

Encouraging a Culture of Compliance

- Starting with the Chief Ethics & Compliance Officer, who sits on the Executive Leadership Team, Ethics & Compliance is enabled by tone from the top
- The Ethics & Compliance Program is regularly reviewed by the Board of Directors' Audit Committee and is supported by a cross-functional business-driven Ethics & Compliance Council, representing all of the Company's regions
- The core Ethics & Compliance Team is comprised of lawyers and other compliance professionals who have expertise in anti-money laundering, internal investigations, antitrust, anti-corruption, and audit

Empowered Team



- The Brink's Company Code of Ethics is the foundation of the Ethics & Compliance Program
- The Program has policies in place to address the Ethics & Compliance risks at Brink's as well as procedures to support consistency in application
- Brink's anti-money laundering policies and procedures have been crafted with outside counsel support and form the foundation of Brink's risk-based AML activities
- Brink's Know Your Customer procedures includes diligence at onboarding and continuous risk monitoring leveraging automated tools throughout the customer relationship

Codified Practices



- All Brink's employees receive training on Ethics & Compliance topics annually scoped to their role and seniority
- Frontline employees in Brink's branches receive quarterly compliance training, including targeted training related to money laundering red flags they might encounter and how to escalate concerns about suspicious activity
- At Brink's Q3 is "AML Awareness Quarter" and includes training and communications to enhance employees' knowledge of AML risks

Awareness Training



Brink's Code of Ethics is available online at: <https://investors.brinks.com/static-files/cdc268b8-e4c2-426a-9e46-200e7aa5563a>

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Generic Version



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Empowered Team



- The Brink's Company Code of Ethics is the foundation of the Ethics & Compliance Program
- The Program has policies in place to address the Ethics & Compliance risks at Brink's as well as procedures to support consistency in application
- Brink's policies and procedures around core risk areas have been crafted with outside counsel support and are regularly reviewed and modified based on the company's risk profile

Codified Practices



- Brink's Ethics and Compliance Team maintains a comprehensive engagement strategy to drive awareness of key compliance concepts through regular training, reinforced by regular, multi-channel messaging to employees at all levels of the company
- All Brink's employees receive training on Ethics & Compliance topics annually scoped to their role and seniority
- Frontline employees in Brink's branches receive quarterly compliance training, including how to escalate concerns and ask for guidance

Awareness and Training



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