



PRESIDENT'S LETTER

Dear Brink's Employee:

The markets in which we operate continue to be in transition, and as the secure logistics industry leader we are in a unique position to define the nature and scope of that transition for this Company, for our industry and for our customers. At Brink's we are very optimistic about our future and how we are positioned to meet the challenges tomorrow will undoubtedly bring; and the Brink's tradition of service excellence and quality continues with a bold new initiative that will enhance life in our branches and the way we deliver service to customers.

On pages 8-9 in this issue of *Brink's Link* you'll read about our cover story: Branch Unification. Recently, we implemented the first phase of Branch Unification, a new, unified and streamlined Operations structure that provides one manager for all lines of business within a city or market. The result will be increased cooperation throughout our branches, as well as an Operations organization that is prepared to create results and growth. Branch Unification is the latest organizational enhancement we

are making demonstrate this Company's continuing commitment to deliver on our Path to 2015 promises. As this initiative progresses, we want to hear how things are going in your city, so we have created two ways you can let us know: by toll-free voicemail at 1-877-418-4025, and by email at branchfeedback@brinksinc.com.

At our recent National Sales Meeting, the U.S. Sales team was introduced to solutions selling strategy. For three straight days, the U.S. Sales team learned an innovative way to present Brink's solutions to customers based on insights into individualized customer needs. Solutions selling is not strictly about sales. Rather, it is focused on determining the right Brink's solutions to solve the business problems, and needs, of customers. As we continue to discover new customer needs, Product Development and Innovation is positioned to partner with Sales to develop those solutions.

The other star of the National Sales Meeting was the CompuSafe Sentinel, which is manufactured by our newest partner, Tidel Engineering LLP. In addition to our CompuSafe units built by Corporate Safe Specialists and NAMSYS, the Sentinel, with its modular design, expands the functionality and options we can offer to customers. See the story on page 14.

We continue to provide first-rate tools to Brink's employees in our unceasing commitment to safety and security. The roll-out of the D-Series Truck is ongoing (see page 18); and Smart Drive cameras are helping protect Brink's employees by reducing risky behavior and capturing critical driving events. See examples of employees avoiding potential crashes on page 9. Our ongoing partnership with law enforcement helps keep us safe and protects the public; and on page 11 you can read about a recent cooperative effort with the FBI's Violent Crimes Task Force that removed a vicious gang of criminals from the streets.

According to business visionary Tom Peters, excellent companies don't believe in excellence, but in constant improvement and constant change. That is one of the keys to always remaining relevant. Thank you, all of you, for being instrumental in making sure Brink's remains relevant. Our customers, our shareholders and our families are counting on our continuing success.

Stay safe, and I will see you in my travels.

Sincerely,

A handwritten signature in black ink that reads "Larry Rodo". The signature is fluid and cursive, with a large initial "L" and "R".

Larry Rodo

President – Brink's U.S. and Executive Vice President – North America



PRESIDENT'S LETTER

Dear Brink's Business Partner:

At Brink's our people make the difference. You differentiate us from our competition and drive our achievements, and we are committed to giving you the training you need. ***Developing Our People: Talent Management and Training for Success***, a very special companion piece to this issue of *Brink's Link*, provides a comprehensive look at the Training and Development department and the important programs already providing advanced training to Brink's Business Partners. The Branch Manager Program was launched May 18, 2010, in our Leader Board branches, and it's just the start.

Training and Development is part of the massive commitment we are making to you as part of the Path to 2015. The new organizational structure we put in place in February 2010 will support the Path to 2015; and the recent Brink's 9th Biennial Global Conference launched this important initiative. You are going to hear a great deal about the Path to 2015 during the coming months, including the Four Strategic Imperatives at its heart: **People Development, Core Business Maximization, Solutions Delivery and Long-Term Growth Investment**. You can read more about these important Strategic Imperatives on page 20.

