



# Innovating for Sustainable Commerce

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2025 Sustainability Report





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# A Message From Our CEO Mark Eubanks

Dear Stakeholders,

At Brink's, our purpose is clear: together, we build partnerships to secure commerce. That purpose goes beyond aspirations; it guides the decisions we make every day, shaping how we operate, how we invest, and how we serve customers around the world.

As expectations evolve, our responsibility is to operate with discipline and focus. We are deliberate about where we deploy capital, how we run our network, and how we simplify the way we work. These choices matter. They enable Brink's to perform consistently, manage risk effectively, and deliver reliable outcomes for customers.

Sustainability at Brink's is not a separate initiative. It is built into how we operate every day. It shows up in how we run our operations, how we apply innovation, and how we uphold integrity across the business. As we modernize our network and continue to expand digital and managed services, we are improving reliability, efficiency, and consistency across our global operations. These efforts reinforce performance and resilience across the business.

Our progress depends on our people. In 2025, we continued to strengthen leadership capabilities and accountability across the organization, enabling Brink's to simplify processes and execute with greater consistency. As a result, we are delivering safer operations, stronger customer experiences, and a more resilient business.

Looking ahead, our priorities remain clear: operate with discipline, lead with integrity, and continue building long-term value. Our proposed acquisition of NCR Atleos supports our long-term growth strategy and strengthens our ability to serve customers at scale, while remaining aligned with our core purpose. By staying grounded in our purpose and aligned to our strategic pillars, Brink's is well positioned to support our customers, empower our teams, and continue building a stronger future for the business.



**Mark Eubanks**

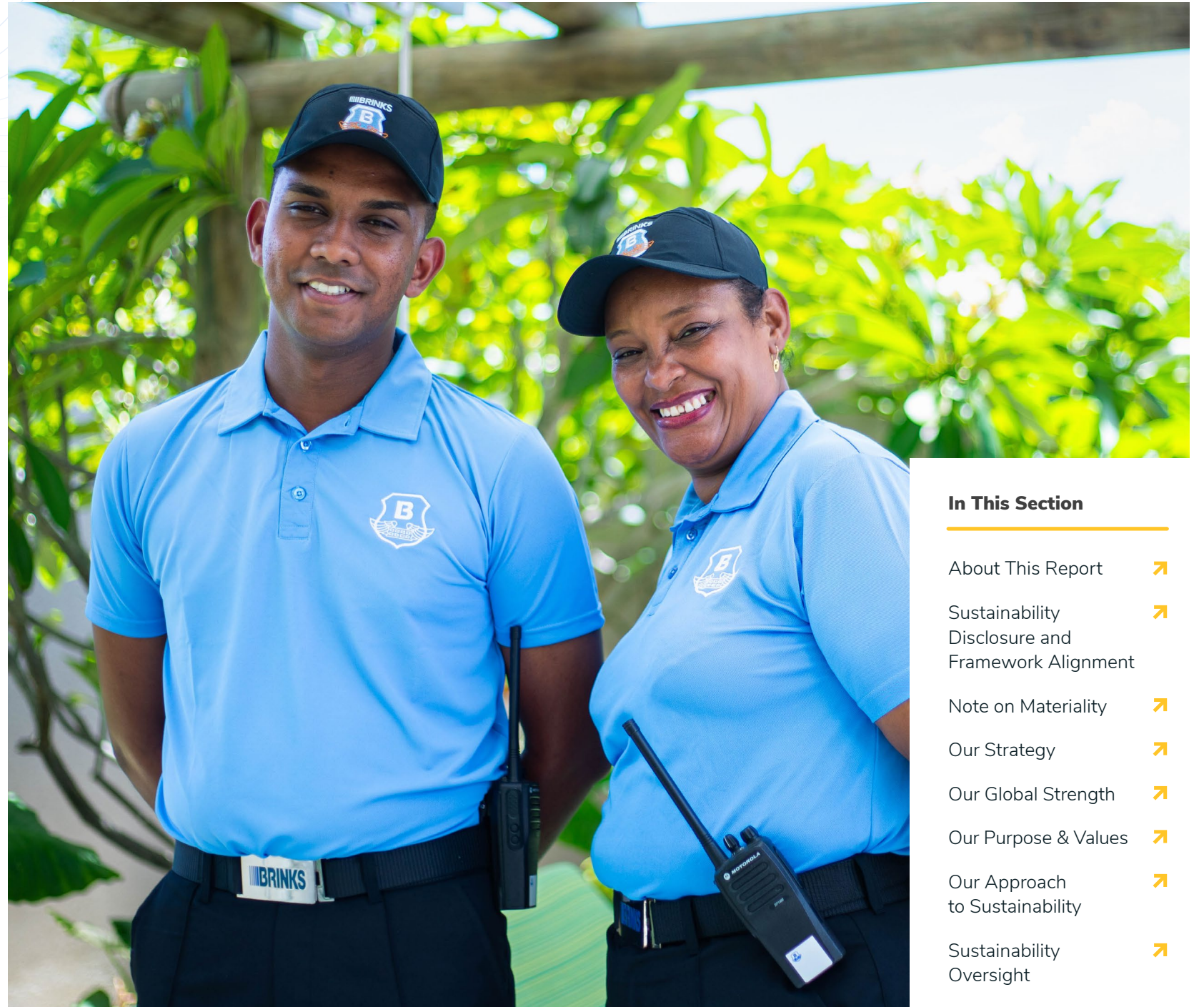
President & Chief Executive Officer

The Brink's Company



# Introduction

Brink's recognizes that aligning our business strategy with responsible and sustainable practices strengthens our performance and ability to meet the expectations of our stakeholders. How we manage our environmental and social impacts, along with the governance standards applied across our global operations, remains a key stakeholder priority. This report provides an overview of the progress we have made over the past year and our commitments ahead.



## In This Section

- About This Report ➤
- Sustainability Disclosure and Framework Alignment ➤
- Note on Materiality ➤
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# About This Report

This report reflects sustainability performance for Brink’s business segments that together account for 96% of our 2025 global revenue and align with the operational boundary of our company. The information and data disclosed correspond to the fiscal year which ended December 31, 2025, and follow the same reporting period as our financial disclosures in the Company’s [Annual Report on Form 10-K](#), filed with the United States (U.S.) Securities and Exchange Commission (SEC) on February 26, 2026. Unless otherwise noted, the sustainability metrics in this report represent approximately 96% of Brink’s global operations. As a result, certain workforce, operational, and environmental metrics may differ from consolidated figures reported in Brink’s annual financial reporting due to differences in reporting boundaries. Additional reporting coverage is expected to be incorporated in future reporting cycles.



# Sustainability Disclosure and Framework Alignment

Brink’s prepared this Sustainability Report in alignment with leading sustainability frameworks and standards, including the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), and the Task Force on Climate-related Financial Disclosures (TCFD). The information and data disclosed in this report have been reviewed by internal subject matter experts. We appreciate and welcome feedback on our sustainability approach and reporting. Questions or comments can be directed to [sustainability@brinks.com](mailto:sustainability@brinks.com). Additional information about our sustainability efforts is available at <https://us.brinks.com/corporate/sustainability>.

## Note on Materiality

The concept of materiality used in this Sustainability Report may differ from the definition of materiality applied to Brink’s financial disclosures under SEC obligations. Topics identified as 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 focused on delivering an exceptional customer experience and driving continuous improvement. In 2025, we introduced our Team Brink's roadmap, which builds on the four strategic pillars: growth and customer loyalty, innovation, operational excellence, and talent.



**Partner for Customer Success:** Deliver secure commerce solutions



**Run the Business Better:** Operate with excellence and efficiency



**Innovate to Grow:** Drive innovation that creates value



**Win as Team Brink's:** Unleash the power of our people

Our purpose, **“Together, we build partnerships to secure commerce,”** anchors this strategy and reflects our values-driven approach to serving customers and communities. This framework aligns our global teams around:

- Placing customers at the center by understanding their evolving needs and shaping a compelling value proposition
- Using technology to accelerate product and business innovation, maintain competitive advantage, and drive growth
- Leveraging shared infrastructure and best practices across markets to increase scale, efficiency, and profitability
- Building a workplace and employer brand that attracts, develops, and retains the talent and perspectives needed to achieve our goals





## How Innovation at Brink's Powers Sustainable Growth

Designing solutions that are reliable, scalable, and easy to use is essential to delivering value for customers and communities. By embedding consistency, efficiency, and innovation into how we develop and deploy our services, Brink's strengthens both customer experience and long-term sustainable growth.

The global payment ecosystem is evolving as structural, technological, and societal forces reshape how value is exchanged, who provides financial services, and what customers expect. This evolution does not signal the disappearance of cash; rather, it reflects a shift towards more diverse, digital, data-driven, and customer-centric payment models, with cash remaining a critical component.

Against this backdrop, Brink's continues to expand Digital Retail Solutions (DRS) and ATM Managed Services (AMS), alongside Brink's Global Services (BGS), as key growth platforms and essential enablers of resilient, sustainable commerce. Together, these capabilities support customers across developed and emerging markets by securing the movement, management, and accessibility of cash and other high-value assets, helping them navigate an increasingly complex payments landscape while strengthening access to financial services and global trade for communities worldwide.

Our DRS program provides secure, technology-enabled cash deposit and reconciliation services that help businesses operate more efficiently and safely. As bank branch consolidation accelerates globally, many retailers face longer travel distances, higher operational burden, and increased security risks to deposit daily cash. DRS addresses these challenges by enabling businesses to store cash securely onsite and receive credit, typically within the next business day. This reduces the need for employees to leave their stores, improves safety, and supports commerce continuity in communities where traditional banking access is diminishing. More broadly, DRS supports access to cash and financial inclusion, aligning with regulatory trends—particularly in Europe—where governments and central banks reinforce requirements to maintain access to cash.





By helping retailers manage cash efficiently, DRS preserves consumer choice and supports populations that rely on cash for essential goods and services. DRS also improves cost efficiency and competitiveness by outsourcing security, cash handling, and logistics. These efficiencies can significantly reduce the total cost of cash management, making cash transactions comparable in cost to card payments while strengthening resilience in an evolving payments ecosystem.

The introduction and scale-up of [RetailBox](#), Brink's newest DRS solution, further expands access for small businesses by offering a lower-cost, easy-to-adopt device designed specifically for the Small and Midsize Business segment.

RetailBox was piloted and has been expanded across the United States and select additional markets, giving smaller retailers an affordable alternative to daily branch visits while enabling

Brink's to service devices only when needed, reducing route miles and lowering emissions. A new e-commerce enrollment channel also allows busy business owners to sign up for RetailBox online at any time to further broaden access.

Through AMS, Brink's enables community access to cash by reducing redundant infrastructure, optimizing resource use, and delivering critical financial services more efficiently across markets.

AMS helps banks maintain reliable cash access in rural and underserved communities, even as branch networks shrink in response to cash-access laws, by enabling shared ("pooled") ATM infrastructure and supporting stand-alone or island ATMs. By consolidating ATM ownership, forecasting, cash monitoring, reconciliation, and replenishment into a single end-to-end operating model, AMS reduces operational complexity while improving reliability and service continuity.

The integration of a proprietary forecasting platform further enhances this model by enabling predictive, just-in-time cash replenishment, significantly reducing unnecessary cash-loading trips, truck rolls, and associated emissions. Together, these capabilities minimize duplicative assets, vendors, and security requirements; extend the useful life of existing ATM infrastructure; lower

energy consumption; and reduce the environmental footprint of cash operations across the value chain. The strength of Brink's AMS offerings has also been recognized externally.

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In 2025, Brink's received the Outstanding Service Award at the ATM Industry Association U.S. Conference, reflecting our leadership in ATM services and our commitment to industry collaboration.

In France, Brink's has scaled shared ATM infrastructure through smart logistics by acting as the single service provider for one of the largest banking groups in France, Groupe BPCE's ATM network, managing end-to-end operations across more than 11,000 devices. Through real-time monitoring of ATM usage and condition, Brink's deploys vehicles only when service is required, reducing unnecessary travel while maintaining high service reliability. This data-driven, demand-based model has improved ATM uptime and customer access while lowering environmental impacts.





A hardware-agnostic approach also allows existing devices to remain in service longer, avoiding emissions associated with premature replacement. Following the successful onboarding of BPCE, additional banks in France have joined the same shared back-office platform.

BGS specializes in the secure transportation, storage, and handling of high-value assets worldwide, supporting critical global trade and financial systems. BGS provides secure end-to-end logistics, vaulting and bonded warehousing, inventory management, customs clearance, and certified transport services for valuables such as currency, precious metals, luxury goods, electronics, and life-science products.

As Brink's expands into categories where customers place greater emphasis on environmental performance and human rights, BGS is increasing expectations for partners in approximately 122 countries across first- and last-mile operations where third parties are engaged. Brink's Supplier Code of Conduct establishes baseline standards for these partners, and in response to customer tenders that increasingly require sustainability commitments, Brink's is evaluating opportunities to more formally embed sustainability requirements into service and purchase agreements to strengthen environmental, social, and operational performance across the value chain.

**Artificial intelligence (AI)** is transforming how Brink's innovates across its core business lines, enabling more adaptive operations and unlocking efficiency at scale. By applying AI to forecast cash and inventory demand, dynamically optimize service routes, and identify issues that can be resolved remotely versus those requiring onsite intervention, Brink's is moving from fixed schedules to responsive, real-time operations. Across cash management, logistics, and digital services, AI-enabled computer vision and machine-learning models improve operational precision and visibility. These capabilities streamline asset tracking within cash vaults, accelerate issue resolution, and improve throughput across branch and field operations. Predictive models also incorporate external factors, such as weather, traffic, and resource availability, to proactively manage route disruptions, reduce unnecessary mileage, and enhance service continuity. In parallel, AI-powered internal tools integrate data from multiple enterprise systems to support customer care, contract analysis, and operational planning.

By reducing manual handoffs and consolidating insights, these tools improve billing accuracy, shorten resolution times, and allow employees to focus on higher-value work. Together, these innovations embed intelligence directly into day-to-day decision-making, supporting lower emissions, reduced operational risk, and a more resilient, technology-enabled operating model.



**Innovation at a global scale** was underscored in July 2025, when Brink's was prominently featured in CBS News's acclaimed Economy 4.0 documentary series, which spotlighted companies shaping the future of commerce and technology. The feature highlighted Brink's as a global industry leader, recognized for integrating trusted secure logistics with advanced digital retail and ATM solutions in more than 100 countries.

As discussed in the documentary, Brink's continues to evolve its more than 160-year legacy by bridging physical and digital value chains, supporting secure transactions across cash, data, and emerging digital assets while adapting to rapidly changing customer expectations and payment models. From pioneering armored transport to deploying data-driven platforms such as DRS and AMS, Brink's innovation strategy is rooted in continual adaptation and operational excellence. By embedding technology, analytics, and automation into core services, Brink's is strengthening resilience, improving efficiency, and enabling sustainable, inclusive commerce worldwide.



# Our Global Strength

Brink's serves a global customer base that includes financial institutions, retailers, government agencies, mints, jewelers, and other commercial enterprises. Through our extensive network serving customers in more than 100 countries, we deliver secure, reliable solutions that support the movement and management of valuables worldwide.



**100+**

Countries served



**~63,600**

Employees



**\$5.261**

Billion in annual revenue



**19%+**

AMS/DRS organic growth across each segment



**15,889**

Owned and leased vehicles



**166**

Years in business since 1859



**1,200**

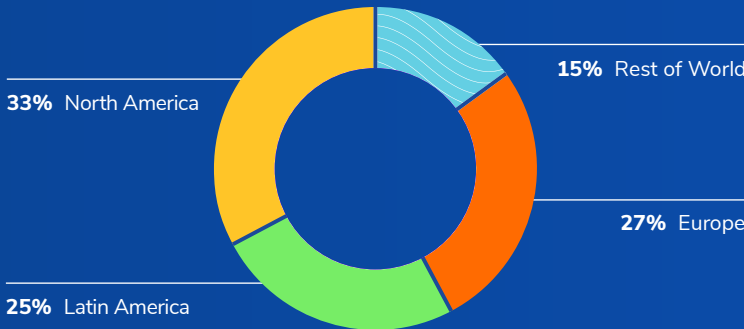
Locations



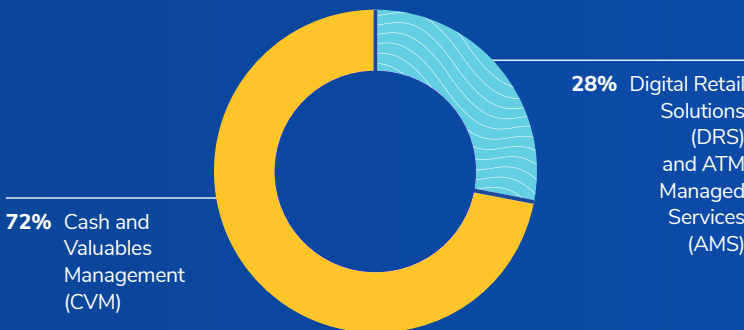
**30**

Employee net promoter score (eNPS) advocacy score vs. benchmark of 15 (Brink's eNPS was measured using a new survey platform in 2025); results are not directly comparable to prior-year data.

## Geographic Footprint



## Service Offering





# Our Purpose & Values

“Together, we build partnerships to secure commerce.”

As part of the Team Brink’s strategy, our company purpose guides how we serve customers and collaborate across our global organization. This purpose is reinforced by our values, which shape our culture and define how we work every day.



**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 are honest, reliable, and take ownership for how we act.



# Our Approach to Sustainability

As technologies supporting the movement, protection, and management of cash and valuables continue to evolve, Brink's remains committed to understanding how our business impacts people and the planet. This shapes our strategy, directing how we reduce impacts, build resilience, and support safe, efficient, and enduring commerce.

