

BRINKS LINK

FALL
2011



BRINK'S IT
Partners in success

Dazzling the Customer

Dallas – A Whole Other Branch

Brooklyn Lean Competition



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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Editor in Chief
Edward Pittman

Managing Editor
Janet Tucker

Creative Direction
Raul Castro

Graphic Designer
Jeremy Lessenberry

Other Contributors
Matt Bitterman
Craig Campbell
Benjamin Caparoon
Eric Larsen
Barbara Miles

We want to hear your stories!

It may be an award, a promotion or a heroic act. The next time something happens that would make a great story in *Brink's Link*, please let us know.

Submit your story ideas anytime by e-mail to link@brinksinc.com. You also can contact us by phone at (469) 549-6086.

OUR PEOPLE



The Springfield, Mo., Team

In the Aftermath of a Tornado

On May 22, 2011, one of the deadliest tornadoes in U.S. history swept through Joplin, Missouri, destroying properties and shattering lives. In the wake of the devastating twister, Brink's employees, including Messenger Josh Hailey and Messenger Erik Mathes who were in uniform and on the truck that night, stood ready to help customers rebuild and carry on. One such customer, Commerce Bank, was in desperate need of support—two of the bank's branches had been reduced to rubble, and they needed to move currency from these locations to their main office first thing in the morning. Brink's Springfield/Joplin branch Messenger Danny Quinn and Driver Ed Peterson answered the call.

“Servicing our routes was no easy task,” says Joe Yates, Operations Manager – Springfield/Joplin. “It was difficult to know where you were, because street signs and other landmarks had been destroyed, and there was so much debris.”

Despite the wreckage throughout the city, Quinn and Peterson were able to complete their route and service Commerce Bank. The customer was grateful and, in an email to the branch, Pam Chambers of Commerce Bank wrote, “I wanted to let you know about the extra assistance we received from your employees with the recovery of our vault contents from the storm. Danny Quinn was at the Joplin Main location when we arrived with a load of soggy, broken, smashed yet bagged currency and coin, and they helped us in loading and carting the contents safely inside the branch. This would have taken my team several trips, and we would not have had the security Danny and Ed provided that day. It made my team feel secure in a very unsecure situation. They went above and beyond that day to assist us.”

The days following the tornado were difficult, but all of the Brink's employees in the Springfield/Joplin area were able to make it to work, putting in the extra hours to support their community. “Everyone rose to the challenge,” says Yates. “We had to run special routes and increase service to ATMs to provide cash for the victims of this tragedy, FEMA workers and others who were here to help. It put a lot of extra pressure on us, but no one complained. We just wanted to help the people of Joplin get back on their feet.”

LEAN

Competition In Brooklyn

To the employees on the Brooklyn Money Processing team, Lean is more than a process improvement concept: It's a challenge. Earlier this year, the branch hosted a competition to see which of three lines of business could improve the most in a five-week period. “Lean education is a critical part of the Brink's success but we wanted to take it to the next level,” explains Joe D'Amico, Senior Manager – Cash Logistics. “We wanted to give employees who do their jobs every day the opportunity to identify improvements and make those changes happen.”

The three teams, each with employees from various areas—for instance, one team included employees from pack-out, vault and receiving—competed to improve against previous months' numbers. The rules were simple: All security procedures must remain intact, and the improvements must come from the teams themselves; supervisors could advise but could not contribute directly to improvement ideas. “Rather than have area vs. area, we wanted teamed-up areas that have strong daily interaction and that depend upon each other for success,” says D'Amico. “Having fresh eyes helped the teams improve not only their own areas, but also the areas of hand-offs and exchanges between them.”

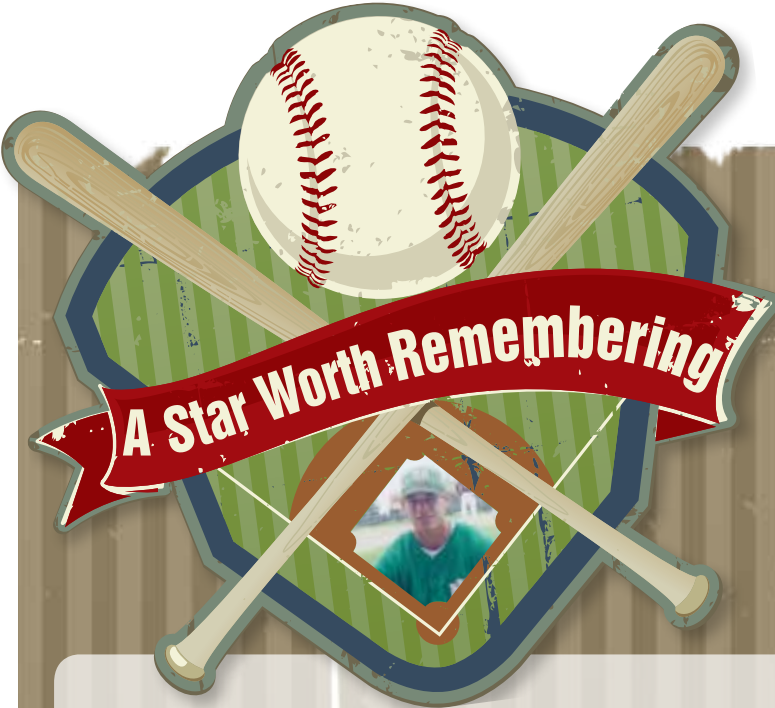
By all accounts, the competition was an unqualified success. The winning team posted a 14% improvement month-to-month, while the second-place team finished with a 12% improvement. Even the third-place team posted an impressive 5% improvement.

“A general improvement of 2% is considered great,” says D'Amico. “All teams far exceeded that. I'm very proud of them and their accomplishments.”

The competition was such a success, the branch is planning a re-match. “Each team wants the chance to do even more,” adds D'Amico. “There was so much good-natured banter between the teams and throughout the group. The third-place team wants to take over first place and the first-place team wants to defend its title. The way I see it, though, everyone is already a winner.”



Brooklyn's Cross-Functional Team #1 Wins the First Competition



Brink's ATM/CompuSafe Product Support Manager Tom Kuempel recently was recognized by West Virginia MetroNews as a "star worth remembering." Kuempel, who has been with Brink's for more than 12 years, played baseball during his college days at Marshall University and did something remarkable in the spring of 1998: he batted .435 and had 20 home runs and 60 RBIs, a feat that's known as the Triple Crown of baseball. According to the MetroNews, it was the first and only time a Marshall player has achieved such an individual feat.

Most baseball coaches agree that the most difficult thing to do in sports is hit a baseball, but it is a skill Kuempel mastered. More importantly, Kuempel didn't just hit the ball, he hit it when runners were in scoring position.

After he graduated from Marshall, Kuempel spent two years playing independent baseball before settling in Columbus, Ohio, with his two children and his wife, Alisha, whom he met during that magical season in 1998.

Kuempel says of his wife: "There was something else to that Triple Crown. She was kind of my inspiration."

Kuempel says he hasn't really thought about the Triple Crown much. "I always had a goal to try and get in the record book," he says. "Now any player can look and say 'if Tom Kuempel can get it, then I can get it.'" After a brief pause he adds, "But it's on my resume."



DJ Olbrys and Trevor Nadeau protect the Vince Lombardi trophy.

