



Brink's, Incorporated  
P.O. Box 619031  
Dallas, Texas 75261-9031  
Tel: (469) 549-6410  
Fax: (469) 549-6211  
Email: larry.rodod@brinksinc.com

**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:** 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.