When I was the guest presenter for the Brink's Center Court call on June 30, I spoke at length about the Path to 2015. If you missed it, log on to the Brink's World U.S. homepage, select the Change Management tab in the top center of the page and select the "Recorded Events" link on the left side of the page to listen to the audio recording. I encourage all Business Partners to listen and educate themselves on our strategy.

Now let's look at highlights in this issue: The extraordinary teamwork of the Providence and Boston branches, amid rising floodwaters, is chronicled in the **Branch Spotlight** on pages 12 and 13. In **Our Partners** on pages 4 and 5, read how, after the devastating earthquake in Haiti, the Raleigh branch worked long hours to assist our customer, First Citizens Bank, with special runs to the U.S. Army base at Fort Bragg and to the U.S. Air Force base in Fayetteville. Keeping you safe is a top priority here at Brink's. Steven Meitin, Senior Vice President – Risk Management, North America, talks about the inherent risk of what we do and the imperative to drive innovation in **Profile** on page 7. Fred Lowstetter, Senior Director – Organizational Development, discusses the necessity to clearly communicate change in his regular **Change Management** column on page 10.

At its core, the Path to 2015 is a commitment you are making to Brink's, and a solemn promise this Company is making to you. It is a five-year plan, and I need all of you to stay the course to ensure Brink's thrives in the years to come. The future of this Company is in our hands.

Stay safe, and I will see you in my travels.

Sincerely,

A handwritten signature in black ink that reads "Larry Rodo". The signature is fluid and cursive, with a large initial "L" and "R".

Larry Rodo

President – Brink's U.S., and Executive Vice President – North America



PRESIDENT'S LETTER

Dear Brink's Employee:

2012 is well underway, and the new year brings new challenges, new opportunities and new goals for Brink's. We have moved another year closer to our Path to 2015 commitments and, by the time you read this, we will have progressed almost halfway on our five-year journey.

The economic pressures affecting our industry and our business have continued, unabated, for the past four years. Since 2009, through the end of 2011, our annual revenue has been relatively unchanged, or flat. During that time, our Selling, General & Administrative Expenses, known in finance terms as SG&A, also has remained relatively flat. In that same timeframe, our branch margin has decreased, which creates an overall decrease in our operating profit; and that means we are making less money for the work we are doing. That is a situation we are working very hard to change.

Cost management remains a top priority, and we all have an important responsibility to take costs out of our areas. In branches, this entails how much time you devote to redundant processes, as well as how much rework you do, which includes tasks performed incorrectly that have to be redone. On our routes, excess premises time must always be documented; stops cannot be missed; and we must abide by the terms of our service level agreements. In offices, this includes the number of photocopies you make, the number of documents you print and what you spend on office supplies.

More comprehensive measures we have taken include the following: We have moved from six operating regions to four: the Northeast Region, the Southeast Region, the Central Region and the West Region. As we continue to capitalize on our Branch Unification gains, this new regional structure decreases layers and increases oversight to drive more effective customer service. Read more about the Plan for 2012 in **Feature Story** on page 8. The Philadelphia branch, featured in **Branch Spotlight** on pages 12-13, highlights an important part of our 2012 plan. The branch recently became the first certified BGS Partner Branch; and other Brink's branches scheduled for the BGS Partner Branch program in the first quarter of this year include Chicago, Atlanta, Los Angeles and Newark. In the future, we look forward to offering BGS services to more customers across the country.

The needs of customers are always on the mind of Account Executive Scott Brown, whose proactive, responsive and resourceful attitude toward customers is creating one success after another. You can read about Scott and his dedication to our customers in **Profile** on page 7. We continue to emphasize the importance of employee wellness, with updates to our Smoking Cessation program on page 15.

Brink's commitment to employee safety never wavers, and on page 20 is a solemn reminder of the importance of remaining vigilant while we serve our customers. On October 20, 1981, Brink's Guard Peter Paige was one of three heroes who perished while confronting domestic terrorists. At a ceremony in Nyack, New York, Brink's employees, members of the law enforcement community and members of the families of those who fell on that day gathered in remembrance.

