

2025 ERM Risk Appetite Statements



Status	Risk Name	Risk Category	Risk Appetite Statement	ELT Risk Owner(s)
Active	Information Technology and Cyber Security Risk	Technology	Brink's has no tolerance for known non-compliance with applicable laws and regulations governing the jurisdictions in which the Company operates. We also have a very low tolerance for risks that compromise the security of confidential data, including the loss of its business and customer data, and anything that disrupts critical business continuity. We will tolerate moderate exposure in new initiatives without introducing avoidable risk.	Kurt McMaken
Active	Key Executive Management Turnover and Succession Risk	Talent	At Brink's we recognize that CEO and CFO succession planning is critical to the success of the enterprise and sustained shareholder value. We have no tolerance for a lack of preparedness associated with CEO and CFO turnover as it could cause significant disruption, impede our ability to achieve our strategic and financial objectives and erode shareholder value.	Elizabeth Galloway
Active	Solutions Development, Delivery and Adoption Risk	Operational	We have a decreasing risk tolerance from development, to delivery, to adoption of products and services. We have a high risk appetite for development due to our need to be flexible and evolve as we scale solutions. Delivery is at a medium risk based on how we properly manage the stage gate processes to hold ourselves and our vendors accountable to the product scope, timeline commitments, cost targets and execution in each market. Finally, we have a low risk tolerance for adoption of our solutions due to the process of educating our current & new customers on the vision for our strategic solutions (particularly DRS and AMS) and our efforts to gather and respond to customer feedback as we continue to expand these solutions throughout our global footprint.	Laurent Borne David Dove
Active - New	Data (Integrity & Privacy) Risk	Operational	Brink's has low tolerance for risks related to data quality or data protection that could materially impact operations or financial results. Brink's has low tolerance for unauthorized (intentional or unintentional) access to or sharing of personal, proprietary or confidential company, employee, customer or other third-party data that violates regulatory requirements or that could materially impact our fiduciary or contractual obligations.	Kurt McMaken
Active - New	Compliance (Regulatory & Other) Risk	Legal & Compliance	Brink's has no tolerance for violating sanctions regulations or taking identifiable risk related to anti-corruption or AML compliance. Similarly, we have no tolerance for risk to the integrity of The Brink's Company's financial statements. We have a low tolerance for risk of violating other compliance obligations and we acknowledge that in entering new markets and developing new solutions, we may assume proportionally higher risk in areas that do not threaten safety and security of our communities or our financial statements.	Lindsay Blackwood
Controlled	Loss of Customer Property by Theft or Damage Risk	Operational	At Brink's we recognize the inherent and evolving threats affecting our operations and the risk of loss of customer property. We will tolerate a high level of risk to ensure the safety of our employees and the secure delivery of our services to the customer. To eliminate avoidable losses, we will make business decisions considering the full cost of the risks and potential losses to deliver the appropriate returns and will maintain a low risk appetite for activities or investments that would make us unable to prepare for or respond to significant events that could result in loss of customer property.	Lindsay Blackwood
Controlled	Macroeconomic Volatility Risk	Financial	Significant volatility in the major drivers of the global economy may create risk in how we operate, finance and grow our businesses. Given the geographic scope of our business, we have a high risk tolerance for experiencing macroeconomic volatility as long as our processes adequately monitor, react and minimize the potential impact.	Kurt McMaken
Controlled	Strategic Alignment Risk	Strategic	Strategic initiatives that are designed to evolve and grow companies are inherently risky. We intend to mitigate this risk by incorporating processes to regularly monitor and assess the implications of our strategy and related initiatives into the Brink's Business System. This will include monthly and quarterly reviews of key metrics, to include internal and external data. This analysis will help validate our existing strategic direction and inform necessary changes / need for counter measures. We are willing to take moderate short- and long-term risk with proper investment in controls, feedback loops, etc. to help ensure that our strategic initiatives will drive growth, generate sufficient returns and resiliency, and increase shareholder value.	Mark Eubanks