

# Fourth-Quarter and Full-Year 2022 Earnings

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February 22, 2023



# Safe Harbor Statements and Non-GAAP Results

These materials contain forward-looking information. Words such as "anticipate," "assume," "estimate," "expect," "target," "project," "model," "predict," "intend," "plan," "believe," "potential," "may," "should" and similar expressions may identify forward-looking information. Forward-looking information in these materials includes, but is not limited to, information regarding: 2023 outlook, including revenue, operating profit, adjusted EBITDA, earnings per share, net debt and leverage, free cash flow and the drivers thereof; 2024 financial targets; acquisition-related synergies; capital allocation priorities, including future increases in the dividend; the impact of macroeconomic factors; strategic focus areas, targets and initiatives; expected impact from deployment of tech-enabled solutions, including digital retail solutions and ATM managed services; sustainability initiatives; and future legacy liability contributions.

Forward-looking information in this document is subject to known and unknown risks, uncertainties and contingencies, which are difficult to predict or quantify, and which could cause actual results, performance or achievements to differ materially from those that are anticipated. These risks, uncertainties and contingencies, many of which are beyond our control, include, but are not limited to: our ability to improve profitability and execute further cost and operational improvement and efficiencies in our core businesses; our ability to improve service levels and quality in our core businesses; market volatility and commodity price fluctuations; general economic issues, including supply chain disruptions, fuel price increases, inflation, and changes in interest rates; seasonality, pricing and other competitive industry factors; investment in information technology ("IT") and its impact on revenue and profit growth; our ability to maintain an effective IT infrastructure and safeguard confidential information, including from a cybersecurity incident; our ability to effectively develop and implement solutions for our customers; risks associated with operating in foreign countries, including changing political, labor and economic conditions (including political conflict or unrest), regulatory issues (including the imposition of international sanctions, including by the U.S. government), currency restrictions and devaluations, restrictions on and cost of repatriating earnings and capital, impact on the Company's financial results as a result of jurisdictions determined to be highly inflationary, and restrictive government actions, including nationalization; labor issues, including labor shortages, negotiations with organized labor and work stoppages; pandemics (including the ongoing Covid-19 pandemic and related impact to and restrictions on the actions of businesses and consumers, including suppliers and customers), acts of terrorism, strikes or other extraordinary events that negatively affect global or regional cash commerce; anticipated cash needs in light of our current liquidity position and the impact of Covid-19 on our liquidity; the strength of the U.S. dollar relative to foreign currencies and foreign currency exchange rates; our ability to identify, evaluate and complete acquisitions and other strategic transactions and to successfully integrate acquired companies; costs related to dispositions and product or market exits; our ability to obtain appropriate insurance coverage, positions taken by insurers relative to claims and the financial condition of insurers; safety and security performance and loss experience; employee and environmental liabilities in connection with former coal operations, including black lung claims; the impact of the American Rescue Plan Act and Patient Protection and Affordable Care Act on legacy liabilities and ongoing operations; funding requirements, accounting treatment, and investment performance of our pension plans, the VEBA and other employee benefits; changes to estimated liabilities and assets in actuarial assumptions; the nature of hedging relationships and counterparty risk; access to the capital and credit markets; our ability to realize deferred tax assets; the outcome of pending and future claims, litigation, and administrative proceedings; public perception of our business, reputation and brand; changes in estimates and assumptions underlying critical accounting policies; the promulgation and adoption of new accounting standards, new government regulations and interpretation of existing standards and regulations.

This list of risks, uncertainties and contingencies is not intended to be exhaustive. Additional factors that could cause our results to differ materially from those described in the forward-looking statements can be found under "Risk Factors" in Item 1A of our Annual Report on Form 10-K for the period ended December 31, 2021 and in related disclosures in our other public filings with the Securities and Exchange Commission. Unless otherwise noted, the forward-looking information discussed today and included in these materials is representative as of today only and The Brink's Company undertakes no obligation to update any information contained in this document.

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Today's presentation is focused primarily on non-GAAP results. Detailed reconciliations of non-GAAP to GAAP results are included in the appendix and in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website: [www.brinks.com](http://www.brinks.com)

# Key Messages

(non-GAAP)

## Delivered full-year 2022 results in line with guidance

- Revenue, operating profit, adjusted EBITDA and EPS all within original 2022 guidance range despite currency headwinds
- Revenue +8% (+12% organic), highest organic growth rate in over a decade<sup>1</sup>
- Operating profit +17% (+23% organic), margin 12.1%, expansion of 90 basis-points
- Adjusted EBITDA +15%, margin 17.4%, expansion of 110 basis-points
- EPS up 26% to \$5.99 per share

## Strong 4Q results...third consecutive quarter of double-digit organic revenue and profit growth

- Revenue +8% (+12% organic)
- Operating profit +22% (+30% organic), margin 15.7%, North American segment operating margin over 15%
- Adjusted EBITDA +18%, margin 20.8%, quarterly Adj EBITDA margin over 20% for the first time in history
- EPS up 25% to \$2.10 per share

## 2023 Outlook

- Revenue growth between 6% and 9% with continued strong growth in Digital Retail Services (DRS) and ATM Managed Services (AMS)
- Operating profit margin expansion of 100bps<sup>2</sup>
- EPS between \$6.30 and \$7.00
- Free cash flow between \$325 and \$375M with conversion from adjusted EBITDA of 40%<sup>2</sup>

Notes: See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).

1. Total company organic revenue growth adjusted to exclude Venezuela prior to the 2018 deconsolidation.

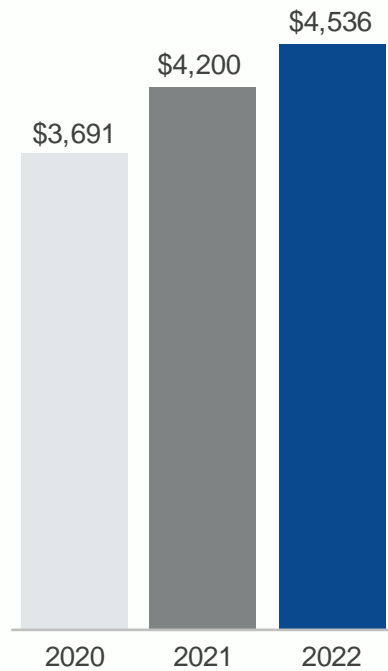
2. At midpoint of guidance range.

# Full-Year 2022 Results

(non-GAAP, \$ millions, except EPS)

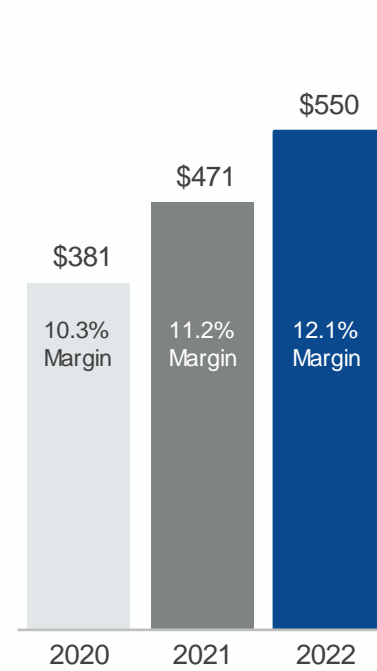
**Revenue +8%**  
**Constant Currency +14%**

Organic	+12%
Acq	+2%
FX	(6%)

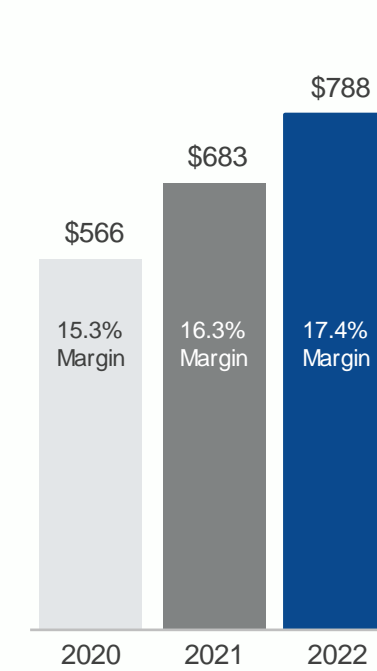


**Op Profit +17%**  
**Constant Currency +26%**

Organic	+23%
Acq	+3%
FX	(10%)



**Adj. EBITDA +15%**  
**Constant Currency +23%**



**EPS +26%**  
**Constant Currency +40%**

<b>+33%</b>
excluding \$0.24 / share
MGI gain in 2021 <sup>1</sup>



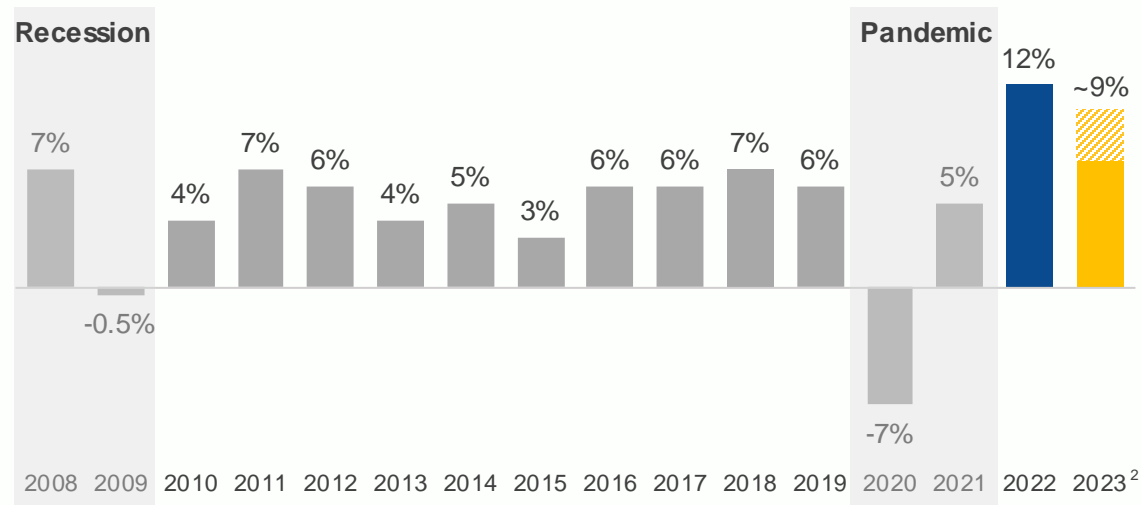
Notes: See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Results section of the Brink's website [www.brinks.com](http://www.brinks.com). See detailed reconciliations of non-GAAP to GAAP 2020 results in the Appendix. Constant currency represents 2022 results at 2021 exchange rates.

1. Excludes the impact of mark-to-market accounting related to equity investment in MoneyGram International, Inc. (MGI). 2021 included a gain of \$16 million (\$0.24 per share) in MGI stock, which was sold in July 2021 and had no impact on 2022 results.