In 2025, we built on the foundation established by our first global double materiality assessment (DMA) which was completed in 2024 in alignment with the Corporate Sustainability Reporting Directive. The assessment was shaped by extensive stakeholder input and identified the sustainability topics most relevant to our business, including those with potential financial impacts on the business as well as those tied to our environmental and social impacts.

By evaluating our key impacts, risks, and opportunities across the value chain, we gained a clear understanding of where Brink's can drive the most meaningful change while also contributing to long-term business value. These insights continue to guide the development of our strategic sustainability framework and inform how we pursue operational efficiency, innovate for customers, and strengthen our corporate culture.

The figure on the right highlights the focus areas that shape how we integrate sustainability across our business.

Over the past year, we advanced efforts to better align our sustainability approach with our strategic pillars and company values. We continued integrating material topics into our business strategy, 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 remain focused on strengthening our global sustainability functions, improving operational processes, and building internal awareness to ensure our sustainability efforts are impactful and well-coordinated across our global operations.

In 2025, Brink's conducted its first corporate-level climate scenario analysis, guided by the four TCFD pillars—Governance, Strategy, Risk Management, and Metrics & Targets. We are also publishing our inaugural [TCFD Index](#), marking a significant step forward in how we assess and communicate climate-related risks.



Looking ahead to 2026, Brink's expects to advance several strategic priorities that will further strengthen our sustainability efforts. A key area of focus includes supporting our Customer and Innovation teams as sustainability remains a priority across our value chain.

We will also continue operationalizing sustainability through data-driven, cross-functional collaboration, and aim to define competitive and achievable sustainability goals that reflect our material topics and support continuous improvement. Our [Global Sustainability Policy](#) plays an important role in embedding these priorities consistently across the organization so that our commitments translate into clear, actionable practices worldwide.

## Environmental

We carefully consider the potential environmental impacts associated with our operations, including greenhouse gas (GHG) 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

Brink's Board of Directors (Board) oversees our sustainability efforts and maintains visibility into initiatives and programs related to corporate culture, environmental impact, human capital management, and governance. Our Chief Financial Officer (CFO) has executive responsibility for our sustainability program, with management providing regular updates to the Board on key developments, priorities, and related emerging issues.

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In parallel, we advanced our sustainability disclosure program and climate data management system to strengthen sustainability oversight through more consistent, reliable, and transparent information.

Throughout 2025, we advanced several initiatives to strengthen our internal sustainability governance and capabilities.

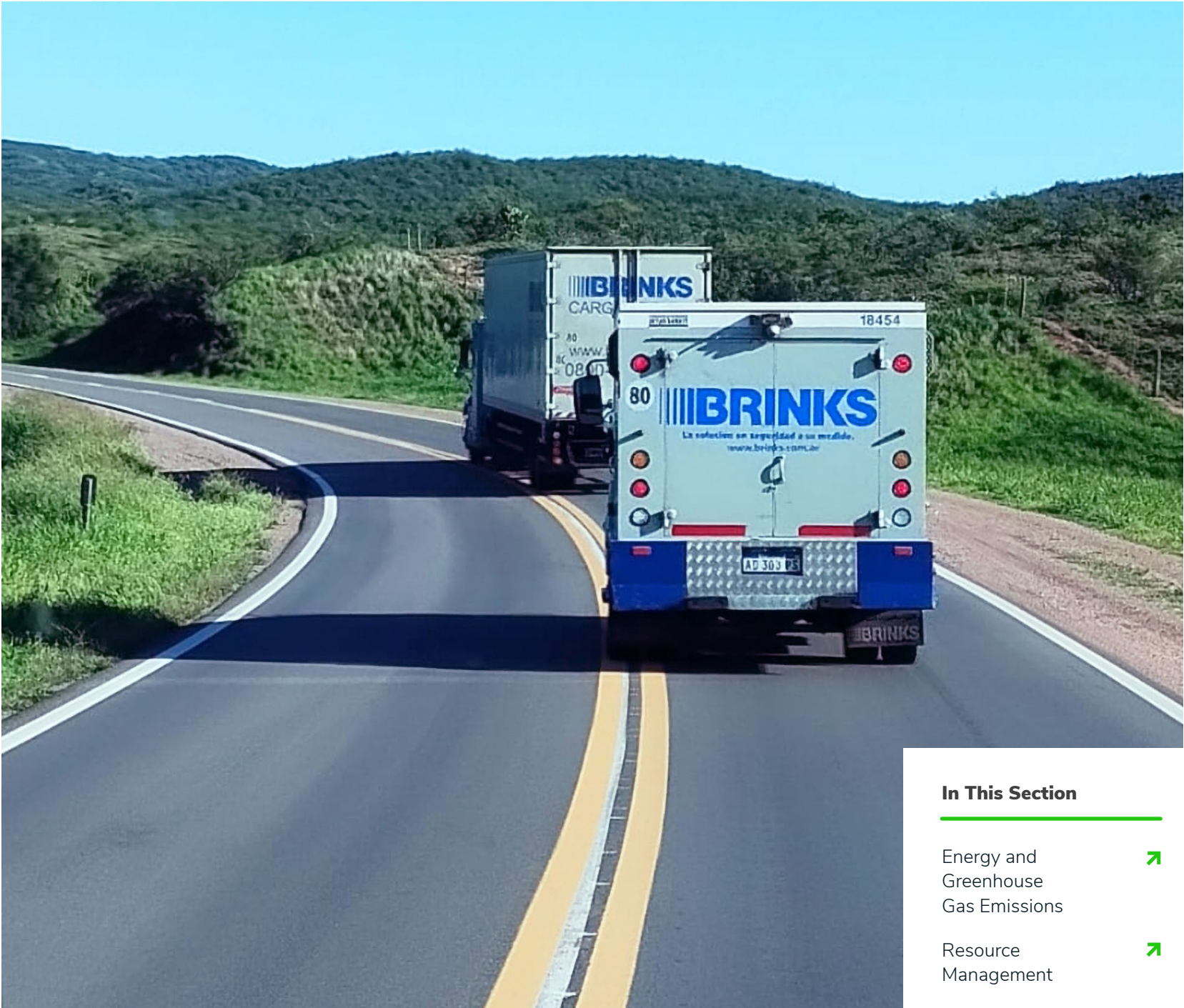
The cross-functional Global Sustainability Steering Committee, established in 2024, continued to guide our sustainability program through strategic alignment and coordination across departments. We also expanded our customer sustainability engagement program to support direct dialogue and the delivery of periodic carbon footprint reports. In 2024, we began evaluating the effectiveness of our internal systems and strengthening process alignment across global locations and business units. Building on the sustainability process audit, we continued to advance governance, data consistency, training, and global execution.

Together, these efforts reflect Brink's ongoing commitment to connecting sustainability to core business processes and ensuring the structures, tools, and governance needed to support data-driven execution, performance tracking, and ongoing improvement.



# Environmental

Brink's continues to evolve our services, technologies, and operating model to meet changing customer needs in a rapidly shifting world. Today, that evolution includes a proactive focus on environmental performance and data transparency. We are digitizing energy and emissions data across our fleet and facilities, engaging suppliers to reduce impacts throughout the value chain, and modernizing our fleet strategy to balance security, safety, and decarbonization. By addressing environmental risks and opportunities head-on, we are reducing our footprint, strengthening our resilience, and supporting the communities and customers we serve.



**In This Section**

Energy and  
Greenhouse  
Gas Emissions



Resource  
Management





# Energy and Greenhouse Gas Emissions

## Data Transparency

Over the last 12 months, we accelerated work to standardize, digitize, and automate energy and emissions data across Brink's, building a global dashboard that consolidates millions of data points into a consistent, audit-ready view of our footprint. Led by the Global Sustainability team in partnership with operational leaders, this work is improving data quality and providing clearer visibility into performance across the organization.

In 2025, we also expanded coverage of both fleet and facilities to include several additional countries and smaller operational locations, integrating new data sources to provide a more complete and representative view of Scope 1 and 2 emissions. These enhancements strengthened the foundation for future emissions-reduction planning and decision-making.

2025 total direct and indirect energy consumption: **4,625,544 gigajoules (GJ)** and total Scope 1 and 2 emissions: **324,122 carbon dioxide equivalent (CO<sub>2</sub>e)**. See the [Appendix](#) for year-over-year [Environmental Reporting Metrics](#).

### Direct and Indirect Energy Consumption



**87%**

Fleet



**13%**

Facilities

We are piloting AI-enabled analytics to unlock advanced insights, proactively surface patterns and anomalies, and modernize sustainability reporting workflows across markets. Early use cases focused on automated data quality intelligence and advanced variance analysis for fleet fuel consumption and facility energy use, laying the groundwork for more predictive and scalable sustainability insights.



## Climate Risk and Operational Resilience

Brink's recognizes that extreme weather events, from storms to hurricanes and floods, pose significant operational risks to our facilities, employees, IT systems, and transportation networks. We integrate climate-related risk management and resilience planning into our core operations. This includes contingency plans that allow us to reroute, shift resources, and activate manual procedures to maintain continuity while prioritizing employee safety.

During disruptive events, Brink's focuses on restoring and sustaining access to essential cash services by rerouting operations, supporting ATM availability through AMS, and assisting retail clients with DRS to manage post-event backlogs and increased demand. These actions enable Brink's to continue supporting commerce and delivering critical services when communities need them most. Our risk-aware response protocols are supported by close coordination across teams, including Human Resources, Facilities, and Security, helping mitigate disruption and protect both our people and our customers.

Managing climate-related physical risks has become an established strength of Brink's operational model, shaped by a culture in which employees play an active role in resilience.

In the Philippines, where Brink's operates in a highly cash-intensive and climate-exposed environment, teams responded in 2025 to four major typhoons characterized by intense rainfall and flooding, as well as four earthquakes associated with the country's location along the Pacific Ring of Fire. Employees translated preparedness into action by adjusting routes in real time, supporting colleagues, and maintaining essential services under challenging conditions. This resilience was enabled by embedded adaptive measures, including flood control systems, backup power generation, structured emergency governance, and strong occupational safety and health practices. Workforce support, including financial assistance, food and transportation provisions, and temporary housing near key branches, reinforced employee safety and operational continuity.

A similar people-first, risk-aware approach was demonstrated in Hong Kong during Super Typhoon Ragasa in September 2025, when warning signals escalated to a maximum level of T10. In line with established Business Contingency Plans, Brink's Cash Solutions (Hong Kong) Ltd adjusted ATM operations in response to rapidly changing conditions marked by severe weather, transport disruption, and elevated safety risks.



Employee safety remained the guiding priority; transportation and shuttle arrangements were continuously adjusted according to weather warnings, road conditions, and operational safety assessments. Essential ATM services were maintained where safe to do so, progressively adjusted as risks increased, and suspended in a controlled manner when necessary.

Close coordination across teams supported real-time monitoring, disciplined decision-making, and an orderly resumption of services once conditions stabilized. Together, these experiences underscore the importance of preparedness, clear governance, and shared responsibility in sustaining essential services during severe weather events.



### Advancing Climate Transparency

Operating in more than 100 countries, Brink's serves financial institutions, retailers, government agencies, and commercial clients around the world. We recognize that climate-related risks and opportunities have the potential to affect our infrastructure, transportation networks, and service continuity. To proactively address these challenges, Brink's aligns with the recommendations of the TCFD as a foundational framework for assessing and communicating climate-related risks and opportunities.

In alignment with our sustainability commitments and evolving regulations, we conducted our first comprehensive, corporate-level climate risk scenario analysis covering our global operations. This assessment provided insight into how different potential future climate scenarios may affect our long-term strategy, operational continuity, and financial performance.

Brink's also complies with climate-related disclosure requirements in other jurisdictions, including France and the United Kingdom, reflecting our global approach to transparency and risk management.

Guided by the TCFD pillars—Governance, Strategy, Risk Management, and Metrics & Targets—the resulting insights were integrated into our enterprise risk processes. We also strengthened Board- and management-level oversight of climate topics. The Sustainability Committee, which reports to the CFO, coordinated cross-functional inputs from Fleet, Facilities, Sourcing, Legal, and Operations. Our global energy and emissions data platform provided a baseline of Scope 1 and Scope 2 performance to inform the analysis.

Together, these efforts established a scalable framework Brink's will continue to build on in future reporting cycles, including expanding facility-level data integration, evaluating relevant Scope 3 categories, and tracking progress against emerging climate-related metrics and targets.

The [TCFD Index](#) outlines our climate-related disclosures across the four TCFD pillars and reinforces Brink's commitment to safeguarding the people, valuables, and information entrusted to us in a changing climate.



# Fleet

The continued growth of our technology-enabled services, including DRS and AMS, is transforming Brink’s value chain and logistics model. By optimizing routes, improving service design, and reducing the number of vehicles required to serve customers, Brink’s is improving operational efficiency while reducing our environmental footprint.

Vehicle fuel represents approximately 89% of Brink’s total energy consumption, and fleet emissions account for approximately 97% of Scope 1 emissions and 87% of total Scope 1 and Scope 2 emissions.

In 2025, our fleet emissions inventory spanned operations across 37 countries, representing over 400 million estimated miles driven. A slight year-over-year increase in absolute energy consumption reflects business growth, expanded coverage, and improved data completeness. These insights improve operational visibility, support more efficient fleet utilization, and strengthen the foundation for future emissions-reduction planning.

In parallel, we continue to expand regional and local initiatives to reduce fossil fuel consumption and increase the use of alternative energy sources, supporting emissions reduction and broader value chain decarbonization. Given the complexity and geographic diversity of our operations, Brink’s

employs a multifaceted approach to fleet decarbonization, meeting market demands with uncompromised operator safety. The following measures highlight our progress.

## Fleet Management

Through our global fleet management program, we continue to focus on improving fleet efficiency and reducing emissions intensity across operations. In 2025, the total number of vehicles in scope increased by approximately 400 due to minor expansion of our reporting boundary. However, within countries that were in scope in the prior year, Brink’s reduced its fleet by a total of 192 vehicles, reflecting ongoing efforts to optimize fleet size based on operational needs.

In addition, Brink’s replaced 379 diesel-powered vehicles as part of its fleet renewal program, based on route management, fuel-efficiency, and emissions criteria. These fleet changes are expected to support improved performance, particularly in urban areas where newer vehicles may contribute to reductions in vehicle-related pollutants and improved local air quality.

When acquiring or leasing new vehicles, sustainability considerations guide decision-making. Brink’s prioritizes investments in lighter, more efficient models where operationally appropriate. In markets with supportive infrastructure and operational patterns, this includes the gradual adoption of electric vehicles as part of ongoing fleet upgrades.



Our Fleet Management teams have established performance criteria for all new vehicle procurements. In 2025, Brink’s replaced 379 diesel-powered vehicles as part of its fleet renewal program based on defined performance, fuel efficiency, and emissions criteria.



Idle Reduction Technology Policy

Idle reduction is a standard Brink’s operational policy for all company-owned vehicles in the United States. To support this commitment and further reduce fuel consumption and GHG emissions, Brink’s U.S. Fleet Management team has implemented advanced programmable idle-reduction technology in partnership with leading vehicle outfitters. All new vehicles deployed since 2023 are equipped with this system, and fleet performance is continuously tracked through in-vehicle telematics, enabling proactive maintenance, rapid issue resolution, and sustained emissions reductions.



Vehicle Design and Life Cycle

Brink’s partners with original equipment manufacturers to integrate lightweight materials and innovative design features that improve both safety and fuel efficiency in our armored vehicles. Advanced fibers like Kevlar® and Dyneema®, which deliver five to fifteen times higher strength-to-weight ratios than steel, help reduce vehicle weight and emissions while maintaining required security standards. Our preventative maintenance schedules also play a critical role in vehicle efficiency and compliance with commercial standards.

To extend vehicle life and minimize waste, many retired vehicles are repurposed, resold, or donated for law-enforcement training. Fleet upgrades, including select deployments of next-generation electric vehicles in markets where they can be effectively supported, are incorporated into these broader life cycle planning efforts.

All new vehicles deployed since 2023 are equipped with advanced programmable idle-reduction technology in partnership with leading vehicle outfitters.



Brink’s Salt Lake City—Long-Haul Tractor Trailer Fleet

Among Brink’s highly specialized fleet are long-haul tractor trailers that transport temperature-sensitive, high-value products such as pharmaceuticals, coins, and luxury goods. Based in Salt Lake City, Utah, this operation includes 40 over-the-road (OTR) tractors serving customers across the contiguous United States and traveling more than 600,000 miles each month. Brink’s works exclusively with Volvo Trucks North America as its long-haul tractor trailer provider, equipping vehicles with advanced exhaust after-treatment systems and aerodynamic technologies, including trailer skirts and vortex-reducing fin systems, that help lower fuel consumption and GHG emissions. Remote diagnostics support real-time performance monitoring and predictive maintenance scheduling nationwide, while a suite of advanced safety technologies protects drivers, cargo, and the public.

To maintain fleet efficiency, safety, and regulatory compliance, Brink’s refreshes its OTR tractors approximately every 3 years. In 2025, the Company took delivery of 11 new refrigerated trailers, supporting both service reliability and emissions performance. In 2026, Brink’s expects to add up to 13 Volvo VNL 860 tractor trailers, featuring next-generation aerodynamics and advanced safety technologies, to further enhance operational efficiency and reduce GHG emissions. In response to sustained customer demand, Brink’s also leverages AI-enabled forecasting tools to optimize pickup and delivery schedules, reducing unnecessary miles and fuel consumption. In addition, Brink’s invested in energy-efficiency upgrades at its 25,000-square-foot Salt Lake City facility in 2024, including LED lighting retrofits and smart lighting controls that reduce electricity consumption and associated emissions.



