing the employee experience and ensuring consistency across regions.

As we move forward in 2025, we expect to transition from an annual survey to a continuous employee listening platform, Employee Voice (see [People and Culture](#) for details). We will also be rolling out Career Growth and Development Conversations globally, which will provide e-learning and resources to enable People Leaders to facilitate meaningful career growth conversations. This program will also allow us to align on critical experiences needed to accelerate employee growth within Brink's.

Digital Retail Solutions Global Training Program

In 2025, Brink's expects to launch a comprehensive Digital Retail Solutions (DRS) Global Training Program to provide Brink's global sales team with the knowledge and skills to effectively sell and deliver DRS. The training will focus on key fundamentals, including the essential components of a DRS offering, its benefits such as simplified cash management and reduced liability, and how DRS compares to other solutions. The sales teams will also learn to leverage the 7 Challenges (7Cs) framework to identify customer needs, ask probing questions, and craft tailored discussions that address challenges and drive deals. This training program will build consistent enterprise-wide knowledge of DRS, enable the sales team to successfully sell solutions based on customer needs, and empower them to understand how DRS drives our business model by reducing operating costs.



Employee Benefits

At Brink's, we believe in supporting our employees' health and well-being through a comprehensive range of market-competitive benefits. Last year, our Global Employee Engagement Survey highlighted employee benefits as an area for improvement, prompting us to hire a global benefits broker to conduct a thorough evaluation of our benefits packages. This assessment is helping us identify where we are competitive and where we can enhance our offerings to better serve our employees.

Our new fertility benefit offers a \$15,000 lifetime benefit to assist our U.S.-based employees with their paths to parenthood.¹

We provide a wide array of benefits tailored to the markets in which we operate, including life and health coverage, as well as mental health resources. Last year, we increased disability benefits coverage for U.S. hourly workers and expanded basic life and accidental death and dismemberment coverage for all U.S. workers. As part of our commitment to continue supporting employee needs, we are introducing fertility benefits for our U.S. employees, effective in 2025. This fertility benefit offers a \$15,000 lifetime benefit to assist our employees with their paths to parenthood. Brink's consistently looks for ways to improve the scope and quality of our benefits. These improvements allow us to remain competitive in talent acquisition and retention while meeting the evolving needs of our workforce.

¹ This benefit is offered to employees enrolled in specific medical plans.

Here Is a Sample of Our U.S. Benefits



Health Benefits

- Medical plans
- Pharmacy coverage
- Dental plans
- Vision plans
- Health care and dependent care flexible spending accounts
- Health savings accounts



Retirement Savings Plan

- Tax-deferred retirement investment program with employer matching contributions



Disability Benefits

- Family medical leave of absence
- Disability income protection plan



Life Insurance Benefits

- Basic life insurance
- Accidental death and dismemberment insurance
- Supplemental life, including spousal and child coverage
- Personal accident insurance
- 24-hour violent crime coverage

Employee Safety



Safety is a core value at Brink's. At all levels, including local and regional, Brink's leaders prioritize safety to protect our employees and the public, keep our customers' valuables secure, and reduce risks for local communities by following best safety and security practices and adhering to local laws and regulations. For example, any modification to the standard secure vehicle design must be reviewed and authorized in advance by the designated Head of Security in each country.

Safety is a top priority not just locally or regionally, but across all of our global operations. In the U.S., our driver safety program outlines essential responsibilities and qualifications at both state and federal levels, along with driver wellness, blind spot awareness, and security protocols. Every Brink's driver receives comprehensive professional development, including training in driver safety, appropriate use of force, firearm handling (where applicable), and other topics that support their health and well-being. Additionally, U.S. drivers must complete OSHA-certified courses and follow established risk reporting procedures.

In 2024, Brink's Vice President, Safety joined the board of the U.S. National Armored Car Association (NACA), a policy organization based in Washington, D.C., which plays a key role in shaping legal and governance standards for the armored car industry nationwide. NACA's mission is to protect and promote the common interests of providers of secure transportation and cash management. Brink's Vice President of U.S. Risk Management, serves as the president of NACA, ensuring Brink's remains a leading voice in the ongoing development of industry standards and best practices. Additionally, Brink's Vice President, Safety chairs NACA's Safety Committee, reinforcing Brink's commitment to advancing safety leadership across the organization and the industry.

Due to the size and constant operation of our fleet, our vehicles require ongoing attention to ensure vehicle readiness. In addition to the complexities of fleet operations, our messengers face unique risks associated with transporting valuables. Because Brink's team members may be equipped with a firearm for protection—unlike many other transportation companies—emphasizing strong safety practices and procedures is especially important in supporting their overall well-being and promoting public safety.

We address potential risks by using a combination of equipment, training, and procedures to support the secure handling of valuables. When safety is prioritized, we help protect our teams, our customers, and the public, and contribute to the steady flow of commerce. Focusing on safety also helps minimize disruptions, reduce risk, and supports overall operational efficiency. Brink's plays an essential role in transporting cash, and our commitment to safety helps ensure that process runs reliably and effectively.



Health and Safety Commitment at Brink's U.S.

With continued investment in resources and leadership, Brink's U.S. is enhancing its safety program by building on existing strength to further advance a proactive and integrated safety strategy. Since the Vice President Safety joined Brink's in late 2024, the company has continued to focus on strengthening its safety culture beginning with comprehensive reviews of key policies and training programs. Brink's vision is to create a proactive safety culture that goes beyond compliance. By tightening accountability and focusing on prevention, the company is continuously improving and ensuring every team member is protected and supported.

In November 2024, five regional safety managers were added to the team to help continue advancing our safety goals and strengthen practices across U.S. operations. These safety managers use tools to observe driving behaviors such as speed, seatbelt usage, following distance, and phone activity. Insights from these tools are used to support ongoing coaching and reinforce safe driving habits, with incidents reviewed with the drivers.

We are also launching Safety Committees across the U.S. to further strengthen our safety culture at the branch level. As part of the Branch Safety Impact Program, each branch appoints a safety leader who shares updates on key initiatives and promotes a positive, safety-focused environment. In addition, regional and branch-specific efforts help address operational challenges by identifying areas for improvement and supporting timely corrective actions.

This proactive strategy has contributed to a noticeable improvement in workplace safety performance. It highlights Brink's commitment to fostering a culture where safety is embedded in daily operations and embraced by all team members. Looking ahead, Brink's aims to continue advancing these efforts through active involvement with the National Safety Council, encouraging safety-related certifications for safety managers, and expanding professional development opportunities for drivers to reinforce safe driving behaviors.

People and Culture

At Brink's, we are deeply committed to ensuring that every individual has the opportunity to thrive. Our culture, defined as "Better Together," serves as the foundation for everything we do. This belief drives us to create a vibrant workplace where every team member feels valued, empowered, and supported to reach their full potential.

With our long-standing history of building a strong, resilient workforce, we continue to evolve with today's global workforce as a key part of our transformation initiatives. For example, aligning teams under global functional leadership supports our broader goal of creating a more unified and agile enterprise. As workforces become more

interconnected and digitally enabled, a global structure enhances consistency, strengthens capabilities across regions, and creates more meaningful career development opportunities.

A key action from our 2023 Engagement Survey was a focus on improving leadership communications. In 2024, we provided quarterly presentations to our top ~200 employees for them to cascade to their teams to improve information sharing across the organization. In addition, one-to-two-page leadership briefs with key messages on important topics were shared with leaders on a regular basis to ensure that leaders are clear on company priorities and are able to deliver consistent messages to employees around the Company. We also shifted our internal communications efforts to a new platform that allows us to measure communications effectiveness, enabling us to improve our internal corporate communications efforts. In 2025, this platform is being rolled out across Brink's to ensure that we can measure the effectiveness of Brink's internal communications efforts across our region and country-level communications.