UP CLOSE & PERSONAL with the Vince Lombardi Trophy

Every year the Vince Lombardi Trophy is presented to the winner of the NFL Super Bowl. The opportunity to see the trophy in person is an exciting moment for any football fan—and one that two lucky Brink's Milwaukee branch employees won't soon forget. Earlier this year, the Green Bay Packers asked Brink's to transport the Vince Lombardi and NFC Championship trophies from the airport, where the awards had returned after a visit to Tiffany & Co. in New York City. After being engraved, the trophies were to be moved to Lambeau Field, where they would be put on display in the Packers Hall of Fame. Brink's Operations Manager DJ Olbrys and Messenger Trevor Nadeau arrived at the Milwaukee airport to retrieve the trophies and make sure they arrived safely at their destination.

"It was very exciting," says Olbrys. "We didn't get to meet any of the players due to the lockout, but we were able to see the trophies in the Hall of Fame."

Packers fans have anxiously awaited the arrival of the trophies since the day their team won. The Vince Lombardi Trophy will be part of a special display at the Packers Hall of Fame before taking up residence with the Packers' previous three trophies representing victories in Super Bowls I, II and XXXI.

BRINK'S LINK PROUDLY CONGRATULATES THE RECIPIENTS OF THE SECOND QUARTER 2011 RECOGNITION AWARDS FOR BRANCH MANAGER OF THE QUARTER, LEADERSHIP AND THE BRINK'S STAR AWARD.

BRANCH MANAGER OF THE QUARTER – AAA, AA, A BRANCHES



David Goldman, Evansville – Since his promotion to City Manager in January, David Goldman consistently has led the branch to achieve 'above expectations' performance. He has been instrumental in driving revenue growth, raising customer service levels and forging relationships with key accounts. Through weekly discussions with his crews, Goldman and

his team have driven route improvements through decreased premise times, lower AM/PM times, a campaign of 'no stops over 10 minutes' and a clear understanding of the route start and end times.



Mike Nace, Akron – Mike Nace consistently completes the MSSR, conducts Safety Improvement Team meetings, actively participates in the Winter Awareness Program and the Insole Program to ensure his team is well informed and practices safe habits daily. As a result, not only have margin and labor percentages improved, the team's performance with regard to

risk is outstanding. Over the past 18 months, there have been zero crashes and only one injury, demonstrating an environment where safe working conditions are a priority. Nace also worked with the Wheel of Support to develop a branch improvement plan called the Akron Makeover and is, at the same time, creating a Lean environment and an appealing branch for customer visits.

CITY MANAGER OF THE QUARTER – B, C AND D BRANCHES



Tonia Smith, Lexington – The Lexington branch is having one of its best years yet, primarily due to the leadership of City Manager Tonia Smith. Smith is committed to driving improved performance and delivering on the initiatives she outlined in her City Improvement Plan. She invested in a 'bravo' program that recognizes outstanding performance and optimized staffing

levels. Smith also promoted a cashier to APP to enable the branch to better deliver on ATM service level agreements, and worked directly with Chase Bank to expedite change order release times, resulting in increased productivity in the PM vault. She initiated a route reduction program and put together a plan to drive down AM and PM times in the branch—a plan that resulted in an eight-minute reduction per route per day.



Margaret Huffman, Fresno – Margaret Huffman's hands-on approach and high standards has led the branch to be among the top profit margin producers for the past several years. When the branch took on new work from JP Morgan Chase earlier this year, Huffman ensured every detail was covered and that customer expectations were met with the highest levels of quality

service. She even traveled to Los Angeles to view and learn the Chase processing procedures and expectations. Under her leadership, the Fresno branch routinely receives outstanding service quality scores from customers, and many have recognized the quality service that Huffman and her team produce.

LEADERSHIP AWARD



Tony Eavarone, Birmingham – When the Alabama area was hit by tornadoes, the Birmingham and Huntsville branches were without power for several days. City Manager Tony Eavarone went above and beyond, working numerous extra hours to ensure zero customer impact. He partnered with the Nashville and Huntsville branches, as well as Customer Care, to arrange

shuttles, control inventories and effectively communication to all customers. Eavarone led the way in what could have been a disastrous time in the Birmingham market.



Rochelle Olinger, Charleston – Olinger took the lead when the City Manager position was vacated without notice, leading the Charleston team without service disruption. She held a speak out with the team to discuss her role and the team's continued high level of performance, and she has resolved employee issues. She led a Lean 5S project that produced a more efficient, productive and clean environment. Under her leadership, the Charleston team has maintained or improved plan labor and margin performance while delivering the quality service expected of the Brink's brand.

BRINK'S STAR AWARD



Debbie Logozzo, Great Lakes Region – Debbie Logozzo has a passion for helping others, and goes way out of her way to help customers and fellow employees. She has great resolve and will not tire until she has taken care of the needs of those around her, even when faced with obstacles. As a result of her dedication, Logozzo often is recognized by her peers for her work ethic and uncommon dedication.



Larry Gregory, Dayton – Larry Gregory worked with Dayton's largest local customer on their ADA upgrade compliance transition. He helped them reschedule ATMs, recommend load amounts, convert ATMs from envelope to image and coordinate meets with third-parties to minimize downtime and keep conversion costs down. The customer recognized Gregory's dedication and support in an email, stating "he's really got us spoiled" and "you'll have a hard time filling his shoes if he ever leaves."



Les McDonald, Columbus – When the control panel that operates the doors in the branch became inoperable, Turret Guard Les McDonald leveraged his background in electronics to troubleshoot the problem. He cleaned corrosion from the contacts and fixed some of the connections, restoring the control panel in one day and saving the Company \$5,200 in parts and labor.



Shawn Warren, Detroit – In the past, finding a CompuSafe for in-branch and offsite customer demonstrations has been difficult. However, thanks to Warren, the Detroit branch has had clean CompuSafe units ready for demonstration in short order to accommodate customer schedules and help speed the sales cycle. Warren has helped by cleaning safes, restoring default settings and making the safes attractive to prospects. Warren makes sure the safes are packaged properly for shipping and makes himself available to assist with demos.



J.D. Lundberg, Seattle – After a Brink's Portland shuttle truck blew an oil line inside the Seattle Federal Reserve late in the evening, the contingency plan between Portland and Seattle was put into action. Lundberg was able to get to the branch, gather the necessary tools and parts before closing for the night and get to the FRB within 45 minutes. Once there, he fixed the truck and got it back on the road with only a 90-minute delay to the route, and helped the Portland branch avoid the costs and customer impact of an overnight stay in Seattle.





Meet Mike Foreman Strategic Market Director – Brooklyn

For the past year, the Brooklyn branch has been home-away-from-home for Strategic Market Director Mike Foreman. He joined Brink's five years ago after working at a competitor in New York, where he was known for his ability to roll up his sleeves and engage the entire team. Immediately, his leadership and motivation skills were put to use at the West Palm Beach branch. After successfully managing that branch and, later, the Miami branch, he was asked to return to New York to help lead the Brooklyn branch to the next level. "It's been difficult to be away from my family during the transition from Florida to New York, but Brooklyn has become my new home," says Foreman. "My family has been very supportive, and I look forward to reuniting with them in the near future."

Foreman's unique management style is a key ingredient in his ability to help branches reach their full potential. Some might say he's a workaholic, but Foreman sees it another way. "I'm very hands-on. I get here at 4:00 a.m. and clean the coffee machine before I start reviewing reports. I'm here in the evening and on weekends," he says. "I do it because I love what I do, and truly care about the

branch and every person who works here. It's who I am and how I manage."

Raul Ruiz, Vice President – Operations, Northeast Region, has witnessed Foreman's caring leadership first-hand. "Mike is a compassionate leader," he says. "He is very real with his people, and they know he genuinely cares. He's the first to arrive at the branch in a snowstorm and the last to leave. He truly understands that people drive results, and he provides the tools, training and environment for his team to deliver."

