

A close-up photograph of raindrops on a window pane. The rain is falling vertically, creating long, thin streaks. A faint rainbow is visible in the background, with its colors appearing through the water droplets. The overall tone is dark and moody, with the light from the rainbow providing a subtle contrast.

BRINKS
LINK

SUMMER
2010

DARK WATER

Two Brink's branches rise to the occasion



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

TABLE OF CONTENTS



PROFILE

7 Breaking Down Silos, Building Relationships

FEATURE STORY

8 Annual Meeting Awards Recognition

BRANCH SPOTLIGHT

12 Dark Water: Two Brink's Branches Rose to the Occasion

BRINK'S NEWS

15 Brink's Boise: Making it Happen



- 4 Our Partners
- 6 Brink's Best
- 7 Profile
- 8 Feature Story
- 9 Brink's Cares
- 10 Change Management
- 11 Coaching Corner
Center Court
- 12 Branch Spotlight
- 14 Products and Services
- 15 Brink's News
- 16 World Spotlight
- 17 People in Progress
Anniversaries
Transitions
In Memoriam
- 18 Work Safe
- 19 Did You Know...
401(k) At a Glance
Direct Stock Purchase Plan
- 20 HR News

Editor in Chief

Edward Pittman

Managing Editor

Janet Tucker

Creative Direction

Raul Castro

Other Contributors

Matt Bitterman

Craig Campbell

Gail Cannan

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 PARTNERS

Helping Haiti: Raleigh Branch Springs Into Action

After learning about the devastating earthquake that hit Haiti in January, the Brink's team in Raleigh knew there would be a flurry of relief activity and that cash supplies would be in great demand—and they were right. One of the branch's largest customers, First Citizens Bank, needed special runs to the U.S. Army base at Fort Bragg and to the U.S. Air Force base in Fayetteville.

Wasting no time, Raleigh branch Business Partners volunteered to work overtime in order to complete the special runs without impacting other customer needs. "We knew they were going to call and we were ready," explains Joe Pinckney, CIT Branch Manager – Raleigh. "Our Business Partners wanted to do whatever they could to help First Citizens Bank, the soldiers and civilians traveling to Haiti to help with relief efforts and, especially, the victims of that tragedy."

First Citizens Bank was duly impressed. Cathy Isom, Assistant Vice President and Cash Optimization Supervisor for the company wrote, "We have relied heavily on the Raleigh Brink's teams of Joe Pinckney and Joe Heinrich (Money Processing Manager), as well as Steve Borkoski (former District Manager – CIT, now Facilities Director – Brink's U.S.)." Isom went on to say, "Most of our requests have been completely out of the scope of normal lead times required for deliveries. While we routinely receive above and beyond service from Raleigh Brink's, this [special effort] has [us] feeling especially proud to be associated with this branch of Brink's."

Joe Heinrich adds, "The team worked together to make things happen because we wanted to support our customer. Knowing the effort also helped with Haiti relief added another dimension of satisfaction and pride for all of us involved."



Back Row (left to right): Phyllis Clay, Beverly Judd, Kelly Gregory, Matt Murphy and Rebekah Stroud, Takeisha Roberson. Front Row: Pam Mackerway, Karen Adkins, Maurine Coudriet, Elaine Anderson, Alice Hill, Rhonda Siller and Joe Heinrich



Back row (left to right): James Lundy, Eric Anderson, Jim Coleman, Larry Cockrell, Ray Maynard, Scott Perry, Charles Dixon, Stephen Jones, Jerry Fuller, and James Jones. Middle row: Anthony Tomlinson and Gregory Young. Front row: Kelly Londo, Corey Austin, Joe Pinckney, Adrian Daci, George Fann, and Marlon Wheeler

Fast Thinking Averts Potential Robbery

On Feb. 1, 2010, Messenger Hugo Esquivel and Driver Lizzette Palafox arrived at Order Express #5 on the west side of Phoenix at approximately 9:45 a.m. As Esquivel was getting out of the truck, he scanned the area and quickly noticed a person wearing a ski mask emerging from between two parked vehicles. Acting quickly, Esquivel retreated back into the truck just as the suspect pulled a weapon. Palafox sounded the siren, called the police and quickly removed the truck from the area. The suspect fled the scene.

Due to the crew's observation skills and calm, quick reaction to a dangerous situation, no shots were fired and no one was hurt. Good work, Lizzette and Hugo!