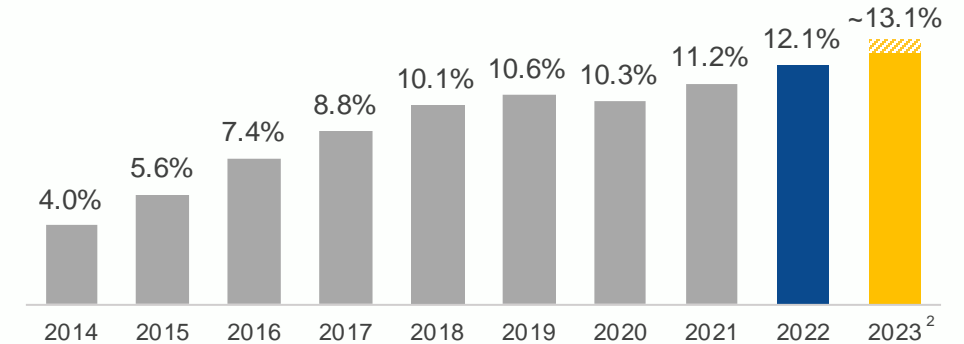
# Strong 2022 Performance Establishes a Foundation for 2023

(non-GAAP)

## Organic Revenue Growth<sup>1</sup>



## Operating Profit Margin



- Established pricing discipline and cadence
- Accelerated growth in tech-enabled solutions
  - Established global ATM Managed Services (AMS) organization
  - Expanded Digital Retail Solutions (DRS) global installed base

- Expanded the Brink's Business System to additional operations globally
- Implemented a global restructuring plan to optimize operations through sustainable fixed cost reductions
- Continued to drive growth in higher margin AMS and DRS offerings

Notes: See detailed reconciliations of non-GAAP to GAAP 2022 results included in the Fourth Quarter 2022 Earnings Release available in the Results section of the Brink's website [www.brinks.com](http://www.brinks.com). See detailed reconciliations of non-GAAP to GAAP 2014-2020 results in the Appendix.

1. Total company organic revenue growth adjusted to exclude Venezuela prior to the 2018 deconsolidation.

2. At midpoint of guidance range.

# Brink's Financial Model

## 2023 Focus Areas

### Cash & Valuables Management

- Improve customer satisfaction
- Leverage strong brand and market presence
- Drive additional efficiencies in operations and infrastructure

### Digital Retail Solutions

- Drive further expansion globally
- Offer enhanced features through innovation and tech enablement
- Deliver cost effective solutions with provisional credit

### ATM Managed Services

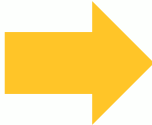
- Logical partner of choice in bank infrastructure outsourcing trends
- Realize synergies across AMS platform
- Expand into high-margin managed services with existing retail and financial institution relationships

## Strong 2022 Performance

Digital Retail Solutions and ATM Managed Services represent 16% of total 2022 revenue

### 2022 revenue organic growth rates:

- Cash & Valuables Management ~9%
- DRS ~25%
- AMS ~50%



## 2023 Targets

### Strong Organic Growth

- 7% to 11% organic revenue growth

### Expanded Profit Margins

- Approximately 100bps operating profit margin expansion

### Increased Free Cash Flow

- FCF Conversion ~40% of Adjusted EBITDA

Note: See descriptions of 2023 focus areas in the Appendix.

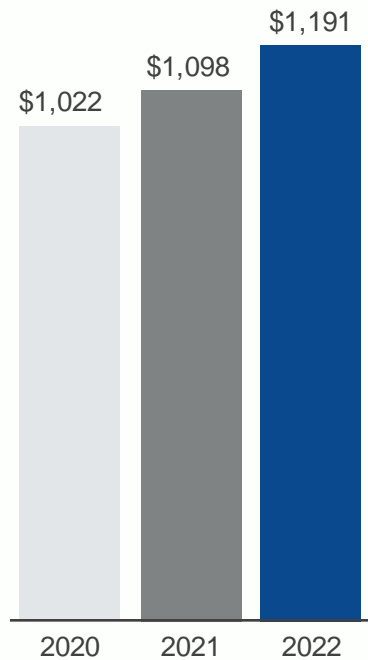
# Fourth-Quarter 2022 Results

Continued Double-digit Organic Growth and Margin Expansion, Offsetting FX Impact

(non-GAAP, \$ millions, except EPS)

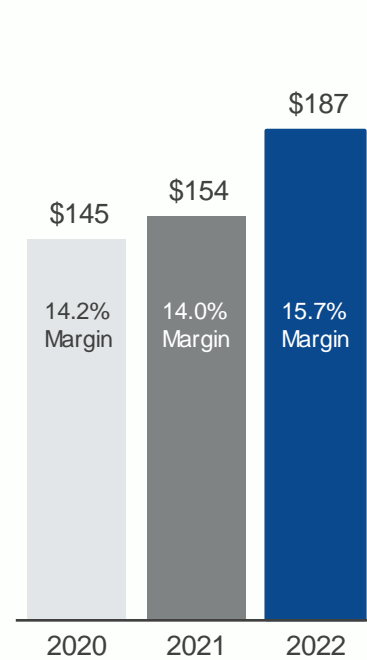
**Revenue +8%**  
**Constant Currency +16%**

Organic	+12%
Acq	+4%
FX	(7%)

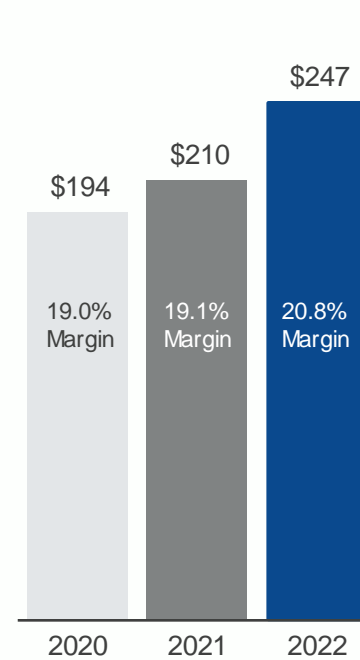


**Op Profit +22%**  
**Constant Currency +34%**

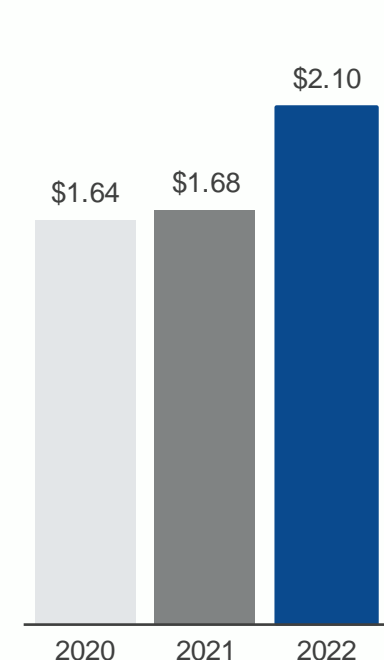
Organic	+30%
Acq	+4%
FX	(12%)



**Adj. EBITDA +18%**  
**Constant Currency +28%**



**EPS +25%**  
**Constant Currency +42%**

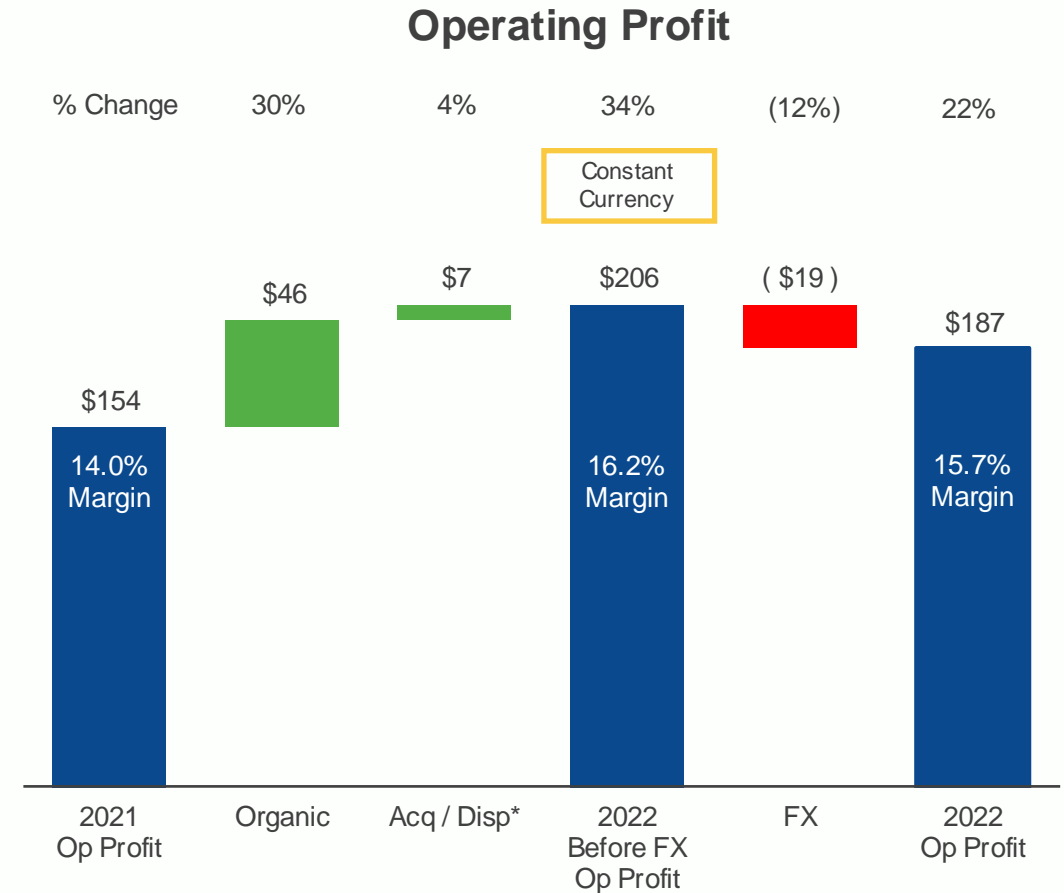
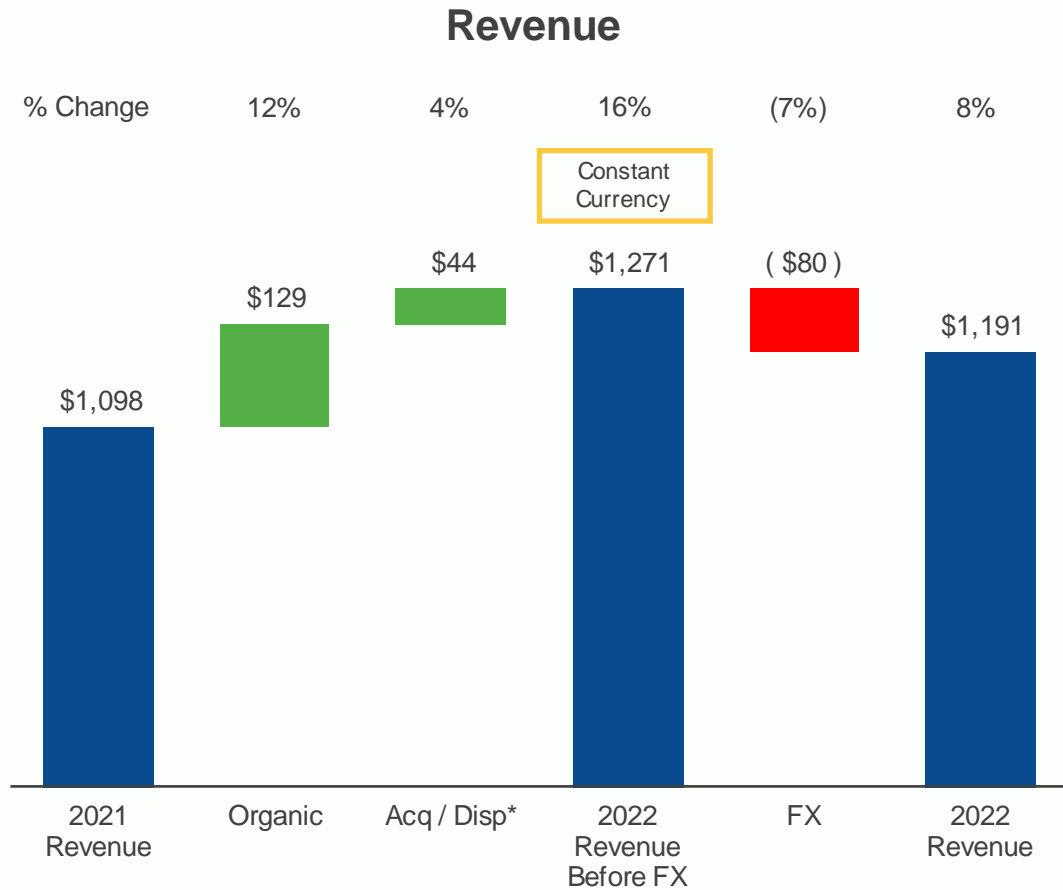