Under Foreman's leadership, the Brooklyn branch has undergone significant change, both in terms of operating performance and work environment. "We held dozens of meetings to discuss what people wanted and what was needed," says Foreman. "We came up with a shared vision and mission statement for the branch."

The Brooklyn vision builds upon the Company strategy with branch-specific goals related to becoming the best employer in New York, creating a tradition of success, uniting as one

inseparable team and more. "This is what the team wanted," says Foreman, "and it has changed the culture of the branch entirely. We've streamlined our structure to be more profitable and we have strong teamwork and communication. Everyone believes in the vision and works hard to make it reality."

According to ATM Messenger Jamar Bourne, Foreman's leadership is already paying off. "I've been here eight years, and for the first time there's a profit-sharing check in my future," he says. "Mike is open and honest, and he knows what decisions to make. He's made a big impact on the branch."

Foreman was born and raised in Rochester, New York. He spent 20 years in the beer distribution business in New York and Florida, which is where he met his wife, Faye. He is an avid fisherman and enjoys spending time with Faye and their two children: Dusty, who lives in Florida where he attends college and works; and Will, who is in his third year of college at State University of New York at Stony Brook, where he studies physics and astronomy.



Brink's IT: Partners in Success

Back row L-R: Ravi Volimineni, Michael Webb, Marc Nowell, Jon Berg. Front row L-R: Mathew Zachariah, Patrick Haberman, Roger Hill.

Brink's IT is changing. With new leadership at the helm, a clear vision and strong resources, the team is transforming IT into a customer-driven, service-oriented enabler of business success. Driving this change for Brink's U.S. is IT Senior Vice President – Information Technology Rob Trotter, a dynamic executive with a unique philosophy. “We consider it our role to serve as a partner to Sales, Operations and all support functions,” says Trotter. “The business is our internal customer, and our job is to use technology to make a positive difference in the quality, speed and efficiency of our business functions.”

Technology in Motion

The IT department already has launched a number of critical projects including the Field Automation Project, designed to employ automation to reduce the level of manual processes in the field. “We will be introducing technology that’s more advanced than our competitors,” says Trotter, “including bar code scanning, track and trace, handheld devices and more. It will change the way we do business in the field.” The Field Automation Project is in the early stages of investigation.

The department also is responsible, in partnership with Finance, for the Revenue Management Project featured in previous issues of *Brink's Link*. This project seeks to integrate contracts, customer data, operating systems and billing platforms to support better business intelligence from customer masters (a single database that is the source of all customer and unit location data), consolidated views of customer information and simplified, accurate billing.

The New IT Organization

The IT department comprises three distinct areas, each guided by a seasoned IT professional with the expertise, drive and commitment to lead their teams in the achievement of the Company's formidable technology goals.

1. Program Management Office

The first of these areas is responsible for Enterprise Program Management and Quality Assurance Testing. Led by Stacy Rexroad, Director – North American PMO, the Program Management Office (PMO) is responsible for defining and developing a standard methodology and procedures for delivering successful projects. This includes defining best practices, the governance of IT initiatives to control cost, scope and schedule, quality assurance testing, enterprise application testing and portfolio management. “The PMO team is working to align IT initiatives to the Company's strategic vision and objectives,” says Rexroad. “We're partnering with the business to build visibility into projects, align them to the Path to 2015, select the right mix of projects and test the right things to ensure quality.”

2. Infrastructure

Matt Tamez, Vice President – Infrastructure, describes his group's work as building the foundation for the success of technology applications. “We're the behind-the-curtain group,” he says. “Technology projects rest on the infrastructure our team builds and manages.”

The infrastructure piece includes Help Desk services, the Network Operations Center and Desktop Support,

as well as the Company's data systems, servers and telecommunications services. “We provide the computers, servers, data centers, cell phones and dial tones that people use on a daily basis to drive the business,” adds Tamez. “We look at everything from the ground up, assessing hardware and systems and the processes that support the business from an infrastructure perspective.”

3. Software Solutions

Taking an enterprise view of applications and data is Tom Perkins, Vice President – Software Solutions. His team is responsible for driving an integrated software plan and managing everything related to data. “Over the years, Brink's accumulated a varied collection of software and technology, mostly in support of specific lines of business or projects,” explains Perkins. “These applications were not consistent or well integrated, which means they don't talk to each other or support our support our needs across all lines of business.”

The Software Solutions team is assessing applications currently in use and developing an integration strategy to promote consistent, easy-to-access information. “We want to be sure that both current applications and new ones support the business, integrate well and have metrics,” adds Perkins.

The Future of IT

As Brink's continues to evolve and grow, IT will be at the core of change, dedicated to driving continuous improvements in technology and serving as a partner to support other Brink's departments in the Company's ongoing success. “The business is our customer,” says Trotter. “We are positioned to drive technology change and enable success. This is our job and our commitment to Brink's.”

BRINK'S CARES

Brink's Takes Command

As the East Coast prepared for the landfall of Hurricane Irene, Brink's Customer Care set up the Company's first Hurricane Command Center, an extraordinary effort dedicated to supporting the branches and their customers, including BGS, during this tumultuous time. Brink's customers received an email address and toll-free number that were active until the storm had passed and operations had returned to normal. From 7 a.m. CT on Saturday, Aug. 27, 2011, through Sunday, Aug. 28, the Brink's Hurricane Command Center was staffed 11 hours a day with Customer Care and U.S. Headquarters volunteers.

“We had over 40 employees from eight departments volunteer to give up their weekend to support their fellow employees, and to ensure a level of customer care commensurate with the Brink's standard,” says Tevon Taylor, Senior Director – Customer Care.

When the hurricane made landfall, branch phones were rerouted to U.S. Headquarters and handled by the Command Center. A bridge line was setup internally to allow branches to call in updates, and the IT, Telecom and Product Support departments assisted wherever needed to support the branches.

Customer requests received by the Command Center were rerouted to Brink's branches on an hourly basis to the main branch contacts. “Employees from throughout the Company changed direction on a dime and worked together to make this happen,” says Taylor. Over the course of the weekend, Command Center volunteers fielded more than 75 calls and handled email inquiries from branches and customers.



Hurricane Irene

Thanks for making things happen for the Northeast Region ... you are awesome! [Raul Ruiz, Vice President – Operations]

Nice work from your team this weekend.

[Clint Beard, Sales Director – Southwest Region]

Best support I have seen from Customer Care. Thank you.

[Kent Rodgers, Strategic Market Director – Philadelphia]

Thank you for the great effort you and your team put forth. The communication on your part was tremendous.

[Bill Gowan, Account Executive – Houston]

BRINK'S ON GUARD

Standing Firm

Earlier this year a robbery attempt took place in New Delhi, India. During a morning ATM cash replenishment operation, two armed robbers attacked Amar Lal, a Bakshi Security gunman employed for the past eight years by Brink's Arya India.

As the Brink's ATM operators, known as ATMOs, entered the ATM to service it, two armed robbers attacked Lal, who was on guard outside the ATM. Lal immediately challenged the robbers, who fought Lal for control of his weapon. After a brief struggle, one of the robbers produced a weapon, shooting Lal in the head and then proceeding to pistol whip him. Although bleeding profusely from his head wound, Lal continued to resist. Upon hearing the gunshot, the ATMOs emerged from the ATM to confront the robbers. In the meantime, our driver and passersby raised the alarm, and the robbers fled the scene.