We took a significant step forward in this journey in 2024 during our Global Leadership Meeting, where we engaged leaders from across Brink's in our ongoing corporate culture transformation. This event marked the unveiling of our new values and purpose, which reinforce our dedication to building a thriving, performance-driven workplace. Our transformation is not just about driving business results; it is about creating an environment where continuous growth is nurtured and every individual has the tools and support they need to succeed.

As part of our commitment to fostering a culture of belonging, we actively engage with our employees through focus groups and feedback sessions. Listening to their perspectives helps us remain dynamic and responsive to their needs. Additionally, we developed a language strategy to enhance global communication, translating key communications to Portuguese, French, and Spanish. This approach promotes enterprise thinking and aligns our global teams towards common goals, ensuring everyone at Brink's feels connected, informed, and empowered. In every step we take, we continue building a cohesive, performance-driven culture that highlights the strength of our people.



Introducing the Learning Map Experience

In 2025, we will transition from an annual survey to a continuous employee listening platform as part of our cultural transformation into a global enterprise. This platform will enable us to gain ongoing feedback from our employees regarding their engagement and experiences during the employee lifecycle. It will also provide managers with real-time insights to facilitate better interactions with their teams, helping us to live our We Work Together value.

Our goal for this continuous listening platform is to measure internal communications effectiveness across our region and country-level communications. The platform will provide a global pulse on our culture and offer employees opportunities outside of their country. Additionally, The Learning Map experience, a large-format, visually rich, and interactive tool that facilitates strategic conversations by combining storytelling, data, and facilitated discussions, is being introduced to all employees, with 70% of leaders participating in a training class by the end of 2025.

Brink's Employees Demonstrate Our Values in Action

Our Employee Resource Groups (ERGs) provide avenues for all employees to connect with one another based on their interests. Initiatives include:



Patriot Pathfinders – Suicide Awareness Walk-A-Thon

In partnership with SOF Missions, Patriot Pathfinders organized a 22-mile Walk-A-Thon to raise awareness about veteran suicide. Promoted through leadership channels and the OneBrink's app, the event engaged 20 employees who collectively walked over 450 miles. The Patriot Pathfinders Employee Resource Group (ERG) also had a retired Major General speak to employees about PTSD, breaking down stigmas and emphasizing the importance of mental health support for veterans and their families.



Cancer Awareness

Brink's Argentina reinforced its commitment to employee health and wellness through impactful awareness campaigns in 2024. In October, the company hosted virtual medical sessions focused on the prevention and early detection of breast cancer, offering female employees access to medical check-ups through local medical centers. Additionally, Brink's vehicles in Argentina displayed the campaign slogan "La detección temprana salva vidas" (early detection saves lives) throughout October to promote awareness of the importance of regular

screenings and early diagnosis in the fight against breast cancer. In the same spirit, Brink's Argentina launched its first edition of a prostate cancer awareness campaign in 2024. Two trucks featured the same slogan in blue in support for men's health. The campaign also included educational talks and proactive health measures, with the in-company medical team providing prescriptions for preventative care practices.

Breast Cancer Awareness

In honor of Breast Cancer Awareness Month, the Women's Resource Network (WRN) hosted a special guest speaker specializing in Lymphedema therapy and the treatment of patients with complex medical needs, particularly those battling cancer. The event provided valuable insights on the importance of regular breast cancer screenings and ways to support individuals recently diagnosed or undergoing treatment, addressing both physical and emotional needs. Additionally, employees across the U.S. were encouraged to wear pink during the virtual event and throughout the day in solidarity with those affected by breast cancer.

Learning and Development Series With Women's Resource Network

The WRN organized a year-long development series focused on professional and personal growth that was made available to all employees. The series included quarterly interactive sessions and assignments. At the end of the year, a final impact report summarizing key takeaways and progress was presented to the WRN executive sponsor.

- **Quarter 1**—The series kicked off on International Women's Day, aligning with the theme #EmpowerEquity.
- **Quarter 2**—Prepare to Connect: Sessions focused on intentional networking, career development, and upskilling for internal opportunities.
- **Quarter 3**—Outreach for Success: Participants learned strategies to enhance their leadership and executive presence.
- **Quarter 4**—Communication & Long-Term Connection: The final sessions centered on effective workplace communication and relationship-building for sustained career success.

Human Rights and Labor Practices

We are committed to upholding ethical business practices. We condemn human rights abuses and adhere to all applicable labor laws and regulations, including those related to the employment of minors and workplace safety. As of December 31, 2024, 30,400 employees, 45% of our total workforce) were represented by trade union organizations and/or covered by collective bargaining agreements.