Our growing inventory of over 450 battery-electric and plug-in hybrid light- and medium-duty transport vehicles includes nearly 160 company-owned passenger cars, and has been deployed across 17 countries:



Additional details on electric vehicle scope are provided in the [Appendix](#).

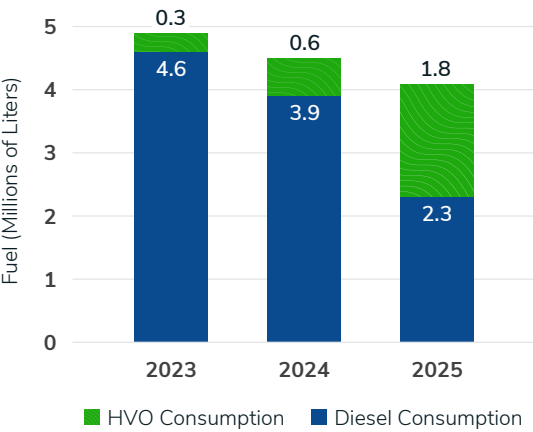


Renewable Fuel Alternatives in Europe

Brink’s is actively evaluating renewable fuels as a near-term decarbonization lever. Biofuels, such as hydrotreated vegetable oil (HVO), have emerged as a scalable solution and viable alternative to diesel in France and the Netherlands. Increased HVO adoption is helping Brink’s lower lifecycle greenhouse gas emissions while utilizing existing fleet infrastructure.

In 2025, teams in France, the Netherlands, and United Kingdom have replaced nearly 30% of diesel fuel with HVO in their fleets, resulting in an approximate 40% reduction in GHG emissions.

HVO and Diesel Consumption



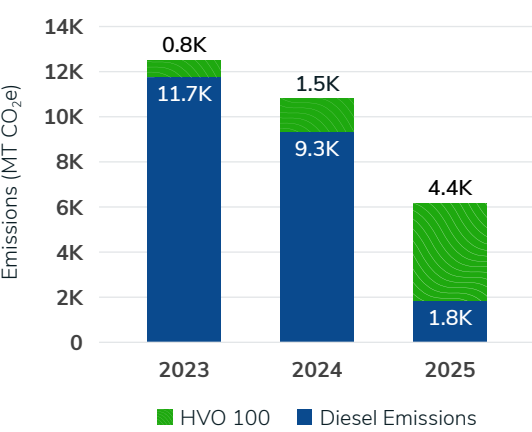
Looking Ahead

In 2026, we will continue transitioning to smaller, lighter secure vehicles, expanding HVO where viable and scaling electric vehicles in suitable duty cycles, while automating our data pipeline and maturing AI-assisted analytics.

We will complete the global track-and-trace build so we can report shipment-level sustainability data consistently, and we will work with our supplier network to formalize sustainability expectations in line with evolving customer requirements.

As we finalize our internal restructuring (see Cultural Transformation for more details), we will clarify accountabilities for fleet sustainability and reporting to accelerate decision-making and continuous improvement.

HVO and Fuel Emissions Impact



Fleet Electrification Spotlight: California

In 2025, Brink’s advanced fleet decarbonization efforts across Southern California, preparing to deploy 30 electric vehicles. As of Quarter 1, 2026, Southern California operations have 41 total electric vehicles in service, representing an estimated 22 percent of the state’s fleet, supporting approximately 185 routes per day serving Brink’s Cash-in-Transit (CIT), AMS/DRS, and BGS customers. Brink’s Orange County branch achieved a major milestone in March by transitioning to a fully electric routing model. The branch now operates 23 customized armored Ford E-Transit™ electric vehicles in daily service, supporting up to 25 routes per day, with average route distances of up to 70 miles and a maximum route length of approximately 130 miles, exceeding common electric vehicle range assumptions. This transition was enabled by the branch team’s implementation of 12 dual-plug dedicated onsite charging units.



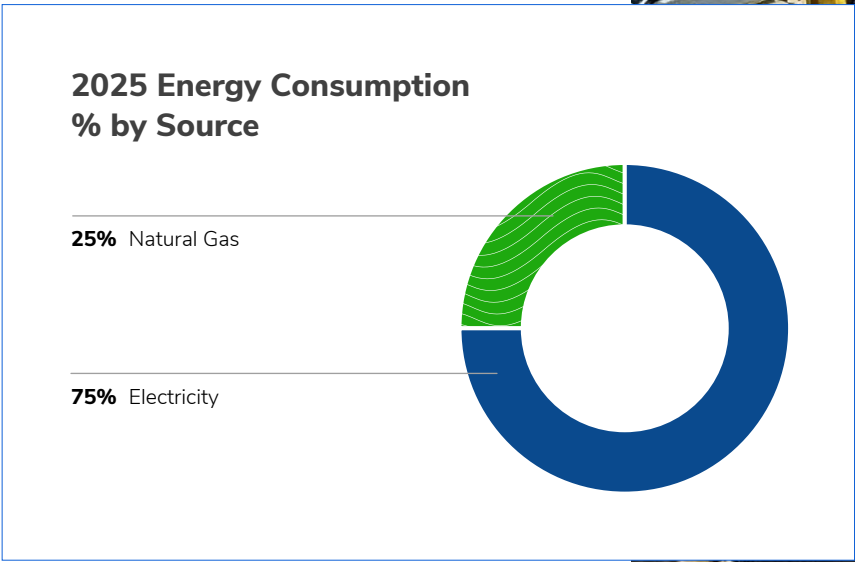


Facilities

Brink's operates approximately 1,200 owned and leased facilities worldwide, each designed to support secure operations, employees, armored vehicles, high-tech equipment, and valuables. While our building needs are complex, we prioritize energy efficiency measures and renewable energy opportunities, such as off-grid solar, where feasible. We also work with our lease partners to expand electric vehicle charging infrastructure. For example, in California, Brink's partnered with Revolv and Ford Pro to support a pilot program in Orange County that integrates electric vehicles into armored logistics operations. As part of this initiative, Brink's is deploying Ford E-Transit vans and implementing associated charging infrastructure to support the introduction of up to 31 electric vehicles at the site.

Brink's is advancing sustainability across its global facilities through targeted energy-efficiency, renewable energy, and waste-management initiatives. Many sites have implemented LED lighting upgrades, HVAC improvements, and smart building controls to reduce energy use, while select locations are investing in onsite and purchased renewable energy. For example, Brink's Argentina has installed solar panels at its Buenos Aires facilities and participates in a city-led Green Seal program focused on efficient energy use and comprehensive waste management, including recycling and

e-waste controls. In the United Kingdom, facilities combine LED lighting, HVAC upgrades, smart controls, and renewable energy use through renewable energy credits to further lower operational emissions. Additionally, Brink's Brazil has implemented LED lighting, HVAC upgrades, solar installations, and renewable energy use at select sites while developing enhanced waste-reduction and recycling programs, supporting improved environmental performance across operations. Collectively, these initiatives reflect Brink's commitment to operating efficient, resilient, and environmentally responsible facilities worldwide.





# Resource Management

## Operational Excellence

Operational excellence is central to how Brink’s delivers sustainable outcomes. By simplifying processes, standardizing execution, and reducing unnecessary complexity, we are strengthening reliability across our network while supporting safer operations and more efficient use of assets. Consistent execution across a large and complex network is critical to safety, reliability, and efficiency. Our focus is on simplifying operations and maintaining high standards that support customers and our teams every day.



## Centralized Routing and Operational Efficiency

Following its initial deployment in 2024, Brink’s exclusive centralized routing and oversight program, Control Tower, was fully implemented across U.S. branches and further embedded as a core operational capability in 2025. The program integrates advanced route planning with real-time fleet visibility, accounting for vehicle capacity, service windows, traffic patterns, and regulatory constraints to reduce miles driven, fuel consumption, and emissions. Control Tower also enables real-time dispatch, driver communication, and performance monitoring, improving operational efficiency, service reliability, and data-driven continuous improvement.

Building on its U.S. success, Brink’s continued expanding Control Tower’s capabilities in 2025 to support global operations, including enhancements at key BGS hubs. Through the Geneva Control Tower center, the BGS team maintains real-time visibility over global customer movements, complemented by a fully staffed 24/7 Global Monitoring Centre in Dubai, a major regional hub for BGS, which provides continuous shipment tracking, anomaly detection, and rapid escalation across international routes. These capabilities

are reinforced by robust contingency planning, multilayer compliance audits, and end-to-end reporting aligned with Brink’s Global Secure Logistics Standards.

In South America, Control Tower was implemented in Buenos Aires, Argentina and expanded further to eight interior branches. Five branches achieved a 2% fuel reduction following Control Tower implementation, while overall fuel consumption declined 16% year-over-year, reflecting the combined impact of route optimization and reduced Cash in Transit (CIT) services across all branches. As capabilities mature, Brink’s expects to enhance data quality and quantify select operational and sustainability metrics in 2026.

## Sustainable Freight Tracking

As a global freight-forwarder, BGS uses Global Positioning System (GPS) tracking devices to enhance security while enabling accurate emissions reporting across sea and air freight shipments. Customers can access fuel consumption, distance traveled, and carbon emission data via an intuitive online platform, strengthening transparency across the supply chain.





## Local Resource Management Initiatives

With nearly 1,200 facilities, protecting the wellbeing of our employees and surrounding communities, and the security of our customers' valuables, remains essential to Brink's long-term success. As we continue to advance operational excellence globally, we support local teams in driving initiatives that reduce energy and resource consumption and contribute to community sustainability. In 2025, efforts included:



### Argentina

Brink's Argentina implemented a month-long employee engagement campaign focused on environmental awareness and operational responsibility, running from late March through April 2025. Initiatives included the production and internal distribution of five educational videos covering environmental impact, fuel efficiency, energy conservation, waste management, and sustainable food systems. Armored vehicles in Buenos Aires were wrapped with environmental messaging, reinforcing visibility across the community. Employees participated in a themed breakfast and informal learning session addressing Brink's environmental footprint and waste reduction best practices. To support long-term behavior change, reusable cups were distributed to all employees as part of a broader commitment to reducing single-use materials across facilities.



### Bolivia

In Bolivia, employee engagement initiatives during 2025 emphasized social impact and community support. Teams volunteered time and resources to support a local oncology hospital and a children's home. While environmental programs were not conducted during the year, these initiatives reflect ongoing employee involvement and social responsibility at the local level.



### Brazil

In Brazil, sustainability engagement in 2025 focused on integrating environmental and social responsibility into ongoing workplace and community initiatives. Activities were embedded within broader Environmental, Social, and Governance (ESG) and safety programs rather than delivered as standalone events. Teams conducted food and clothing donation campaigns supporting a government-assisted elderly care home located near the São Paulo base. These initiatives reinforced Brink's commitment to community support while continuing to build ESG awareness across the organization.



### France

Brink's employees in France supported Rejoué, a circular economy and social inclusion initiative, by collecting, sorting, and redistributing toys and books. With over 83,200 items returned to circulation, Rejoué estimates approximately 976 tons of CO<sub>2</sub>e emissions avoided, while also supporting employment integration and providing toys and books to over 4,600 children living in vulnerable situations.



### India

Brink's India advanced its community and environmental engagement through its "Helping Hand" initiative, combining employee education with hands-on volunteerism. Employees participated in a coastal clean-up activity in Mumbai focused on reducing marine pollution and raising awareness of environmental stewardship. The initiative encouraged sustainable practices among employees while directly supporting local environmental health through volunteer action.



### Indonesia

Brink's Indonesia is actively advancing recycling efforts through a comprehensive waste management program that emphasizes reuse, reduction, and recycling. In partnership with local recyclable waste management services, the team segregates operational waste across its headquarters and 16 branches, converting materials such as paper, plastic, metal, and organic waste into new products with economic value, while also supporting community engagement and increasing recycling awareness.



### Switzerland

In Switzerland, Brink's employees participated in the national Bike to Work challenge, an annual initiative that promotes sustainable mobility and employee wellbeing. During the May-June 2025 campaign period, participating teams collectively cycled 1,238 kilometers across 102 bike-to-work days, with the Bike-to-Work program estimating that this shift from motorized transport to active mobility avoided approximately 178 kilograms of CO<sub>2</sub>e emissions. In addition to reducing transport-related emissions, the initiative supports employee health and wellbeing by encouraging physical activity, fostering teamwork, and promoting safer, healthier commuting practices.



### United Kingdom

In the United Kingdom, sustainability engagement during 2025 was integrated into continuous operational improvement and employee-led initiatives. Actions included waste reduction programs, LEAN initiatives, and fleet efficiency improvements. In parallel, employee wellbeing and community health initiatives, such as prostate cancer awareness and screening efforts, demonstrated Brink's broader commitment to social responsibility alongside environmental stewardship.



# Social

Our people are at the center of Brink’s success, and supporting their wellbeing remains critical to our performance. We cultivate a workplace where employees can thrive by offering comprehensive benefits, prioritizing safety, and creating opportunities for career development, growth, and advancement. This focus strengthens our organization and allows us to better serve our customers. Beyond our own workforce, Brink’s plays a key role in supporting communities by protecting consistent flow of cash among businesses, central banks, and financial institutions, enabling commerce and promoting access to viable payment options for all.



### In This Section

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



# Workplace Initiatives

Brink's is committed to building a human-centered, performance-driven workplace that supports growth, wellbeing, and a cohesive employee experience across our global markets. Insights from our first Global Employee Engagement Survey in 2023 helped identify priority focus areas—leadership communication, employee benefits, and career development—which directly shaped our workplace initiatives in 2025. Throughout the year, we reinforced employee priorities by enhancing leadership toolkits, strengthening communication cascades, and expanding manager enablement programs. These insights now directly inform our workplace initiatives so that our programs and investments align with what employees say matters most.



## Leadership Competency

In 2025, Brink's introduced a global leadership competency model, which was supported by executive leadership team (ELT)-led launch sessions across our markets. This established a unified standard for leader behaviors and a consistent language to guide development globally. The model was paired with a new Leadership Development Guide, which is being integrated into core people processes.

Talent reviews also evolved in 2025. After piloting the streamlined process at the ELT level in 2024, Brink's expanded reviews to market units and embedded the leadership model into calibration discussions. This helped identify global and market "talent assets," high-potential employees with strong performance track records, demonstrated

leadership behaviors, and the capability and mobility to grow into broader or more senior roles. Identified talent assets partnered with leaders to create personal development plans supporting their accelerated growth. In 2026, Brink's will further embed the leadership model into recruitment, performance, development, and succession processes and introduce a 360-degree assessment for leaders to support continued growth.

## Career Growth

Brink's strengthened its career development infrastructure in 2025 with several major initiatives:

- Deployment of the Talent Philosophy, helping employees understand career paths and how opportunities align with their aspirations.
- Aspiration, Capability, Engagement (ACE) continued to serve as the framework guiding meaningful career conversations, supporting alignment on strengths, development areas, and motivations.
- Preparations were completed for the global rollout of Career Growth & Development Conversations beginning in 2026.

These efforts reinforce Brink's "Better Together" culture by creating clarity, transparency, and shared accountability for career development.

The #PowerYourTalent manager capability program, introduced in 2024, creates a consistent leadership experience across regions and elevates managers' understanding of their role in talent management. The program continued to scale in 2025 with a focus on strengthening talent management during key "moments that matter" across the employee life cycle. Brink's delivered quarterly sessions in each of its four regional markets, aligned with the annual performance cycle. Topics included connecting individual goals to enterprise priorities, delivering constructive feedback, and leading ACE-based career conversations. Feedback was positive, and participation continues to increase.

Brink's continues to empower employees to take ownership of their career growth through frequent check-ins and structured development conversations. We continued to standardize core people processes globally through deployment of our human capital management system in Workday and other related platforms, which allows us to consolidate our procedures, decrease administrative burdens, and enable faster



and more accurate data-driven decision-making. This global deployment marks a major milestone in enhancing the employee experience and ensuring consistency across regions. Further enhancements are planned for 2026, including redesigned talent and performance modules.

To support global alignment in commercial capability, Brink's also finalized competencies and success metrics for five core sales roles: sales representative, sales leader, key account manager, business development, and solutions support specialist. This foundational work supports the scaled training programs planned for 2026.





## Talent Management

In 2025, Brink's launched a proprietary change management methodology and completed the first training cohort, which demonstrated an average ~10% improvement in assessed change-leadership capability. Participants are now helping lead human resources transformation projects.

ELT leaders also achieved their organization-wide 2025 goal of increasing internal mobility, supporting cross-business moves and reducing historical barriers to talent movement. Brink's received a Top 10 Talent Acquisition Team Award at the 2025 OnConferences Icon Awards, recognizing excellence in hiring performance, innovation, and talent leadership.

To improve communication access and streamline human resources processes, Brink's will launch a new employee portal in 2026 for centralized updates, particularly for frontline employees, and expanded employee/manager self-service capabilities. Brink's will continue its Workday reconfiguration to strengthen calibration, data accuracy, and user experience. These efforts support a more unified talent ecosystem, enabling leaders to make faster, better-informed talent decisions and providing employees and managers with simpler, clearer performance and development experiences.

## Performance

As part of our broader effort to strengthen core people processes, Brink's refreshed its performance management process to better align employee goals with our strategic pillars and enterprise values. This alignment reinforces line-of-sight between individual contributions and organizational outcomes.

During the 2025 performance cycle, employees demonstrated strong enthusiasm for engaging in the process, contributing to Brink's achieving a 95% on-time completion rate, our highest to date. The majority of the remaining 5% reflected leaves of absence or manager transitions requiring rerouting. This milestone underscores not only the growing discipline, governance, and accountability built into our performance process, but also the rising energy and commitment employees are bringing to shaping their development and impact.

