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Road Show Message/April-May 2012

- Greeting.
- Hello everyone.
- It is important that you understand the developments taking place across the Brink's World, and how critical the work you do for this Company is to our success.
- I cannot thank you enough for all of your efforts on behalf of the organization, and for the many sacrifices you are making.
- In 2012 we are more committed than ever to our Path to 2015 goals. The fight for 2012 will be won where you are now: in your branch.
- We are making more Core Business Maximization gains this year than ever before, and we are also driving the delivery of solutions to our customers.
- Our world is experiencing dramatic change. In 2011 a massive 9.0-magnitude earthquake struck northern Japan, killing more than 10,000 people and damaging the Fukushima nuclear reactors. The resulting tsunami closed key ports and airports, disrupted the global supply chain of equipment and materials, and affected BGS Global operations. In the U.S., 2011 was one of the worst years for natural disasters in this country's history, causing some \$35 billion in damages and killing more than 700 people.

- The European debt crisis affected the global economy, and EU leaders agreed on a complex plan to help solve Greece's debt problem and strengthen EU banks. The Arab Awakening that started in Tunisia sparked uprisings throughout the Arab world; and the Occupy Wall Street movement spread from New York to more than 100 cities in the United States and actions in over 1,500 cities around the world.
- Important global economic indicators include the downgrading of the credit ratings of Austria, France, and the EU bailout fund; and the United States' credit rating was cut for the first time from triple-A to AA+.
- Although U.S. unemployment dropped to a near three-year low of 8.3 percent in March, it is mainly due to a decline in labor force participation. A number of large companies continue to reduce benefits: Pepsi cut 401(k) benefits; Pfizer dumped its retirees on Medicare; Novartis eliminated pensions; Wal-Mart cut healthcare benefits for part-time employees; and American Airlines froze defined-benefit pension plans for non-pilot employees.
- For the remainder of the year, the business outlook for the United States is promising, but uncertain, with forecasts of slow, but accelerating, growth. Despite our troubles, the United States remains the most competitive nation. Our legal and financial systems remain the most hospitable for business. Our economic system remains the most competitive and open, relatively free of the government interference that hampers Europe and the developing countries. Most importantly, our scientific and technical base remains the best in the world.
- This is the environment in which we operate, the markets of Brink's U.S.
- Here in the United States, there are four leading companies in our industry: Brink's, Loomis,

Garda, and Dunbar.

- Loomis and Garda have grown through mergers and acquisitions, and through very aggressive pricing. That is not our strategy in the U.S.; and we remain number one.
- Our business has been affected by aggressive competitor pricing; customers reducing days of service; low interest rates that have lessened the demand for fast movement of cash; and a delayed decision cycle for CompuSafe.
- The recession and intense competition have driven prices down. Our competitors are targeting our customers, offering much lower costs, and nowhere is this fact more apparent than in our branches.
- A major competitor low-balled us on a bid in the Northeast, and when they won the business they walked away from portions of it because they knew their price was not sustainable.
- Another major competitor low-balled us on a bid with PNC virtual cash vault business, and when they won the business they walked away from eight branches and we won it back.
- That is not the way we do business. We will not follow Garda or Loomis; we do not look like them, and we must be resolute in our efforts to take out costs and be focused on sales and solutions. Our core expertise in operations, security and risk are being matched with significant strides being made in Finance and IT.
- When we make \$100 from one of our customers, we get to keep \$3. For a \$15 stop, that is a profit of just 45 cents, and that is why such variables as premise time are so important. The money we make, we make on volume.