The Senior ATMO, Jitender Bahadur, first secured the cash and telephoned the police. He then quickly transported Lal to a nearby emergency care center, and then used a police van to move Lal to a government hospital for further treatment. Although Lal lost the use of his right eye, his life was saved, and he will receive ongoing treatment at the prestigious All India Institute of Medical Sciences.

The brave actions of the team servicing the ATM prevented further injury to Brink's employees and the public, thwarting the robbers and protecting a large amount of cash. “We commend Mr. Lal for his actions that day,” says Brink's Arya India Managing Director Gilad Glaser. “He is a valuable member of the team, and we look forward to his support in the future.”



Gilad Glaser (left) and Michael Beech (right) commend Amar Lal (center) for his heroic act of bravery.

“We greatly appreciate the bravery of Gunman Amar Lal,” says Brink's Asia Pacific President Michael Beech, “as well as the alertness shown by the crew. We are proud of the entire team.”

Lavina Mehta, Regional Human Resources Director, Brink's Asia Pacific, is emphatic about the importance of protecting the safety of our employees. “More than anything else, we work to make sure they go home safely at the end of the day,” she says. “We look forward to Mr. Lal's continued recovery.”

CHANGE MANAGEMENT



Just Bring It

By Fred Lowstetter

The process of altering our routines, learning new skills or simply doing everyday tasks in new ways takes us out of comfort zones and makes us think differently—and this is good. Change is absolutely necessary for growth, not only for each of us as individuals, but also for the Company.

In the Summer issue of *Brink's Link*, we introduced Branch Unification, a historic initiative that delivers a unified and streamlined design for Brink's branches and an Operations organization aligned to enable solid results. It realigns our operational structures and literally changes the way we do business. For Brink's, this change is critical to our success. Processes and practices that worked well in the past may not be enough to carry us into the future. We must look forward and anticipate the challenges and opportunities ahead. Branch Unification is designed to help us evolve, and the expected results are impressive:

- Improved customer service
- Increased solutions sales
- Achievement of revenue and profit targets
- Optimized operational efficiencies
- Enhanced organizational capability across lines of business

As Larry Rodo said recently, "Our Company and the markets in which we operate continue to be in transition, and 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." Branch Unification is the beginning; it is the foundation for change. It opens the doors for cross-functional communication, waste elimination and for sharing ideas. The real catalyst for change is you, and Branch Unification is your opportunity to be part of the remarkable evolution taking place right here at Brink's.

Branch Unification: Your Role

We're changing the Brink's business model, which means we're looking at the entire business differently. No one area will be singled out, and no area will be immune. Instead of taking

comfort in doing things the way you've always done them, take this opportunity to see the business differently, too. From now on, your job is more than the daily tasks you are required to do. You also are a change agent.

Look at the business differently

Be open-minded. Ask yourself how you might do your job faster or better. Consider ways to improve your area to deliver higher-quality service, both internally and to external customers. Look for opportunities to reduce touch-points or improve accuracy. It's important to realize that the way you do your job will very likely change. Now is the time to decide how you can make that change the best it can be for you, your customers and for the Company.

Support your team

Every branch employee will experience Branch Unification. Be patient with your co-workers and help them when you can. Keep the lines of communication open and help your team with new processes and procedures. If someone comes to you with a new idea, help them improve the idea. Take advantage of pilot programs. These are opportunities to be on the forefront of the evolution—and that's an exciting place to be.

Share your ideas

Branch Unification was born out of your ideas, and as we implement the elements of the program, we expect your input to help mold the specifics. We want to hear from you. Speak up when you see an opportunity and share your ideas with your leader.

Take advantage of the change

Branch Unification offers tremendous opportunity for personal growth. It not only brings processes and functions closer together, it also expands our organizational capabilities across all lines of business, through enhanced employee training and cross-functional career development. The more you know about branch operations—not just your area or job—the better you'll be positioned to take advantage of opportunities.

Some things never change

We are in the midst of evolution, but some things will never change. Our focus on safety is unwavering, and we never will lose focus on bringing our people home safely each and every night.

You may be asked to do your job differently, but those differences will help you and the Company be more successful. Your role in this process is to help make change happen. We know you're ready for it. The mantra we hear over and over in Branch Unification follow-up training is "Bring it!", and we expect you to do just that. Change is coming. Bring it on.

We want to hear from you

We want to hear your ideas and success stories from your branch or office. For article ideas for *Brink's Link*, e-mail link@brinksinc.com.

For questions for Company leadership, suggestions for how we can do things better e-mail askus@brinksinc.com

For ideas for new products or services, e-mail solutions.development@brinksinc.com

For Free Throws questions about anything Brink's-related for Brink's Center Court, or questions about Change Management communications, e-mail uschangemanagement@brinksinc.com.

Dazzling the Customer

Great customer service does not always involve extraordinary deeds. More often than not, great customer service is about making the customer experience outstanding—because we said we would.

This is the philosophy that guides the Brink's Customer Care team in all interactions with the customer, from simple questions to complex problem resolution. "Consistency is key to dazzling the customer," says Tevon Taylor, Senior Director – Customer Care.

"With each interaction, each touch point, it's important to be courteous, prompt and thorough," says Taylor. "This is how we establish connections and build spectacular customer relationships."

Consistent service not only leads to happier customers, it can lead to new business. When CVS in Alabama experienced widespread loss and damage to their stores due to severe weather, they requested from Brink's CIT, on very short notice, service to one of their temporary locations. Customer Care employee Kristen Rodgers stepped up immediately and began working with the Birmingham branch. Through consistent, thorough and courteous service, what started as a single location quickly grew to 18 locations and set the stage for future opportunities.

What's more, dazzling the customer is not exclusive to those in customer-facing jobs. Every person at Brink's contributes to the customer experience. "As Larry Rodo often says, everyone at Brink's is in Customer Care," adds Taylor. "Each of us, in every position, can have a positive impact on service simply by delivering on what we promise."



Special thanks to these Customer Care employees for dazzling their customers:

To Travis Lawrence, Senior Product Support Specialist – ATM

Travis' continuous availability and his exceptional client support efforts ... were extremely helpful. His ability to clearly understand the situation and his knowledge of Brink's flexibility ... further improved the confidence STI Cash Forecasting has in his partnering capabilities.
— Simmons Blane, SunTrust Banks

To Jennifer Fink, Product Support Specialist – ATM

I am so lucky that you are in charge of our account! I would be lost without you! — Lynette Sanches, Bank of America

Even when something may not be exactly yours to resolve, you come through. I really appreciate the support and ownership that you show every day. — Geoffrey Hatter, Bank of America

To Mindy Wright, Product Support Specialist – CIT

We want to thank you very much for getting this resolved so fast. I am so glad you are on our account! — U.S. Bank

Pictured above: Mindy Wright, Travis Lawrence, Jennifer Fink, Kristen Rodgers

BRINK'S CENTER COURT

On Tuesday, June 7, 2011, Larry Rodo discussed first quarter 2011 performance, major initiatives underway in 2011 and what Brink's employees can do to contribute to the success of the Company.

From the Scoreboard, Rodo noted that Brink's worldwide was off to a good start in 2011, as improved results from international operations more than offset lower profits in North America, where we are working to improve results through productivity gains, cost controls and growth in high-value services. Other highlights include the development of a new supervisor training program at Brink's U.S., the ongoing success of CompuSafe Galileo, the introduction of CompuSafe Sentinel, as well as an update on the Revenue Management Project and our Sales wins. Rodo stressed that customer retention is just as important as new sales, and that we must always deliver on our promises to keep our customers by our side.