## Learning and Development—Advancing Commercial Excellence at Brink's

In 2026, Brink's will continue to advance commercial excellence by equipping the sales organization with globally consistent skills and tools:

- Sales assessment aligned to newly defined competencies, providing each seller with an individualized development plan
- A solutions selling program combining e-learning with an in-person experience lab focused on AMS, DRS, and sales methodology
- AI-powered micro-learning (via Genius AI) that supplements development plans with real-time, tailored practice opportunities

Brink's aims to train approximately 500 employees by September 2026, as part of this structured upskilling journey, with full sales-organization rollout to follow.

Brink's also created a comprehensive DRS and AMS global training program to equip our Global Sales team with the knowledge and skills to effectively sell and deliver DRS and AMS. The training focuses on core fundamentals, including the key components of DRS and AMS offerings and their benefits. Sales teams also learn to apply the 7 Challenges (7Cs) framework to identify customer needs, ask targeted questions, and lead conversations that address challenges and drive deals. The training program builds consistent enterprise-wide understanding of DRS, enables sales teams to align solutions with customer needs, and deepens awareness of how DRS and AMS drive our business model through more efficient operations and technology enabled offerings.







# People and Culture

At Brink's, we are 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. In 2025, we focused on quality and discipline in our core people processes, while deepening a sense of belonging across regions.

## Cultural Transformation

Our cultural transformation gained momentum following the 2024 Global Leadership Meeting, where leaders across Brink's aligned around our refreshed values and purpose. This marked an important step in building a thriving, performance-driven workplace grounded in continual growth, transparency, and shared accountability.

As part of this evolution, Brink's continued to shift towards a global functional leadership model to build a more unified and agile enterprise. This global structure enhances consistency across markets, improves organizational capability, and creates more meaningful cross-border career opportunities for employees.

## Continuous Listening

In 2025, we completed our transition from an annual engagement survey to Employee Voice, a continuous listening platform that collects employee feedback throughout the life cycle. This shift enables leaders to understand employee sentiment in real time and respond with greater precision. The platform supports pulse surveys for office employees, onboarding surveys for new hires, and exit surveys for departing employees.

For the 2025 annual engagement survey through Employee Voice:

- 79% of employees completed the survey
- 37,705 employees responded to the survey
- Brink's achieved an overall engagement score of 7.7 out of 10, reflecting stable engagement

**79%**  
of employees completed the 2025 annual engagement survey<sup>[1]</sup>

[1] Participation rates are based on employees eligible to participate in the survey and are not directly comparable to total workforce or ESG reporting-boundary employee counts presented elsewhere in this report.

Managers receive near real-time insights once a threshold of five responses is reached, enabling faster action and more responsive engagement. Leaders are using the platform to input action plans based on their team's feedback. As a result, Brink's now operates with quicker feedback loops and improved visibility into employee needs across regions. In 2026, we will launch quarterly pulse surveys to monitor employee feedback and action planning progress. With a focus on mental health and employee wellness, we learned that while workload demands are high, employees feel positive about their work impacts and have clarity on expectations. To support our workforce, a suite of mental health initiatives was launched, including:

- World Mental Health Day Campaign: Connection—with over 300 people joining globally
- Men's Mental Health Campaign
- Mental Health Course Module Implementation: Manager Training
- Mental Health Playbook Global Release: For Management
- Mental Health Resources: Europe & Rest of World



## Employee Experience

We continued to strengthen our Better Together culture through intentional communication initiatives designed to enhance the employee experience:

- Feedback communications helped ensure we remain dynamic and responsive to employee perspectives.
- A global language strategy supported accessibility, with key communications translated into Portuguese, French, and Spanish.
- Our People & Culture Council hosted virtual panel discussions featuring employees sharing lived experiences, including a session on neurodiversity, and promoted people-centered meeting practices, such as encouraging participation from colleagues communicating in a non-native language.

Because Brink’s talent is widely distributed, we invest in site-specific engagement where employees are concentrated to strengthen community. In 2025, our office in Coppell, Texas held a volunteer week, offering food bank service shifts (joined by the Chief Human Resources Officer and ELT members) and an in-office blanket-making event for soldiers. The site also organized a local school supply drive, supporting employee engagement and community connection.

## Leadership Communications

A key action area from our Global Employee Engagement Survey was improving leadership communications. In 2025, we continued providing quarterly presentations to our top 200 employees for them to cascade to their teams to improve information sharing across the organization. We also continued distributing one-to-two-page leadership briefs to leaders on a regular basis summarizing key priorities to ensure that leaders are clear on and are delivering consistent messages to employees around the Company. These efforts provide employees with consistent, timely information and messages that are delivered in ways that resonate with both frontline and office audiences.

## Global Deployment of the Learning Map Experience



In 2025, we rolled out an internal communications platform across Brink’s to measure the effectiveness of regional and country-level communications and adapt content for both frontline and office audiences. The platform provides a global pulse on our culture and offers employees opportunities to connect and engage beyond their home country.

The Learning Map experience, a large-format, visually rich, and interactive tool that facilitates strategic conversations by combining storytelling, data, and facilitated discussions, was deployed globally during 2025. The program surpassed its leadership participation goal and has reached more than 15,000 employees and over 70% of people leaders, achieving a 98% satisfaction rate from approximately 2,000 feedback responses, helping teams discuss strategy, culture, and customer focus in a consistent, engaging way.

**+15,000**

Employees participated

**98%**

Satisfaction rate



## Brink's Employees Demonstrate Our Values in Action

In 2025, we strengthened the structure and governance of our employee resource groups (ERG) to support our culture. We organized activities through People & Culture councils in four major markets, each with executive sponsorship, to improve alignment, resourcing, and visibility.

Brink's now has over 25 ERGs globally, with growing activity in Europe, including Pride & Allies, Women & Allies, Multicultural Employee Network, and Neurodiversity Works. We also recognize in some countries, certain conversations may be approached differently based on local contexts. Across all regions, we continue to prioritize employee safety, belonging, and respect in all of our engagements.

Our ERGs provide avenues for all employees to connect with one another based on their interests. Initiatives in 2025 included:



The **Patriot Pathfinders** welcomed a retired general for Veterans Day to discuss mental health and service experiences.



The **U.S. Women's Resource Network** hosted events on professional development; during Breast Cancer Awareness Month, one colleague shared her journey, including a self-advocacy book with over 100 Brink's employees.



In response to recent Texas natural disasters, the **PRIDE ERG** hosted a wellness blood drive at the Coppell office, bringing colleagues together around care, compassion, and support for the broader community.



The **Neurodiversity Network** in Europe hosted a panel featuring leaders who shared their experiences in and outside the workplace, emphasizing the strengths of neurodivergent individuals.



The **Indonesia leadership team** hosts a monthly open engagement session to strengthen connections and service excellence across teams and recognize employees for impactful contributions.



**India's Wellbeing ERG** reached over 1,000 frontline employees across locations, prioritizing a supportive and health-conscious workplace, with yoga, health checkups, and digital detox.



The **Black Employee Network** hosted cultural heritage events and facilitated conversations on career development and allyship, creating space for learning and connection across teams.



The **Latinx ERG** organized community engagement and networking activities that celebrated cultural identity while fostering cross-cultural dialogue among colleagues.



The **Accessibility & Inclusion Network** led awareness sessions focused on inclusive workplace practices, encouraging teams to better support colleagues with visible and non-visible disabilities.



The **Parents and Caregivers ERG** hosted discussions on balancing work and caregiving responsibilities, sharing practical resources and peer support across regions.



**Multiple ERGs** partnered on mentoring and speaker sessions that connected employees with leaders to discuss career pathways, inclusion, and personal development.



# Employee Benefits

At Brink's, we are committed to supporting the health and wellbeing of our employees through comprehensive market-competitive benefits programs. Our benefits strategy supports our broader commitment to attract, retain, and care for a resilient global workforce. Our latest Global Employee Engagement Survey reinforced the importance of continuing to evaluate and enhance our employee benefits offerings across markets. In response, we partnered with a global benefits broker to evaluate our benefits packages. This evaluation showed us where we lead the market and how we



can strengthen our offerings to better serve our employees. We remain committed to investing in benefits that support our workforce while responsibly managing company resources.

Our benefits are tailored to the needs and expectations of employees in the countries where we operate and typically include medical and life insurance coverage, retirement and financial planning options, and mental health resources. We recently increased disability benefits coverage for U.S. hourly workers and expanded basic life and accidental death and dismemberment coverage for all U.S. workers. Additionally, beginning in 2025, we introduced a new fertility benefit for our U.S. employees: a \$15,000 lifetime allowance to support their family-building journey. In late 2025, we announced plans to implement a global Employee Assistance Program (EAP) for our workforce, effective in 2026.

As workforce needs and expectations evolve, we will continue to benchmark and adjust our offerings to ensure that Brink's remains a great place to work. These enhancements enable Brink's to support employees at all stages of their lives and careers while strengthening our ability to build a skilled, engaged, and committed team.

Here is a sample of our U.S. benefits:



### Health Benefits

- Medical plans with virtual care
- Fertility coverage with a \$15,000 lifetime maximum
- 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
- Short-term and long-term disability income protection



### 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 and central to how we deliver on **We Protect**, safeguarding our employees, customers, and the communities we serve. Across our operations, our leaders prioritize employee and public safety, the protection of customers' valuables, and the reduction of community risk. This includes a strong focus on vehicle safety for our fleet drivers, recognizing the essential role safe vehicle design and operation play in protecting our people and the public. Brink's complies with local laws and regulations and follows best-practice security protocols designed to support safe, reliable operations. Any deviation from the standard secure vehicle design requires review and authorization by the designated head of security in each country.

Brink's approaches occupational health and safety through globally aligned principles and locally tailored governance, reflecting diverse risk profiles, regulatory environments, and operating models. The Company maintains consistent safety expectations and oversight while enabling regions and countries to implement controls responsive to local conditions. Teams coordinate across markets to share practices, strengthen consistency, and calibrate controls based on risk.

Across global operations, Brink's maintains formal safety training programs designed to prevent work-related injuries and incidents. Core training includes defensive driving and road safety, often reinforced through driver behavior monitoring technologies, as well as emergency preparedness, including fire, evacuation, and security drills; operational safety for cash handling and facilities; and health and safety fundamentals such as first aid, CPR, and fire-extinguisher use. Training is delivered through a blended approach combining in-person instruction, hands-on exercises, drills, ride-alongs, and online learning.

Where operational or security risks warrant, teams conduct routine scenario-based drills and targeted refresher training, particularly where audits or risk assessments identify areas for reinforcement. Safety performance is monitored using metrics such as vehicle incidents, employee accidents, and lost workdays to support continuous improvement. Select operations reinforce safe behaviors through recognition programs and maintain International Organization for Standardization (ISO) 45001 occupational health and safety certifications, supporting a strong and consistent safety culture across Brink's global footprint.



Brink's also plays an active role in shaping industry-wide safety standards and best practices. Our leaders remain active with the U.S. National Armored Car Association (NACA), a policy organization based in Washington, D.C., that 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 and Brink's Vice President, Safety chairs NACA's Safety Committee, reinforcing Brink's commitment to advancing safety leadership across the organization and the industry.

In 2025, NACA engaged with federal partners to support sector-wide safety improvements. NACA supported Brink's leadership in engagements with the Federal Motor Carrier Safety Administration (FMCSA) and alignment with "Our Roads, Our Safety," a national FMCSA public-education campaign that promotes safe driving practices and aims to reduce roadway fatalities by encouraging motorists and commercial drivers to share the road safely.

Due to the size and continuous 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 essential to supporting their overall wellbeing and promoting public safety. 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 reinforce their skills and preparedness in the field.



In the United States, the driver safety program outlines essential responsibilities and qualifications at both state and federal levels, along with driver wellness, blind spot awareness, and security protocols. Additionally, U.S. drivers must complete Occupational Safety and Health Administration-certified courses and follow established risk reporting procedures.

In 2025, Brink’s rolled out several programs designed to deepen engagement and reinforce safety for our drivers. North America launched a driver safety recognition program using challenge coins tied to rigorous telematics-based safe-driver metrics. The program has been well received and is helping reinforce positive behaviors. Globally, several locations celebrate continuous safe operations through “days without an accident” boards, and one Brink’s driver surpassed 17,000 incident-free miles, exemplifying individual commitment to safe operations.

Brink’s Safety and Training teams also collaborated to design several new safety modules in response to observed risks delivered through Workday to support consistent deployment and tracking. Reductions in preventable collisions and vehicle-related losses reflect the impact of telematics-based coaching and route-specific interventions. Together, these efforts reinforce a culture in which safety is embedded in daily operations and understood as a shared responsibility.

In 2025, Brink’s expanded its safety curriculum with a suite of targeted trainings designed to strengthen day-to-day decision-making and reinforce safe behaviors across roles. These trainings addressed both foundational skills and emerging areas of need, including:

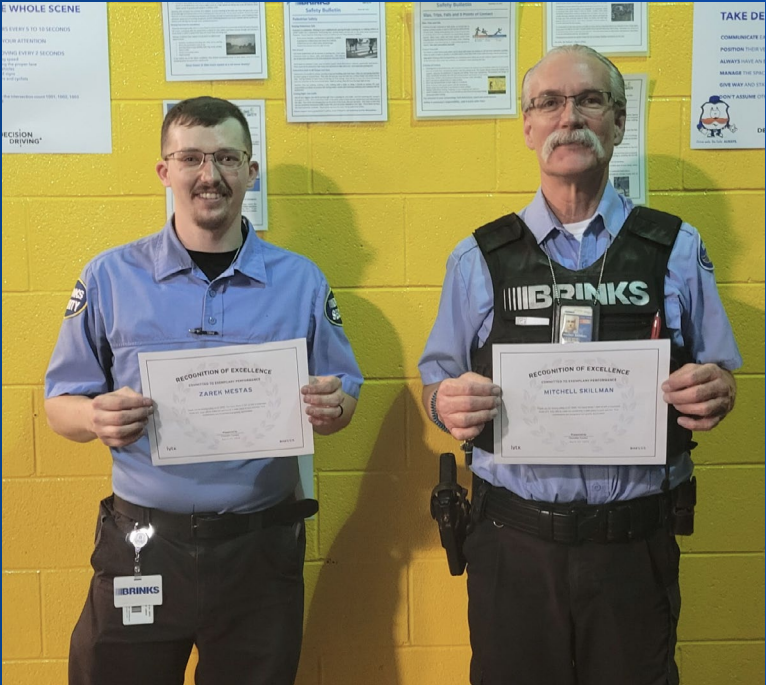
- Brinks Motor Vehicle Crash Reporting
- Telematics-Based Driver Coaching Expectations
- Lytx Coaching Expectations
- Business Resilience
- Sizing up the Whole Scene
- Heat and Cold Weather Management and Preparedness
- Loading Coin Bins Using a Lift Gate
- Exiting the Truck
- Backing up a Truck
- Responding to a Collision (for managers)
- Report a Collision (for drivers)
- Slips, Trips, and Falls
- Safe Opening Doors
- Safe Closing Doors

## Building a Proactive Safety Culture

With continued investment in resources and leadership, Brink’s is enhancing its safety program by building on existing strengths to further advance a proactive and integrated safety strategy. We remain focused on strengthening our safety culture through comprehensive reviews of key policies, operating procedures, and training programs. Our vision is to create a proactive safety culture that goes beyond compliance—strengthening accountability, emphasizing prevention, and consistently applying safety principles across daily operations.

In the United States, the Vice President of Safety and six safety managers, five regional and one support manager, continue advancing safety goals through consistent oversight and the use of technology-enabled tools. These tools observe driving behaviors such as speed, seatbelt usage, following distance, and phone activity. Insights from these tools support targeted coaching, reinforce safe driving habits, and ensure incidents are reviewed directly with drivers to promote learning and continuous improvement. The U.S. Safety team is also advancing professional qualifications: the Vice President of Safety holds both Certified Safety Professional (CSP) and Associate Safety Professional (ASP) credentials from the Board of Certified Safety Professionals, while regional safety managers hold ASP credentials, with additional certifications planned in 2026.

Last year, Brink’s launched safety committees across U.S. branches through the Branch Safety Impact Program to further reinforce safety at the local level. Each branch appoints a safety leader responsible for sharing updates, elevating concerns, and supporting timely corrective actions. Insights from the safety committees roll up to regional safety managers for visibility and accountability.



### U.S. safety performance showed strong year-over-year improvement, with a 30% improvement in safety outcomes.

Looking ahead, Brink’s remains focused on 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. These efforts support Brink’s long-term goal of fostering a proactive safety culture focused on prevention, accountability, and consistent application of safety principles across daily operations.





**45%**

of total workforce represented by trade union organizations and/or covered by collective bargaining agreements

# Human Rights and Labor Practices

Brink's is committed to conducting business responsibly and ethically. We condemn all forms of human rights abuses and are committed to fair and equitable compensation practices. Brink's is committed to maintaining employment practices that comply with applicable wage, labor, workplace safety, and employment laws and regulations in the countries and territories where we operate, including requirements related to the employment of minors. As of December 31, 2025, approximately 53,700 employees, representing 45% of our total workforce, were represented by trade union organizations and/or covered by collective bargaining agreements.<sup>[1]</sup> We value our relationships with employees and continue working collaboratively to maintain safe, fair, and respectful workplaces.