Notes: See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Results section of the Brink's website [www.brinks.com](http://www.brinks.com). See detailed reconciliations of non-GAAP to GAAP 2020 results in the Appendix. Constant currency represents 2022 results at 2021 exchange rates.

# Fourth-Quarter Revenue and Operating Profit vs 2021

Strong Organic Growth Offsets FX Impact

(non-GAAP, \$ millions)



Notes: Amounts may not add due to rounding. See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com). Constant currency represents 2022 results at 2021 exchange rates.

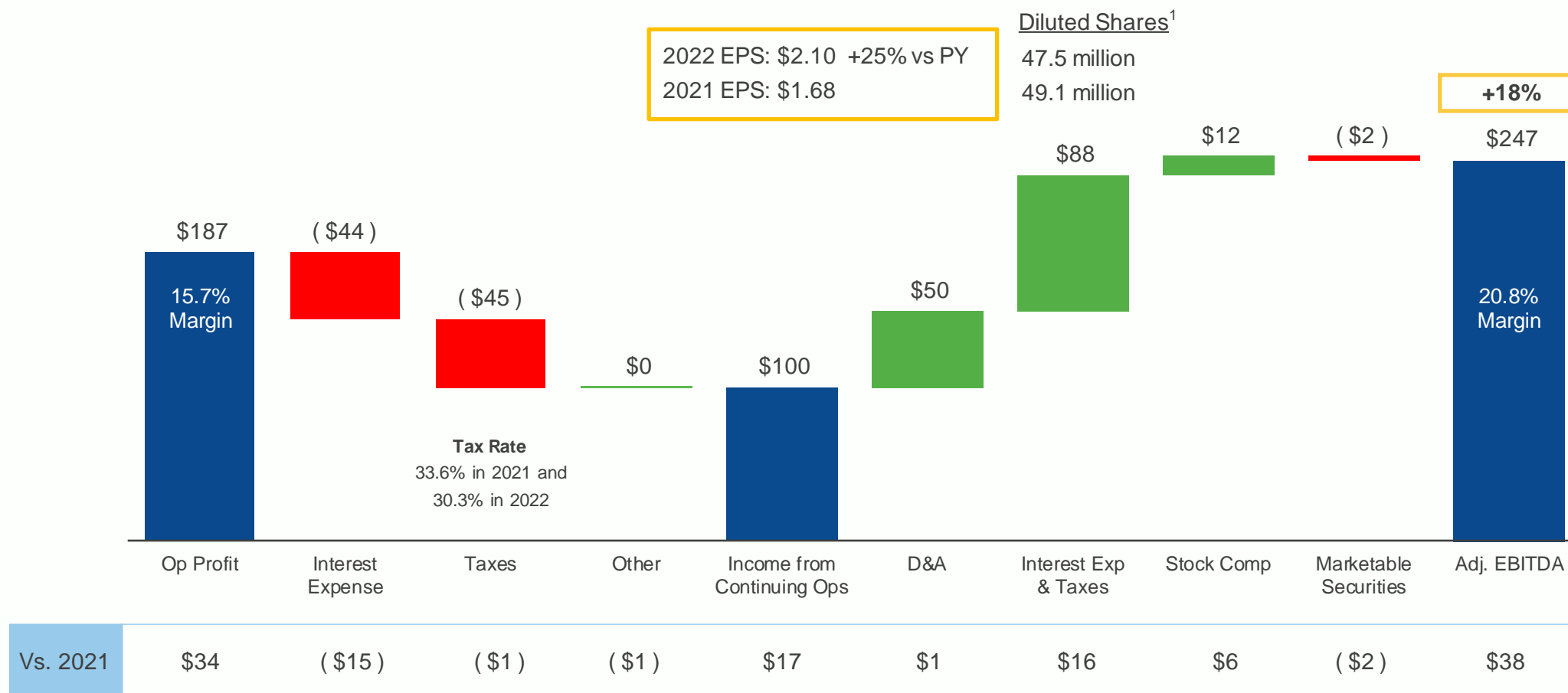
\*Acq/Disp amounts include the impact of prior year trailing twelve-month results for acquired and disposed businesses.



# Fourth-Quarter Adjusted EBITDA and EPS vs 2021

(non-GAAP, \$ millions, except EPS)

Adjusted EBITDA +18%, EPS +25%



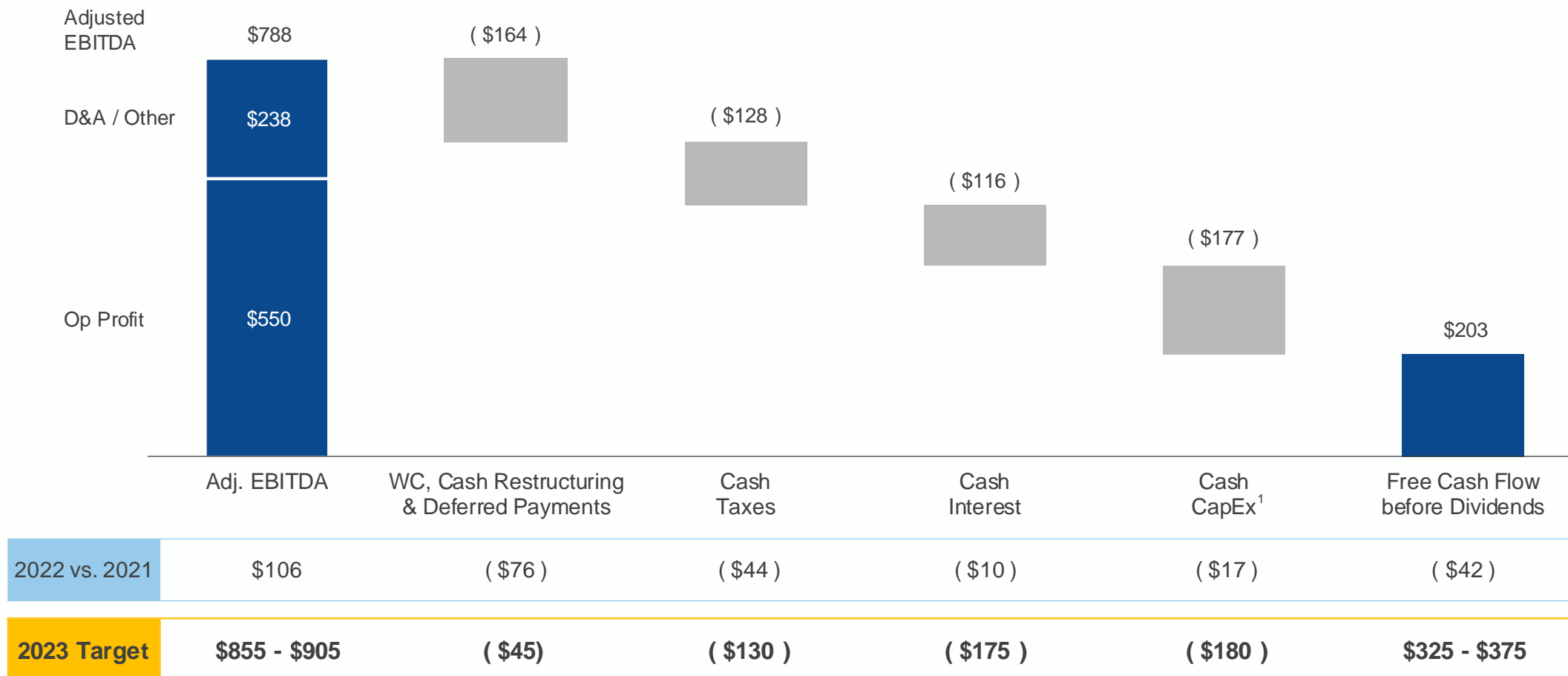
Notes: Amounts may not add due to rounding. See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).

1. Reduction in diluted shares was driven by the repurchase of shares. Reduction in diluted shares was driven by \$200M in accelerated share repurchase ("ASR") programs of which over 80% was completed in 2021. The remaining amount was completed in April 2022. A total of 2.9 million shares were repurchased under these ASRs at an average repurchase price of \$67.92. During the third quarter of 2022, we used \$27.3 million to repurchase, in the open market, 501,560 shares at an average repurchase price of \$54.36 per share. During the fourth quarter of 2022, we used \$24.9 million to repurchase, in the open market, 446,835 shares at an average repurchase price of \$55.75 per share.