The Main Event introduced a new Operations structure for Brink's U.S. called Branch Unification. This streamlined structure unifies the management of our Money Processing services with our CIT services and other lines of business—increasing cooperation throughout our branches, as well as

enriching communications and creating more opportunities for cross-learning and career development. Now in place in all six Brink's U.S. regions, Branch Unification is the latest step we have taken to position Brink's U.S. for growth and more efficient operations. Redundancies, process delays and missed communications will be dramatically reduced.

The changes taking place within the Operations organization are accompanied by corresponding realignments at Brink's U.S. Headquarters, including changes to the Brink's U.S. Executive Steering Committee and the creation of a Quality department to help deliver exceptional customer experiences. Rodo concluded the call emphasizing that Branch Unification will better ensure customer satisfaction and drive results for Brink's U.S., and that this important initiative represents a steadfast focus on uniting all lines of business within our branches to continue to drive enhanced communication and customer service throughout the Company.



BRANCH SPOTLIGHT

Dallas

a whole other branch

People from the Lone Star State often refer to Texas as a “whole other country.” Deep in the heart of it—in Dallas, to be exact—lies a Brink’s facility that’s a whole other branch. Here there’s a unique culture, entrepreneurial spirit and team unity as big and bold as the state it calls home.



A Branch Unified

As part of the Southwest Region, the Dallas branches were among the first to undergo the Branch Unification process, a change that is both welcomed and appreciated by the Dallas team. “We’re very excited about it here,” says Senior Manager – Route Logistics Kevin Ratcliff. “Branch Unification will help us be more profitable and will support an even stronger team environment. Everybody here is on board.”

Among the most exciting changes brought about by Branch Unification is the ability to service customers better by reducing the handoffs associated with separate teams and creating greater accountability. “Instead of getting a response the next day, customers will get a response right away because we don’t have to go back and forth by e-mail internally,” adds Ratcliff. Team Leader – Route Logistics Edwin Rosas says he sees this internal collaboration as a step toward even greater capabilities: “In addition to faster and better service to our customers, we’re going to be able to do more for them and offer things we couldn’t offer before.”

Senior Manager – Cash Logistics Jason Martinez realized the impact on customer service soon after Branch Unification went into effect. “I was writing notes about an issue so I could pass it off to another area when, suddenly, it hit me—I can resolve this right now,” he says. “It was really enlightening for me.”

Southwest Region Vice President – Operations Mike Boyzuick agrees. “The Dallas team is very motivated about Branch Unification,” he says. “Our new business model helps us focus on our customers using a horizontal solutions approach, improving the customer experience as we operate as one team.”

Martinez sees Branch Unification as a positive change for employees as well. “In the past, we operated within our own groups,” he says. “Branch Unification opens doors for employees in terms of cross-training. It will help people grow in their current positions and become a resource for multiple teams, creating new opportunities for advancement.”

As Rosas puts it, Branch Unification simply makes sense for Brink’s. “It was coming,” he says. “I’m glad it’s here now, and we are making the most of it.”

Forward-Thinking

Branch Unification has been a welcome change at the Dallas branch, primarily because the teams already had been working together as a unified branch; Branch Unification merely formalized the structure and aligned the operational aspects with the branch culture. “The Dallas branch had broken down the silos early on,” says Senior Vice President – Operations Brent Uhl. “They realized it was about Brink’s, not the business unit, and they didn’t wait for the Company to tell them to do it. They’re very progressive, and it made the process of Branch Unification very smooth for them.”

Strategic Market Director Bill Gadwood explains how Branch Unification affected the branch. “For us, it took the pressure off our shoulders. We did a lot to break down silos before Branch Unification from a theoretical standpoint, but now we work together from a numbers and performance perspective as well. It’s great to be able to recognize the synergies from an accountability standpoint. We are one team; we are the Dallas market.”

In the Spotlight

Being just a few miles from Brink’s U.S. Headquarters puts the Dallas branch in the spotlight, in more ways than one. “We give a lot of tours to potential clients, new hires and employees from various departments,” explains Martinez. “They look at our branch and our gun range to get a feel for how a Brink’s branch operates.”

At the same time, the Dallas branch often is asked to test improved processes and equipment before these items are introduced regionally or nationally. “The Dallas branch is sort of a flagship for new programs and pilots,” says Team Leader – Route Logistics David McCarty. “We do a lot of them, and it’s pretty cool to be part of these programs that are later rolled out to other branches.”

Gadwood believes the pilot programs contribute as much to the team as they do to the Company. “We don’t mind being the pilot branch for safety, security or operational and efficiency pilots,” he says. “Sure, it can sometimes create challenges in daily operations, but as someone once told me, ‘There’s no growth in your comfort zone and no comfort in your growth zone.’”

Gadwood is quick to point out that, although the team is indeed enthusiastic about participating in pilots, safety remains their top priority. “We are good at adapting to the changes brought about by test programs,” he says, “but we never lose sight of our number one priority: to bring our people home safely. Regardless of new processes or new equipment, safety is always at the forefront of our operations.”

Great People, Great Branch

There are many factors that contribute to success at the Dallas branch, but none is more important than the people. “The Dallas branch has a great team,” says Rosas. “We work really well together, and we have great leadership. It’s a healthy and productive work environment, and we’ve been able to accomplish a lot together.”

Gadwood calls it a ‘hassle-free environment’ that makes work more enjoyable. “We’ve worked very hard, and have been successful at creating an environment that makes it easy for people to do their jobs,” he says. “It’s more than a workplace. There are family pictures around the branch, and people truly care about one another. We know when someone’s baby is due or when someone’s daughter is getting married. The employees here are very open and share their stories.”

Although the unity of the Dallas branch was well established before Branch Unification, the team expects communication and collaboration will get even better as the ‘one branch’ concept becomes a way of life.

“As we move forward, I know the Dallas team will continue to challenge the way we conduct business, as we look for new and innovative ways to satisfy our customers,” says Boyzuick. “These are exciting times to be with Brink’s. The future is ours!”

“We are all one under Branch Unification,” says Vault Cashier Mohammad Wadud. “We can share ideas and we’re all moving in the same direction. What we have now can only be enhanced.”



The CIT Team



The Front Office Team



The Coin Processing Team



The Money Processing Team

PRODUCTS AND SERVICES

New Sales Technique Gets Results

Selling in today's tough economic environment is a challenge—a challenge Brink's is ready to meet. After recent training in a new selling technique called Challenger solutions sales training, Brink's Sales professionals and branch leadership are now looking at opportunities in a new way, and using unique insights to engage prospects in more productive discussions about the Brink's value proposition.

“Challenger sales training is a six-step process that enables you to focus on the customer's needs first and position your solutions more effectively,” says Dana Patrick, Vice President – Field Sales.

The Challenger sales technique is already producing impressive results. Here are a few examples of Challenger sales in action.

Besting the Competition

Abilene City Manager Eddie Delgado went through Challenger training in April, and by May he had used the technique to land two new customers. One of those, First National Bank of Mundy,

wanted to review the proposal by phone, but Delgado convinced them to meet in person. “I was able to approach them with a Challenger sales method, gain insight into their business and drive them toward a decision,” he says. “This approach proved influential in their decision to switch from Loomis. One hour of extra time, resulting in a measurable increase in revenue, is a terrific return on investment.”

