Press Release Procedures

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| SUMMARY   * All press releases must be approved by Corporate Communications, whether Corporate, U.S. or non-U.S., no exceptions. * All press releases must use the corporate release template, located on the Corporate Resource Library, and follow Associated Press style guidelines * All press releases require some additional approvals such as Legal, Investor Relations, local senior leadership and Brink’s CEO. |

# Introduction

Brink’s Corporate Communications function is responsible for communications about the company’s strategy, initiatives, leadership team and other corporate topics.

*About Press Releases at Brink’s*

Brink’s issues press releases to communicate with multiple stakeholders, including current and potential investors, customers, partners and employees. Brink’s Corporate Communications function and country communications can issue press releases.

Corporate press releases address a variety of topics, including leadership changes, and corporate transactions (e.g., large agreements, acquisitions).

Note: Brink’s Investor Relations function is responsible for investor-focused communications, including press releases on our financial performance. Investor-focused communications are not addressed in this document.

# Purpose

This document is designed to:

* Outline the steps for obtaining approval of press releases to ensure accuracy and consistency and to protect against potential liability, and
* Help all internal personnel to move quickly and with a clear understanding of roles and responsibilities

# Definitions

* Corporate Press Releases – releases issued by Brink’s Corporate Communications function.
* U.S. Operations Press Releases – releases created to communicate U.S.-specific activity, including new product releases and strategic relationships.
* Non-U.S. Operations Press Releases – press releases issued by any country operation other than U.S. Operations.

# Procedures

1. **Corporate Press Releases**

Corporate Communications drafts releases to announce corporate news including, but not limited to, acquisitions and executive-level organizational announcements. These are handled on a case-by-case basis and require review and approval by an accountable ELT member and the CEO.

Corporate releases must be issued using the corporate template.

# Required Approvals

* + Corporate Communications drafts and routes corporate press releases to internal subject matter experts, as appropriate, before sending to Investor Relations for review and the Corporate General Counsel’s office for review and approval.
  + Corporate Communications will engage the accountable ELT member(s) for review and the CEO’s office for final approval.

# U.S. Operations Press Releases (including PAI and Balance Innovations)

U.S. Operations, including PAI and Balance Innovations, may draft press releases that focus on U.S.-specific topics (e.g., U.S. product releases, U.S. strategic partnerships). Global Marketing may also draft these releases.

**Corporate Communications must review and approve these releases** because corporate stakeholders (investors, regulators, etc.) often have interest in activity in our U.S. operations.

# Required Approvals and Accountability

* + *Step 1*: An owner from U.S. Operations, PAI, BI or Global Marketing is responsible for drafting, routing and editing the press release. It must be on the corporate release template, located on the [Corporate Resource Library](https://brinksresourcelibrary.brinks.com/en/communications?__woopraid=Hsm3IShTfi66), and follow Associated Press style guidelines.If anyone is quoted in the release, they must be the senior most person in the business or function.
  + *Step 2*: The owner is responsible for ensuring a VP- or higher-level Brink’s U.S. Operations employee reviews and approves the release. In doing so, the VP accepts responsibility for ensuring the release is appropriate, aligned with corporate strategy and positioning, and that all information and claims are complete, accurate and substantiated.
  + *Step 3*: The owner is responsible for making any changes and routing the draft to the General Counsel of North America. The General Counsel must review and approve the release, and will route the release to the additional in-country lawyers as necessary before sending the release to Corporate Communications.
  + *Step 4*: Corporate Communications will route the release for review and approval to the appropriate corporate functions, including:
    - Investor Relations
    - Brink’s Corporate General Counsel’s office
    - President, North America
    - Corporate subject matter experts as needed
    - The CEO’s office
  + *Step 5*: Corporate Communications will provide edits from corporate reviewers and final approval to the owner of the release. Please allow three to five days for this process. *Corporate Communications will not review U.S. Operations press releases until the approvals above have been obtained.* The owner may also engage Corporate Communications to distribute the release via Brink’s corporate wire service account. If

the release isn’t being distributed via the wire, the owner may publish.

# Non-U.S. Operations Press Releases

Brink’s country operations (outside the U.S.) may draft and issue press releases at the local level after they have obtained approval from Corporate Communications.

For example, if a country team is working with Brink’s Strategy and Business Development team on an acquisition and plans to issue a release at the country level, that country team should contact Corporate Communications to obtain corporate review and approval**. Approval from Corporate Communications is required before publication**.

# Required Approvals & Accountability

* + Country GM (or leader of the relevant line of business) is responsible for ensuring the release is appropriate, aligns with corporate strategy and positioning, and that all information and claims are complete, accurate and substantiated.Any persons quoted in a press release must be the senior leader of a country.
  + Country GM (or the leader of the line of business) is responsible for any risk associated with the release and for obtaining legal review from his or her assigned legal counsel.
  + Countries should use the corporate template if they don’t already have a local template in place.
  + Countries and lines of business may NOT add taglines, local mission statements, vision statements, etc. to their releases.
  + *Corporate Communications will not review Non-U.S. Operations press releases until the approvals have been obtained by the country Managing Diector and Regional ELT member*..
  + Countries can contact Corporate Communications to obtain press release approval and/or use the company wire service account

1. Approval Process

* To secure approval from Corporate Communications, please provide the approved press release, including information about who has reviewed and signed off on the release to: [BrinksCommunications@brinksinc.com](mailto:BrinksCommunications@brinksinc.com)
* Questions can be directed to Kelly McNeff, VP Corporate Communications at [Kelly.mcneff@brinksinc.com](mailto:Kelly.mcneff@brinksinc.com) or at +1-469-390-2496