Market dynamics will continue to change, and we must adapt more quickly than we have in the past. We will assume the challenges of this economy will continue; we will endeavor to plan for every eventuality; we will pursue new business; and at all times we will remain focused on our existing customers—from our top-tier strategic customers to the smaller companies at the core of business in America. When we do all of those things, we will succeed. Our 2012 pipeline is solid; our 2012 Plan is realistic; and it is highly accountability driven. To make sure we sell the mix of solutions that is best for the Company, we implemented a new 2012 Brink's Sales Incentive Plan on April 1. This plan will ensure we maintain a continual revenue stream throughout the year, and that we grow in the right product lines with the right revenue mix to continue to grow our business.

As we work together to create success and ensure an exceptional experience for our customers, this Company remains committed to you by continuing to invest in the superior technology, equipment and training to improve your safety and security and present you with advanced career options.

Together, we are writing the next chapter in the history of Brink's. You have the pen in your hand. It is time to write that history. We will prosper, but it will take hard work from all of us to do it. We will win; and we will do it now.

Stay safe, and I will see you in my travels.

Sincerely,

A handwritten signature in black ink that reads "Larry Rodo". The signature is written in a cursive, flowing style.

Larry Rodo

President – Brink's U.S. and Executive Vice President – North America



PRESIDENT'S LETTER

Dear Brink's Employee:

At many companies, information technology often operates in the background. At Brink's, IT is so much more than a support function; it is an important partner in our business. From the Revenue Management Project to many Process Improvement initiatives, to creating more consistent, better integrated applications to support Brink's customers and products, IT is providing the technical expertise, building the infrastructure and ensuring the scalability to help this Company continue to evolve.

Branch Unification, which we recently implemented across all Brink's U.S. regions, is going very well. Branch Unification is a unified and streamlined Operations structure that provides one manager for all lines of business within a city or market, as well as an Operations organization that is prepared to create results and growth. In branches across the country, employees are working together like never before. People are working across our lines of business; and dedicated cross-training has begun, giving

employees more knowledge about our business and more career advancement opportunities than ever before. As this initiative progresses, we want to hear how things are going in your city, so we have created two ways you can let us know: either by toll-free voicemail at 1-877-418-4025 or by e-mail at branchfeedback@brinksinc.com.

In this issue of *Brink's Link* you'll read stories of important, and sometimes extraordinary, cooperation among Brink's employees. In the Our People section on page 4, employees in the Springfield and Joplin branches went above and beyond for a customer in the aftermath of the May 22 tornado; and in the Brooklyn branch a spirited Lean process improvement competition between lines of business creates wins for the branch and the Company. You'll also read about employees who gave discretionary effort to serve our customers. Four Customer Care department representatives wowed customers on page 11; and on page 15 Great Lakes Region employees assembled 20 huge boxes of care package items for some Brink's employees currently deployed in Afghanistan. On page 9 you'll read a moving story from the other side of the Brink's world. In India, Amar Lal, a Bakshi Security gunman, faced off against determined attackers to thwart a robbery attempt and protect his team.

The safety and security of our people is always a top priority at Brink's, and Work Safe on page 18 is all about staying safe on the job. The Smart Drive cameras installed on many Brink's vehicles are there to help protect Brink's employees by reducing risky behavior and capturing critical driving events. In "Great Saves" you will see examples of Brink's drivers avoiding potential collisions—better protecting our people and protecting the Company from liability. You will also read about the Rockford, Illinois, branch and their commendable record of staying injury-free and crash-free.

These and many other articles in this issue contain rousing stories of the dedication displayed every day by Brink's employees around the world—employees who are committed to where we are going as a Company. As we approach the close of 2011, we must increase our momentum and continue to drive for results to meet our goals. Our ability to meet those goals starts and ends with the service we provide to our customers. That service must be flawless: no mistakes, no missed stops, fast issue resolution and a fantastic attitude every time we see a customer or talk with them on the phone. The Brink's standard of service is what differentiates us from the competition; and that is what it takes to make sure customers bring their business to us year after year. Every time you have contact with a customer, you are so much more than who you are as an individual, or who you are relative to the work you do for this Company. You represent more than 8,000 Brink's employees across the U.S., more than 70,000 employees in 100 countries around the world and over 150 years of excellence. You are Brink's.