Retaining a High-Profile Customer

Solution Sales Specialist Rick Lopresti used the Challenger concepts to retain a high-profile customer in collaboration with a bank partner. He leveraged his experience with other quick service restaurants to make sure he fully understood the customer's business, and explained these insights to the customer in a way that clearly demonstrated Brink's understanding of their pain points. In partnership with the customer, Lopresti outlined the business impact as it relates to people, processes and tools, as well as what Brink's needed to do to recover from the customer's previous dissatisfaction with our service.

Lopresti then introduced solutions that connected with the customer's agenda, used this as a platform to introduce wireless capability as a new component of the solution and engaged a cross-functional team to support the solution and demonstrate Brink's promise of quality and service.

“Challenger sales training is a six-step process that enables you to focus on the customer's needs first and position your solutions more effectively,” says Dana Patrick, Vice President – Field Sales. “It's a mindset and an organizational shift in the way we approach sales.”

While the training is designed to help sales teams master the techniques of Challenger, the concepts are not exclusive to sales employees. Regardless of your job function, you can use the Challenger method to promote Brink's.

Everyone's in Sales

Here are the six steps used in Challenger sales technique:

1. Understand their business.
2. Emphasize and explain unrecognized pain points.
3. Demonstrate impact to their business.
4. Connect to their agenda.
5. Introduce components of the solution.
6. Demonstrate the Brink's solution.

Brink's Honored for "Best Use of Cloud"

On June 9, 2011, Brink's was awarded the coveted M2M™ award at the 2011 Axeda Connexion conference. This award recognizes the Brink's CompuSafe team for building the most innovative solution using the Axeda M2M (machine-to-machine) cloud platform.

It all started in 2010 when Brink's began investigating ways to communicate electronically with its approximately 13,000 CompuSafes located across the country. "About half of our safes are on the Brink's Daily Credit program, which means they are already connected to Brink's," says Joe Carreiro, Director – Product Support. "However, we needed a way to communicate with all the stand-alone safes out there. This allows us to perform some functions remotely, such as diagnostics and upgrades, without having to physically send someone to the safe location."

Brink's IT team put out a request for proposals and narrowed down the resulting options using a standard scorecard. Axeda came out on top because of its flexibility and expertise. "Our safes were using dial-up to communicate, and we needed

a vendor that could support it, as well as the Windows XP operating platform," adds Carreiro.

The collaboration with Axeda allows Brink's to take advantage of the cloud—a model where a third-party vendor, in this case Axeda, provides the servers, equipment and software to support certain functions. "Pushing our CompuSafe communication out to the cloud gives us speed to market, because we don't have to buy servers, hire additional staff and spend months building the infrastructure," says Carreiro. "It's all there in a plug-and-play environment."

The project was a success, and within three months, Axeda was rolled out to all Daily Credit safes with dial-up capabilities. "We are now using the software to monitor safe health, perform localized reboots and push out software patches and upgrades," says Carreiro. The intent is to utilize these capabilities for all CompuSafes in the very near future. "This capability allows us to be more nimble," adds John Rhoads, Senior Product Director – CompuSafe.



From left: Sudhir Chhetri, John Rhoads, Carlos Hernandez, Nick Klofske, Joe Carreiro, Mike Coon and Mike Brown.

"We can meet customers' needs with just a few keystrokes, which is a benefit to customers because there's no interruption in service and a tremendous efficiency advantage for us."

"Pushing our CompuSafe communication out to the cloud gives us speed to market," says Carreiro.

Because We Can. Because We Care.

A care package from home is a welcome sight to U.S. troops serving in a foreign land, so imagine how it must feel to receive 20 huge boxes of care package items from your friends at Brink's. That's what happened when the Great Lakes Region decided to send a little something to four employees currently deployed in Afghanistan.

In just one week, the region collected hundreds of personal care, food and comfort items—enough to show dozens of troops how much they are appreciated and missed. Julie Gamble, Regional Administrative Manager for the Great Lakes Region, coordinated the project. "I've put together lots of care packages in the past," she says, "but the response from the Great Lakes Region employees is by far the greatest I've seen. Our branches really care and want to help their fellow employees."

Stephen Marteen, Vice President – Operations for the Great Lakes Region, who has served in the military, was particularly moved by the overwhelming response. "This is of special importance to me, because I know what it's like to be deployed to some remote part of the world with few comforts of home," he says. "I vividly recall being in a remote, desolate forward operating base

where all of our supplies were via air drop, during which 20 to 30 percent of the payload was destroyed in the process. It was only the essentials we received, such as fuel and food."

Marteen adds, "I would like to extend my sincere appreciation to every one of our branches. By no means did any of us expect the windfall of contributions for our extended Brink's family members now deployed in Iraq and Afghanistan as members of the National Guard and U.S. Army Reserve." He also expressed appreciation for Gamble's hard work and contribution to the project. "Special thanks to Julie Gamble for quarterbacking this effort and making it all happen."

"I've put together lots of care packages," says Gamble, "but the response from the Great Lakes Region employees is by far the greatest I've seen."





Over 40 Brink's Finance employees from 13 countries participated in the Brink's Global Finance Conference.

Brink's Holds First Global Finance Conference

On March 29, 2011, Brink's Finance leaders from across the globe met to share their insights and perspectives at the 2011 Global Finance Conference. The three-day event, hosted at Brink's University in U.S. Headquarters, included 43 participants representing 13 countries. "Each participant shares our vision to transform the Finance function into a true business partner," says Fred Mitchell, Controller – Financial Planning and Analysis. "The Global Finance Conference provided a dynamic environment in which to collaborate as a cohesive team and begin to define our plan for this transformation and for supporting the Path to 2015."

The conference kicked off with Leadership Training, conducted by guest speaker Andrew Levenson, designed to help participants understand the qualities of CFO leadership and how to leverage business acumen and vision to think strategically, like a CEO, while supporting the Company's financial needs. "The training was eye-opening," says Mitchell. "It got everyone excited and thinking about working as a business partner, and driving change both within their own organizations and as a global team."

On the second day of the conference, participants heard from Path to 2015 Strategic Imperative leaders, and brainstormed ways to support these strategies at the country, region and corporate levels. "The brainstorming led to ideas that we will continue to refine throughout the year," says Mitchell. "We identified specific actions and concepts Finance can adopt on a daily basis and in the long term to support the business and the Company's strategic goals."

Throughout the conference, participants also shared information about their respective Finance organizations. "Every attendee contributed," says Brink's U.S. Controller Naresh Srinivasan. "Each person presented highlights of their country-specific innovations and finance practices, many of which could be leveraged in other parts of Brink's."

Other highlights of the conference included an offsite team-building exercise, and an opportunity to use the Canadian Academy Practical Shooting (CAPS) system. The team-building exercise pitted groups of attendees against one another in a race to find a list of scavenger hunt items by answering questions and performing team skits. "It was great to see how these people, many of whom had never

met each other, gelled so quickly and worked together so well," adds Mitchell. During the CAPS system session, attendees engaged in shoot/don't shoot situations, in such simulated scenarios as servicing a customer location, to get a sense of the dangers Brink's employees face every day, and the very real significance of the Brink's pledge to bring our people home safely every night.

At the end of the conference, participants agreed the event was a success. "The Global Finance Conference was the beginning of an ongoing process," says Mitchell. "We will continue to meet in smaller groups throughout the year and as a larger group periodically to determine how to enhance the value of Finance through the actions and concept we identified during the meeting."

Attendees were impressed with the conference, and said they look forward to future meetings.

"We are very fortunate to have had this opportunity to meet as a global team," says Srinivasan. "We all look forward to leveraging our cross-country relationships to add value, support the Path to 2015 and help Brink's maintain its worldwide leadership position."