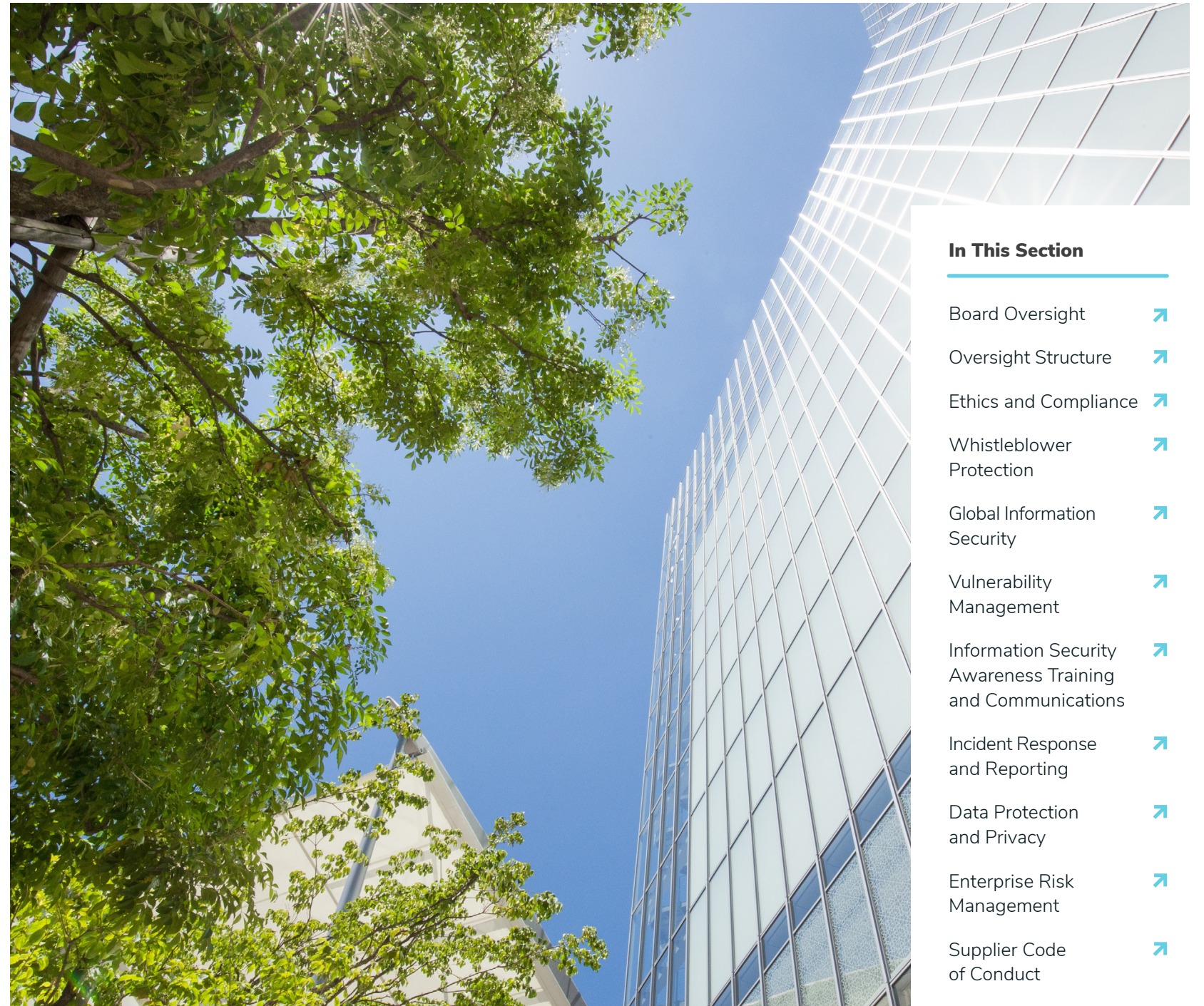
Violence- and Harassment-Free Workplace

Brink's places the safety and well-being of our employees at the forefront of our culture. We strive to build an environment free from violence, threats, harassment, intimidation, or any other activity that puts individuals in reasonable fear for their safety. We encourage employees to report any concerns regarding activities confidentially through the [Brink's Ethics Hotline](#), accessible in over 30 languages and managed by a third-party provider. For further details, read [Brink's Violence and Harassment-Free Workplace Policy](#).



Governance

Our governance structure is underpinned by our Code of Ethics, a robust enterprise risk management program, and active Board oversight. This upholds our ability to deliver the best results for our stakeholders, uphold the highest standards of ethics and integrity, and help us navigate a dynamic environment where customer needs evolve and the world changes. Doing the right thing is a shared responsibility that begins with each of us. Whether you are part of our team, a partner, or a valued stakeholder, our continued success depends on a collective commitment to integrity, transparency, and ethical decision-making. Together, we create a foundation of trust that enables sustainable growth and long-term value.



In This Section

- [Board Oversight](#) ➔
- [Oversight Structure](#) ➔
- [Ethics and Compliance](#) ➔
- [Whistleblower Protection](#) ➔
- [Global Information Security](#) ➔
- [Vulnerability Management](#) ➔
- [Information Security Awareness Training and Communications](#) ➔
- [Incident Response and Reporting](#) ➔
- [Data Protection and Privacy](#) ➔
- [Enterprise Risk Management](#) ➔
- [Supplier Code of Conduct](#) ➔

Board Oversight

Our Board plays a crucial role in ensuring Brink's operates as a sound corporate citizen. Through its oversight on corporate activities and risk management, the Board ensures Brink's operates responsibly while delivering value to our shareholders and other stakeholders.

The Board fulfills its responsibilities by:



Providing oversight of Brink's strategic and operational direction



Providing oversight of our executive management, including the CEO



Reviewing the Company's key business initiatives, capital projects, and budget matters

To more effectively coordinate with Brink's leadership and prioritize long-term stakeholder interests, the Board has delegated elements of risk oversight to Board committees.



Oversight Structure

Board of Directors

Oversees overall risks, with an emphasis on strategic risks

Audit and Ethics Committee

Oversees the company's major financial risk exposures, risks related to legal, ethics and compliance matters and information technology risks, and steps management has taken to monitor and control such exposures

Corporate Governance and Nominating Committee

Oversees risks related to the governance structure of the Company, including Board composition and independence

Compensation and Human Capital Committee

Oversees the Company's review of compensation policies and procedures to determine whether they present significant risks, as well as risks related to the Company's executive compensation programs

Finance and Business Development Committee

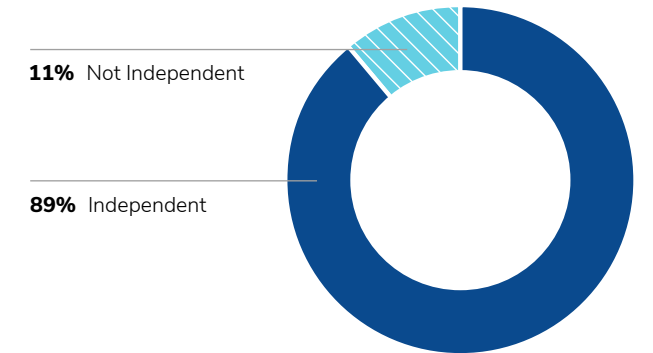
Reviews risks related to strategic transactions and oversees risks related to the Company's credit facilities, rating agency interactions, defined benefit pension plans, insurance policies and foreign exchange rates

Management

Identifies, assesses, and manages day-to-day risk

Brink's Board Composition

Year ended December 31, 2024



7.9

Years Average Tenure



62.6

Years Average Age

See our [2025 Proxy Statement](#) for additional information on the attributes and qualifications of our Board members, including detailed biographies and composition data, as well as our Board's role in risk oversight.



Ethics and Compliance

Brink's commitment to Ethics and Compliance is reflected top-down, where senior leadership, including our CEO, leads by example. This sets the tone amongst all Brink's employees, reinforcing the expectation that our entire organization embrace a culture of integrity. Our General Counsel and Chief Ethics and Compliance Officer (CECO), as well as our Ethics and Compliance Team, are overseen and supported by the Ethics and Compliance Council (the Council) to maintain our global ethics and compliance program. Members of the Council include the CECO, the Deputy Chief Ethics and Compliance Officer, and senior-level representatives from information technology, internal audit, financial reporting, HR, and operations. The Council meets regularly throughout the year and is responsible for reviewing our ethics and compliance policies, promoting an ethical and law-abiding organizational culture, and reviewing relevant data to formulate recommendations for ethics and compliance program enhancements. The Audit and Ethics Committee is responsible for overseeing our financial and reporting disclosure requirements, as well as risks related to legal, ethics and compliance matters.

At the core of our ethics and compliance program is our [Code of Ethics](#). The Code applies to every Brink's employee, and is founded upon four main principles: respect for each other, respect for Brink's and its stakeholders, respect for our customers and the marketplace, and respect for our communities. The full Code is available in 25 languages, and our "Code at a Glance" is available in 32 languages. Annually, we review our Code of Ethics and train all Brink's teammates on its core tenets.

Frontline employees receive specialized ethics and compliance training respective to their roles, offered in 25 languages. An online training program is also offered in up to 20 languages. Example ethics and compliance training topics include conflicts of interest, money laundering, antitrust, insider trading, and bribery and corruption. As reflected in our Code of Ethics, we stand by our commitment to upholding Brink's values. From the C-suite to the branches, we train each employee on the "Speak Up" culture of the company and our zero tolerance policy for retaliation in any form. All ethics and compliance training courses, whether for frontline employees or offered through our online learning platform, equip employees with tools to appropriately contact the right company resources with questions or concerns.

Ethics and Compliance Week—We Do What’s Right

In 2023, Brink’s launched its inaugural Global Ethics & Compliance (E&C) Week to highlight what it means to uphold the highest standards in everything we do. E&C Week 2024 built on that momentum with a dynamic lineup of global programming. From interactive games with prizes to thought-provoking quizzes and leadership messages, each E&C Week is a powerful reminder of the role each of us plays in upholding Brink’s values. Throughout each E&C week, employees have the opportunity to engage in activities designed to deepen their understanding of our ethical guidelines and compliance requirements.

The global participation in E&C Week 2024 included the following:

France: 2/3 of headquarters employees and 40% of branch employees attended an E&C discussion over coffee and cupcakes.