Even in challenging times, we stand tall and step forward, because our best days and our best work are still ahead of us.

Stay safe, and I will see you in my travels.

Sincerely,

A handwritten signature in black ink that reads "Larry Rodo". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Larry Rodo

President – Brink's U.S. and Executive Vice President – North America



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Lawrence (Larry) F. Rodo
President – Brink's U.S.
Executive Vice President – North America

A Subsidiary of The Brink's Company

Dear Brink's Employee,

Welcome to Brink's. You are about to embark on an extraordinary adventure, as you join a Company with an enduring market presence and a brand that is recognized and respected around the world. Although many people think of us as an armored car company, we are not like any other armored car company. We are globally positioned, and our solutions integrate across three distinct lines of business: Brink's Global Services, Money Processing and Cash-in-Transit.

At this Company you will experience an exceptional spirit of teamwork and interdependency, and an environment of dignity and respect that is uniquely Brink's. Integrity is always doing the right thing, even when no one is watching; and the Brink's name is synonymous with trust, integrity and safety. At all times we maintain the highest standard of ethics as we work to maintain an uncompromising focus on the safety and security of our people, our customers and on quality. As Brink's employees, it is critical we fully understand how we affect one another on a daily basis. We are one team, one Brink's.

During the past century and a half, Brink's has done much; but the world always demands new ideas, new products and new solutions. At Brink's we honor our past, while creating a strong foundation for the future. I look forward to your contributions to Brink's as we work together to create the next chapter in the history of the secure logistics industry, and of American business. I hope your influence on Brink's will be lasting and profound.

Sincerely yours,

A handwritten signature in black ink that reads "Larry Rodo". The signature is written in a cursive, flowing style.

Lawrence (Larry) F. Rodo
President – Brink's U.S.
Executive Vice President – North America



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Lawrence (Larry) F. Rodo
President, Brink's U.S.
Executive Vice President – North America

A Subsidiary of The Brink's Company

TO: The Brink's Organization
FROM: Larry Rodo
DATE: June 1, 2011
SUBJECT: Branch Unification and U.S. Headquarters Realignment

Our Company, and the markets in which we operate, continue to be in transition. As the secure logistics industry leader, we have the responsibility to define the nature and scope of that transition for Brink's, for our industry and for our customers. Today, we are implementing the first phase of Branch Unification, a new, unified and streamlined structure for all Brink's lines of business, including an Operations organization that is aligned to enable solid results and position us for growth. The organizational enhancements outlined below demonstrate Brink's continuing evolution to effectively deliver on our Path to 2015 promises to our customers, our shareholders and to you.

This comprehensive restructuring provides one leader for all lines of business and will increase cooperation throughout our branches. This new design will create more opportunities for cross-learning and career development and enrich communications—enhancing the capabilities and performance of our organization and our people. Standardized procedures and processes will create a consistent and compelling national customer experience, resulting in reduced expenditures, while at the same time increasing accountability and service quality—all while maintaining security and safety focus. This new structure is being launched in the Southwest Region, and in the coming months we will implement Branch Unification in our other Brink's Regions.

With Branch Unification, effective June 1, a number of Operations roles have been redefined to provide the necessary oversight and support for our new structure. These positions represent important distinctions from previous functions:

- Brent D. Uhl serves as Senior Vice President – Operations, reporting to me.
- Bill Vechiarella is Vice President – Business Integration, also reporting to me. He will be critical in the integration of all lines of business across the U.S., starting with BGS and the Southwest Region.

