

Creating a Leading Financial Technology Infrastructure Company

Brink's agrees to acquire NCR Atleos in a cash and stock transaction valued at \$6.6 billion

- The combination brings together the complementary products, services, and software of two trusted financial technology infrastructure solution providers that serve customers across the globe.
- Brink's global cash logistics and AMS/DRS businesses to combine with NCR Atleos' ATM management and services expertise, as well as its ATM network and outsourcing solutions.

Strategic Benefits and Enhanced Customer Experience



Expanded and diversified offering



Positioned to provide comprehensive services and products to help customers operate more efficiently



Accelerated growth



Broader, more integrated solutions across both physical and digital channels

Expanding and Integrating Retail Customer Opportunities



Accelerating Growth, Unlocking Value

Attractive Financial Profile

- Combined company is expected to represent ~\$10B in total revenue, with adjusted EBITDA margins of ~20%¹
- Expected to be highly accretive to Brink's earnings, including at least 35% accretive to EPS²

Efficient DRS Integration

- Total installed base of ~600,000 ATMs added to Brink's DRS business
- Combined network spans 140+ countries

Enhanced Revenue Streams

- Recurring, subscription-based revenue foundation
- Software, maintenance, repairs, cash logistics, and ATM outsourcing services

Complementary Operations

- Brink's cash management and logistics network + NCR Atleos' end-to-end ATM management expertise, owned-and-operated ATM network, and fast-growing ATMaaS outsourcing solutions

Meaningful Cost Synergies

- \$200M in annual run-rate cost synergies³ expected within three years of closing
- ~\$105M in SG&A, ~\$70M in service network and infrastructure, and ~\$25m in procurement

Strong Cash Flow and Balance Sheet Flexibility

- Flexibility driven by strong free cash flow
- Combined company expected to invest in the business, rapidly de-lever, and return capital to shareholders

Transaction Details

\$50.40

Per share consideration consisting of \$30 per share in cash + 0.1574 Brink's shares per NCR Atleos share.⁴

~78% and ~22%

Equity stake to be held by Brink's and NCR Atleos shareholders, respectively, in the common stock of the combined company.

24%

Transaction implies a 24% premium over NCR Atleos' closing stock price on Feb. 25, 2026 and a 26% premium over its 30-day VWAP.

Q1 2027

Expected close, subject to the completion of customary closing conditions, including regulatory approvals and approval by Brink's and NCR Atleos' shareholders.

¹Combined company financial data is based on 2026 (for all metrics other than FCF) or 2027 (for FCF) consensus estimates for Brink's and NCR Atleos, is provided for illustrative purposes only and excludes the effects of transaction synergies, unless otherwise specified.

²Calculated using 2027 consensus estimates for Brink's and NCR Atleos' Net Income.

³Presented on a pre-tax basis.

⁴At Brink's closing stock price of \$129.58 on February 25, 2026.

Forward-Looking Statements
This infographic contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "anticipate," "assume," "could," "estimate," "expect," "target," "possible," "project," "predict," "intend," "plan," "believe," "potential," "may," "should," "will" and similar expressions are based on current expectations and assumptions and are subject to risks, uncertainties and contingencies, many of which are beyond our control and difficult to predict or quantify, and which could cause actual results to differ materially from those that are anticipated.

Factors that could cause actual results to differ include, but are not limited to: Brink's ability to consummate the proposed transaction with NCR Atleos (the "Transaction"); the occurrence of any event, change or other circumstance that could give rise to the termination of the definitive agreement; Brink's ability to finance the Transaction; Brink's indebtedness, including the substantial indebtedness Brink's will incur in connection with the Transaction and the need to generate sufficient cash flows to service and repay such debt; failure to consummate any anticipated repayment of the combined company's indebtedness or make any returns to shareholders in the expected timeframe or at all; failure to obtain applicable regulatory or shareholder approvals in a timely manner or otherwise; failure to satisfy any other conditions to closing of the Transaction; failure to realize the anticipated benefits and synergies of the Transaction in the expected timeframe or at all, including as a result of a delay in consummating the Transaction; the success of integration plans and the time required to successfully integrate NCR Atleos' operations with those of Brink's; the focus of management's time and attention on the Transaction and other potential disruptions arising from the Transaction; the effects of the announcement of the Transaction on Brink's or NCR Atleos' businesses; that operating costs, customer loss and business disruption (including, without limitation, difficulties in maintaining relationships with banks, employees, customers or suppliers) may be greater than expected following the public announcement of the Transaction; Brink's or NCR Atleos' ability to retain certain key employees following the public announcement of the Transaction; the potential for litigation related to the Transaction; Brink's or NCR Atleos' ability to obtain certain third party or governmental regulatory consents, approvals or clearances; potential undisclosed liabilities of NCR Atleos not identified during the due diligence process; the impact of the Transaction on the market price of Brink's or NCR Atleos' common stock and/or operating results; and general economic conditions that are less favorable than expected.