PEOPLE IN PROGRESS

Pacific Region

Julian Moreira was promoted to Senior Manager – Cash Logistics, Los Angeles. Moreira started his career with Brink's in 1989 at the Los Angeles Coin Center. He was promoted to coin vault supervisor in 1997 and later to operations manager in Los Angeles. In 2003 he was promoted to Branch Manager – Oakland Coin Center.

Rebeca DeMoss has been promoted to Senior Manager – Cash Logistics, San Diego. DeMoss started her career with Brink's in 2001 as a money room clerk in San Diego and has worked in various positions during her 10 years with Brink's.

Jesus Salas was promoted to Senior Manager – Cash Logistics, Oakland. Salas started his career with Brink's in 1993 as a coin vault clerk in San Francisco. During the past seven of his 17 years with Brink's, he served as a manager of operations.

Southwest Region

James Sims assumed the position of City Manager – Phoenix. Sims has been in the transportation industry for 20 years, including four years at UPS and 16 with FedEx Ground, where he served as senior account executive, senior manager of terminal operations and senior manager of contractor relations.

Great Lakes Region

Tom Clark assumed the position of City Manager – Chesapeake, Va. Clark began his Brink's career in 2005 as the Branch Manager – Chesapeake CIT and later served as district manager for the Southeast Region and as Director – Customer Advocacy. Before Brink's, Clark worked for UPS in industrial engineering, operational and business management roles.

Northeast Region

Tom Yoos accepted the position of Process Improvement Manager – Northeast Region. Yoos started his career with Brink's in 2007 as a manager in training before becoming an operations manager in Philadelphia and, later, as branch manager for both the Currency and Coin branches in Boston.

Southeast Region

Brian Taylor was promoted to Branch Manager – Charlotte. Taylor began his career with Brink's in 2006 as branch manager for both the Altoona, Pa., and Richmond, Va., branches before serving as a customer advocacy manager at U.S. Headquarters.

US Headquarters

Kristen Darby accepted the position of Director – Global Portal. In this new role, Darby is responsible for the Brink's World strategy, concepts and solutions for communications, collaboration and business processes. She comes to Brink's from Hitachi Consulting, where she was a senior manager in the information and content management practice.

Jeff Herbert assumed the newly created position of Senior Director – Commercial Finance. Herbert spent the past five years as Financial Controller for the Europe and Developing Markets regions. Previously, he served as Finance Director – Brink's U.S.; Vice President and Controller for Brink's Home Security; and Director of Internal Audit for The Brink's Company.

Matt Tamez joined Brink's as Vice President – IT Infrastructure. Tamez comes to Brink's with more than 15 years of experience in demonstrating progressive IT management responsibility, as well as leading business and technology teams at such companies as Sogeti USA, GameStop, ERewards, Inc. and XO Communications.

IN MEMORIAM

ALVARO LOPEZ RAMOS, a 25-year-old messenger in the Miami branch, lost his life on August 21, 2011, during a robbery. Alvaro, who joined Brink's in May 2010 as a messenger, was dedicated to his work, devoted to his family and served his country in the National Guard. He is survived by his mother and father and eight siblings. Alvaro will be remembered.



ANNIVERSARIES

30 Years

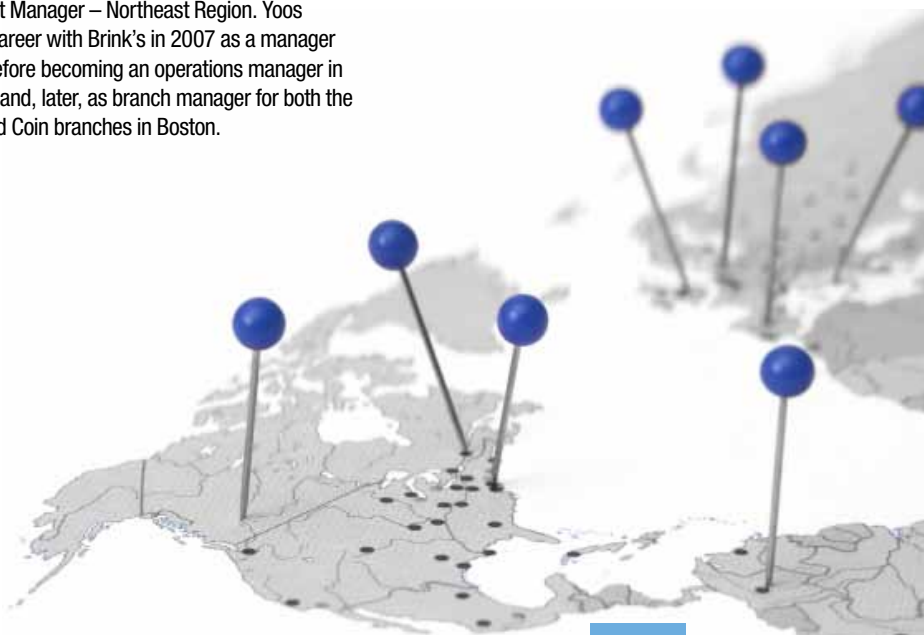
Paulette Laquatra	Cleveland
Thomas Daragan	Coppell
Susan Britton	Coppell
Donna Justice	Dayton

25 Years

Chris Cage	Coppell
Michael Jacobs	Seattle
Charles Lambert	Orange County
Joe Calhoun	Detroit
Barry Mosely	Chicago

20 Years

James Willard	Richmond
Thomas Brunenmeister	Minneapolis
Bradley Poff	Peoria
Janet Short	Rochester
David Minner	Indianapolis
Trung Nguyen	Dallas
Raul Bustos, Jr.	Coppell
Ann Susick	Akron
Hans Snavely	Orlando
Tamika Clark	Cleveland
Daren Gromer	Orlando



Great Saves

Caught on Safety Camera

The Smart Drive cameras installed on many Brink's vehicles are there for one reason: to help protect Brink's employees by reducing risky behavior and capturing critical driving events. Below are just a few of the many examples of safe driving recently caught on camera showing Brink's drivers avoiding potential collisions.



Tractor-Trailer is No Match for Quick-Thinking Driver

Newark Driver Dhanpaul (Danny) Ramdass' quick thinking was caught on camera as he avoided a collision with a tractor-trailer. Ramdass had just merged onto a three-lane city street and was traveling in the left lane, when a tractor-trailer entered the road from the right and veered across all three lanes of traffic. Ramdass quickly applied the brake and moved to the left shoulder, yielding to the other driver while the truck continued its turn onto the road.



Always Aware. Always Safe.

Being aware and anticipating the possible intentions of other drivers helped St. Louis Driver Tony Conigliaro avoid a crash when a car suddenly pulled in front of his truck.



Sharp Reflexes Keep Crew Safe

Miami Driver Ermi Rodriguez was in a left-turn only lane, preparing to make a left turn, when a white car suddenly exited a driveway on the right side of the four-lane roadway and crossed two lanes of traffic, including the lane in which the Brink's truck was approaching. Rodriguez quickly applied the brakes and sounded his horn while maintaining complete control of his vehicle.

Four Years of Safety and Still Going Strong

The Rockford, Illinois, branch is clearly onto something. As of Aug. 1, 2011, the branch had successfully completed 1,524 days injury-free. That's over four years without a slip, fall or injury of any kind in the workplace. *Brink's Link* caught up with City Manager Scott Kaliski to learn more about this amazing feat.



Rockford employees smash branch safety records.

BL: How does your team manage to stay injury free?