- Reporting to Brent are Susie Oliver, Vice President – Product Operations, as well as six Vice Presidents – Operations, who will be responsible for all lines of business in our six U.S. regions. Product Operations will closely coordinate with Sales, creating a more synergistic relationship to sell and deliver solutions to our customers
- The six Vice Presidents – Operations are Mike Boyzuick, Richard Brager, Raul Ruiz, Stephen Marteen, Derrick Moreau and Richard Alstedt. For the Southwest Region, Mike’s direct reports now include Strategic Market Directors and Area Directors. For the remaining five regions, until we implement Branch Unification, General Managers and District Managers will report to the Vice President – Operations for their region, who will have responsibility for all lines of business within the region.
- Strategic Market Directors are responsible for all lines of business in a large city or market. Their direct reports include Senior Managers – Cash Logistics, Senior Managers – Route Logistics and other administrative functions.
- Area Directors are responsible for up to 12 operating markets, with the exception of large markets. Their direct reports include up to 12 City Managers.
- City Managers are responsible for all lines of business in a smaller city or market. Their direct reports include Team Leaders – Route Logistics and Team Leaders – Cash Logistics.
- Senior Managers – Cash Logistics and Senior Managers – Route Logistics are responsible for managing Team Leaders for either inside or outside operations in a large city or market.
- Team Leaders – Route Logistics are responsible for managing drivers, messengers and guards and operations outside the facility, typically including up to 15 routes or more than 600 ATMs/CompuSafes.
- Team Leaders – Cash Logistics are responsible for managing the vault, Currency and Coin operations inside the facility and for supervising, typically, up to 20 employees.

Please see the attached Southwest Region organizational chart to view the new structure. The changes across the Operations organization are accompanied by corresponding realignments within U.S. Headquarters—all driven by a dedicated focus on strategy, revenue growth and ensuring U.S. Headquarters works closely in coordination with field Operations.

- We have created a new Quality department, and its mission is to work with all functional areas across the Company to deliver exceptional customer experiences. As Vice President – Quality, Fred Lowstetter manages Process Improvement, Customer Care and Customer Implementations. Fred reports to me.
- Jim Poteet, Senior Vice President – Product Development and Innovation, now also leads our Core Product and Growth Product strategy. Reporting to him are Steve Bozeman as Vice President – Growth Product Strategy, which includes growth strategy for currency, CompuSafe and Coin and check products and services; and Darren Langton as Vice President – Core Product Strategy, which includes growth strategy for CIT and ATM. The Product Strategy team will work closely with the Sales and Marketing and Communications teams to develop product, operations, pricing and marketing strategies. Tom Kane, Senior Director – Product Development, will continue to report to Jim.

As a Company in sync with times of extraordinary change, we have learned to adapt quickly and transparently when needed. These realignments represent a resolute focus on branch unity and improved communications between the field and U.S. Headquarters; increased efficiency, accuracy and accountability across our operations; constant attention regarding customer retention, revenue and profits; and a determined concentration on driving customer satisfaction. Be sure to listen to Brink's Center Court on Tuesday, June 7, at 12 noon CT for more details.

Branch Unification is bringing us together like never before, with all lines of business in a city or market engaged in a unified mission. With the concerted support of the Brink's regions and all the departments within U.S. Headquarters, we truly are one Brink's team. We want your feedback during the Branch Unification process, so send your comments and suggestions to branchfeedback@brinksinc.com or call our toll-free voicemail at 1-877-418-4025. Thank you for your continuing dedication to making sure the voice of the customer is always heard, and for ensuring the quality of the customer experience improves with every solution we create, every CompuSafe we install, every route we run, every deposit we process and every call Customer Care receives.



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A Subsidiary of The Brink's Company

Lawrence (Larry) F. Rodo
President – Brink's U.S.
Executive Vice President – North America

TO: The Brink's Organization
FROM: Larry Rodo
DATE: July 1, 2012
SUBJECT: **Branch Consolidations**

As Brink's continues to drive performance across all areas of our business, retain our quality position and remain competitive in the marketplace, we are announcing the decision, effective August 31, 2012, to close four locations. These branches are Jackson, Mississippi; Little Rock, Arkansas; Reno, Nevada; and Seattle, Washington.