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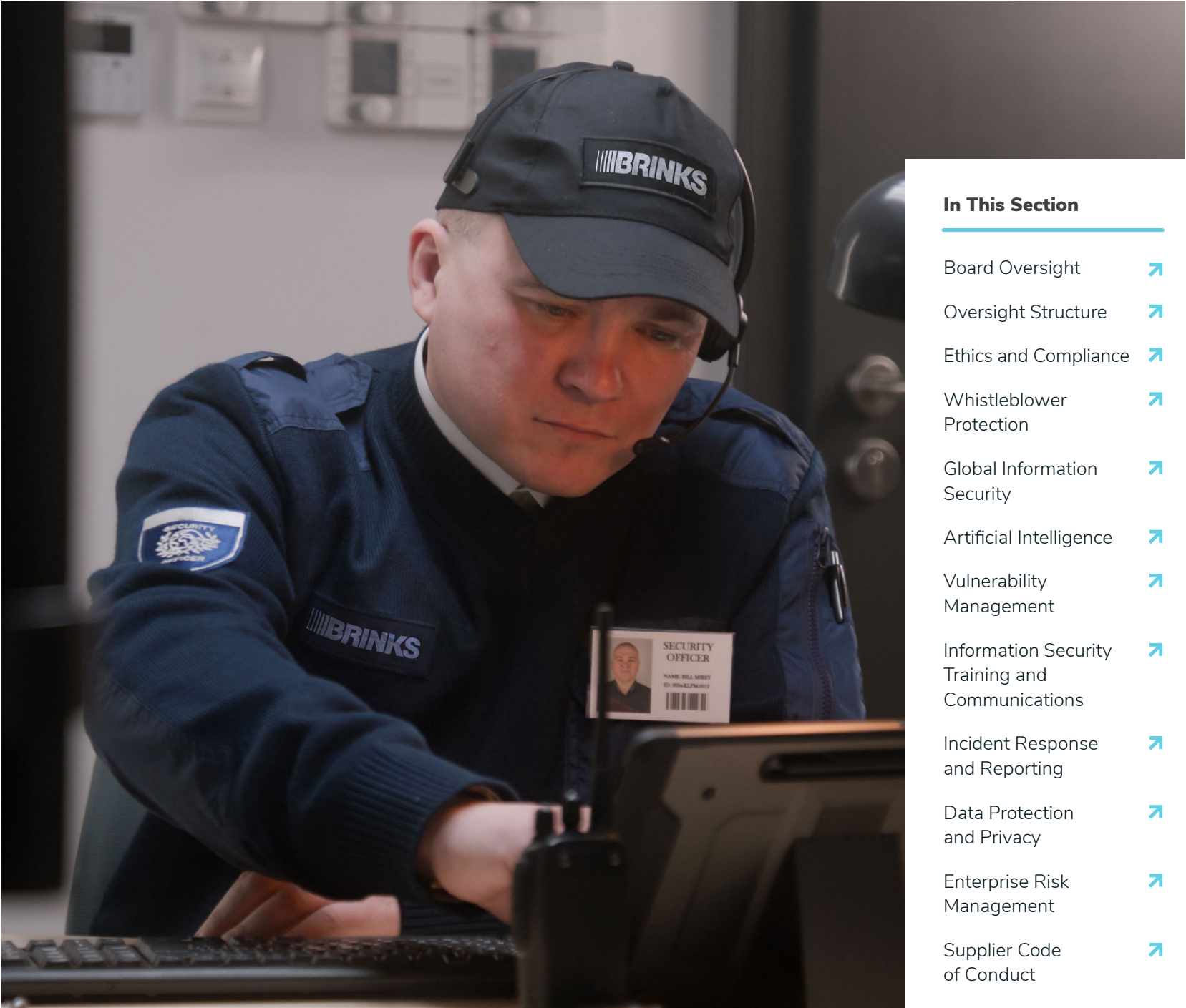
## Violence- and Harassment-Free Workplace

The safety and wellbeing of our employees is central to Brink's culture. We are focused on maintaining a workplace free from violence, threats, harassment, intimidation, or any other behavior that puts individuals in reasonable fear for their safety. Brink's encourages employees to speak up if they observe or experience inappropriate conduct. Concerns can be reported confidentially or anonymously through the [Brink's Ethics Hotline](#), which is available in over 30 languages and operated by an independent third party. For further details, read [Brink's Violence and Harassment-Free Workplace Policy](#), which outlines expectations for conduct and the resources available to employees who need support.

[1] Workforce metrics in this report reflect Brink's ESG reporting boundary and may differ from workforce statistics reported in Brink's Form 10-K due to differences in reporting scope.

# Governance

Our governance approach is grounded in a strong Code of Ethics, a comprehensive enterprise risk management (ERM) framework, and active oversight from our board of directors. This structure supports Brink’s to meet stakeholder expectations, uphold the highest standards of ethics and integrity, and navigate an evolving landscape where customer priorities, business risks, and global conditions continue to shift. Acting with integrity is a shared responsibility that begins with each of us. Every employee, partner, and valued stakeholder contributes to maintaining the trust that defines our company. Our continued success relies on a collective commitment to transparency and ethical decision-making. Together, we reinforce 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 ➔
- Artificial Intelligence ➔
- Vulnerability Management ➔
- Information Security Training and Communications ➔
- Incident Response and Reporting ➔
- Data Protection and Privacy ➔
- Enterprise Risk Management ➔
- Supplier Code of Conduct ➔



# Board Oversight

Our Board plays a central role in guiding Brink’s long-term success and helping to uphold our commitment to operate as a responsible corporate citizen. Through its oversight of corporate activities, strategy, and risk management, the Board makes sure that Brink’s is delivering long-term value to our shareholders while operating responsibly and considering the interests of our broader stakeholders.



## Board oversight responsibilities include:

-  Overseeing Brink’s strategic direction and operational priorities
-  Providing oversight of executive leadership, including performance and succession planning
-  Reviewing the Company’s major business initiatives, capital investments, and financial plans

The Board delegates specific risk areas to its committees to ensure strong, specialized oversight that aligns with Brink’s disciplined approach to governance and leadership accountability.

# Oversight Structure

## Board of Directors

Oversees the Company's enterprise-wide risk profile, with an emphasis on strategic risks.

### Audit and Ethics Committee

Monitors financial risk exposures, legal and regulatory risks, ethics and compliance matters, information technology and cybersecurity risks, and the effectiveness of management's controls and mitigation efforts.

### Corporate Governance and Nominating Committee

Oversees governance structure, Board composition, and independence ensuring leadership remains aligned with Brink's commitment to consistency and disciplined execution.

### Compensation and Human Capital Committee

Assesses compensation-related risks and ensures that executive compensation programs support responsible risk-taking and long-term performance.

### Finance and Business Development Committee

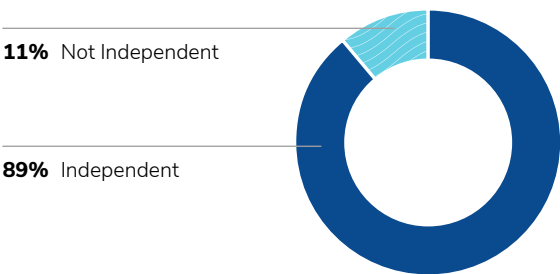
Evaluates risks related to strategic transactions, credit facilities, pensions, insurance, and foreign exchange exposure.

## Management

Leads day-to-day risk identification, assessment, and mitigation, reinforcing the leadership priorities of urgency, ownership, and simplification highlighted in Brink's sustainability narrative.

## Brink's Board Composition

Year ended December 31, 2025.



**89%**  
Independent



**8.8**  
Years, average tenure



**63.6**  
Years, average age

See our [2026 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 begins with leadership. Senior leadership, including our Chief Executive Officer (CEO), model the standards expected across the Company and set a culture grounded in integrity. Our Chief Legal Officer and Chief Compliance Officer, together with the 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 Chief Compliance Officer and senior-level representatives from Information Technology, Internal Audit, Financial Reporting, Human Resources, and Operations.

The Council meets regularly throughout the year and is responsible for reviewing our ethics and compliance policies, monitoring the effectiveness of the program, and recommending improvements to support a strong ethics and compliance program. The Audit and Ethics Committee of the Board provides oversight of our financial and reporting disclosure requirements, as well as risks related to legal, ethics, and compliance matters.

At the center of our ethics and compliance program is our [Code of Ethics](#) (also the "Code"), which applies to all employees worldwide. The Code is anchored in four main principles: respect for one another, 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 24 languages, and our "Code at a Glance" is available in 32 languages. We review the Code of Ethics annually and train all Brink's employees on its core tenets.

Frontline employees receive specialized ethics and compliance training tailored to their roles, offered in 25 languages, and an online training is available in 18 languages. Topics covered in the training include conflicts of interest, money laundering, antitrust, insider trading, and bribery and corruption. Consistent with our Code of Ethics, we stand by our commitment to upholding Brink's values. From the C-suite to the branches, we reinforce our "Speak Up" culture and our zero tolerance stance on retaliation in any form. All ethics and compliance training courses, whether for frontline employees or offered through our online learning platform, equip employees with clear pathways for raising concerns or seeking guidance.



# Whistleblower Protection

Brink's encourages and supports reporting any concerns of suspected legal, regulatory, or ethical violations. Our [Whistleblower Protection Statement](#) outlines the protections afforded to employees, former employees, and any others to raise 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, available in 24 languages and expanding to 25 languages in 2026, encouraging employees with higher risk visibility to disclose suspected violations of our Code of Ethics. 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 also submit reports online via the Ethics Hotline, which allows for anonymous feedback. Local telephone numbers are provided, where available.







# Global Information Security

Cybersecurity is a foundational element of Brink's ERM program. In 2025, the Board delegated primary oversight of information technology and cybersecurity risks to the Audit Committee, which receives regular updates on that topic from management and reports to the full Board. Within the ERM framework, cybersecurity is recognized as a significant enterprise risk, with the CFO responsible for monitoring progress and ensuring alignment with broader risk management priorities. 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 Information Security (GIS) team also partners closely with the Legal team on privacy, contracting, incident response, and evolving regulatory requirements to ensure a coordinated enterprise approach.

Brink's GIS program is designed to protect our information technology infrastructure and data through layered preventative and detective controls, a regularly updated incident response plan, and continuous improvement informed by threat intelligence and lessons learned. We also collaborate with industry peers and law enforcement to stay ahead of emerging threats and continually enhance our security posture.

Our Global Information Security program is audited hundreds of times per year by customers as part of their vendor oversight and assurance processes. Additionally, Brink's cybersecurity and data privacy practices are audited routinely under industry standard frameworks, including:

- American Institute of Certified Public Accountants (AICPA) System and Organization Controls (SOC) Assessment
- 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 certification standards:

- International Organization for Standardization (ISO) 27001 – Information Security Management
- AICPA SOC: SOC1 – Financial Controls and SOC2 – Data Security
- International Standard on Assurance Engagements 3000, 3402

In 2025, Brink's advanced its multiyear strategy to strengthen cyber resilience by replacing end-of-life systems, consolidating security tools and continuing the transition from data centers to the cloud. These actions improved process consistency, modernized tooling, clarified roles and responsibilities, and contributed to stronger overall resilience. Following an updated assessment, Brink's improved its NIST CSF maturity score by approximately 20%. During the year, we also saw an 85% increase in customer and supplier cybersecurity questionnaires, signaling growing stakeholder attention to cyber risk.



We expanded our cybersecurity tooling suite to improve monitoring (watching for unusual activity), threat detection (spotting potential attacks sooner), and identity and access governance (making sure the right people have the right access, at the right time, and reviewing that access regularly). These capabilities build on our existing layered control environment to make sure the right access is granted and reviewed consistently.

As part of a broader operating model update, our Information Technology teams now coordinate across our Markets as one global organization, which helps us respond faster to issues and deploy security updates (software fixes and patches) more quickly worldwide.

In addition, Brink's continues to conduct over 100 annual third-party cybersecurity assessments before onboarding vendors and then periodically as their service offerings change. These assessments consider how critical the service is, the sensitivity of the data the vendor may access, any regulatory requirements, and whether the vendor interacts directly with our customers. This risk-based approach enables us to identify the most important risks and develop effective mitigation plans.

We also consolidated overlapping tools to speed up patching (security updates) and reduce the number of systems and configurations that must be managed.

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Together with our data center consolidation and ongoing cloud migration, these actions contributed to a 56% year-over-year reduction in major information technology incidents.

Together with our data center consolidation and ongoing cloud migration, these actions contributed to a 56% year-over-year reduction in major information technology incidents. As we consolidate data centers and migrate to the cloud, we are able to test more applications in parallel and strengthen recovery strategies. These improvements, together with tool consolidation and end-of-life remediation, supported a meaningful reduction in major information technology incidents.





# Artificial Intelligence

Artificial Intelligence (AI) addresses a broad range of operational and enterprise risks, including inefficiencies from manual processes, limited visibility into asset movement, and delays in service delivery. It also helps mitigate exposure to theft, fraud, and unauthorized access in high-value environments. In addition, AI reduces financial risks such as revenue leakage, billing inaccuracies, and unmanaged contracts and reduces customer-related risks related to missed services, slow issue resolution, and declining satisfaction. Lastly, AI helps manage disruption risks associated with weather, traffic, and resource constraints, strengthens cybersecurity and data protection risks through controlled systems and monitoring, and supports workforce safety by identifying unsafe behaviors and reducing human error.

As the use of AI expands across Brink's operations, the Company maintains a disciplined governance framework to ensure AI is deployed responsibly, securely, and in alignment with legal and ethical expectations. Brink's applies AI through a deliberate adoption strategy that emphasizes executive oversight,

data protection, and accountability, while supporting innovation that strengthens customer trust and long-term business value.

AI use at Brink's operates within controlled enterprise environments, with access governed through identity-based permissions and standardized approval processes. New AI tools and use cases undergo structured feasibility, security, data privacy, and third-party risk assessments prior to deployment, ensuring consistency across regions and business functions.

The GIS team plays a central role in enabling safe and compliant AI use by safeguarding data across platforms, monitoring system activity, and supporting responsible employee adoption. Ongoing training, awareness initiatives, and internal communities reinforce expectations for appropriate use, while human-in-the-loop controls ensure that AI augments, rather than replaces, professional judgment. Together, these measures provide a strong foundation for innovation while protecting sensitive information and maintaining stakeholder confidence.



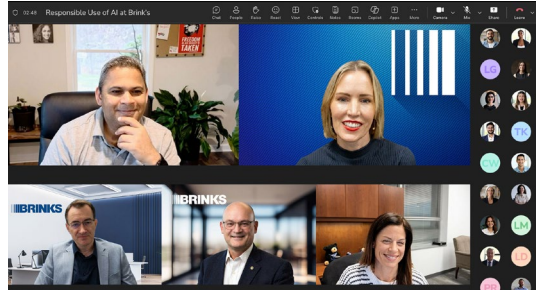
# Vulnerability Management

Brink's maintains a vulnerability management program, an ongoing process to identify, assess, and remediate cyber threats across our external and internal networks and other critical assets. This program encompasses endpoints (laptops, desktops, mobile devices), workloads, servers, and other core systems, and it leverages third-party expertise where appropriate. The program allows us to identify and remediate cyber threats to minimize business disruption and meet our compliance obligations.

In 2025, we scaled the vulnerability management program's scope and cadence. We expanded our semi-annual assessments to cover additional countries and increased the number of applications with a documented recovery strategy by approximately 260%, which improved our ability to restore services quickly if an incident occurs. As part of this broader maturity effort, Brink's resilience score increased from 3.4 to 4.0, reflecting a higher percentage of employees who successfully identified and reported simulated phishing attempts. This metric is used internally to monitor employee cybersecurity awareness and support continuous improvement efforts. We also continued to standardize our global security products, including endpoint detection and response, secure access, and data-centric protections. In parallel, we accelerated the removal of unapproved software to reduce cyber risk.



# Information Security Training and Communications



Brink's continues to strengthen its information security culture by equipping employees with the knowledge and awareness needed to recognize and respond to cyber risks. We provide regular training on our cybersecurity and data privacy policies, conduct vulnerability and phishing exercises, and share timely guidance on emerging cybersecurity issues or threats. All employees across market units and entities complete annual information security training covering topics such as secure passwords, social engineering and phishing, and insider threats. Employees are also regularly assessed for susceptibility to phishing attempts and are encouraged to report suspicious activity directly to the GIS team.

In 2025, cybersecurity awareness training completion rates increased significantly, with all regions surpassing 90%. Brink's also provides annual Open Web Application Security Project (OWASP) training for information technology developers to reinforce secure development and coding practices across the organization.

Throughout the year, Brink's delivers ongoing security awareness communications to reinforce key behaviors. For every employee, in every country, messages are issued at least monthly and include phishing, password hygiene, cyber threats, and our global technology policies. In North America, a weekly "Be Cyberaware" email features a dedicated cybersecurity topic to maintain regular awareness.