India: All employees received a video featuring 20–25 colleagues discussing E&C topics in 15 local languages.

LATAM: 954 employees joined a virtual session on Doing What’s Right.

Philippines: 200 employees participated in E&C-themed games and contests across five locations.

Singapore: 65% of employees completed the Annual E&C Challenge, which involved reading all policies and passing a quiz.

United States: 100 employees attended “Coffee with Compliance” at the U.S. HQ, where they received key information on Brink’s E&C efforts.



The impact extended beyond in-person events:

Social Media: Brink’s Official LinkedIn post generated approximately 12,000 interactions, including impressions, engagements, shares, likes, and comments. Multiple senior executives, including CEO Mark Eubanks, as well as country leaders and employees, shared and reposted the message.

Email Engagement: The BLT email communications saw an impressive 69% average open rate, peaking at 73%, with over 2,300 total opens.

Global Participation: 1,288 employees worldwide took part in the Anti-Money Laundering quiz.

Frontline Leadership: E&C talking points were translated into 25 languages and distributed to Branch leaders to be shared with frontline teammates.

One Brink’s: Daily messages reinforced our shared commitment to integrity and compliance.



Brink’s Ethics & Compliance Week is more than just a celebration; it serves as a powerful reaffirmation of our shared responsibility to act with integrity every day, in every role, and across the globe.

Whistleblower Protection

Brink's encourages and supports the reporting of any concerns of suspected legal or regulatory violations. Our [Whistleblower Protection Statement](#) outlines the rights and protections afforded to employees, former employees, and any others to report concerns without fear of retaliation. We uphold the rights of individuals to report suspected misconduct, and do not restrict or interfere with their ability to:

- Communicate with government agencies, as provided for, protected under, or warranted by applicable law, without the company's knowledge or approval
- Participate in any investigation or proceeding of a government agency, including by providing documents or other information, without notice to the company
- Receive an award from any government agency for providing information

There are several pathways employees can take to report concerns. We conduct an annual questionnaire, encouraging employees with higher risk visibility to disclose suspected violations of our [Code of Ethics](#). The questionnaire is available in 24 languages. Employees can also directly contact their manager, visit our Ethics Hotline (available in 30+ languages), or call a local hotline (numbers listed on the website). Employees may submit reports online via the ethics hotline, which also allows for anonymous feedback. Local telephone numbers are provided, where available.





Global Information Security

Cybersecurity a key component of Brink’s ERM program and is overseen by the Board, which receives regular management reports on information technology and cybersecurity issues. The Global Chief Information Officer (CIO), supported by the Global Chief Information Security Officer (CISO), provides regular updates to the Board and senior leadership on cybersecurity risks, threats, and mitigation efforts.

The Global CISO leads the Company’s cybersecurity strategy and works with business units and the Global IT Governance, Risk, and Compliance team to implement and maintain security policies, controls, and best practices. Brink’s cybersecurity and data privacy practices are audited regularly. External and internal audits on information technology focus on:

- AICPA System and Organization Controls (SOC) Assessment
- Sarbanes-Oxley Act information technology compliance
- Segregation of duties
- Systems change management

- Security configuration
- Access management
- Data quality and governance
- Disaster recovery plans and backups
- Information technology support and organization
- Information technology vendor management

A third party conducts regular cybersecurity maturity assessments of our company against the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF). Thirteen of our entities have earned the following esteemed information and assurance standards:

- International Organization for Standardization (ISO) 27001 – Information Security Management
- American Institute of Certified Public Accountants (AICPA) System and Organization Controls: SOC1 – Financial Controls and SOC2 – Data Security
- International Standard on Assurance Engagements – ISEA 3000, 3402

Accordingly, to identify potential vendor risks, we conduct cybersecurity assessments prior to onboarding and periodically as their service offerings change. These assessments enable us to identify key risks and develop mitigation plans.

Brink’s Global Information Security (GIS) Program is designed to protect our IT infrastructure and data through layered controls and a regularly updated incident response plan. Cybersecurity is recognized as a significant risk within our ERM framework, with the CFO responsible for oversight and progress tracking. We also collaborate with industry peers and law enforcement to stay ahead of emerging threats and continuously enhance our security posture.



Vulnerability Management

We maintain a vulnerability management program that proactively identifies, assesses, and remediates cyber threats across our external and internal networks and critical assets. This ongoing process encompasses endpoint, workloads, and systems, and third party expertise, allows us to identify and remediate threats to minimize business disruption and ensure compliance.

Information Security Awareness Training and Communications

We foster a strong information security awareness amongst our employees through regular training on our cybersecurity and data privacy policies, vulnerability testing, and simulated phishing exercises. To build a security-conscious workforce, employees are regularly updated on emerging cybersecurity issues, assessed for susceptibility to email phishing, and empowered to report potential threats to the Global Information Security Team.

Incident Response and Reporting

To enable the most efficient lines of communication, we are constantly evaluating feedback from customers and how we respond to incidents. Over the past year, we have employed dozens of improvements as part of a continuous evolution in our incident response practices, which are driven by real-time experience and customer input. These ongoing enhancements enable quicker feedback to customers so that we can communicate more effectively with branch operations. By exercising our two mechanisms for reporting cybersecurity and data privacy concerns, employees serve as our first line of defense in cybersecurity:

- The Brink's Global Security Operations Center (GSOC) is available 24 hours a day, 365 days a year to provide users with incident response resources—users must notify the GSOC of potential cybersecurity-related events occurring on any Brink's systems
- The Brink's Ethics Hotline is a third-party reporting hotline that allows users to report any serious concerns, including those related to cybersecurity and data privacy

Our internal Cyber Security Incident Response Plan helps ensure that:

- We can minimize the impact of cybersecurity incidents and learn from them
- We respond consistently to incidents that may potentially affect our systems or data

This approach aligns with:

- NIST Special Publication 800-61 Rev. 2: Computer Security Incident Handling Guide, an internationally recognized best-practice approach to incident response
- The NIST Framework for Improving Critical Infrastructure Cybersecurity, which provides guidance on incorporating cybersecurity risks into an organization's overall risk management process





Data Protection and Privacy

At Brink's, protecting the personal data of our customers, employees, applicants, investors, and other stakeholders is a priority. Our Global Privacy Program is led by dedicated Privacy Counsel within the Legal Department and is designed to ensure consistent and lawful data handling practices.

Additionally, under the European Union's General Data Protection Regulation (GDPR), our appointed Data Protection Officer (DPO) leads a global team of in-country DPOs who provide strategic direction and legal guidance on data protection laws.

We operate in a complex and evolving legal landscape where data protection and privacy laws vary significantly by jurisdiction and are often subject to interpretation. Despite these challenges, Brink's remains committed to processing personal data in compliance with applicable laws, regulations, and contractual obligations.

Our [Privacy Statement](#) outlines how we collect, use, share, and safeguard personal information. It affirms our commitment to compliance and informs individuals—customers and other stakeholders—of their rights and how to exercise them.