Although closing locations is not our preferred way to operate, as a Company we must always employ the best approach for our business. We will continue to evaluate market conditions across the United States to ensure we most effectively allocate our existing resources, including making decisions about the best markets to enter, as well as which markets to exit.

After much consideration, a decision also has been made to consolidate operations in Providence, Rhode Island; Modesto, California; Hammond, Indiana; and Newark, New Jersey. These branches will be merged with nearby Brink's facilities.

In addition to improving operational efficiencies, we are taking a number of positive steps to create and capture additional revenue. Among these are:

- The introduction of the 2012 Brink's Sales Incentive Plan that became effective April 1, 2012, and which compensates Brink's Sales professionals for selling a combination of solutions that is best for the Company, according to a schedule that provides a more consistent source of revenue throughout the year.
- The July deployment of the Revenue Management System – Oracle eBusiness Suite (EBS). EBS will have a solid, positive impact on our business intelligence capabilities, provide automation to a number of manually intensive processes and help ensure we capture all of the revenue for the work we do for our customers.

As we continue to execute our Plan for 2012 and move closer to the fulfillment of our Path to 2015 objectives, we will continue to refocus our resources to create an ever more efficient, flexible Company that can quickly adapt to deliver solutions to customers. As we evolve, you have my word we will continue to provide the trust, safety and integrity for which Brink's has long been known.



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Lawrence (Larry) F. Rodo
Executive Vice President – North America

A Subsidiary of The Brink's Company

TO: Brink's U.S. Business Partners
FROM: Larry Rodo
DATE: September 18, 2009
SUBJECT: Cresencio Borquez's Untimely Passing

One of our own was taken from us this morning during a robbery in Dallas. Brink's Messenger Cresencio Borquez, 46, was killed while replenishing an ATM outside a Chase bank location.

Cresencio's sacrifice is a tragic reminder of the danger Brink's Business Partners face every time they drive their routes. No matter what your role is with the Company, please keep in mind that your highest calling is to do whatever you can to keep our Drivers, Messengers and Guards safe as they perform their duties.

The Company has authorized a \$100,000 reward for information leading to the arrests and prosecution of the individuals responsible for this crime.

In the coming days, during weekend outings and errands that so many of us take for granted, remember the family of your business partner must learn to carry on without a husband and father. Cresencio Borquez is a man who gave his all to this Company we call our own.

Cresencio is survived by his wife Sofia and two adult children. Please keep his family and his coworkers at the Dallas branch in your thoughts.



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Lawrence (Larry) F. Rodo
President – Brink's U.S.
Executive Vice President – North America

A Subsidiary of The Brink's Company

May 25, 2012

Dear Michael,

In every lifetime, there are events that define us; and throughout the remainder of our lives we will always remember where we were on that day.

Every year on the anniversary of the September 11, 2001, attacks, we pause and remember the lives lost—including one of our own. The World Trade Center was a recurring destination for the Brooklyn branch. Each weekday morning, a four-person crew arrived at the World Trade Center to service Bank of America on the 11th floor of the North Tower.

As you know, on September 11, 2001, Guard Joe Trombino remained with our truck while the other three members of the truck crew delivered currency to Bank of America. Then tragedy struck, and Mr. Trombino became the sole Brink's employee to perish in the attacks on the World Trade Center. His sacrifice is a potent reminder of the danger our employees face every time they drive their routes to serve our customers.

Excavation of the World Trade Center site eventually uncovered the wreckage of our truck. Although the damage to the vehicle was extensive, it was still recognizable as a Brink's truck. In commemoration of this solemn date in U.S. history, we commissioned the production of a strictly limited series of rings from the metal of a truck that serviced the World Trade Center, and which was used throughout the recovery operations after the attack.

Please accept this ring in recognition of your many years of service to this Company. Brink's connection to the events of 9/11 is as personal as it is enduring. We will never forget.

With warm regards,

Lawrence (Larry) F. Rodo
President – Brink's U.S.
Executive Vice President – North America