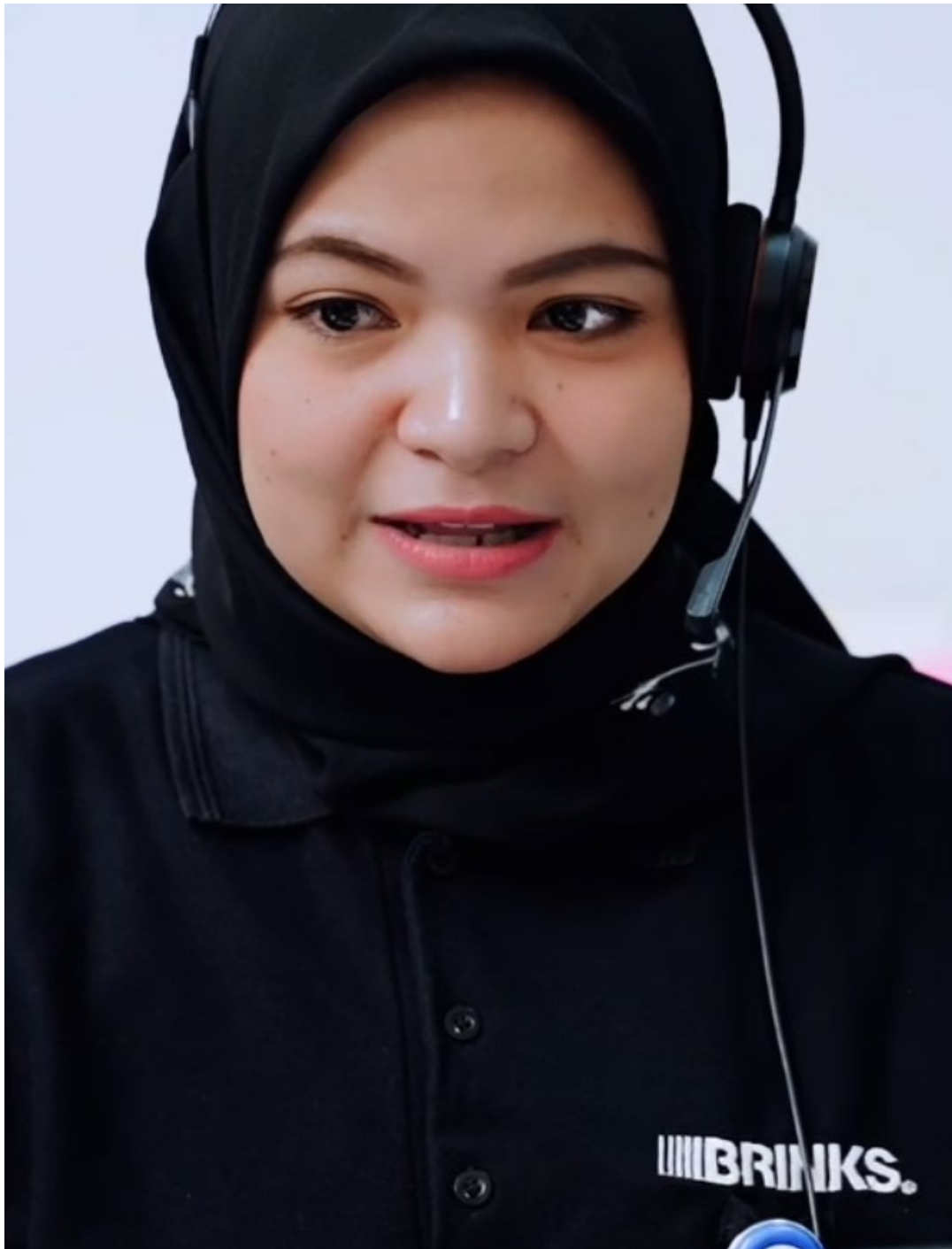
We further expanded our awareness efforts in 2025 by dedicating the month of October to a global cybersecurity awareness campaign supported by ongoing internal communications and curated resources available through our SharePoint site.

As part of this initiative, additional videos from the CIO and Global CISO emphasized the importance of cybersecurity and the role every employee plays.

In November, Brink's held an AI Immersion Week, which included a *Responsible Use of AI at Brink's* webinar featuring the Global Head of AI & Innovation and the Global CIO. The event energized colleagues across Brink's with a mix of interactive workshops, expert panels, and hands-on demos showcasing the power of AI and intelligent automation. Participants connected with leaders and strategic partners worldwide to explore responsible AI, sharpen in-demand skills, and get a glimpse of the next chapter of innovation across the organization.

In 2025, cybersecurity awareness training completion rates increased significantly, with all regions surpassing 90%.





# Incident Response and Reporting

Strengthening the way we communicate with customers continues to be a major focus, and we regularly assess how effectively we gather and act on their feedback as well as respond to incidents.

These improvements have helped us accelerate the flow of information, enabling faster updates to customers and more efficient coordination with branch operations. As our processes evolve, we continue to refine how incidents are escalated, tracked, and resolved across the organization.

Employees also play a critical role in our cybersecurity posture. By using our two established mechanisms for reporting cybersecurity and data privacy concerns, they serve as the first and strongest line of defense against potential threats:

- 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

In 2025, Brink's enhanced incident readiness through targeted exercises and cross-functional coordination. The GIS, Legal, and Business Leadership teams conducted tabletop exercises in North America and Europe to validate escalation paths, clarify roles, and practice executive decision-making. To further strengthen organizational readiness, we conducted cyber tabletop exercises across North America, including with our newly acquired ATM services business, and in Europe. These exercises tested incident response processes, improved cross-regional coordination, and reinforced Brink's preparedness to respond quickly and effectively to a cybersecurity event.

In 2025, Brink's enhanced incident readiness through targeted exercises and cross-functional coordination.

In 2025, this review process has led to dozens of enhancements in our incident response practices, informed by real-time operational experience and customer input.

# Data Protection and Privacy

Protecting the personal data of our customers, employees, applicants, investors, and other stakeholders is a priority at Brink's. Our global privacy program is overseen by dedicated privacy counsel within the Legal department and is structured to promote consistent, lawful data-handling practices across all regions.

Under the European Union's General Data Protection Regulation, our appointed Data Protection Officer (DPO) leads a global team of in-country DPOs who provide strategic guidance and legal oversight 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. This structure helps Brink's maintain practices aligned with evolving regulatory expectations.

Because we operate across jurisdictions with differing, and often complex, privacy laws, Brink's must navigate a dynamic regulatory landscape. Despite these challenges, we continue to process personal data in accordance 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.

Supporting these commitments, our [Global Data Protection Policy](#) and [European Data Protection Policy](#) establish a comprehensive governance framework for the processing of personal data. These policies define organizational responsibilities, address data-subject rights, and guide compliance efforts across the enterprise. To safeguard personal data transferred from the EU, UK, and Switzerland to the United States, Brink's maintains active certifications under the EU-U.S. Data Privacy Framework, the UK Extension, and the Swiss-U.S. Data Privacy Framework, and publishes corresponding DPF privacy policies for HR and non-HR data. Where the Framework does not apply, we rely on Standard Contractual Clauses and other lawful transfer mechanisms.

In 2025, Brink's strengthened its global privacy posture through platform standardization, targeted certifications, and updated policies. We implemented a global secure-access platform to enforce secure access and centrally restrict resources in alignment with our data protection policies.

We also deployed a data classification and protection tool to scan for sensitive information across cloud and file storage and apply centrally managed access controls. In parallel, we continued to embed privacy awareness across our workforce through global training and strengthened controls governing the use of approved AI tools.

During the year, Brink's also drafted updated privacy, global data-sharing, and data retention standards. These updated standards, along with an updated public privacy policy, are scheduled for implementation and publication in 2026. Additionally, as part of our enterprise network compliance training bundle, we launched a global privacy training in October achieving a completion rate of 99%.

We apply safeguards to protect personal information—whether the data is at rest, in use, or in transit—and work to prevent unauthorized access, accidental loss, destruction, or corruption. This disciplined approach reflects our ongoing commitment to maintaining the security and integrity of the data entrusted to us.

Our monitoring center in Greece achieved ISO/IEC 27701 certification in 2025, reflecting maturity in privacy information management for that operation.





# Enterprise Risk Management

Our ERM program focuses on identifying, assessing, and managing the most significant risks that could impact Brink's ability to achieve its strategic objectives. In 2025, we strengthened the program by integrating insights from our first corporate-level climate risk scenario analysis, conducted in alignment with the TCFD framework and in response to emerging disclosure requirements. This work enhanced our understanding of how climate-related transition and physical risks could affect our long-term strategy, operational continuity, and financial performance. It also reinforced Board- and management-level oversight of climate-related risks within our existing governance structure.

Our ERM program leverages a combination of third-party benchmarking and best practices to proactively manage both existing and emerging enterprise risks. Brink's Executive Leadership Team and Board receive regular ERM updates.

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

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In 2025, we strengthened our ERM program by integrating insights from our first corporate-level climate risk scenario analysis, conducted in alignment with the TCFD framework and in response to emerging disclosure requirements.



# Supplier Code of Conduct

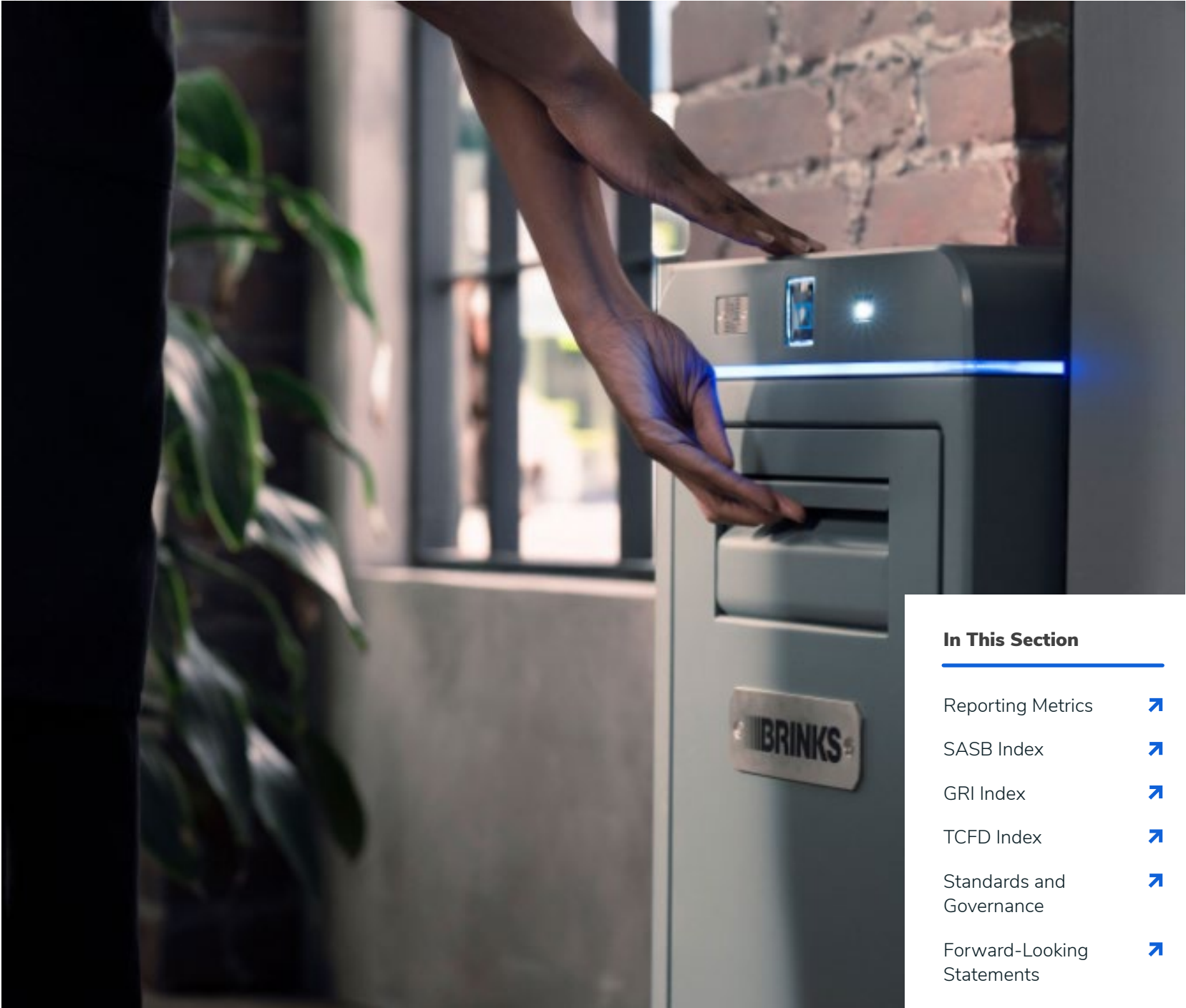
Brink's IT team conducts Third-Party Risk Management (TPRM) through a focused, information security-driven assessment program that evaluates vendors who handle sensitive Brink's data. The program specifically targets third parties with access to confidential information, assessing how well they protect that data within their own environments. This includes approximately 100 annual structured security reviews and audits to ensure appropriate safeguards are in place. The approach mirrors the rigorous audits Brink's undergoes from its own customers, creating a two-sided model of accountability, with a strong emphasis on data protection, cybersecurity controls, and ongoing risk oversight.

Brink's requires all suppliers to uphold a supply chain free from human rights violations, including— but not limited to—forced labor, child labor, and human trafficking. Suppliers must immediately notify Brink's if they identify or suspect any such violations within their operations or extended supply chain.

In addition, suppliers are expected to ensure that all employees work in full compliance with applicable labor laws governing regular and overtime working hours, as well as required rest breaks, holidays, and maternity and paternity leave. These expectations are detailed in the [Brink's Supplier Code of Conduct](#) and are fundamental to our commitment to responsible and ethical business practices.

# Appendix

This section includes reporting metrics, footnotes, and disclosures aligned with Sustainability Accounting Standards Board (SASB) standards for the road transportation and professional commercial services industries, as well as Global Reporting Initiative (GRI) standards and The Task Force on Climate-related Financial Disclosures (TCFD) frameworks.



**In This Section**

- Reporting Metrics ➤
- SASB Index ➤
- GRI Index ➤
- TCFD Index ➤
- Standards and Governance ➤
- Forward-Looking Statements ➤



# Reporting Metrics

Internal data sources were used to prepare the metrics in this report. Minor differences in comparative data may occur due to rounding or truncation. Unless otherwise specified, all metrics are reported for locations within Brink’s ESG operational boundary, which encompasses mobile and stationary assets and employee headcount. This boundary may not fully align with Brink’s 2025 financial reporting scope, as certain countries and business units remain excluded while ESG data collection processes, controls, and validation procedures continue to mature. Since 2024, four business units have been added to the reporting scope, expanding coverage to approximately 96% of consolidated revenue. Brink’s discloses up to three years of historical data for in-scope locations, where available. As ESG reporting processes and data quality continue to improve, Brink’s may further refine its reporting scope and update previously reported information, where material, to enhance the completeness, accuracy, and comparability of disclosed metrics.

## Environmental

Our absolute Scope 1 and Scope 2 emissions are calculated using the World Resources Institute Greenhouse Gas (GHG) Protocol and the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report Global Warming Potential values. Emissions factor references include the U.S. Environmental Protection Agency (US EPA), International Energy Agency (IEA), and IPCC. Ongoing implementation of a cloud-based data management platform and annual continuous improvement processes continue to enhance the accuracy and consistency of our energy and GHG data. As a result, carbon accounting methodology improvements account for immaterial differences between the 2024 and 2025 reporting metrics.

Restatement of Prior Year Information (GRI 2-4): Employee housing included in the 2024 operational boundary was subsequently determined to fall outside Brink’s operational control and reclassified to Scope 3. No corresponding adjustment to 2023 data was required because the affected operations were not within the reporting scope at that time. As a result, certain previously reported Scope 2 emissions and energy consumption metrics were restated. Additional details on material metric changes are provided below.

| Topic                                | Metric                                       | 2023      | 2024      | 2025      | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|----------------------------------------------|-----------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energy Consumption (Gigajoules (GJ)) | Direct Energy Consumption (Fleet)            | 3,956,178 | 3,884,409 | 4,095,484 | Includes diesel, gasoline, liquified petroleum gas, propane, ethanol and hydrotreated vegetable oil (HVO). Where direct vehicle-level fuel data was unavailable, Brink’s applied allocation methodologies to estimate fuel consumption. Fuel dispensed from onsite storage was allocated according to country-level fleet composition.                                                                                                                                        |
|                                      | Direct Energy Consumption (Facilities)       | 115,933   | 108,984   | 130,059   | Includes diesel, natural gas, and propane.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                      | Renewable Fuel (Fleet)                       | 13,278    | 29,390    | 73,752    | Includes ethanol and hydrotreated vegetable oil (HVO) consumed in France, the Netherlands, and the United Kingdom. All HVO is sourced as 100% HVO from suppliers certified under recognized sustainability schemes, such as ISCC or equivalent.                                                                                                                                                                                                                               |
|                                      | % Renewable Fuel                             | 0.34%     | 0.76%     | 1.80%     | Percent renewable fuel is calculated as renewable fuel consumption divided by total fleet direct energy consumption. Growth is due to increased use of HVO in France, the Netherlands, and the United Kingdom.                                                                                                                                                                                                                                                                |
|                                      | Natural Gas (Facilities)                     | 114,194   | 108,092   | 129,163   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                      | % Natural Gas                                | 2.54%     | 2.46%     | 2.79%     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                      | Indirect Energy Consumption (Facilities)     | 415,208   | 400,118   | 400,002   | 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. Scope 2 facility electricity consumption decreased year-over-year due to changes in the reporting treatment of electricity consumption at certain facilities, reflecting a boundary adjustment rather than a reduction in underlying energy use. |
|                                      | Total Direct and Indirect Energy Consumption | 4,487,319 | 4,393,511 | 4,625,544 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                                                            |                                        |         |         |         |                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------|----------------------------------------|---------|---------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GHG Emissions<br>(Absolute Metric Tons (MT) carbon dioxide equivalent (CO <sub>2</sub> e)) | Scope 1 (Direct) (Fleet)               | 274,765 | 268,411 | 281,681 | Where mileage is not available, emissions are estimated using fuel consumed, average miles per gallon, and the appropriate US EPA emissions factor. Electric vehicles are included in Scope 1 mobile asset inventories based on zero tailpipe emissions.                                                                                                                                                       |
|                                                                                            | Scope 1 (Direct) (Facilities)          | 6,908   | 10,873  | 7,522   | A decrease in the reporting year is primarily attributable to lower refrigerant fugitive emissions, improved facility reporting, and energy-efficiency initiatives.                                                                                                                                                                                                                                            |
|                                                                                            | Scope 2 (Indirect)                     | 37,548  | 37,138  | 34,920  | A decrease in the reporting year is attributed primarily to improved facility reporting and operational boundary adjustments. Data collection for electric vehicle charging is continuing to mature and may be incorporated into future reporting periods as coverage improves. The difference between location-based and market-based Scope 2 emissions is assessed to be immaterial based on available data. |
|                                                                                            | Total Scope 1 and 2 Emissions          | 319,221 | 316,422 | 324,122 |                                                                                                                                                                                                                                                                                                                                                                                                                |
| GHG Emissions Intensity<br>(MT CO <sub>2</sub> e/\$M Revenue)                              | Scope 1 & 2 per (\$M) Revenue          | 76      | 68      | 64      | Reporting coverage increased from approximately 86% to 96% of consolidated revenue from 2023 to 2025; this metric should be considered directional and not a formal performance measure. Year-over-year changes reflect both operational factors and the expansion of the reporting boundary, which affects comparability across reporting periods.                                                            |
| Biogenic Emissions (MT)                                                                    | HVO                                    | 838     | 1,479   | 4,420   | GHG emissions from hydrotreated vegetable oil (HVO) are calculated in accordance with the GHG Protocol. Biogenic CO <sub>2</sub> emissions from HVO combustion are excluded from Scope 1 GHG emissions, while methane (CH <sub>4</sub> ) and nitrous oxide (N <sub>2</sub> O) emissions are included in Scope 1 emissions calculations.                                                                        |
| Air Emissions (MT)                                                                         | Nitrogen Oxides                        | 4,885   | 4,774   | 4,746   | Air pollutant emissions are estimated using fuel consumption data and applicable emission factors for mobile and stationary combustion sources.                                                                                                                                                                                                                                                                |
|                                                                                            | Sulfur Oxides                          | 310     | 302     | 297     |                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                            | Particulate Matter (PM <sub>10</sub> ) | 336     | 328     | 324     |                                                                                                                                                                                                                                                                                                                                                                                                                |