# Free Cash Flow

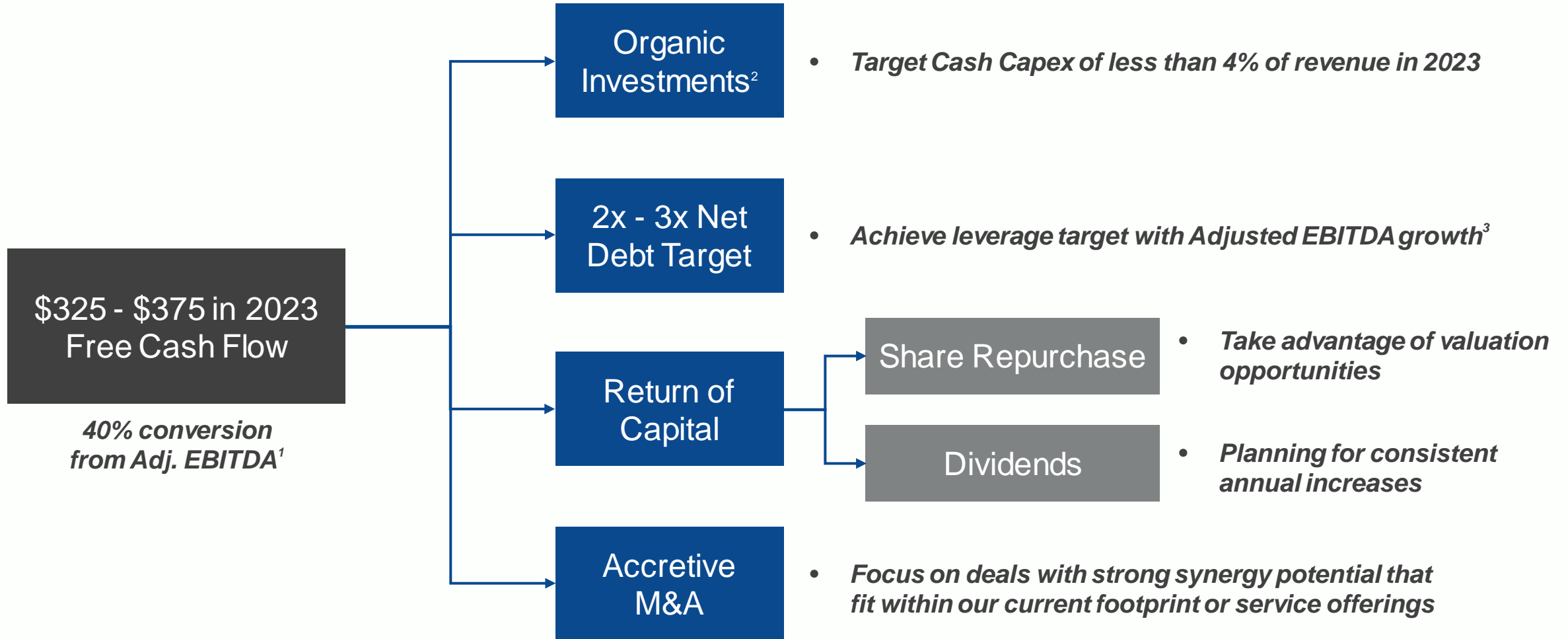
~40% Conversion from Adjusted EBITDA Expected in 2023

(Non-GAAP, \$ millions)



Notes: Amounts may not add due to rounding. See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).  
 1. 2022 results and 2023 target include cash proceeds from sale of property, equipment and investments; 2022 excludes our initial investment in France to support the take-over of the BPCEATM network.

# Capital Allocation Priorities



Disciplined capital allocation model expected to allow the flexibility to optimize shareholder returns in 2023

Note: Capital allocation priorities not shown in priority order.

1. At midpoint of guidance range.

2. Opex investments included in Adjusted EBITDA guidance.

3. Based on mid-point of FCF and Adjusted EBITDA guidance and scheduled debt payments.

# 2023 Guidance | Strong 2022 Performance Establishes a Foundation for Growth

(non-GAAP, \$ millions, except EPS)

	2022 Actual	2023 Guidance	Growth
Revenue	\$4,536	\$4,800 - 4,950	~7%
Operating Profit Margin	\$550 12.1%	\$615 – 665 ~13.1%	~16%
Adjusted EBITDA Margin	\$788 17.4%	\$855 – 905 ~18.1%	~12%
Free Cash Flow FCF / EBITDA	\$203 26%	\$325 – 375 ~40%	~72%
EPS	\$5.99	\$6.30 – 7.00	~11%

2024 Framework	
Organic Revenue Growth	Mid to High Single Digits
Operating Profit Margin Improvement	~100bps
Free Cash Flow Conversion	Approaching 50%
<b>2021 Investor Day framework remains intact</b>	

Notes: See detailed reconciliations of non-GAAP to GAAP 2022 results in the Appendix and included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com). The 2023 Non-GAAP outlook amounts cannot be reconciled to GAAP without unreasonable effort, as we are unable to accurately forecast certain amounts that are necessary for reconciliation, including the impact of highly inflationary accounting on our Argentina operations in 2023 or other potential Non-GAAP adjusting items for which the timing and amounts are currently under review, such as future restructuring actions.

# Closing and Q&A

## GROWING BRINK'S BY PROVIDING A SUPERIOR CUSTOMER EXPERIENCE AND DRIVING CONTINUOUS IMPROVEMENT

### OUR STRATEGIC PILLARS



# Appendix

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# Sustainability Spotlight: Hong Kong

Brink's Hong Kong recently won two sustainability awards from the Hong Kong Quality Assurance Agency



**Brink's Hong Kong was named A Pioneering Organization in ESG Disclosure Enhancement**

**The awards recognized enhanced ESG disclosures including the Brink's focus on:**

- Use of solar panels on trucks
- Transition to electric vehicles
- Introduction of digital retail solutions leading to:
  - Less miles driven
  - Lower fuel usage
  - Lower emissions

**Brink's Sustainability Update Expected To Be Published in First Half of 2023**

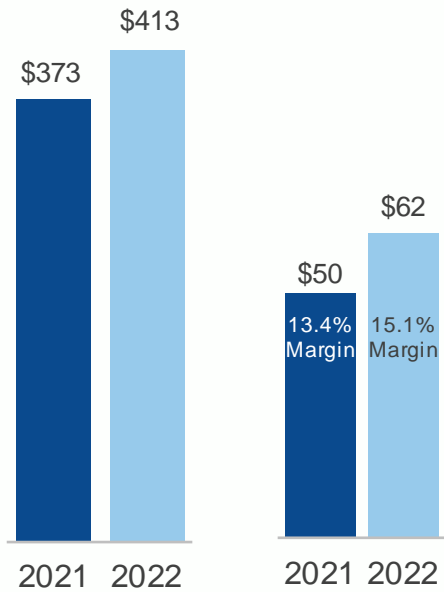
# Fourth-Quarter 2022 Results by Segment

(\$ millions)

## North America

Revenue +11% Op Profit +25%  
Constant currency +12% +25%

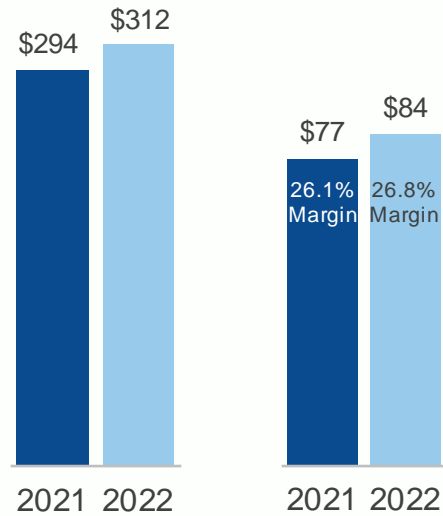
Organic	+11%	+24%
Acq	+1%	+1%
FX	(1%)	-



## Latin America

Revenue +6% Op Profit +9%  
Constant currency +16% +24%

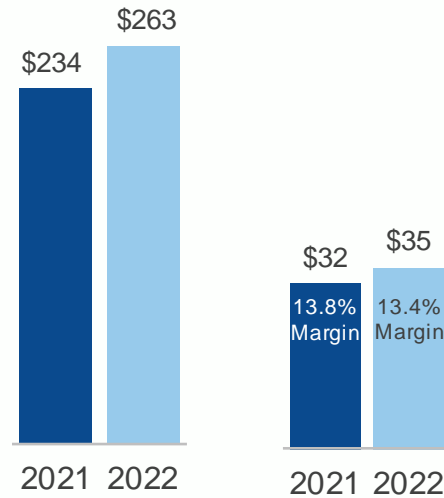
Organic	+16%	+24%
Acq	-	-
FX	(10%)	(15%)



## Europe

Revenue +12% Op Profit 9%  
Constant currency +26% +22%

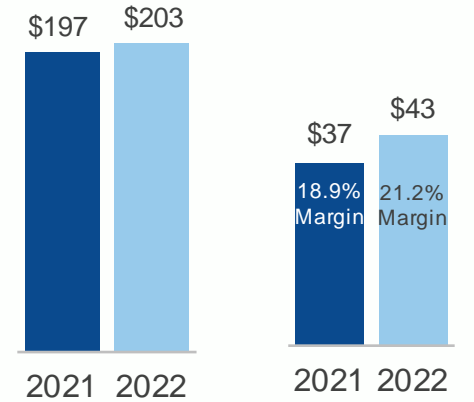
Organic	+8%	4%
Acq	+17%	18%
FX	(13%)	(13%)



## Rest of World

Revenue +3% Op Profit +15%  
Constant currency +12% +24%

Organic	+12%	+24%
Acq	-	-
FX	(9%)	(9%)



Note: Constant currency represents 2022 results at 2021 exchange rates.



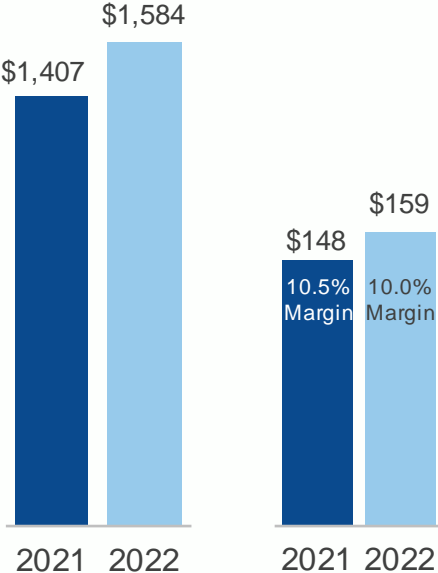
# Full-Year 2022 Results by Segment

(\$ millions)

## North America

Revenue +13%      Op Profit +7%  
 Constant currency +13%      +7%

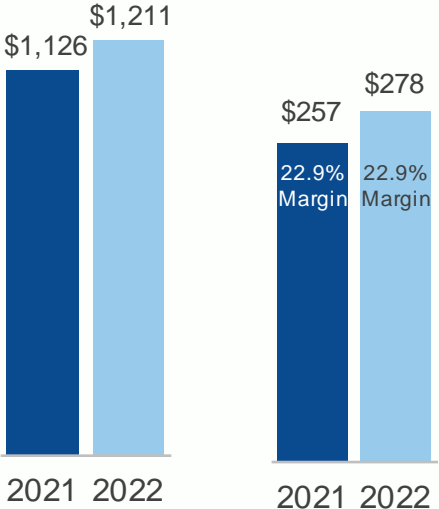
Organic	+10%	+2%
Acq	+3%	+5%
FX	-	-



## Latin America

Revenue +8%      Op Profit +8%  
 Constant currency +15%      +20%

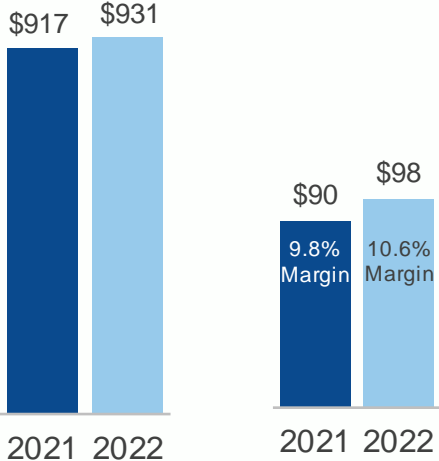
Organic	+15%	+20%
Acq	-	-
FX	(7%)	(12%)