- We are the premier provider, and although we provide superior value and the best range of products and services, the reality of the market in which we operate is that there is a minimum and maximum price our customers are willing to pay.
- Some of our customers are buying based exclusively on price, and there are reasons why some of our competition is resorting to pricing that will not be sustainable over time: Some competitors are using old and inferior vehicles.
- At Brink's, our approach is to be more competitive on pricing but maintain the profit margin that makes sense for us. We will not compromise the safety of our employees to compete on price; and we continue to make solid investments in our future—investments the competition is not making.
- In 2011 Loomis spent roughly \$12 million on capital expenditures in the United States. Garda spent approximately \$19 million worldwide. That is only \$19 million for the **entire planet**.
- Our competitors are reinvesting a lot less into their business than we are. They are not developing first-rate training programs, or making the significant investments in technology we are making. **They are starving their business and cutting corners**.
- In contrast, Brink's spent \$68 million on the essential capital expenditures that are necessary to keep you as safe as possible, provide you with quality equipment, and on the technology that is necessary to keep us the market leader and the Company to emulate.
- We have invested in information technology, on systems to support People Development, the Risk Management Project, and a host of other components of our IT mission that will enable us to gather essential business intelligence for Brink's and for our customers.

- We are making solid investments in you, and training is a big part of that. Our Anti-Robbery Training is so good that we have had members of law enforcement go through our program. The new Learning Management System will deliver long-distance training across the Brink's U.S. footprint. And we have invested in advanced vehicles that we believe are the safest in the industry. We are exploring the use of hybrid trucks. We currently have the largest hybrid fleet in our industry.
- It will take innovation to get where we need to be, and the Innovation team is working on a number of projects that are expected to begin increasing revenue and profits in 2012.
- We are not in this business for the short term. We are in it for the next 150 years, and we are preparing not just for today's needs, but also for tomorrow, to make sure we continue to be the premier provider of secure logistics solutions.
- The decision to reduce our 401(k) benefits weighed on me heavily. We would not have taken that action if we did not think it was for the betterment of the Company, and was necessary to secure our place in the market and create a stronger Brink's.
- The price of BCO stock dropped after the 2011 earnings were released, largely due to our financial results. The shareholders who invest in us are very focused on U.S. performance, and we have promised those shareholders that Brink's U.S. will deliver 5% operating profit this year. We must make sure that happens.
- In 2011 our actual operating profit was only 3.1%. It has been made clear to me that the 5% goal for 2012 is not negotiable. That is the number it will take to give this business the strength it needs to meet our many goals.

- After impressive work on the part of the Northeast Region team, Brink's U.S. Operations leadership, Finance, and Strategic Sales teams, Bank of America has awarded Brink's the four Pennsylvania cash vaults and ATM and CIT work from Maryland and Pennsylvania and up through New England). The win includes significant annual CIT, ATM, and Money Processing revenue. This is a big win for Brink's and our Philadelphia branch.
- We also won eight PNC virtual cash vault locations that were originally awarded to a competitor through the RFP process, but were then given back to Brink's. We had serviced those locations previously, and the quality work we had done in the past made the difference.
- **You make the difference**. What you do when no one is looking, based on your own discretionary efforts, determines whether or not we succeed.
- When all of you are committed to making sure every stop has been made, every batch of money has been processed, and that you have prepared for the challenges to come when you walk in the door the next morning, you personally have done your part in ensuring the future success of Brink's.
- It is time for all of us to do our best work. We need to retain every customer, build relationships, and make a lasting impression on the customers that bring their business to us. Many of you are already doing exactly that, and when we provide exceptional service to our customers, they take notice.
- This is an important time in the history of Brink's. We have to see our challenges for what they are: serious, but temporary, obstacles, and nothing more. Brink's has successfully endured a number of challenging situations during its 150-year-plus history. Some of the first Brink's

employees were veterans of the Civil War, and we have outlasted the Great Depression, two World Wars, and endured a number of recessions.

- But that history will not get us where we need to be. We must take the right actions now.
- 2012 is a gateway year, and our current initiatives are foundational changes that will create positive results in 2013 and beyond. I need you to join me, to roll up your sleeves, and to do the hard work we must do to keep our business strong.
- The challenges ahead of us are waiting for us to accept them. They will not be postponed. They will be met and surmounted. Some may say that it is not set in stone that Brink's will endure and prosper. I disagree, because we are the stone carvers, and we are the monument builders.
- There is a reason why we are in the positions we are in today; and it is our responsibility to ensure the success of this Company. We are the solution to the circumstances in which we find ourselves. We have to create wins for this Company, and we have to do it now.
- The entire Brink's world is watching us. Our competitors are watching us. Let's show them together what Brink's U.S. is made of. Thank you.