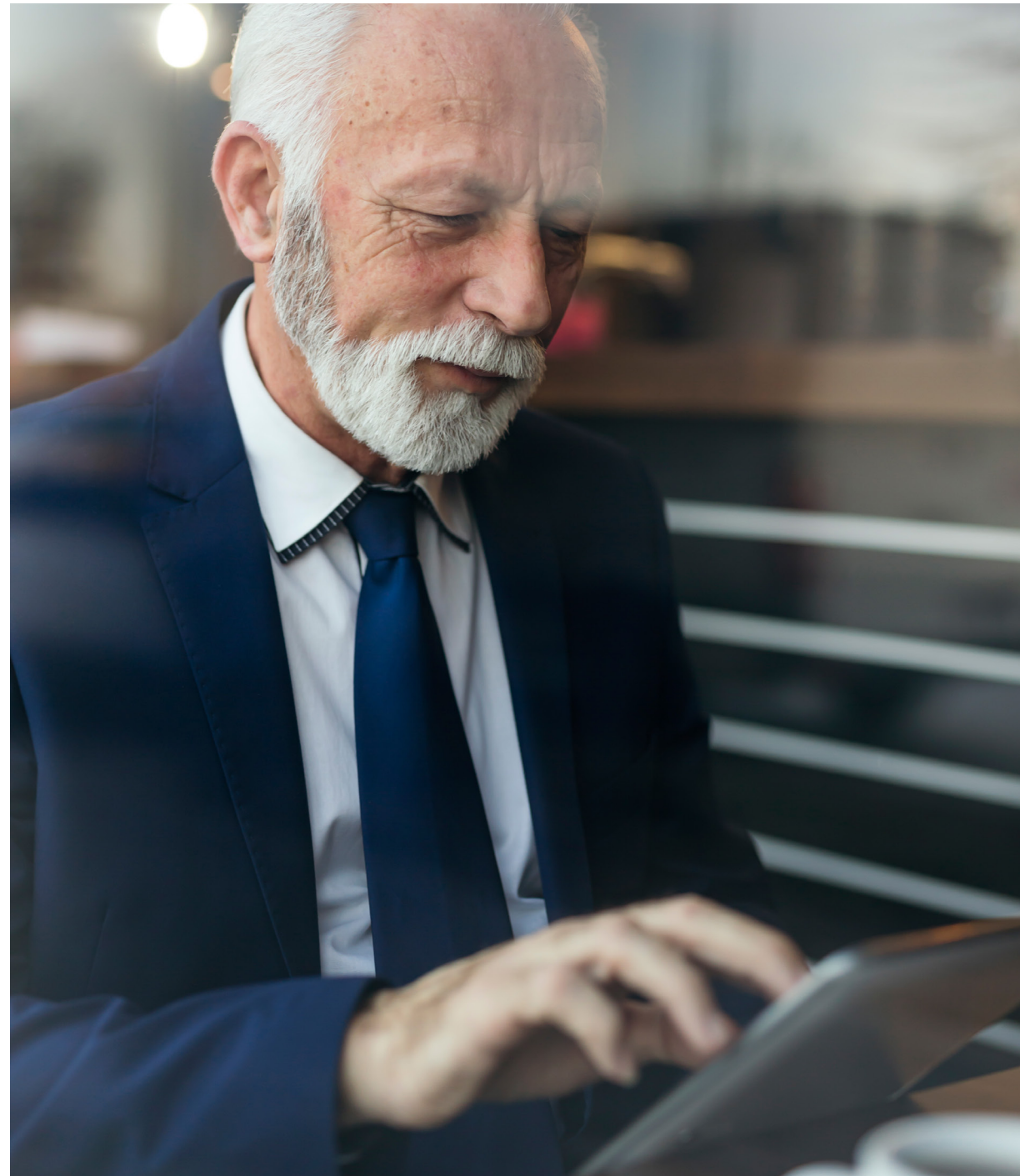
To support this, our [Global Data Protection Policy](#) and [European Data Protection Policy](#) establish a robust governance framework for the processing of personal data. These policies address data subject rights, define responsibilities across our organization, and guide compliance efforts.

We take the protection of personal information seriously—whether the data is at rest, in use, or in transit—and implement safeguards to prevent unauthorized access, accidental loss, destruction, or corruption.

Enterprise Risk Management

Our enterprise risk management (ERM) program focuses on identification, assessment, and management of the most significant risks that could impede the achievement of the company's strategic objectives. Our ERM program utilizes a framework based on a combination of third-party benchmarking and best practices, which is designed to proactively and sustainably manage enterprise risks, both existing and emerging. ERM provides Brink's executive leadership team and Board with regular updates.

Our ERM program tracks key metrics including risk controls and key risk indicators. Brink's Internal Audit department audits our ERM program regularly.



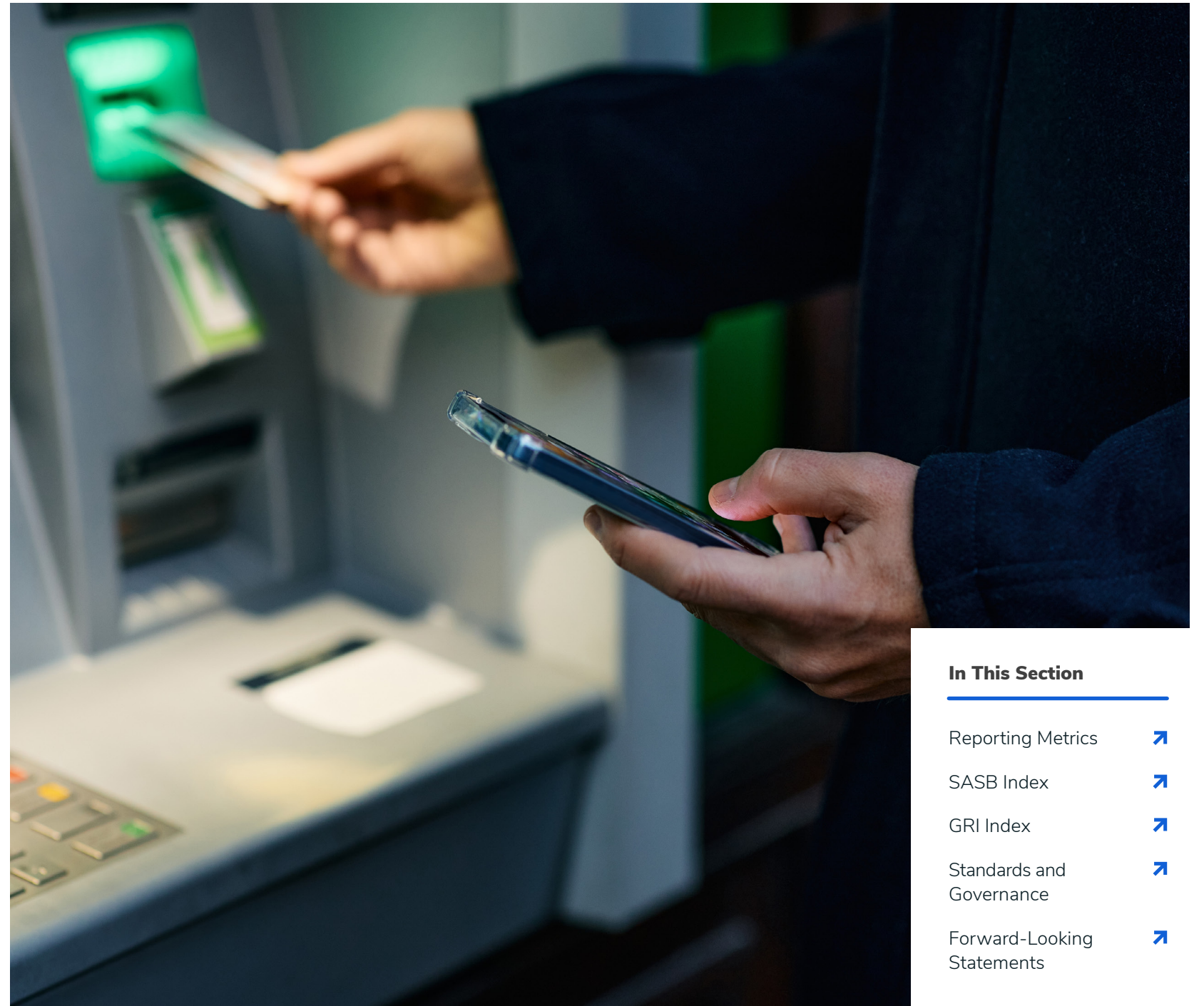
Supplier Code of Conduct

We adhere to all applicable international, national, state, and local laws and regulations including, but not limited to, those related to labor, immigration, health and safety, and the environment.