## Europe

Revenue +2%      Op Profit +10%  
 Constant currency +14%      +23%

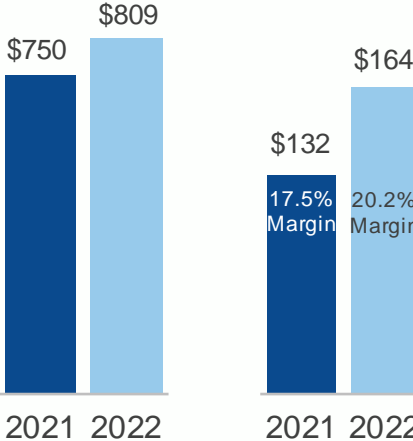
Organic	+9%	+16%
Acq	+5%	+7%
FX	(12%)	(14%)



## Rest of World

Revenue +8%      Op Profit +25%  
 Constant currency +15%      +32%

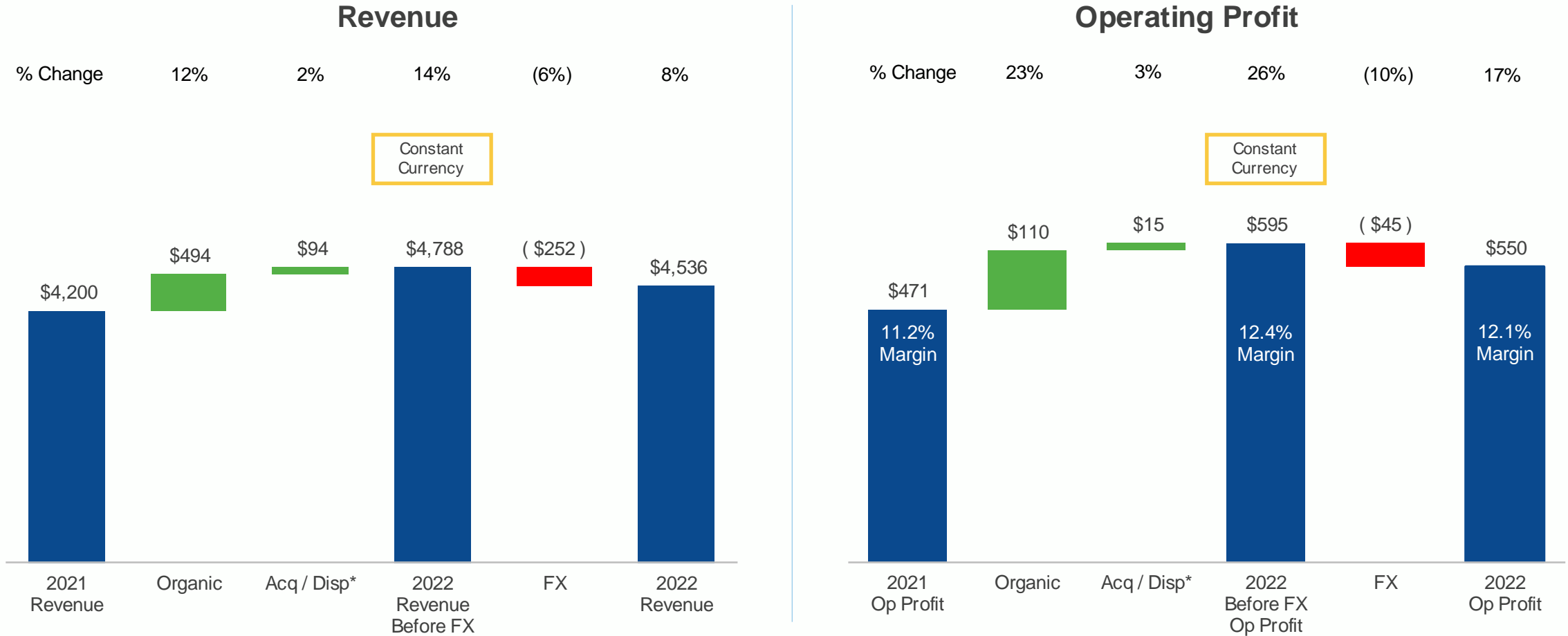
Organic	+14%	+32%
Acq	+1%	+1%
FX	(7%)	(8%)



Note: Constant currency represents 2022 results at 2021 exchange rates.

# Full-Year Revenue and Operating Profit vs 2021

(non-GAAP, \$ millions)



Notes: Amounts may not add due to rounding. See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).

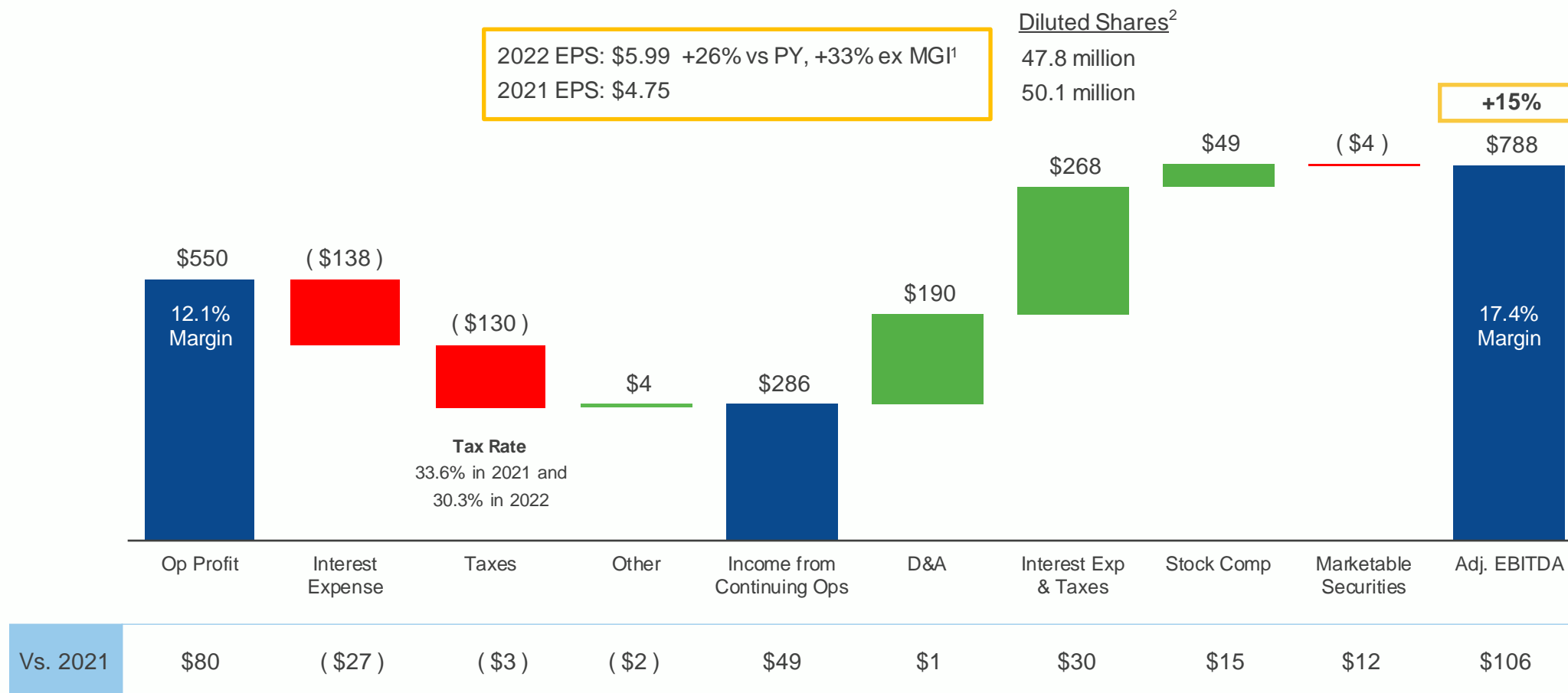
Constant currency represents 2022 results at 2021 exchange rates.

\*Acq/Disp amounts include the impact of prior year trailing twelve-month results for acquired and disposed businesses.

# Full-Year Adjusted EBITDA and EPS vs 2021

(non-GAAP, \$ millions, except EPS)

Adjusted EBITDA +15%, EPS +26%



Notes: Amounts may not add due to rounding. See detailed reconciliations of non-GAAP to GAAP results included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).

1. Excludes the impact of mark-to-market accounting related to equity investment in MoneyGram International, Inc. (MGI). 2021 included a gain of \$16 million (\$0.24 per share) in MGI stock, which was sold in July 2021 and had no impact on 2022 results.

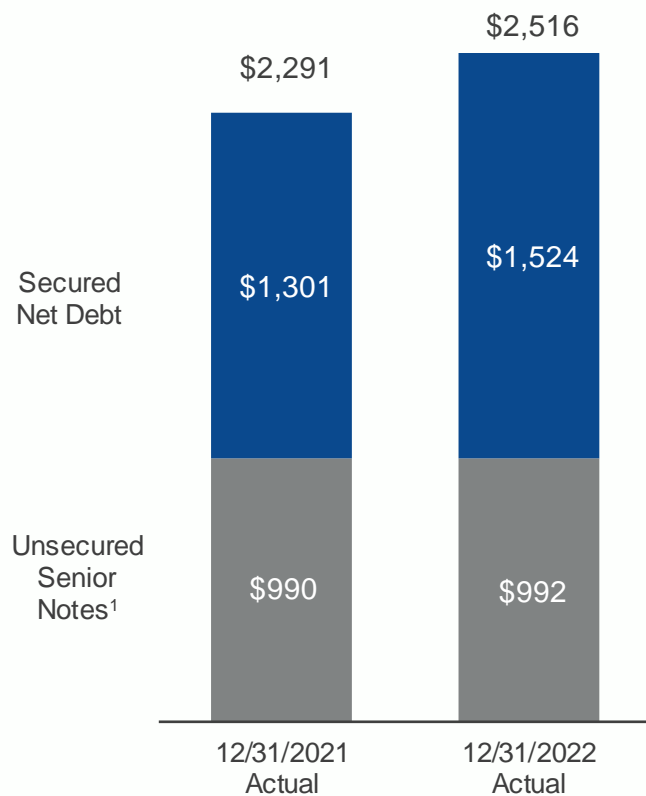
2. Reduction in diluted shares was driven by the repurchase of shares. Reduction in diluted shares was driven by \$200M in accelerated share repurchase ("ASR") programs of which over 80% was completed in 2021. The remaining amount was completed in April 2022. A total of 2.9 million shares were repurchased under these ASRs at an average repurchase price of \$67.92. During the third quarter of 2022, we used \$27.3 million to repurchase, in the open market, 501,560 shares at an average repurchase price of \$54.36 per share. During the fourth quarter of 2022, we used \$24.9 million to repurchase, in the open market, 446,835 shares at an average repurchase price of \$55.75 per share.