## Social

| Topic     | Metric                           | 2023   | 2024   | 2025   | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------|----------------------------------|--------|--------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workforce | Percentage of                    |        |        |        | Rates are rounded to the nearest decimal for reporting consistency. Totals may not sum due to rounding.                                                                                                                                                                                                                                                                                                                                                                       |
|           | Employee Turnover (Voluntary)    | 16%    | 10%    | 9%     | Turnover rate is calculated based on voluntary/involuntary turnover per average headcount during the reporting year.                                                                                                                                                                                                                                                                                                                                                          |
|           | Employee Turnover (Involuntary)  | 9%     | 7%     | 9%     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | New Hire Rate                    | 19%    | 23%    | 21%    | New hire rate is calculated as total employee hires, including rehires, during the reporting year divided by average headcount during the year.                                                                                                                                                                                                                                                                                                                               |
|           | Number of                        |        |        |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Full- and Part-Time Employees    | 51,200 | 59,800 | 53,700 | Employee counts are rounded to the nearest 100 for reporting consistency. Totals may not sum due to rounding. Employee counts reflect the reporting boundary and included reporting locations used for this report and therefore do not align with the employee counts disclosed in Brink's Annual Report on Form 10-K. Changes in employee counts may reflect workforce fluctuations as well as ongoing refinement of Brink's ESG reporting boundary and reporting coverage. |
|           | North America                    | 18%    | 15%    | 16%    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Latin America                    | 48%    | 44%    | 46%    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Europe                           | 21%    | 21%    | 24%    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Rest of the World                | 14%    | 19%    | 14%    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Temporary and Contract Employees | 800    | 1,300  | 1,600  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | Truck Drivers                    | 10,300 | 9,200  | 8,500  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



# SASB Index

## Road Transportation

|                                       | SASB Code    | Accounting Metric                                                                                                                                                  | Report Location and Additional Information                                                                                                                                                      |
|---------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GHG Emissions                         | TR-RO-110a.1 | Gross global Scope 1 emissions                                                                                                                                     | <a href="#">Reporting Metrics</a>                                                                                                                                                               |
|                                       | 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 | <a href="#">Environmental</a>                                                                                                                                                                   |
|                                       | TR-RO-110a.3 | (1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable                                                                                      | <a href="#">Reporting Metrics</a>                                                                                                                                                               |
| Air Quality                           | TR-RO-120a.1 | Air emissions of the following pollutants: (1) nitrogen oxides (excluding nitrous oxide), (2) sulfur oxides, and (3) particulate matter (PM10)                     | <a href="#">Reporting Metrics</a>                                                                                                                                                               |
| Workforce Conditions, Health & Safety | TR-RO-320a.1 | (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees                                                | Brink’s is implementing a global incident reporting framework. Due to differences in regulatory definitions and systems across markets, globally comparable TRIR metrics are not yet available. |
|                                       | TR-RO-320a.2 | (1) Voluntary and (2) involuntary turnover rate for all employees                                                                                                  | <a href="#">Reporting Metrics</a>                                                                                                                                                               |
|                                       | TR-RO-320a.3 | Description of approach to managing short-term and long-term driver health risks                                                                                   | <a href="#">Employee Safety</a>                                                                                                                                                                 |
| 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                                                                                                                       | <a href="#">Reporting Metrics</a>                                                                                                                                                               |

## 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                                                                                                                              | <a href="#">Global Information Security</a>                                                                                                                                                                                                                                                                                                                                          |
|                        | SV-PS-230a.2                                                 | Description of policies and practices relating to collection, usage, and retention of customer information                                                                                             | <a href="#">Data Protection and Privacy</a>                                                                                                                                                                                                                                                                                                                                          |
|                        | 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 U.S. 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 in a Current Report on Form 8-K. See our <a href="#">SEC Filings</a> page for additional information. |
| Professional Integrity | Data Privacy Framework Privacy Policies (HR and Non-HR Data) |                                                                                                                                                                                                        | <a href="#">Ethics and Compliance</a>                                                                                                                                                                                                                                                                                                                                                |
|                        | SV-PS-510a.1                                                 | Description of approach to ensuring professional integrity                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                      |
|                        | SV-PS-510a.2                                                 | Total amount of monetary losses as a result of legal proceedings associated with professional integrity                                                                                                | In accordance with 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 <a href="#">SEC Filings</a> 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                                                                                                                   | <a href="#">Reporting Metrics</a>                                                                                                                                                                                                                                                                                                                                                    |
|                        | 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 Global Reporting Initiative (GRI) Standards for the calendar year ended December 31, 2025.

| 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                                                   | <a href="#">Brink’s 2025 Form 10-K</a><br><a href="#">Brink’s Website: Locations</a>                           |
|                                              | 2-2 Entities included in the organization’s sustainability reporting         | <a href="#">About This Report</a>                                                                              |
|                                              | 2-3 Reporting period, frequency and contact point                            | <a href="#">About This Report</a>                                                                              |
|                                              | 2-4 Restatements of information                                              | <a href="#">Environmental, Reporting Metrics</a>                                                               |
|                                              | 2-5 External assurance                                                       | Brink’s continues evaluating external assurance options as reporting processes mature.                         |
| Activities and workers                       | 2-6 Activities, value chain and other business relationships                 | <a href="#">Brink’s 2025 Form 10-K</a>                                                                         |
|                                              | 2-7 Employees                                                                | <a href="#">Social, Reporting Metrics</a>                                                                      |
|                                              | 2-8 Workers who are not employees                                            | <a href="#">Social, Reporting Metrics</a>                                                                      |
| Governance                                   | 2-9 Governance structure and composition                                     | <a href="#">Board Oversight, Oversight Structure</a><br><a href="#">Brink’s 2026 Proxy Statement</a> , page 16 |
|                                              | 2-10 Nomination and selection of the highest governance body                 | <a href="#">Brink’s 2026 Proxy Statement</a> , pages 20–21                                                     |
|                                              | 2-11 Chair of the highest governance body                                    | <a href="#">Brink’s 2026 Proxy Statement</a> , page 25                                                         |
|                                              | 2-12 Role of the highest governance body in overseeing management of impacts | <a href="#">Brink’s 2026 Proxy Statement</a> , page 5                                                          |
|                                              | 2-13 Delegation of responsibility for managing impacts                       | <a href="#">Brink’s 2026 Proxy Statement</a> , page 15                                                         |
|                                              | 2-14 Role of the highest governance body in sustainability reporting         | <a href="#">Brink’s 2026 Proxy Statement</a> , page 16                                                         |
|                                              | 2-15 Conflicts of interest                                                   | <a href="#">Brink’s 2026 Proxy Statement</a> , page 21                                                         |
|                                              | 2-16 Communication of critical concerns                                      | <a href="#">Whistleblower Protection</a>                                                                       |
|                                              | 2-17 Collective knowledge of the highest governance body                     | <a href="#">Sustainability Oversight</a>                                                                       |
|                                              | 2-18 Evaluation of the performance of the highest governance body            | <a href="#">Brink’s 2026 Proxy Statement</a> , page 21                                                         |
|                                              | 2-19 Remuneration policies                                                   | <a href="#">Brink’s 2026 Proxy Statement</a> , pages 11–13                                                     |
|                                              | 2-20 Process to determine remuneration                                       | <a href="#">Brink’s 2026 Proxy Statement</a> , pages 11–13                                                     |
|                                              | 2-21 Annual total compensation ratio                                         | <a href="#">Brink’s 2026 Proxy Statement</a> , page 70                                                         |



|                                                      |       |                                                                                                                  |                                                                                                                                                                           |
|------------------------------------------------------|-------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategies, policies and practices                   | 2-22  | Statement on sustainable development strategy                                                                    | <a href="#">A Message From Our CEO</a>                                                                                                                                    |
|                                                      |       |                                                                                                                  | <a href="#">Brink's Code of Ethics</a>                                                                                                                                    |
|                                                      |       |                                                                                                                  | <a href="#">Brink's Global Data Protection Policy</a>                                                                                                                     |
|                                                      | 2-23  | Policy commitments                                                                                               | <a href="#">Brink's European Data Protection Policy</a>                                                                                                                   |
|                                                      |       |                                                                                                                  | <a href="#">Brink's Supplier Code of Conduct</a>                                                                                                                          |
|                                                      |       |                                                                                                                  | <a href="#">Brink's Global Sustainability Policy</a>                                                                                                                      |
|                                                      | 2-24  | Embedding policy commitments                                                                                     | <a href="#">Brink's Code of Ethics</a>                                                                                                                                    |
|                                                      |       |                                                                                                                  | <a href="#">Brink's Supplier Code of Conduct</a>                                                                                                                          |
|                                                      | 2-25  | Processes to remediate negative impacts                                                                          | <a href="#">Brink's Code of Ethics</a>                                                                                                                                    |
|                                                      | 2-26  | Mechanisms for seeking advice and raising concerns                                                               | <a href="#">Brink's Code of Ethics</a>                                                                                                                                    |
|                                                      |       |                                                                                                                  | <a href="#">Whistleblower Protection</a>                                                                                                                                  |
|                                                      | 2-27  | Compliance with laws and regulations                                                                             | Based on information reported through Brink's compliance and reporting processes, no significant instances of non-compliance were identified during the reporting period. |
|                                                      | 2-28  | Membership associations                                                                                          | U.S. National Armored Car Association                                                                                                                                     |
| Stakeholder engagement                               | 2-29  | Approach to stakeholder engagement                                                                               | <a href="#">Our Approach to Sustainability</a>                                                                                                                            |
|                                                      | 2-30  | Collective bargaining agreements                                                                                 | <a href="#">Brink's 2025 Form 10-K: Labor Relations</a>                                                                                                                   |
| GRI Standards: Topic-Specific Disclosures            |       |                                                                                                                  |                                                                                                                                                                           |
| GRI 3: Material Topics 2021                          |       |                                                                                                                  |                                                                                                                                                                           |
|                                                      | 3-1   | Process to determine material topics                                                                             | <a href="#">Our Approach to Sustainability</a>                                                                                                                            |
|                                                      | 3-2   | List of material topics                                                                                          | <a href="#">Our Approach to Sustainability</a>                                                                                                                            |
| Physical Climate                                     |       |                                                                                                                  |                                                                                                                                                                           |
| GRI 3 Material Topics 2021                           | 3-3   | Management of material topics                                                                                    | This topic was identified as material per the 2024 double materiality assessment (DMA), and Brink's continues to make progress on material topics with internal teams.    |
| GRI 305 Emissions 2016                               | 305-7 | Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions        | <a href="#">Reporting Metrics</a>                                                                                                                                         |
| Climate Change Mitigation (GHG Emissions and Energy) |       |                                                                                                                  |                                                                                                                                                                           |
| GRI 3 Material Topics 2021                           | 3-3   | Management of material topics                                                                                    | <a href="#">Reporting Metrics</a>                                                                                                                                         |
| GRI 302 Energy 2016                                  | 302-1 | Energy consumption within the organization (in GJ)                                                               | <a href="#">Reporting Metrics</a>                                                                                                                                         |
|                                                      | 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                                                                                  | <a href="#">Energy and Greenhouse Gas Emissions</a>                                                                                                                       |
| 201 Economic Performance 2016                        | 201-2 | Financial implications and other risks and opportunities for the organization's activities due to climate change | <a href="#">Enterprise Risk Management</a>                                                                                                                                |
| 305 Emissions 2016                                   | 305-1 | Direct (Scope 1) GHG emissions                                                                                   | <a href="#">Reporting Metrics</a>                                                                                                                                         |
|                                                      | 305-2 | Energy indirect (Scope 2) GHG emissions                                                                          | <a href="#">Reporting Metrics</a>                                                                                                                                         |
|                                                      | 305-3 | Other indirect (Scope 3) GHG emissions                                                                           | <a href="#">Reporting Metrics</a>                                                                                                                                         |
|                                                      | 305-4 | GHG emissions intensity                                                                                          | <a href="#">Reporting Metrics</a>                                                                                                                                         |
|                                                      | 305-5 | Reduction of GHG emissions                                                                                       | <a href="#">Reporting Metrics</a>                                                                                                                                         |

| Cybersecurity and Data Privacy          |                                                                                                                     |                                                                                                                                                                                                                                                                                        |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 Material Topics 2021                  | 3-3 Management of material topics                                                                                   | <a href="#">Global Information Security, Incident Response and Reporting, Data Protection and Privacy</a>                                                                                                                                                                              |
| 418 Customer Privacy 2016               | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data                  | <a href="#">Global Information Security, Data Protection and Privacy</a> . No substantiated complaints concerning breaches of customer privacy or losses of customer data, as defined by GRI 418-1, were identified through Brink's reporting and investigation processes during 2025. |
| Health and Safety                       |                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| 3 Material Topics 2021                  | 3-3 Management of material topics                                                                                   | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
| 403 Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system                                                              | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-2 Hazard identification, risk assessment and incident investigation                                             | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-3 Occupational health services                                                                                  | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-5 Worker training on occupational health and safety                                                             | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-6 Promotion of worker health                                                                                    | <a href="#">Social</a>                                                                                                                                                                                                                                                                 |
|                                         | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-8 Workers covered by an occupational health and safety management system                                        | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
|                                         | 403-9 Work-related injuries                                                                                         | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
| 203 Indirect Economic Impacts 2016      | 203-1 Infrastructure investments and services support                                                               | <a href="#">Employee Safety</a>                                                                                                                                                                                                                                                        |
| Business Ethics                         |                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| 3 Material Topics 2021                  | 3-3 Management of material topics                                                                                   | <a href="#">Ethics and Compliance</a><br><a href="#">Brink's 2026 Proxy Statement</a>                                                                                                                                                                                                  |
| 205 Anti-Corruption 2016                | 205-1 Operations assessed for risks related to corruption                                                           | <a href="#">Ethics and Compliance</a>                                                                                                                                                                                                                                                  |
|                                         | 205-2 Communication and training about anti-corruption policies and procedures                                      | <a href="#">Ethics and Compliance</a>                                                                                                                                                                                                                                                  |
|                                         | 205-3 Confirmed incidents of corruption                                                                             | No substantiated incidents of corruption were identified through Brink's ethics and compliance processes during 2025.                                                                                                                                                                  |
| Corporate Culture                       |                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| 3 Material Topics 2021                  | 3-3 Management of material topics                                                                                   | <a href="#">Social</a>                                                                                                                                                                                                                                                                 |
| 401 Employment 2016                     | 401-1 New employee hires and employee turnover                                                                      | <a href="#">Social, Reporting Metrics</a>                                                                                                                                                                                                                                              |
|                                         | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees            | <a href="#">Employee Benefits</a>                                                                                                                                                                                                                                                      |
|                                         | 401-3 Parental leave                                                                                                | <a href="#">Employee Benefits</a>                                                                                                                                                                                                                                                      |
| 404 Training and Education 2016         | 404-1 Average hours of training per year per employee                                                               | <a href="#">Brink's 2025 Form 10-K: Workforce Demographics</a><br>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                                     | <a href="#">Brink's 2025 Form 10-K: Workforce Demographics</a>                                                                                                                                                                                                                         |
|                                         | 404-3 Percentage of employees receiving regular performance and career development reviews                          | <a href="#">Brink's 2025 Form 10-K: Workforce Demographics</a><br>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                                                          | <a href="#">Brink's 2025 Form 10-K: Labor Relations</a>                                                                                                                                                                                                                                |



| Access to Finance                    |                                   |                                                                                                                                                                                                                       |
|--------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 Material Topics 2021               | 3-3 Management of material topics | <a href="#">Our Strategy</a><br>This topic was identified as material per the 2024 Double Materiality Assessment (DMA), and Brink's continues to make progress on material topics with internal teams.                |
| Corporate Governance                 |                                   |                                                                                                                                                                                                                       |
| 3 Material Topics 2021               | 3-3 Management of material topics | <a href="#">Board Oversight</a> , <a href="#">Oversight Structure</a>                                                                                                                                                 |
| Human and Labor Rights               |                                   |                                                                                                                                                                                                                       |
| 3 Material Topics 2021               | 3-3 Management of material topics | <a href="#">Human Rights and Labor Practices</a>                                                                                                                                                                      |
| Innovation and Emerging Technologies |                                   |                                                                                                                                                                                                                       |
| 3 Material Topics 2021               | 3-3 Management of material topics | This topic was identified as material per the 2024 DMA, and Brink's continues to make progress on material topics with internal teams.                                                                                |
| People and Culture                   |                                   |                                                                                                                                                                                                                       |
| 3 Material Topics 2021               | 3-3 Management of material topics | <a href="#">People and Culture</a>                                                                                                                                                                                    |
| Responsible Sourcing                 |                                   |                                                                                                                                                                                                                       |
| 3 Material Topics 2021               | 3-3 Management of material topics | <a href="#">Energy and Greenhouse Gas Emissions</a> , <a href="#">Fleet</a><br>This topic was identified as material per the 2024 DMA, and Brink's continues to make progress on material topics with internal teams. |