Our [Supplier Code of Conduct](#) also requires that suppliers ensure their supply chains are free from human rights violations including, but not limited to, slavery, child labor, and human trafficking. We require vendors to notify Brink's immediately if they become aware of any violations within their supply chain. Additionally, we require that suppliers ensure their employees work in compliance with applicable laws pertaining to regular working hours and overtime hours. This includes breaks, holidays, and maternity and paternity leave.

Appendix

This section includes reporting metrics, footnotes, and disclosures aligned with the SASB standards for the Road Transportation and Professional Commercial Services industries.



In This Section

- [Reporting Metrics](#) ➤
- [SASB Index](#) ➤
- [GRI Index](#) ➤
- [Standards and Governance](#) ➤
- [Forward-Looking Statements](#) ➤

Reporting Metrics

Internal data sources were used to calculate the metrics in this report. Any minor comparative differences present in the data are due to rounding or truncation. Metrics represent in-scope countries unless otherwise specified. Brink's currently reports three years of data for in-scope countries based on region, mobile and stationary assets, headcount, and revenue. As of 2024, in-scope countries collectively represent 94% of Brink's annual revenue across our global operations and fifteen business units were added to our developing mobile and stationary asset portfolio, initiated in 2022. Boundary adjustments may be included in future reports as part of ongoing evaluations.

Environmental

Our gross Scope 1 and Scope 2 emissions are calculated using the World Resources Institute (WRI) Greenhouse Gas Protocol and the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report Global Warming Potential (GWP) values. Emissions factor references include the United States Environmental Protection Agency (EPA), International Energy Agency (IEA), and Intergovernmental Panel on Climate Change (IPCC). Cloud-based platform implementation and annual continuous improvement processes are advancing our energy and GHG data management. Carbon accounting improvements account for minor differences between our 2023 and 2024 Reporting Metrics.

| | 2022 | 2023 | 2024 | Notes | |
|--|--|-----------|-----------|-----------|--|
| Energy Consumption (Gigajoules (GJ)) | Direct Energy Consumption (Fleet) | 3,773,517 | 3,956,178 | 3,883,782 | Includes diesel, gasoline, liquified petroleum gas (LPG), propane, ethanol and hydrotreated vegetable oil (HVO). Where vehicle identification number (VIN) was unavailable, fuel purchases were tracked by fuel card and allocated to the most common vehicle in the fleet. On-site fuel storage was allocated according to country fleet structure. |
| | Direct Energy Consumption (Facilities) | 94,700 | 115,933 | 108,984 | Includes diesel, natural gas, and propane. |
| | Renewable Fuel (Fleet) | 4,212 | 13,278 | 29,390 | Includes HVO and ethanol. |
| | % Renewable Fuel | 0.11% | 0.34% | 0.76% | |
| | Natural Gas (Facilities) | 94,033 | 114,194 | 108,092 | |
| | % Natural Gas | 2.23% | 2.54% | 2.38% | |
| | Indirect Energy Consumption (Facilities) | 352,639 | 415,208 | 553,115 | Includes purchased electricity and steam. Where electricity consumption data was unavailable, estimates were made using facility square footage and the average national electricity use per square foot, based on IEA data. |
| | Total Direct and Indirect Energy Consumption | 4,220,855 | 4,487,319 | 4,545,881 | |
| GHG Emissions (Absolute Metric Tons (MT) CO ₂ e) | Scope 1 (Direct) (Fleet) | 260,876 | 274,765 | 268,432 | Where mileage was not available, emissions were estimated using fuel consumed, average miles per gallon, and the appropriate EPA emissions factor. |
| | Scope 1 (Direct) (Facilities) | 5,664 | 6,908 | 10,873 | An increase in the reporting year is attributed primarily to improved facility refrigerant tracking and reporting. |
| | Scope 2 (Indirect) | 31,685 | 37,548 | 63,247 | An increase in the reporting year is attributed primarily to the addition of newly reported facilities as part of our ongoing stationary asset portfolio development. The difference between location-based and market-based Scope 2 emissions is assumed to be de minimis. |
| | Total Scope 1 and 2 Emissions | 298,225 | 319,221 | 342,531 | |

Environmental

| | | 2022 | 2023 | 2024 | Notes |
|-------------------------|---------------------------|-------|-------|-------|---|
| Biogenic Emissions (MT) | HVO | | 829 | 1,479 | Purchase of hydrotreated vegetable oil (HVO) as replacement for diesel began in 2023 and has increased in the Netherlands and France. Biogenic emissions are excluded from Scope 1 emissions because the fuel source itself absorbs an equivalent amount of CO ₂ during the growth phase of the biomass as the amount of CO ₂ released through combustion. Biogenic CO ₂ emissions were calculated using the EPA biodiesel emission factor. CO ₂ e for CH ₄ and N ₂ O are included in our Scope 1 emission inventory. |
| | Nitrogen Oxides | 4,767 | 4,885 | 4,774 | |
| Air Emissions (MT) | Sulfur Oxides | 304 | 310 | 302 | |
| | Particulate Matter (PM10) | 329 | 336 | 328 | |

Social

| | | 2022 | 2023 | 2024 | Notes |
|---------------|----------------------------------|---------|---------|---------|--|
| Workforce | Percent: | | | | |
| | Employee Turnover (Voluntary) | 22% | 16% | 10% | "Turnover" was calculated based on voluntary/involuntary turnover per average headcount during the year. |
| | Employee Turnover (Involuntary) | 11% | 9% | 7% | |
| | Number of: | | | | |
| | Full- and Part-Time Employees | ~47,000 | ~51,800 | ~60,000 | |
| | Temporary and Contract Employees | ~200 | ~800 | ~1,300 | |
| Truck Drivers | ~9,000 | ~10,000 | ~9,000 | | |

SASB Index

Road Transportation

| | SASB Code | Accounting Metric | Report Location and Additional Information |
|---|--------------|--|---|
| GHG Emissions | TR-RO-110a.1 | Gross global Scope 1 emissions | Brink's 2024 Sustainability Report: Reporting Metrics |
| | TR-RO-110a.2 | Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | Brink's 2024 Sustainability Report: Environmental |
| | TR-RO-110a.3 | (1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable | Brink's 2024 Sustainability Report: Reporting Metrics |
| Air Quality | TR-RO-120a.1 | Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM10) | Brink's 2024 Sustainability Report: Reporting Metrics |
| Workforce Conditions, Health and Safety | TR-RO-320a.1 | (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees | Omitted: Due to Brink's global footprint, we are developing the capability to measure and report TRIR across our business consistently. |
| | TR-RO-320a.2 | (1) Voluntary and (2) involuntary turnover rate for all employees | Brink's 2024 Sustainability Report: Reporting Metrics |
| | TR-RO-320a.3 | Description of approach to managing short-term and long-term driver health risks | Brink's 2024 Sustainability Report: Employee Safety |
| Accident and Safety Management | TR-RO-540a.1 | Number of accidents and incidents | Omitted: Due to Brink's global footprint, we are developing the capability to measure and report TRIR across our business consistently. |
| | TR-RO-540a.3 | (1) Number and (2) aggregate volume of spills and releases to the environment | Not applicable |
| Activity Metrics | TR-RO-000.A | Revenue ton kilometers (RTK) | Omitted: Brink's services and products are not priced based on tonnage; therefore, we do not track RTK. |
| | TR-RO-000.B | Load factor | Omitted: Load Factor is not an operating metric used in the course of our business; therefore, it is not tracked. |
| | TR-RO-000.C | Number of employees, number of truck drivers | Brink's 2024 Sustainability Report: Reporting Metrics |