# Net Debt and Leverage

Expect Leverage of ~2.6x by Year-End 2023<sup>5</sup>

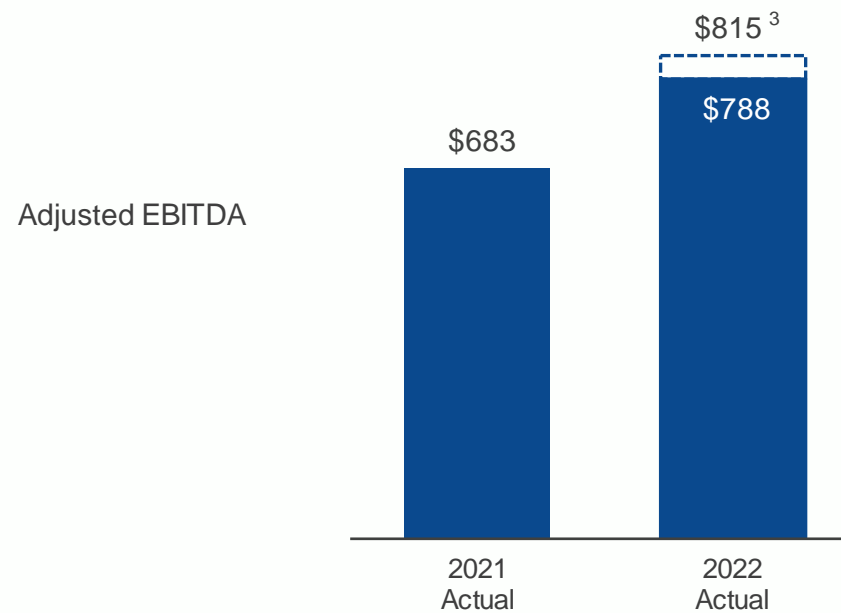
(Non-GAAP, \$ millions)

## Net Debt



## Adjusted EBITDA and Financial Leverage

Leverage Ratio <sup>2</sup>	3.4	3.2
Adjusted Leverage Ratio <sup>3</sup>		3.1
Secured Leverage Ratio <sup>4</sup>	2.0	2.1



Note: See detailed reconciliations of non-GAAP to GAAP results in the Appendix and included in the Fourth Quarter 2022 Earnings Release available in the Quarterly Results section of the Brink's website [www.brinks.com](http://www.brinks.com).

1. Net of unamortized debt issuance costs of \$10 million as of 12/31/2021 and \$8 million as of 12/31/2022.

2. Net Debt divided by Adjusted EBITDA.

3. Adjusted to include NoteMachine acquisition impact based on the fiscal year ended June 30, 2022, at exchange rates as of 9/30/2022.

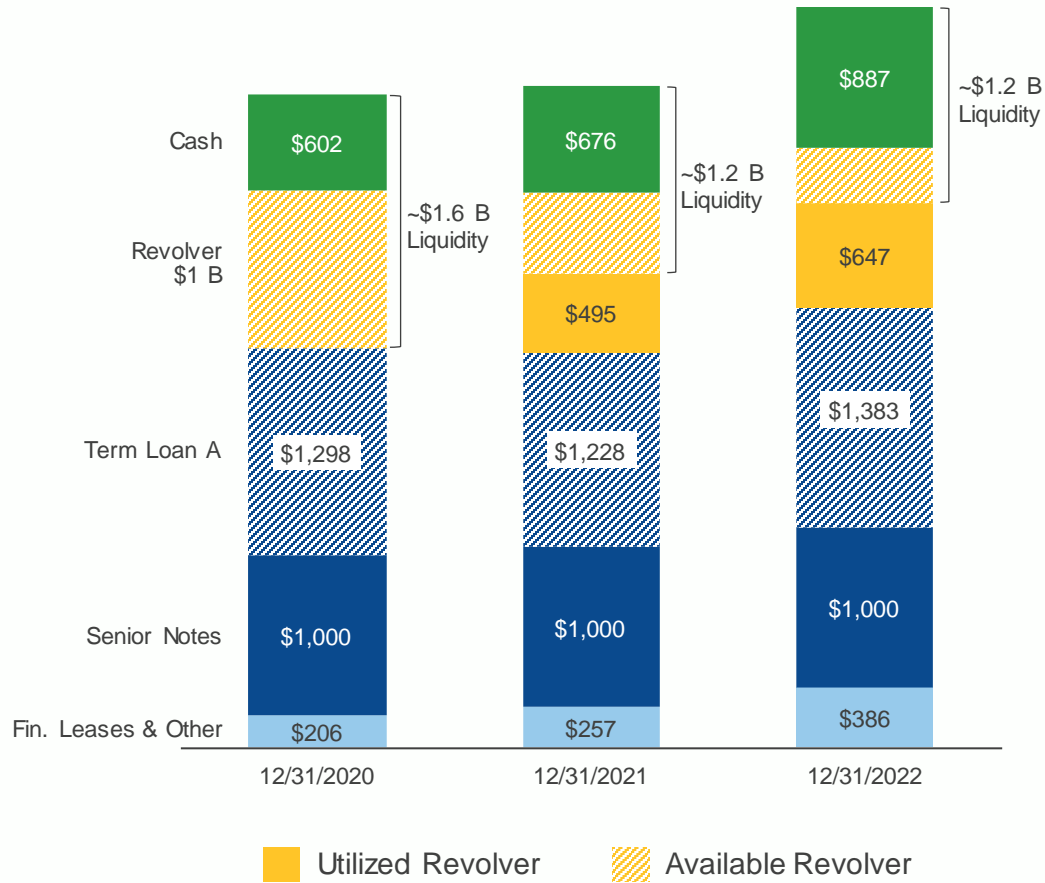
4. Bank-defined. Bank defined EBITDA includes TTM EBITDA, plus projected 18 months synergies for acquisitions. Max ratio is 3.75x as of 12/31/21 and 3.5x as of 12/31/22.

5. If all available cash is used to paydown debt.

# Strong Financial Health – Ample Liquidity

(\$ millions, except where noted)

## Cash and Debt Capacity



### Credit Facility Amend and Extend Closed June 2022

- Term Loan A expanded from \$1.2 billion to \$1.4 billion
- Maturity extended from February 2024 to June 2027
- Improved rate grid

### No Maturities until 2025

- \$600 million 4.625% Senior Notes mature October 2027
- \$400 million 5.5% Senior Notes mature July 2025

### Interest Rates

- Variable interest SOFR plus 1.50%
- In July, monetized \$400M USD/EUR interest rate swap for \$67 million

### Debt Covenants Amended

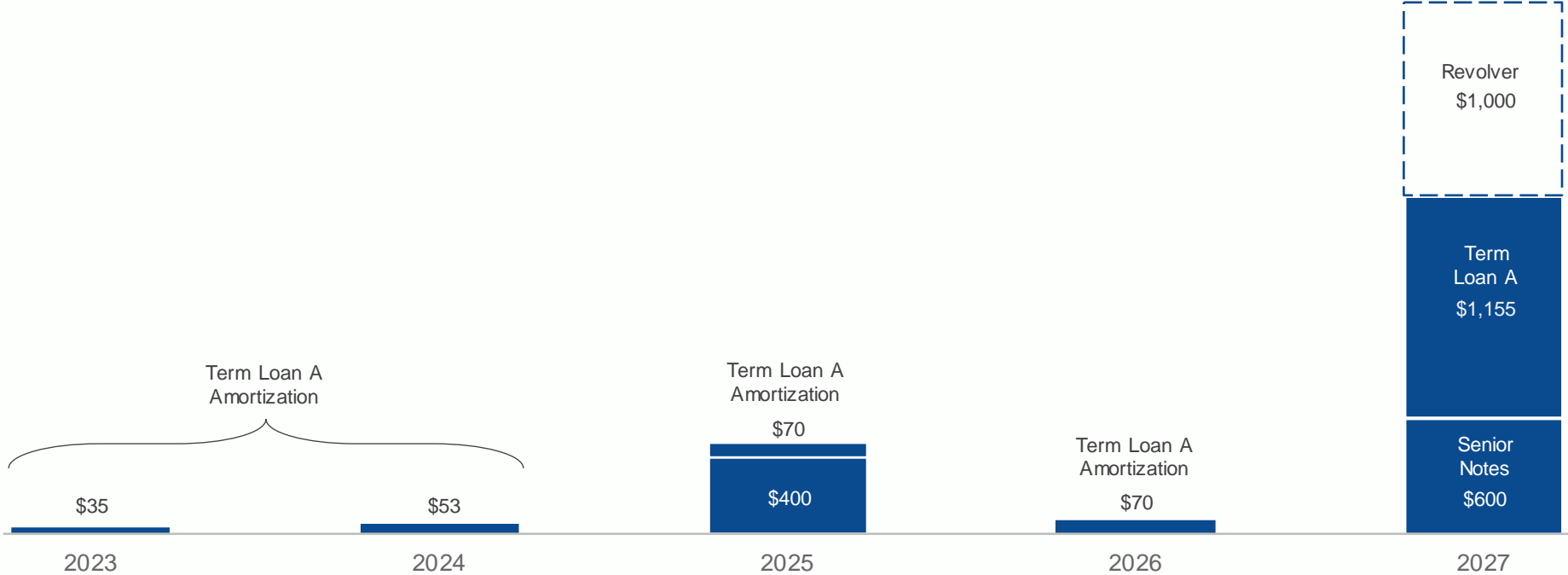
- Net secured debt leverage ratio of 2.1x vs 3.5x max

### No legacy liability contributions expected until 2026

Moody's Ba2 (Stable); S&P BB (Positive)

# Debt Maturity Profile

(\$ millions)



Maturity Schedule for Credit Facility and Senior Notes

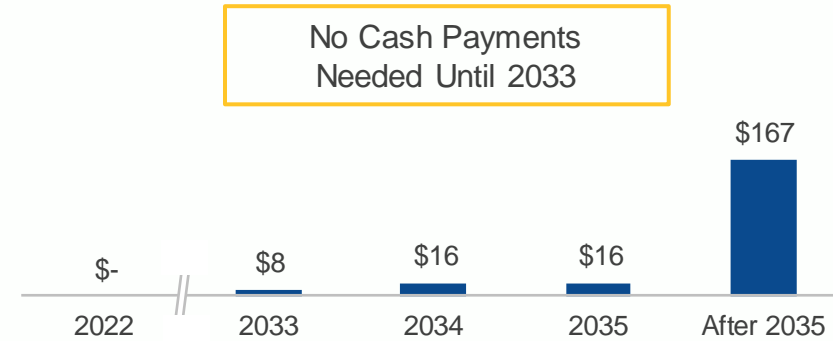
# Estimated Cash Payments for Legacy Liabilities

(\$ millions)

## Payments to Primary U.S. Pension



## Payments to UMWA



### Primary US Pension

- Based on actuarial assumptions (as of 12/31/22).
- Remeasurement occurs every year-end: to be disclosed in the 2022 annual report on Form 10-K.

### United Mine Workers of America (“UMWA”)

- Based on actuarial assumptions (as of 12/31/22).
- Remeasurement occurs every year-end: to be disclosed in the 2022 annual report on Form 10-K.