# TCFD Index

Brink’s has prepared this inaugural TCFD Index in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which are now incorporated into the ISSB’s IFRS S2 climate disclosure standard. This Index outlines our climate-related disclosures across the four TCFD pillars—Governance, Strategy, Risk Management, and Metrics & Targets—and should be read alongside our California SB 261 Climate-Related Financial Risk Report, which provides additional detail on our scenario analysis methodology and findings. This Index covers Brink’s global consolidated operations for the fiscal year ended December 31, 2025, unless otherwise noted. Climate metrics are based on the 2024 data. As an inaugural disclosure, we expect our reporting to evolve as our climate data, methodologies, and strategic planning mature.

| Governance: Disclose the organization’s governance around climate-related risks and opportunities                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommended Disclosure:                                                                                                                                                                               | Brink’s Disclosure Summary:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Describe the Board’s oversight of climate-related risks and opportunities.                                                                                                                            | Brink’s Board of Directors (Board) oversees sustainability including initiatives and programs related to corporate culture, environmental impact, human capital management, and governance. Climate-related issues are a standing agenda item at least quarterly, and the Board is responsible for reviewing and monitoring strategy implementation, including risks, opportunities, performance, and potential targets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Describe management’s role in assessing and managing climate-related risks and opportunities.                                                                                                         | The Sustainability Committee is Brink’s highest senior management-level body with direct responsibility for environmental issues. This cross-functional group includes leaders from Operations, Fleet Management, Sourcing, Legal, Business, and Sustainability. The committee oversees climate strategy, emissions reduction, scenario analysis, and risk assessments. It reports regularly to the Chief Financial Officer (CFO), who holds executive accountability for Brink’s sustainability program and provides updates directly to the Board.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Recommended Disclosure:                                                                                                                                                                               | Brink’s Disclosure Summary:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.                                                                           | <p>In 2025, we conducted and completed our first climate scenario analysis aligned with the TCFD framework, identifying and prioritizing climate-related risks and opportunities across short-, medium-, and long-term horizons. Using a structured assessment of likelihood and financial impact, the analysis addresses both physical and transition risks, while also highlighting emerging opportunities driven by the global shift towards a low-carbon economy. These insights inform our strategic planning and resilience efforts, particularly in areas such as fleet electrification, regulatory compliance, and infrastructure adaptation.</p> <p><b>Physical Risks</b></p> <p>In the short term, severe weather events such as hurricanes and floods may lead to temporary disruptions, including damage to Brink’s facilities and fleet, transportation delays, and safety concerns for employees. These events could also affect service continuity and increase recovery efforts.</p> <p>By 2030 and 2050, gradual changes such as rising temperatures and shifting weather patterns may add pressure to infrastructure and logistics routes. These conditions could make certain regions more challenging to operate in and require additional planning. These risks are expected to be more pronounced under a severe warming scenario (SSP5-8.5) compared to a lower-warming pathway (SSP1-2.6).</p> <p><b>Transition Risks</b></p> <p>In the short term, evolving policies, new disclosure requirements, and shifting stakeholder expectations may increase compliance costs and drive operational changes for Brink’s. These pressures could require swifter adaptation in reporting, fleet management, and customer engagement, particularly in regions with aggressive climate regulations.</p> <p>By 2030 and 2050, the transition to a low-carbon economy may have gradually expanded, with stricter emissions standards, higher indirect carbon pricing, and growing demand for sustainable logistics solutions. These changes may increase costs for fuel and energy, especially under a net zero scenario. The scale and pace of these transition impacts will be more pronounced in a rapid decarbonization pathway (Net Zero 2050) compared to a slower, business-as-usual scenario (current policies).</p> |



Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Climate-Related Opportunities

The global shift towards decarbonization presents significant opportunities for Brink’s. As demand grows for low-carbon logistics and transparent climate performance, Brink’s can benefit by scaling fleet electrification. Early adoption of these solutions can enhance operational efficiency, reduce long-term costs and strengthen Brink’s reputation with customers and investors, especially in markets where climate leadership is increasingly valued.

Brink’s applies a dual-horizon approach to environmental planning.

- **Short term (0–3 years):** Focuses on operational improvements such as fuel efficiency, waste reduction, and energy use in facilities.
- **Medium term (3–10 years):** Includes risks and opportunities related to evolving climate policies, stakeholder expectations, and technology transitions.
- **Long term (10+ years):** Assesses systemic risks such as climate change impacts on infrastructure and resource scarcity.

Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

Physical Risks

Climate-related physical risks, such as damage to facilities and fleet, transportation delays, and operational interruptions, may affect Brink’s ability to maintain service continuity and meet client commitments. These risks can lead to increased recovery and repair costs, higher insurance premiums, and contingency spending. Strategically, they influence decisions to strengthen infrastructure, enhance business continuity plans, and adjust fleet deployment to reduce downtime. Financial planning incorporates these risks through scenario-based stress testing and capital allocation for resilience and recovery measures.

Transition Risks

Climate-related transition risks, such as carbon pricing, evolving regulations, and increased stakeholder expectations, may impact Brink’s operational costs, market positioning, and compliance obligations. These risks can result in higher fuel and energy expenses, increased reporting and assurance costs, and potential loss of business if customer or investor climate expectations are not met. These risks drive strategic decisions related to fleet decarbonization, energy efficiency investments, and the strengthening of Environmental, Social, and Governance (ESG) data management systems. These risks are further incorporated in financial planning through scenario-based modeling, compliance investments, and capital allocation to support innovation and maintain competitiveness in a rapidly changing regulatory and market environment

Climate-Related Opportunities

Climate-related transition opportunities, such as the use of low-carbon transport technologies, can enhance Brink’s operational efficiency, brand reputation, and market access. By investing in fleet electrification, Brink’s can reduce costs, meet stakeholder expectations, and position itself as a leader in sustainable, secure logistics. These opportunities are integrated into strategic planning and capital allocation to drive long-term value and resilience.

Environmental risks and opportunities have influenced Brink’s strategy across several key areas, including:

- **Operations:** Physical risks, such as extreme weather events, have prompted investments in facility resilience and business continuity planning.
- **Fleet Strategy:** Transition risks have led Brink’s to evaluate its energy use and emissions profile, resulting in a strategic shift towards fleet electrification and energy-efficient infrastructure, including route optimization and renewable fuel adoption.
- **Innovation & Customer Demand:** Sustainability-focused clients drive demand for low-carbon services like Digital Retail Solutions (DRS) and ATM Managed Services (AMS).
- **Capital Planning:** Investments in solar-equipped vehicles, energy-efficient facilities, and emissions tracking systems.

The longer list of additional climate-related risks and opportunities identified by Brink’s also highlights strategic implications for the business. For example, direct carbon pricing was flagged as a high-relevance risk due to Brink’s fleet accounting for 85% of total energy consumption and 78% of Scope 1 and 2 emissions. In a net zero scenario, jurisdictions such as California, Canada, the European Union, and the United Kingdom may impose or increase carbon taxes on transportation fuels, significantly impacting operating costs. Other risks such as indirect carbon pricing, enhanced climate disclosure requirements, and technology transition risks (e.g., stranded assets from low-carbon innovation) were also identified as of moderate relevance, influencing Brink’s approach to compliance, infrastructure upgrades, and innovation strategy.

|                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                | Brink's initiated its first climate scenario analysis in 2025, covering acute and chronic physical risks, policy changes, and stakeholder expectations. Findings from this analysis are being integrated into the risk register and strategic planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios in accordance with the Paris Agreement, including a 2 degrees Celsius or lower scenario. | <p><b>Physical Risks</b></p> <p>Brink's strategy has been evaluated against multiple climate-related scenarios, including those aligned with the Paris Agreement's goal of limiting warming to 2 degrees Celsius or lower (SSP1–2.6) and a severe warming pathway (SSP5–8.5). Under the lower-warming scenario, physical risks, such as facility and fleet disruptions, remain manageable, allowing continuity plans and incremental infrastructure upgrades to maintain service reliability. In contrast, the severe warming scenario presents greater challenges, including more frequent operational interruptions and higher recovery costs, which could require accelerated investment in resilience measures. Brink's approach to resilience focuses on maintaining service continuity and adapting to a range of potential climate outcomes. Efforts include strengthening facilities and operational processes, improving fleet flexibility, and using climate assessments to inform planning for locations that may face higher exposure. The Company is also enhancing monitoring capabilities to anticipate disruptions and refining business continuity measures to support employee safety and operational reliability.</p> <p>For physical risks, Brink's selected SSP1–2.6 and SSP5–8.5 scenarios from the IPCC AR6 Shared Socioeconomic Pathways (SSP). These scenarios represent a spectrum from managed climate futures to severe warming, enabling Brink's to evaluate both likely and extreme outcomes.</p> <p>For transition risks, Brink's adopted the Network for Greening the Financial System Net Zero 2050 and Current Policies scenarios, which offer contrasting views of an ambitious, coordinated transition versus a business-as-usual pathway. These scenarios were selected because they are broadly consistent with emerging climate-related disclosure expectations, including frameworks referenced by California Senate Bill 261.</p> |

| Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommended Disclosure:                                                                                                                                              | Brink’s Disclosure Summary:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Describe the organization’s processes for identifying and assessing climate-related risks.                                                                           | <p>In 2024, Brink’s began identifying, assessing, and managing environmental risks and opportunities as part of our sustainability framework, strategic planning cycles, and Corporate Sustainability Reporting Directive-aligned DMA. Risks were identified through collaboration across Operations, Fleet Management, Sourcing, and Sustainability teams.</p> <p>As part of the DMA, Brink’s leveraged its ERM framework to establish a consistent scoring methodology for each identified impact, risk, or opportunity, including climate-related risks. This approach allows alignment with Brink’s broader corporate risk practices and enables prioritization of climate-related risks in accordance with the Company’s enterprise-wide risk tolerance and strategic planning processes.</p> <p>For the climate risk scenario analysis, Brink’s used the existing ERM framework to align the climate-related risk and opportunity ratings with Brink’s ERM risk rating methodology.</p> |
| Describe the organization’s processes for managing climate-related risks.                                                                                            | Insights from climate risk assessments inform Brink’s capital planning, operational strategies, and long-term sustainability goals. The process will be reviewed moving forward and updated to reflect new risks, regulatory changes, and technological developments. Brink’s is actively responding to evolving vehicle emissions regulations by integrating sustainability into our fleet strategy. Measures include fleet optimization, deployment of solar-equipped and electric vehicles, and data-driven emissions tracking.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.                | Insights from climate risk assessments inform Brink’s capital planning, operational strategies, and long-term sustainability goals. The process is reviewed annually and updated to reflect new risks, regulatory changes, and technological developments. Findings from the 2025 scenario analysis will be integrated into Brink’s ERM.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Recommended Disclosure:                                                                                                                                              | Brink’s Disclosure Summary:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.               | Brink’s tracks and reports GHG emissions annually, including Scope 1 and Scope 2 emissions. We use the Greenhouse Gas Protocol and report emissions by country, business division, and activity. Emissions intensity is calculated per unit of revenue. Brink’s also reports total direct and indirect energy consumption in GJ across fleet and facilities, broken down by fuel type and renewable share, to monitor operational efficiency and climate-related performance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.                                                                        | <p>In 2024, our emissions totaled 316,422 metric tons CO<sub>2</sub>e. By Scope, this includes:</p> <ul style="list-style-type: none"> <li>• <b>Scope 1:</b> 279,284 metric tons CO<sub>2</sub>e</li> <li>• <b>Scope 2 (location-based):</b> 37,138 metric tons CO<sub>2</sub>e</li> <li>• <b>Scope 3:</b> Relevant categories have been identified (e.g., purchased goods, capital goods, business travel), and we are in the process of developing our Scope 3 inventory and methodological approach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.                                     | Brink’s does not currently have a formal emissions-reduction target but is evaluating the potential to introduce one within the next 2 years. We are exploring opportunities to reduce emissions intensity over the next 5 years through fleet electrification, energy efficiency improvements, and renewable energy sourcing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



# Standards and Governance

| American Institute of Certified Public Accountants (AICPA) Audit Reports              | Entity                                                                                                                                               |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| AICPA System and Organization Controls (SOC 1 Financial Controls)                     | Canada Cash Vault Services (readiness assessment completed in 2025, assessment to be completed in 2026), Canada Commodities Storage, U.S. Cash Vault |
| AICPA System and Organization Controls (SOC 2 Data Security)                          | Balance Innovations, Cyprus, Global (readiness assessment completed in 2025, assessment to be completed in 2026)                                     |
| International Standard on Assurance Engagements ISAE 3402 Type II – 2024              | Belgium                                                                                                                                              |
| International Standard on Assurance Engagements ISAE 3000 Type II – 2024              | Netherlands                                                                                                                                          |
| International Organization for Standardization (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                                                       |
| 27701 Information Privacy                                                             | Greece                                                                                                                                               |
| 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                                                                                                                                               |
| Code of Ethics                                                                        | The Brink's Company                                                                                                                                  |
| European Data Protection Policy                                                       | Brink's Entities operating in the European Economic Area and the United Kingdom                                                                      |
| Global Anti-Money Laundering Statement                                                | The Brink's Company                                                                                                                                  |
| Global Data Protection Policy                                                         | The Brink's Company                                                                                                                                  |
| Global Sustainability Policy                                                          | The Brink's Company                                                                                                                                  |
| Privacy Statement                                                                     | The Brink's Company                                                                                                                                  |
| Slavery and Human Trafficking Statement                                               | The Brink's Company                                                                                                                                  |
| Supplier Code of Conduct                                                              | The Brink's Company                                                                                                                                  |
| Violence and Harassment-Free Workplace Policy                                         | The Brink's Company                                                                                                                                  |
| Whistleblower Protection 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,” “anticipate,” “aspire,” “assume,” “believe,” “commit,” “could,” “endeavor,” “estimate,” “expect,” “goal,” “intend,” “may,” “objective,” “plan,” “project,” “seek,” “should,” “strive,” “strategy,” “target,” “will,” “would,” 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, targets, and commitments.



This sustainability report is a voluntary publication and is not filed or furnished with the U.S. Securities and Exchange Commission. The information herein has not been prepared in accordance with SEC rules and should not be read as an extension of, or supplement to, Brink's SEC filings.

References in this document to “material,” “materiality,” “significant,” or similar terms are used in the context of sustainability reporting frameworks, including the GRI Standards, and reflect topics of importance to Brink's and its stakeholders. Such references are not intended to, and do not, correspond to the concept of materiality under the U.S. federal securities laws or as used in the context of Brink's financial statements or SEC filings. The inclusion of information in this document should not be construed as a characterization of the materiality or financial impact of that information.

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 and climate-related disclosure laws and regulations, including state and federal climate disclosure requirements and the EU Corporate Sustainability Reporting Directive (CSRD); (iii) the availability, accuracy, and completeness of data necessary to calculate sustainability metrics, including greenhouse gas emissions and energy consumption data across our global operations; (iv) the availability and cost of renewable fuels, electric vehicles, and other low-carbon technologies; (v) general economic issues, including supply chain disruptions, fuel price increases, inflation, and changes in interest rates; (vi) risks associated with operating in foreign countries, including changing political, labor, and economic conditions, regulatory issues, and restrictive government actions; (vii) public health emergencies, pandemics, or epidemics, acts of terrorism, strikes, or other extraordinary events that negatively affect global or regional cash commerce; (viii) the ability of third-party data providers and supply chain partners to provide accurate and timely information for sustainability reporting purposes; and (ix) risks relating to strategic transactions, including

acquisitions and divestitures, such as the ability to complete such transactions on expected terms and timelines, obtain required regulatory approvals, realize anticipated benefits, and integrate or separate operations, any of which may affect the scope, boundary, and comparability of the sustainability data and initiatives described herein.

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, 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. Brink's may adjust, restate, or discontinue goals, targets, or metrics as methodologies, data quality, reporting boundaries, regulatory requirements, or business conditions evolve.

Sustainability data and metrics in this report reflect the reporting boundary described in “About This Report” and may not capture the full scope of Brink's global operations. Boundary adjustments may affect the comparability of data across reporting periods. The information presented in this document is subject to the accuracy of our data collection and analysis methods, which are subject to future evolution and calibration, and to additional uncertainties inherent in sustainability data collection and analysis. 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.

Unless otherwise specifically indicated, the sustainability information in this document has not been independently assured or verified by a third party. 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 or revise any forward-looking statements or sustainability information contained herein, whether as a result of new information, future events, changes in methodology, or otherwise, except as may be required by applicable law.



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