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**LEADER SLIDES: TALKING POINTS**

**Slide 1 (Title Slide) – Honoring Our Heritage, Shaping Our Future**

**Slide 2 – Happy Anniversary, and Thank You**

* *Thank employees for their hard work.*
* *Reflect on local accomplishments.*

**Slide 3 – We’ve Come a Long Way Since 1859**

* For 165 years, our customers have counted on us to deliver safety, security and peace of mind, whether that’s by horse-and-buggy, truck, plane or through our digital services.
* And we should be proud of that legacy.
* As a result of our commitment to our customers, we’ve developed a strong, globally-recognized brand that has endured for generations.

**Slide 4 – We Have a Winning Strategy**

* Today, we have a winning strategy, and we remain committed to delivering on our 4 strategic pillars: growth and customer loyalty, innovation, operational excellence and talent.
* As a company, we have some key focus areas for 2024:
  + We will keep improving efficiency and the quality of service we deliver to our customers by standardizing processes and finding ways to be more efficient.
  + We’ll continue working to create a great employee experience and have already begun turning our employee survey results into action so we attract the best talent and inspire the talent we have to do their best work.
  + We must continue to enhance our capabilities and grow our higher margin services like AMS and DRS.
  + We’re just getting started on leveraging our global scale. Our global network differentiates us from the competition and we are seizing the opportunity to leverage our size and share knowledge across the enterprise.
* It’s an exciting time and we have a lot to be proud of.

**Slide 5 – Now It’s Time to Shape Our Future**

* We have many strengths – things like our brand, performance, employee pride, and operational excellence momentum from Lean implementation.
* We want to build on these key strengths as we go through the transformation, and it’s important that we’re making the right investments in the right capabilities.
* However, the “why some change is needed” has become very clear as well.
* We have opportunities to drive growth and help us win in the marketplace.
  + For example, we want to continue to evolve how we work so that we come together as one team and take advantage of our global size and reach to work more efficiently and build scale.
  + Modernizing our core infrastructure, technology and systems also will help us be more efficient and more agile.
  + And a big opportunity is in adapting our approach to serving our customers by positioning ourselves as partners, improving our service and selling solutions (not devices).
* We are not going to be able to address them all right away, but we are prioritizing what is most important and will execute thoughtfully over time.

**Slide 6 – We Are Making Moves to Build a Better Brink’s**

* For the last several years, we’ve been taking steps to transform Brink’s.
* We’re now preparing to take some of our most exciting and bold steps yet.
* The company recently kicked off work across 3 workstreams shown here – purpose & values, how we’ll work together in the future and enhancing our functional capabilities.
* Let’s start with **Purpose.**
  + To energize and unify our culture and company, we're creating a purpose statement that will acknowledge the broader meaning of our daily work and guide our transformation journey. Our role in the world overall is important, so we're going to take the time to create a statement that clearly explains and honors the "why" of Brink’s.
  + We're also going to rebuild our Values so they are modernized, impactful, and reflect who we are when we're at our best.
  + This is a key reason that this year’s anniversary isn’t focused on our values. They are still critical to our company, but they are evolving to power our new purpose and reflect our desired behaviors and how they come to life on a daily basis.
  + This is why we’ll focus on this later in the year – our brand, our purpose, and our values will be critical foundations in our path forward.
* Moving on to **How We Work Together.**
  + This is about finding opportunities to work together as one global team.
  + We will identify shared systems and tools, that allow us to make decisions consistently, and that help us stay aligned on where the company is going.
  + Look for opportunities to share ideas across geographies, enhance our ability to sell DRS and AMS solutions, better define roles and accountabilities between corporate, regions and countries, and reduce complexity.
* Our third workstream is about **Enhancing our Functional Capabilities**.
  + This work is focused on enhancing the ability of our support functions to be more efficient and effective by building capabilities, leveraging technology and providing better tools.
  + By leveraging our scale and skills across the organization our functions will partner better with the business and ultimately help us all deliver better results.
* Our transformation and these changes won’t occur overnight. This is a multi-year journey and we will take a phased approach to ensure we can still do what we do best – serve our customers.

**Slide 7 – The Best Is Yet to Come**

* Over 165 years, Brink’s has evolved to stay competitive and successful in the market, and we’re not done yet.
* This work will better define what we want to be and how we’re going to get there.
* And I truly believe that the best is yet to come.
* Happy anniversary, and thank you for all you do!