SK: We work as one team, and I think that's the secret. If someone has a large amount of coin, we all jump in and help. When someone raises an issue, whether it's as simple as a door acting up, or something more serious such as an oil spill on the floor, we address it immediately.

BL: Even in the safest of environment, injuries can still happen. What makes your team different?

SK: There's an atmosphere of safety here. We incorporate safety into everything we do, such as pushing heavy items instead of pulling them. Everyone believes fully in the concepts of safety, even to the point of adopting them as a way of life in their personal lives.

BL: What about beyond the branch?

SK: Our crash-free record is almost as long as our safety record—1,506 days as of Aug. 1, 2011.

BL: How has your team managed to go so long without a crash?

SK: Everyone works together to ensure safety, in the branch or on the road. We keep our trucks in top shape. Our drivers never back up without a guide. They maintain safe driving distance. Everyone here knows they can complete a route safely and on time.

BL: Is 1,506 days a regional or Company record?

SK: I don't know if it's a record, but I'm very proud of the team. It's the employees that make the difference, and they've created a safe, healthy environment here at Rockford.

REMINDER! It's Annual Enrollment Time

Employees have from Oct. 17, 2011, until Nov. 4, 2011, to make voluntary changes to their insurance and Flexible Spending Account (FSA). All benefit election changes will be effective Jan. 1, 2012.

Insurance Elections

If you are satisfied with your current insurance elections, you do not need to re-enroll, as your coverage will rollover with no changes (passive enrollment).

Flexible Spending and Health Savings Accounts

Both the FSA and Health Savings Account require active enrollment, which means you must re-enroll whether you wish to make changes or not. If you do not re-enroll, your accounts will automatically reset to zero.

To change your benefit elections and re-enroll in the FSA and Health Savings programs, simply complete the form included in your annual enrollment package. If you received a link to My HR Access, you may make benefit elections and changes online. Be sure to submit your elections by Nov. 4, 2011.

Annual Enrollment offers a great opportunity to make sure your personal information on file with Brink's is correct. Please take the time to review it carefully and make any necessary changes.

Be Aware. Be Healthy.

As we move into Fall, we bring you the important information about the detection, prevention and treatment of health problems that could affect the physical well being of you and your loved ones.

September: National Cholesterol Education Month

High blood cholesterol affects over 65 million Americans. It is a serious condition and is one of the major risk factors for heart disease—the number one killer of men and women in the U.S. You can improve your heart health by knowing your cholesterol levels and taking steps to keep them in a healthy range, including cutting back on high-cholesterol foods, filling up on fiber, losing weight and staying active.

October: National Breast Cancer Awareness Month

Although breast cancer is one of the most common types of cancer for women, it also can affect men. Women may be at a higher risk if they are over 40; have a mother, sister or daughter with breast cancer; had their first child after age 30; or they have had abnormal breast biopsies in the past. Be sure to get regular checkups, perform monthly self-exams, limit alcohol, eat a healthy diet and maintain a healthy weight.

November: American Diabetes Month

Diabetes is a chronic disease marked by high levels of sugar in the blood. You may be at higher risk for Type 2 diabetes if you are overweight, are inactive, have high blood pressure or high cholesterol, are over age 45 or have a family history of diabetes. Untreated or poorly managed diabetes can lead to such long-term health complications as heart attack, stroke and other serious conditions. Talk to your doctor if you suspect you are at risk for diabetes.

November: Lung Cancer Awareness Month

Lung cancer is the leading cause of cancer death in the U.S., killing an estimated 437 people every day. Smoking is to blame for 87% of lung cancer diagnoses, and quitting is one of the single most important lifestyle changes you can make to improve and extend your life. Start by taking advantage of UnitedHealthcare's online smoking cessation program at myuhc.com.

Average Annual Returns
for T. Rowe Price

3 Month Outlook:
Apr 1, 2011 -
Jun 30, 2011

One year:
Jun 30, 2010 -
Jun 30, 2011

Ing International Value Fund I	0.25	23.53
New Horizons Fund	1.57	51.21
Small-Cap Funds	-2.26	32.95
Equity Index Trust Fund	0.07	30.51
Blue Chip Growth Fund	0.72	35.53
Equity Income Fund	-0.95	27.78
Spectrum Income Fund	1.60	11.33
Stable Value Fund	0.81	3.61
Mid-Cap Growth Fund	-1.21	38.27
Vanguard Total Bond	2.24	3.54
JPMorgan Mid Cap Value Fund I	1.04	32.66
Vanguard Extended Market Index Fund	-1.01	39.28

T. Rowe Price Retirement Date Funds:

Retirement Income Fund	1.08	15.85
Retirement 2005 Fund	1.02	18.01
Retirement 2010 Fund	0.88	20.43
Retirement 2015 Fund	0.73	23.15
Retirement 2020 Fund	0.47	25.44
Retirement 2025 Fund	0.32	27.31
Retirement 2030 Fund	0.17	29.11
Retirement 2035 Fund	0.08	30.43
Retirement 2040 Fund	0.05	30.55
Retirement 2045 Fund	0.00	30.41
Retirement 2050 Fund	0.10	30.43
Retirement 2055 Fund	0.00	30.32



TAKE THE FREE ONLINE HEALTH ASSESSMENT
(for UnitedHealthcare participants only)

Log onto myuhc.com and select "Health Assessment." Completing this assessment saves employees \$120 per year in reduced premiums.

DID YOU KNOW?



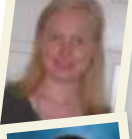
Brink's is proud to announce this year's scholarship recipients. Each winner received an award of \$2,500.



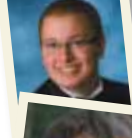
Lauren Addeo is the daughter of Charles and Angela Addeo of Philadelphia, Penn. Lauren studies English at Rowan University in Glassboro, N.J.



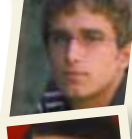
Camila Cabrera is the daughter of Carlos Cabrera of Tampa, Fla. Camila studies Microbiology at the University of South Florida.



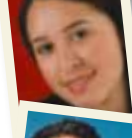
Katherine Coles is the daughter of Janice and Simon Grimmert of Coppell, Texas. She studies Nursing at Texas Woman's University in Denton.



Andrew Fallen is the stepson of Cynthia Fallen of Richmond, Va. He attends the University of Virginia in Charlottesville.



William Foreman is the son of Michael and Faye Foreman of Brooklyn, New York. William studies Physics at State University of New York at Stony Brook.



Michaela Jones is the daughter of Stephen and Sylvia Jones of Raleigh, North Carolina. She is studying Chemistry at Wake Forest University.



Joseph Kiehl is the son of Clarence and Joy Kiehl of Lancaster, Penn. Joseph studies Biology at Millersville University of Pennsylvania.



Michael Lopresti is the son of Rick and Debra Lopresti of Dublin, Ohio. He studies Engineering at the University of Missouri in Columbia.



Giselle Piferrer is the daughter of Juan Carlos Piferrer of Riviera Beach, Fla. Giselle studies Biology at Florida Atlantic University in Boca Raton.



Michael Plas is the son of Bruce and Jennifer Plas of Cleveland, Ohio. He studies Liberal Arts at Christendom College in Front Royal, Va.



Tabitha Reed is the daughter of Chris Reed of Abilene, Tex. She is studying Education at Abilene Christian University.



Jennifer Soliman is the daughter of Samuel and Bahgat Soliman of Los Angeles, Calif. Jennifer studies Psychology at Stanford University.



Alfredo Wong is the son of Alfredo Wong of Miami, Fla. Alfredo is studying Nursing at Miami Dade College.