Additional information concerning other risk factors is also contained in Part I, Item 1A "Risk Factors" of (i) Brink's Annual Report on Form 10-K for the year ended December 31, 2025, filed with the Securities and Exchange Commission (the "SEC") on February 26, 2026, and (ii) NCR Atleos' Annual Report on Form 10-K/A for the year ended December 31, 2024, filed with the SEC on November 5, 2025 and, in each case, in subsequent filings with the SEC.

The forward-looking information included in this infographic is representative only as of the date of this document and Brink's and NCR Atleos undertake no obligation to update, revise or clarify any information contained in this document or forward-looking statements that may be made from time to time on either of their behalf, whether as a result of new information, future events or otherwise, except as required by law.

Additional Information and Where to Find It

In connection with the Transaction, Brink's will file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include (i) a preliminary joint proxy statement of both companies, the definitive version of which will separately be sent or provided to Brink's and NCR Atleos' respective shareholders, and (ii) a prospectus of Brink's relating to the offer of Brink's securities to be issued to NCR Atleos' shareholders in connection with the completion of the Transaction. Brink's and NCR Atleos may also file other documents with the SEC regarding the Transaction. This document is not a substitute for the Registration Statement, the preliminary proxy statement/prospectus or any other document which Brink's or NCR Atleos may file with the SEC. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ THE PRELIMINARY PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS THAT ARE FILED OR WILL BE FILED WITH THE SEC, AS WELL AS ANY AMENDMENTS OR SUPPLEMENTS TO THESE DOCUMENTS, CAREFULLY AND IN THEIR ENTIRETY BECAUSE THEY CONTAIN IMPORTANT INFORMATION ABOUT THE TRANSACTION AND RELATED MATTERS.

Investors and security holders may obtain free copies of the preliminary proxy statement/prospectus (when it is available) and other documents that are filed with the SEC or will be filed with the SEC by Brink's or NCR Atleos (when they become available) through the website maintained by the SEC at <http://www.sec.gov> or from Brink's at its website: <https://us.brinks.com>, or from NCR Atleos at its website: <https://www.ncratleos.com>.

Participants in the Solicitation

Brink's, NCR Atleos, and certain of their directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Brink's or NCR Atleos in connection with the Transaction under the rules of the SEC. Information about the interests of the directors and executive officers of Brink's and NCR Atleos and other persons who may be deemed to be participants in the solicitation of shareholders of Brink's or NCR Atleos in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the preliminary proxy statement/prospectus related to the Transaction, which will be filed with the SEC. Additional information (i) about Brink's, the directors and executive officers of Brink's and their ownership of Brink's common stock can also be found in its Annual Report on Form 10-K for the year ended December 31, 2025, as filed with the SEC on February 26, 2026, and its definitive proxy statement, as filed with the SEC on March 21, 2025 (available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000078890/000110465925026330/tm252318-2_def14a.htm), and other documents subsequently filed by Brink's with the SEC and (ii) about NCR Atleos, the directors and executive officers of NCR Atleos and their ownership of NCR Atleos' common stock can also be found in its Annual Report on Form 10-K/A for the year ended December 31, 2024, filed with the SEC on November 5, 2025, and its definitive proxy statement, as filed with the SEC on April 4, 2025 (available at <https://www.sec.gov/ix?doc=/Archives/edgar/data/001974138/0001155837025004435/nat-20250521xdef14a.htm>), and other documents subsequently filed by NCR Atleos with the SEC. Free copies of these documents may be obtained as described above. To the extent holdings of Brink's or NCR Atleos' securities by its directors or executive officers have changed since the amounts set forth in such documents, such changes have been or will be reflected on Initial Statements of Beneficial Ownership on Form 3 or Statements of Beneficial Ownership on Form 4 filed with the SEC (available at <https://www.sec.gov/cgi-bin/own-disp?getissuer&CIK=0000078890> and at <https://www.sec.gov/cgi-bin/own-disp?action=getissuer&CIK=001974138>). Additional information regarding the identity of potential participants, and their direct or indirect interests, by security holdings or otherwise, will be included in the preliminary proxy statement/prospectus relating to the Transaction when it is filed with the SEC.