# 2020 Non-GAAP Results Reconciled to GAAP (1 of 3)

The Brink's Company and subsidiaries

## Non-GAAP Reconciliations

(In millions)

	2020	
	Q4	Full Year
<b>Revenues:</b>		
GAAP	\$ 1,021.6	3,690.9
Non-GAAP	\$ 1,021.6	3,690.9
<b>Operating profit (loss):</b>		
GAAP	\$ 111.9	213.5
Reorganization and Restructuring <sup>(a)</sup>	16.9	66.6
Acquisitions and dispositions <sup>(a)</sup>	16.9	83.1
Argentina highly inflationary impact <sup>(a)</sup>	2.3	10.7
Internal loss <sup>(a)</sup>	(3.0)	6.9
Reporting compliance <sup>(a)</sup>	0.1	0.5
Non-GAAP	\$ 145.1	381.3
<b>Interest expense:</b>		
GAAP	\$ (26.2)	(96.5)
Acquisitions and dispositions <sup>(a)</sup>	0.4	1.9
Non-GAAP	\$ (25.8)	(94.6)
<b>Taxes:</b>		
GAAP	\$ 53.1	56.6
Retirement plans <sup>(c)</sup>	2.1	7.9
Reorganization and Restructuring <sup>(a)</sup>	4.2	15.8
Acquisitions and dispositions <sup>(a)</sup>	1.9	11.6
Argentina highly inflationary impact <sup>(a)</sup>	(0.6)	(1.3)
Internal loss <sup>(a)</sup>	(0.7)	1.6
Income tax rate adjustment <sup>(b)</sup>	(20.3)	-
Non-GAAP	\$ 39.7	92.2

Amounts may not add due to rounding.  
See slide 26 for footnote explanations.



# 2020 Non-GAAP Results Reconciled to GAAP (2 of 3)

The Brink's Company and subsidiaries

## Non-GAAP Reconciliations

(In millions, except for per share amounts)

	2020	
	Q4	Full Year
<b>Income (loss) from continuing operations attributable to Brink's:</b>		
GAAP	\$ 25.1	16.8
Retirement plans <sup>(c)</sup>	7.2	25.9
Reorganization and Restructuring <sup>(a)</sup>	12.7	51.0
Acquisitions and dispositions <sup>(a)</sup>	17.8	79.4
Argentina highly inflationary impact <sup>(a)</sup>	2.8	11.9
Internal loss <sup>(a)</sup>	(2.3)	5.3
Reporting compliance <sup>(a)</sup>	0.1	0.5
Income tax rate adjustment <sup>(b)</sup>	19.3	-
Non-GAAP	<u>\$ 82.7</u>	<u>190.8</u>
<b>EPS:</b>		
GAAP	\$ 0.50	0.33
Retirement plans <sup>(c)</sup>	0.14	0.51
Reorganization and Restructuring <sup>(a)</sup>	0.25	1.00
Acquisitions and dispositions <sup>(a)</sup>	0.35	1.56
Argentina highly inflationary impact <sup>(a)</sup>	0.06	0.23
Internal loss <sup>(a)</sup>	(0.05)	0.10
Reporting compliance <sup>(a)</sup>	-	0.01
Income tax rate adjustment <sup>(b)</sup>	0.38	-
Non-GAAP	<u>\$ 1.64</u>	<u>3.76</u>
<b>Depreciation and Amortization:</b>		
GAAP	\$ 54.6	206.8
Reorganization and Restructuring <sup>(a)</sup>	(0.4)	(1.3)
Acquisitions and dispositions <sup>(a)</sup>	(10.2)	(36.1)
Argentina highly inflationary impact <sup>(a)</sup>	0.4	(1.8)
Non-GAAP	<u>\$ 44.4</u>	<u>167.6</u>

Amounts may not add due to rounding.  
See slide 26 for footnote explanations.

# 2020 Non-GAAP Results Reconciled to GAAP (3 of 3)

## The Brink's Company and subsidiaries

### Non-GAAP Reconciliations

(In millions)

	2020	
	Q4	Full Year
<b>Adjusted EBITDA<sup>(d)</sup>:</b>		
Net income attributable to Brink's - GAAP	\$ 25.2	16.0
Interest expense - GAAP	26.2	96.5
Income tax provision - GAAP	53.1	56.6
Depreciation and amortization - GAAP	54.6	206.8
EBITDA	\$ 159.1	375.9
Discontinued operations - GAAP	(0.1)	0.8
Retirement plans <sup>(c)</sup>	9.3	33.8
Reorganization and Restructuring <sup>(a)</sup>	16.5	65.5
Acquisitions and dispositions <sup>(a)</sup>	9.1	53.0
Argentina highly inflationary impact <sup>(a)</sup>	2.6	8.8
Internal loss <sup>(a)</sup>	(3.0)	6.9
Reporting compliance <sup>(a)</sup>	0.1	0.5
Income tax rate adjustment <sup>(b)</sup>	(1.0)	-
Share-based compensation <sup>(e)</sup>	10.0	31.3
Marketable securities (gain) loss <sup>(f)</sup>	(8.2)	(10.5)
Adjusted EBITDA	\$ 194.4	566.0

The 2023 Non-GAAP outlook amounts exclude certain forecasted Non-GAAP adjusting items, such as intangible asset amortization, U.S. retirement plan costs and approved restructuring actions. We have not forecasted the impact of highly inflationary accounting on our Argentina operations in 2023 or other potential Non-GAAP adjusting items for which the timing and amounts are currently under review, such as future restructuring actions. We have also not forecasted changes in cash held for customer obligations or proceeds from the sale of property, equipment and investments in 2023. The 2023 Non-GAAP outlook amounts cannot be reconciled to GAAP without unreasonable effort, as we are unable to accurately forecast certain amounts that are necessary for reconciliation, including the impact of highly inflationary accounting on our Argentina operations in 2023 or other potential Non-GAAP adjusting items for which the timing and amounts are currently under review, such as future restructuring actions. We are also unable to forecast changes in cash held for customer obligations or proceeds from the sale of property, equipment and investments in 2023.

- a) See "Other Items Not Allocated To Segments" on slide 27 f or details. We do not consider these items to be reflective of our operating performance as they result from events and circumstances that are not a part of our core business.
- b) Non-GAAP income from continuing operations and non-GAAP EPS have been adjusted to reflect an effective income tax rate in each interim period equal to the full-year non-GAAP effective income tax rate. The full-year non-GAAP effective tax rate was 31.8% for 2020.
- c) Our U.S. retirement plans are frozen and costs related to these plans are excluded from non-GAAP results. Certain non-U.S. operations also have retirement plans. Settlement charges related to these non-U.S. plans are also excluded from non-GAAP results.
- d) Adjusted EBITDA is defined as non-GAAP income from continuing operations excluding the impact of non-GAAP interest expense, non-GAAP income tax provision, non-GAAP depreciation and amortization, non-GAAP share-based compensation and non-GAAP marketable securities (gain) loss.
- e) There is no difference between GAAP and non-GAAP share-based compensation amounts for the periods presented.
- f) Due to the impact of Argentina highly inflationary accounting, there was a \$0.1 million non-GAAP adjustment for a gain in the fourth quarter of 2020. There is no difference between GAAP and non-GAAP marketable securities gain and loss amounts for the other periods presented.

# Non-GAAP Reconciliation – Other

## The Brink's Company and subsidiaries Other Items Not Allocated to Segments (Unaudited)

(In millions)

Brink's measures its segment results before income and expenses for corporate activities and for certain other items. See below for a summary of the other items not allocated to segments.

### **Reorganization and Restructuring**

Management periodically implements restructuring actions in targeted sections of our business. As a result of these actions, we recognized \$66.6 million of net costs in operating profit and \$0.6 million of costs in interest and other nonoperating income (expense) in 2020, primarily severance costs.

Due to the unique circumstances around these charges, they have not been allocated to segment results and are excluded from non-GAAP results.

**Acquisitions and dispositions** Certain acquisition and disposition items that are not considered part of the ongoing activities of the business and are special in nature are consistently excluded from non-GAAP results. These items are described below:

#### *2020 Acquisitions and Dispositions*

- Amortization expense for acquisition-related intangible assets was \$35.1 million in 2020.
- We incurred \$23.5 million in integration costs related to Dunbar and G4S in 2020.
- Transaction costs related to business acquisitions were \$19.3 million in 2020.
- Restructuring costs related to acquisitions were \$4.7 million in 2020.

**Argentina highly inflationary impact** Beginning in the third quarter of 2018, we designated Argentina's economy as highly inflationary for accounting purposes. As a result, Argentine peso-denominated monetary assets and liabilities are now remeasured at each balance sheet date to the currency exchange rate then in effect, with currency remeasurement gains and losses recognized in earnings. In addition, nonmonetary assets retain a higher historical basis when the currency is devalued. The higher historical basis results in incremental expense being recognized when the nonmonetary assets are consumed. In 2020, we recognized \$10.7 million in pretax charges related to highly inflationary accounting, including currency remeasurement losses of \$7.7 million. These amounts are excluded from non-GAAP results.

**Internal loss** A former non-management employee in our U.S. global services operations embezzled funds from Brink's in prior years. Except for a small deductible amount, the amount of the internal loss related to the embezzlement was covered by our insurance. In an effort to cover up the embezzlement, the former employee intentionally misstated the underlying accounts receivable subledger data. In 2020, we incurred \$0.3 million in costs (primarily third party expenses) to reconstruct the accounts receivables subledger. Based on the reconstructed subledger, we were able to analyze and quantify the uncollected receivables from prior periods. Although we planned to attempt to collect these receivables, we estimated an increase to bad debt expense of \$6.6 million in 2020. Due to the unusual nature of this internal loss and the related errors in the subledger data, along with the fact that management has excluded these amounts when evaluating internal performance, we have excluded these net charges from segment and non-GAAP results.

**Reporting compliance** Certain compliance costs (primarily third party expenses) are excluded from 2020 non-GAAP results. These costs relate to the implementation and January 1, 2019 adoption of the new lease accounting standard (\$0.5 million in 2020).

# 2014-2019 Non-GAAP Results Reconciled to GAAP

## The Brink's Company and subsidiaries

### Non-GAAP Reconciliations

(In millions)

	2014 Full Year	2015 Full Year	2016 Full Year	2017 Full Year	2018 Full Year	2019 Full Year
<b>Revenues:</b>						
GAAP	\$ 3,562.3	3,061.4	3,020.6	3,347.0	3,488.9	3,683.2
Venezuela operations <sup>(a)</sup>	(211.8)	(84.5)	(109.4)	(154.1)	(51.4)	-
Acquisitions and dispositions <sup>(a)</sup>	-	-	(2.8)	-	-	0.5
Internal loss <sup>(a)</sup>	-	-	-	-	-	(4.0)
Non-GAAP	\$ 3,350.5	2,976.9	2,908.4	3,192.9	3,437.5	3,679.7
<b>Operating profit (loss):</b>						
GAAP	\$ 59.4	96.4	184.5	273.9	274.7	236.8
Venezuela operations <sup>(a)</sup>	94.8	45.6	(18.5)	(20.4)	(2.3)	-
Reorganization and Restructuring <sup>(a)</sup>	21.8	15.3	30.3	22.6	20.6	28.8
Acquisitions and dispositions <sup>(a)</sup>	(43.9)	10.2	19.5	5.3	41.4	88.5
Argentina highly inflationary impact <sup>(a)</sup>	-	-	-	-	8.0	14.5
Internal loss <sup>(a)</sup>	-	-	-	-	-	20.9
Reporting compliance <sup>(a)</sup>	-	-	-	-	4.5	2.1
Share-based compensation adj. <sup>(a)</sup>	2.4	-	-	-	-	-
Non-GAAP	\$ 134.5	167.5	215.8	281.4	346.9	391.6

a) See "Other Items Not Allocated To Segments" on slides 29-30 for details. We do not consider these items to be reflective of our operating performance as they result from events and circumstances that are not a part of our core business.