Professional and Commercial Services

| | SASB Code | Accounting Metric | Report Location and Additional Information |
|------------------------|--------------|--|--|
| Data Security | SV-PS-230a.1 | Description of approach to identifying and addressing data security risks | Brink's 2024 Sustainability Report: Global Information Security |
| | SV-PS-230a.2 | Description of policies and practices relating to collection, usage, and retention of customer information | Brink's 2024 Sustainability Report: Data Protection and Privacy |
| | SV-PS-230a.3 | (1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected | In accordance with Securities and Exchange Commission (SEC) requirements, Brink's discloses information regarding its cybersecurity program in its Annual Reports on Form 10-K. Additionally, should Brink's have a material cybersecurity incident, it would be reported on a Current Report on Form 8-K. See our SEC Filings page for additional information |
| Professional Integrity | SV-PS-510a.1 | Description of approach to ensuring professional integrity | Brink's 2024 Sustainability Report: Ethics and Compliance |
| | SV-PS-510a.2 | Total amount of monetary losses as a result of legal proceedings associated with professional integrity | In accordance with Securities and Exchange Commission (SEC) requirements, Brink's discloses all material legal proceedings in its annual reports on Form 10-K and quarterly reports on Form 10-Q filed with the SEC. See our SEC Filings page for additional information. |
| Activity Metrics | SV-PS-000.A | Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract | Brink's 2024 Sustainability Report: Reporting Metrics |
| | SV-PS-000.B | Employee hours worked, percentage billable | Omitted: Brink's services and products are not priced based on hours worked; therefore, employee hours worked are not tracked. |

GRI Index

Brink's has reported with reference to the GRI Standards for the calendar year ended December 31, 2024.

| GRI Standard | GRI Disclosure | Location or Direct Response |
|--|--|--|
| GRI Standards: General Disclosures | | |
| GRI 2: General Disclosures 2021 | | |
| The organization and its reporting practices | 2-1 Organizational details | Brink's 2024 Form 10-K Brink's Website: Locations |
| | 2-2 Entities included in the organization's sustainability reporting | Brink's 2024 Sustainability Report: About This Report |
| | 2-3 Reporting period, frequency and contact point | Brink's 2024 Sustainability Report: About This Report |
| | 2-4 Restatements of information | No restatements were made in the 2024 reporting period. |
| | 2-5 External assurance | External assurance was not conducted for the 2024 report. |
| Activities and workers | 2-6 Activities, value chain and other business relationships | Brink's 2024 Form 10-K |
| | 2-7 Employees | Brink's 2024 Sustainability Report: Social, Appendix |
| | 2-8 Workers who are not employees | Brink's 2024 Sustainability Report: Social, Appendix |
| Governance | 2-9 Governance structure and composition | Brink's 2024 Sustainability Report: Board Oversight, Oversight Structure Brink's 2025 Proxy Statement , page 15 |
| | 2-10 Nomination and selection of the highest governance body | Brink's 2025 Proxy Statement , pages 19–20 |
| | 2-11 Chair of the highest governance body | Brink's 2025 Proxy Statement , page 25 |
| | 2-12 Role of the highest governance body in overseeing management of impacts | Brink's 2025 Proxy Statement , page 5 |
| | 2-13 Delegation of responsibility for managing impacts | Brink's 2025 Proxy Statement , page 14 |
| | 2-14 Role of the highest governance body in sustainability reporting | Brink's 2025 Proxy Statement , page 15 |
| | 2-15 Conflicts of interest | Brink's 2025 Proxy Statement , page 21 |
| | 2-16 Communication of critical concerns | Brink's 2024 Sustainability Report: Whistleblower Protection |
| | 2-17 Collective knowledge of the highest governance body | Brink's 2024 Sustainability Report: Sustainability Oversight |
| | 2-18 Evaluation of the performance of the highest governance body | Brink's 2025 Proxy Statement , page 21 |
| | 2-19 Remuneration policies | Brink's 2025 Proxy Statement , pages 10–12 |
| 2-20 Process to determine remuneration | Brink's 2025 Proxy Statement , pages 10–12 | |
| 2-21 Annual total compensation ratio | Brink's 2025 Proxy Statement , page 66 | |

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| Strategies, policies and practices | 2-22 Statement on sustainable development strategy | Brink's 2024 Sustainability Report: A Message From Our CEO |
| | 2-23 Policy commitments | Brink's Code of Ethics Brink's Global Data Protection Policy Brink's European Data Protection Policy Brink's Supplier Code of Conduct |
| | 2-24 Embedding policy commitments | Brink's Code of Ethics Brink's Supplier Code of Conduct |
| | 2-25 Processes to remediate negative impacts | Brink's Code of Ethics |
| | 2-26 Mechanisms for seeking advice and raising concerns | Brink's Code of Ethics Brink's 2024 Sustainability Report: Whistleblower Protection |
| | 2-27 Compliance with laws and regulations | Brink's did not identify significant instances of non-compliance during the reporting period. |
| | 2-28 Membership associations | U.S. National Armored Car Association |
| Stakeholder engagement | 2-29 Approach to stakeholder engagement | Brink's 2024 Sustainability Report: Our Approach to Sustainability |
| | 2-30 Collective bargaining agreements | Brink's 2024 Form 10-K , page 5 |
| GRI Standards: Topic-Specific Disclosures | | |
| GRI 3: Material Topics 2021 | | |
| | 3-1 Process to determine material topics | Brink's 2024 Sustainability Report: Our Approach to Sustainability |
| | 3-2 List of material topics | Brink's 2024 Sustainability Report: Our Approach to Sustainability |
| Physical Climate | | |
| GRI 3 Material Topics 2021 | 3-3 Management of material topics | This topic was recently identified as material per the 2024 DMA, and Brink's is currently working with internal teams and external advisors to raise awareness and develop a management approach. We aim to report on this disclosure in the next reporting cycle. |
| GRI 305 Emissions 2016 | 305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions | Brink's 2024 Sustainability Report: Reporting Metrics |
| Climate Change Mitigation (GHG Emissions and Energy) | | |
| GRI 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Reporting Metrics |
| GRI 302 Energy 2016 | 302-1 Energy consumption within the organization (in GJ) | Brink's 2024 Sustainability Report: Reporting Metrics |
| | 302-2 Energy consumption outside of the organization | Brink's does not collect information on energy consumption outside of the organization. |
| | 302-4 Reduction of energy consumption | Brink's 2024 Sustainability Report: Energy and Greenhouse Gas Emissions |
| 201 Economic Performance 2016 | 201-2 Financial implications and other risks and opportunities for the organization's activities due to climate change | Brink's 2024 Sustainability Report: Enterprise Risk Management |
| 305 Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Brink's 2024 Sustainability Report: Reporting Metrics |
| | 305-2 Energy indirect (Scope 2) GHG emissions | Brink's 2024 Sustainability Report: Reporting Metrics |
| | 305-3 Other indirect (Scope 3) GHG emissions | Brink's 2024 Sustainability Report: Reporting Metrics |
| | 305-4 GHG emissions intensity | Brink's does not currently report GHG emissions intensity. |
| | 305-5 Reduction of GHG emissions | Brink's 2024 Sustainability Report: Reporting Metrics |