# Non-GAAP Reconciliation – Other

## The Brink's Company and subsidiaries Other Items Not Allocated to Segments (Unaudited)

(In millions)

Brink's measures its segment results before income and expenses for corporate activities and for certain other items. See below for a summary of the other items not allocated to segments.

**Venezuela operations** Prior to the deconsolidation of our Venezuelan subsidiaries effective June 30, 2018, we excluded from our segment results all of our Venezuela operating results, due to the Venezuelan government's restrictions that have prevented us from repatriating funds. As a result, the Chief Executive Officer, the Company's Chief Operating Decision maker ("CODM"), has assessed segment performance and has made resource decisions by segment excluding Venezuela operating results.

### Reorganization and Restructuring

#### 2016 Restructuring

In the fourth quarter of 2016, management implemented restructuring actions across our global business operations and our corporate functions. As a result of these actions, we recognized charges of \$18.1 million in 2016, an additional \$17.3 million in 2017, and \$13.0 million in 2018. The actions under this program were substantially completed in 2018, with cumulative pretax charges of approximately \$48 million.

#### Executive Leadership and Board of Directors

In 2015, we recognized \$1.8 million in charges related to Executive Leadership and Board of Directors restructuring actions, which were announced in January 2016. We recognized \$4.3 million in charges in 2016 related to the Executive Leadership and Board of Directors restructuring actions.

#### 2015 Restructuring

Brink's initiated a restructuring of its business in the third quarter of 2015. We recognized \$11.6 million in related 2015 costs and an additional \$6.5 million in 2016 related to this restructuring. The actions under this program were substantially completed by the end of 2016, with cumulative pretax charges of approximately \$18 million.

#### 2014 Restructuring

Brink's reorganized and restructured its business in December 2014. Severance costs of \$21.8 million associated with these actions were recognized in 2014 and an additional \$1.9 million in costs were recognized in 2015 related to this restructuring.

#### Other Restructurings

Management periodically implements restructuring actions in targeted sections of our business. As a result of these actions, we recognized charges of \$4.6 million in 2017 and \$7.6 million in 2018, primarily severance costs. We recognized charges of \$28.8 million in 2019, primarily severance costs and charges related to the modification of share-based compensation awards.

Due to the unique circumstances around these charges, they have not been allocated to segment results and are excluded from non-GAAP results.

**Acquisitions and dispositions** Certain acquisition and disposition items that are not considered part of the ongoing activities of the business and are special in nature are consistently excluded from non-GAAP results. These items are described below:

#### 2019 Acquisitions and Dispositions

- We incurred \$43.1 million in integration costs related to Dunbar, Rodoban, COMEF and TVS in 2019.
- Amortization expense for acquisition-related intangible assets was \$27.8 million in 2019.
- Restructuring costs related to acquisitions, primarily Rodoban and Dunbar, were \$5.6 million in 2019.
- Transaction costs related to business acquisitions were \$7.9 million in 2019.
- Compensation expense related to the retention of key Dunbar employees was \$1.5 million in 2019.
- In 2019, we recognized \$2.2 million in net charges, primarily asset impairment and severance costs, related to the exit from our top-up prepaid mobile phone business in Brazil.

#### 2018 Acquisitions and Dispositions

- Amortization expense for acquisition-related intangible assets was \$17.7 million in 2018.
- Integration costs in 2018 related to acquisitions in France and the U.S. were \$8.1 million.
- 2018 transaction costs related to business acquisitions were \$6.7 million.
- We incurred 2018 severance charges related to our acquisitions in Argentina, France, U.S. and Brazil of \$5.0 million.
- Compensation expense related to the retention of key Dunbar employees was \$4.1 million in 2018.
- We recognized a net gain in 2018 (\$2.6 million, net of statutory employee benefit) on the sale of real estate in Mexico.

# Non-GAAP Reconciliation – Other

## The Brink's Company and subsidiaries Other Items Not Allocated to Segments (Unaudited)

(In millions)

### 2017 Acquisitions and Dispositions

- Amortization expense for acquisition-related intangible assets was \$8.4 million in 2017.
- A net gain of \$7.8 million was recognized in 2017 related to the sale of real estate in Mexico.
- We incurred 2017 severance costs of \$4.0 million related to our acquisitions in Argentina and Brazil.
- Transaction costs were \$2.6 million related to acquisitions of new businesses in 2017.
- We recognized currency transaction gains of \$1.8 million related to acquisition activity in 2017.

### 2016 Acquisitions and Dispositions

- Due to management's decision in the first quarter of 2016 to exit the Republic of Ireland, the prospective impacts of shutting down this operation were included in items not allocated to segments and were excluded from the operating segments effective March 1, 2016. This activity is also excluded from the consolidated non-GAAP results. Beginning May 1, 2016, due to management's decision to also exit Northern Ireland, the results of shutting down these operations were treated similarly to the Republic of Ireland.
- Amortization expense for acquisition-related intangible assets was \$3.6 million in 2016.
- Brink's recognized a \$2.0 million loss related to the sale of corporate assets in the second quarter of 2016.

### 2015 Acquisitions and Dispositions

- These items related primarily to Brink's sale of its 70% interest in a cash management business in Russia in the fourth quarter of 2015 from which we recognized a \$5.9 million loss on the sale.
- Amortization expense for acquisition-related intangible assets was \$4.2 million in 2015.

### 2014 Acquisitions and Dispositions

- Brink's sold an equity investment in a CIT business in Peru and recognized a \$44.3 million gain. Other divestiture gains were \$0.6 million.
- A favorable adjustment of \$0.7 million to the 2010 business acquisition gain for Mexico.
- Amortization expense for acquisition-related intangible assets was \$5.5 million in 2014.

**Argentina highly inflationary impact** Beginning in the third quarter of 2018, we designated Argentina's economy as highly inflationary for accounting purposes. As a result, Argentine peso-denominated monetary assets and liabilities are now remeasured at each balance sheet date to the currency exchange rate then in effect, with currency remeasurement gains and losses recognized in earnings. In addition, nonmonetary assets retain a higher historical basis when the currency is devalued. The higher historical basis results in incremental expense being recognized when the nonmonetary assets are consumed. In the second half of 2018, we recognized \$8.0 million in pretax charges related to highly inflationary accounting, including currency remeasurement losses of \$6.2 million. In 2019, we recognized \$14.5 million in pretax charges related to highly inflationary accounting, including currency remeasurement losses of \$11.3 million. These amounts are excluded from non-GAAP results.

**Internal loss** A former non-management employee in our U.S. global services operations embezzled funds from Brink's in prior years. Except for a small deductible amount, the amount of the internal loss related to the embezzlement was covered by our insurance. In an effort to cover up the embezzlement, the former employee intentionally misstated the underlying accounts receivable subledger data. In 2019, we incurred \$4.5 million in costs (primarily third party expenses) to reconstruct the accounts receivables subledger. In the third quarter of 2019, we were able to identify \$4.0 million of revenues billed and collected in prior periods which had never been recorded in the general ledger. We also identified and recorded \$0.3 million in bank fees, which had been incurred in prior periods. The rebuild of the subledger was completed during the third quarter of 2019. Based on the reconstructed subledger, we were able to analyze and quantify the uncollected receivables from prior periods. Although we planned to attempt to collect these receivables, we estimated an increase to bad debt expense of \$13.7 million in the third quarter of 2019. Due to the unusual nature of this internal loss and the related errors in the subledger data, along with the fact that management has excluded these amounts when evaluating internal performance, we have excluded these net charges from segment and non-GAAP results.

**Reporting compliance** Certain compliance costs (primarily third party expenses) are excluded from 2018 and 2019 non-GAAP results. These costs relate to the implementation and January 1, 2019 adoption of the new lease accounting standard (\$2.7 million in 2018 and \$1.8 million in 2019) and the mitigation of material weaknesses (\$1.8 million in 2018 and \$0.3 million in 2019).

**Share-based compensation adjustment** Accounting adjustment related to share-based compensation of \$2.4 million in 2014 was not allocated to segment results. The accounting adjustments revised the accounting for certain share-based awards from fixed to variable fair value accounting. As of July 11, 2014, all outstanding equity awards had met the conditions for a grant date as defined in ASC Topic 718 and have since been accounted for as fixed share-based compensation expense.

# Non-GAAP Reconciliation – Net Debt

## The Brink's Company and subsidiaries Non-GAAP Reconciliations - Net Debt (Unaudited)

(In millions)

(In millions)	December 31, 2021	December 31, 2022
<b>Debt:</b>		
Short-term borrowings	\$ 9.8	\$ 20.4
Long-term debt	2,956.9	3,382.4
<b>Total Debt</b>	<b>2,966.7</b>	<b>3,402.8</b>
<b>Less:</b>		
Cash and cash equivalents	710.3	972.0
Amounts held by Cash Management Services operations <sup>(a)</sup>	(34.7)	(85.2)
<b>Cash and cash equivalents available for general corporate purposes</b>	<b>675.6</b>	<b>886.8</b>
<b>Net Debt</b>	<b>\$ 2,291.1</b>	<b>\$ 2,516.0</b>

a) Title to cash received and processed in certain of our secure Cash Management Services operations transfers to us for a short period of time. The cash is generally credited to customers' accounts the following day and we do not consider it as available for general corporate purposes in the management of our liquidity and capital resources and in our computation of Net Debt.

Net Debt is a supplemental non-GAAP financial measure that is not required by, or presented in accordance with GAAP. We use Net Debt as a measure of our financial leverage. We believe that investors also may find Net Debt to be helpful in evaluating our financial leverage. Net Debt should not be considered as an alternative to Debt determined in accordance with GAAP and should be reviewed in conjunction with our consolidated balance sheets. Set forth above is a reconciliation of Net Debt, a non-GAAP financial measure, to Debt, which is the most directly comparable financial measure calculated and reported in accordance with GAAP, as of December 31, 2021 and December 31, 2022.

# Description of 2023 Focus Areas

## The Brink's Company and subsidiaries

### **Cash and Valuables Management**

Cash and valuables management services include cash-in-transit services, basic ATM services, Brink's Global Services ("BGS"), cash management services and vaulting services.

### **Digital Retail Solutions ("DRS")**

Digital retail solutions includes services that facilitate faster access to cash deposits leveraging Brink's tech-enabled sales and software platforms and enable enhanced customer analytics and visibility. DRS offers small and mid-sized enterprises a cost-effective solution that simplifies cash acceptance and enables merchants to access their cash without visiting a bank. DRS includes our patented Brink's Complete™ and CompuSafe® services.

### **ATM Managed Services ("AMS")**

ATM managed services provides comprehensive services for ATM management beyond basic ATM services including cash forecasting, cash optimization, ATM remote monitoring, service call dispatching, transaction processing, and installation services. AMS provides an economical solution for financial institutions, retailers and independent ATM owners to outsource day-to-day operation of ATMs. For certain customers, we take ownership of ATM devices as part of our managed services offering.