| Cybersecurity and Data Privacy | | |
|---|---|---|
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Global Information Security, Incident Response and Reporting, Data Protection and Privacy |
| 418 Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | Brink's 2024 Sustainability Report: Global Information Security, Data Protection and Privacy |
| Health and Safety | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Employee Safety |
| 403 Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-2 Hazard identification, risk assessment and incident investigation | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-3 Occupational health services | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-5 Worker training on occupational health and safety | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-6 Promotion of worker health | Brink's 2024 Sustainability Report: Social |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-8 Workers covered by an occupational health and safety management system | Brink's 2024 Sustainability Report: Employee Safety |
| | 403-9 Work-related injuries | Brink's 2024 Sustainability Report: Employee Safety |
| 203 Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services support | Brink's 2024 Sustainability Report: Employee Safety |
| Business Ethics | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Ethics and Compliance Brink's 2025 Proxy Statement |
| 205 Anti-Corruption 2016 | 205-1 Operations assessed for risks related to corruption | Brink's 2024 Sustainability Report: Ethics and Compliance |
| | 205-2 Communication and training about anti-corruption policies and procedures | Brink's 2024 Sustainability Report: Ethics and Compliance |
| | 205-3 Confirmed incidents of corruption | Brink's did not identify incidents of corruption in 2024. |
| Corporate Culture | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Social |
| 401 Employment 2016 | 401-1 New employee hires and employee turnover | Brink's 2024 Sustainability Report: Social, Reporting Metrics |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Brink's 2024 Sustainability Report: Employee Benefits |
| | 401-3 Parental leave | Brink's 2024 Sustainability Report: Employee Benefits |

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| 404 Training and Education 2016 | 404-1 Average hours of training per year per employee | Brink's 2024 Form 10-K : Workforce Demographics, page 5 Brink's does not collect information on the average hours of training per year per employee. |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Brink's 2024 Form 10-K : Workforce Demographics, page 5 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Brink's 2024 Form 10-K : Workforce Demographics, page 5 Brink's does not collect information on the percentage of employees receiving regular performance and career development reviews. |
| 402 Labor Management Relations 2016 | 402-1 Minimum notice periods regarding operational changes | Brink's 2024 Form 10-K : Labor Relations, page 5 |
| Access to Finance | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Our Strategy This topic was recently identified as material per the 2024 DMA, and Brink's is currently working with internal teams to develop a management approach. We aim to report on this disclosure in the next reporting cycle. |
| Corporate Governance | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Board Oversight, Oversight Structure |
| Human and Labor Rights | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Human Rights and Labor Practices |
| Innovation and Emerging Technologies | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | This topic was recently identified as material per the 2024 DMA, and Brink's is currently working with internal teams to develop a management approach. We aim to report on this disclosure in the next reporting cycle. |
| People and Culture | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: People and Culture |
| Responsible Sourcing | | |
| 3 Material Topics 2021 | 3-3 Management of material topics | Brink's 2024 Sustainability Report: Energy and Greenhouse Gas Emissions, Fleet This topic was recently identified as material per the 2024 DMA, and Brink's is currently working with internal teams to develop a management approach. We aim to report on this disclosure in the next reporting cycle. |

Standards and Governance

| AICPA Audit Reports | Entity |
|--|---|
| AICPA System and Organization Controls (SOC 1) | Canada Cash Vault Services (Readiness assessment 2025 – Certification 12/26) Canada Commodities Storage US Cash Vault |
| AICPA System and Organization Controls (SOC 2) | Balance Innovations Cyprus Global (Readiness assessment 2025 – Certification 12/26) |
| International Standard on Assurance Engagements ISAE 3402 Type II – 2024 | Belgium |
| International Standard on Assurance Engagements ISAE 3000 Type II – 2024 | Netherlands |
| ISO Management System Certifications | Entity |
| 9001 Quality | Argentina, Czech Republic, Greece, Indonesia, Kuwait, NoteMachine UK, Romania, Luxembourg |
| 14001 Environmental | Colombia, Greece, Kuwait, NoteMachine UK, Romania, Luxembourg |
| 18788 Management Systems for Private Security Operations | Greece |
| 20000 IT Service | Kuwait |
| 22301 Business Continuity | Greece |
| 26000 Social Responsibility | Greece |
| 27001 Information Security | Cyprus, Czech Republic, Greece, Israel, Kuwait, Lithuania, NoteMachine UK, Romania, Luxembourg |
| 28000 Supply Chain Security | Luxembourg |
| 37001 Anti- Bribery | Greece |
| 39001 Road Traffic Safety | Greece |
| 41001 Facilities | Kuwait |
| 45001 Occupational Health & Safety | Colombia, Cyprus, Greece, Kuwait, NoteMachine UK, Romania, Singapore, Luxembourg |
| 50001 Energy | Luxembourg |
| Governance Documents | Entity |
| Violence and Harassment-Free Workplace Policy | The Brink's Company |
| Code of Ethics | The Brink's Company |
| Supplier Code of Conduct | The Brink's Company |
| Global Data Protection Policy | The Brink's Company |
| European Data Protection Policy | Brink's Entities operating in the European Economic Area and the United Kingdom |
| Whistleblower Protection Statement | The Brink's Company |
| Global Anti-Money Laundering Statement | The Brink's Company |
| Slavery and Human Trafficking Statement | The Brink's Company |
| Privacy Statement | The Brink's Company |



Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “aim,” “anticipates,” “assumes,” “commit,” “estimates,” “expects,” “plans,” “believes,” “could,” “may,” “should,” and similar expressions may identify forward-looking statements. Forward-looking information in this document includes, but is not limited to, statements regarding our sustainability strategies, programs, initiatives, goals, and targets. Forward-looking information in this document is subject to known and unknown risks, uncertainties, and contingencies, which are difficult to quantify, and which could cause actual results, performance, or achievement to differ materially from those that are anticipated or from historical results.

These risks, uncertainties, and contingencies, many of which are beyond our control, include, but are not limited to: (i) our ability to successfully execute and achieve the expected results of our strategies, programs, and initiatives discussed herein; (ii) compliance with and changes to global and regional environmental laws, including related to greenhouse gas emissions and climate change; (iii) general economic issues,

including supply chain disruptions, fuel price increases, inflation, and changes in interest rates; (iv) risks associated with operating in foreign countries, including changing political, labor, and economic conditions (including political conflict or unrest), regulatory issues, and restrictive government actions; and (v) pandemics (such as the COVID-19 pandemic), acts of terrorism, strikes, or other extraordinary events that negatively affect global or regional cash commerce and governmental and societal responses thereto. This list of risks, uncertainties, and contingencies is not intended to be exhaustive. Additional factors that could cause our results to differ materially from those described in the forward-looking statements can be found under “Risk Factors” in Item 1A in our most recent Annual Report on Form 10-K, “Risk Factors” in Item 1A in subsequently filed Quarterly Reports on Form 10-Q, and in our other public filings with the Securities and Exchange Commission.

Goals, targets, intentions, ambitions, or expectations described in this document are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, or expectations will be met.

The information presented in this document is also subject to the accuracy of our data collection and analysis methods, which are subject to future evolution and calibration. Such information is subject to additional uncertainties since there are limitations inherent to sustainability data collection and analysis methods. While we consider information from external sources to be reliable, we do not assume responsibility for its accuracy. Statistics and metrics in this document may be approximate and/or estimates and may be based on assumptions or developing standards. An independent third party has not assured or verified this document.

The information included in this document is representative only as of the date of this document, and The Brink’s Company undertakes no obligation to update any information contained in this document.

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