Lizzette Palafox

Hugo Esquivel

The Right Strategy

The 2010 Brink's U.S. Strategy Meeting, April 5-9 in Tucson, Ariz., focused, in many ways, on promises: the promises we make to Brink's, those the Company makes to us and those we make to each other. The meeting's theme, "Because we said we would," underscores our commitment to one another and our accountability for our jobs.

Larry Rodo, President – Brink's U.S., and Executive Vice President – North America, kicked off the meeting of Brink's leaders with a rousing message about change, commitment and responsibility. "We are accountable to the triple bottom line: to be the employer of choice, supplier of choice and investment of choice," says Rodo. "But it is much more than that: We are accountable to ourselves."

After a short break, Ian Nunn, Vice President Finance – Operations, Brink's U.S., reviewed the 2010 financial plan, followed by a presentation of the Strategic Pillars—People, Risk, Quality, Efficiency and Growth—by Brink's U.S. Leadership. Then Fred Lowstetter, Senior Director – Organizational Development, and his team provided a comprehensive overview of the new regional structure and the wealth of resources being provided to U.S. regions to support Brink's branches.

On day two, guest speaker Andrew Levison discussed the mental maps that influence our behavior, and breakout sessions delivered terrific information. In the Risk Management session Steven Meitin, Senior Vice President – Risk Management, North America, outlined improved protection measures for the field (see the new Brink's truck on page 18 and read more about Meitin on page 7). The Dignity and Respect session delivered a powerful message about the importance of treating Business Partners with the highest regard.

Michael T. Dan, Chairman, President and CEO of The Brink's Company, brought the audience to its feet at an evening awards presentation also attended by Brink's Executive Vice President and Chief Operating Officer Ronald F. Rokosz. But the stars of the evening were Brink's top performers, and you can see them all on page 8 of this issue.

Larry Rodo succinctly summed up our responsibilities as Brink's Business Partners: "We have to do what we say we will do, not because keeping our promises comes easy, or because it is expedient or because someone is watching. We do it because we said we would."



Michael T. Dan



Daniel Lopez

Business Partner Completes Marathon

Business Partner Daniel Lopez of Lancaster, Calif., proudly shows off his medals for participating in and completing the 25th annual Los Angeles Marathon on Sunday, March 21, 2010. Lopez completed the marathon with a time of 4:30:47 and placed 5,365 overall.

When asked about his marathon experience, Lopez says, "The hardest part was getting to the starting line. It took me more than 10 minutes!"

The entire team is proud of Lopez's accomplishment. "This is a huge accomplishment," says Al Zabala, Branch Manager – Lancaster. "Way to go, Daniel. You are the difference."

A messenger who has been with Brink's for five years, Lopez also enjoys cycling to stay in shape.

BRINK'S LINK PROUDLY CONGRATULATES THE RECIPIENTS OF THE FIRST QUARTER 2010 RECOGNITION AWARDS FOR BRANCH MANAGER OF THE QUARTER, LEADERSHIP AND THE BRINK'S STAR AWARD.

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



Peter Fontane, Baton Rouge, LA – Under Fontane's leadership, the Baton Rouge team took the historically struggling branch from negative margins to double digits, reducing labor costs, worker's compensation, vehicle insurance expense and other key operating measures in the process—all while overseeing a major building renovation in the Baton Rouge market. Fontane is an expert at building relationships with Business Partners and developing the structure necessary for smooth, efficient operations, a talent he also lent to the New Orleans office when he assisted in running the branch location during a period of management transition at that location.



Jesus Sanchez, Los Angeles, CA – Managing a Leader Board branch has its share of challenges, none more so than a significant loss of revenue. Sanchez led his team through the process of rightsizing both Business Partners and trucks and instituting cost-controls, building a stronger-than-ever team that believes in itself and in the Company. As a result, the branch increased margin and was ahead of plan for the first quarter 2010. During this same period, the branch experienced no crashes, no injuries and only one loss that totaled \$5.00.

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



Kent Smith, Huntsville, AL – Efficient. Organized. Professional. These are the traits that helped Kent Smith lead the Huntsville team through a series of major projects without losing momentum on their remarkable margin improvement pace of 900 percent over 2009. Under Kent's leadership, the Huntsville team successfully planned and executed a move to a new facility, growth in the form of 150 new

locations and the addition of a major bank to the Brink's Virtual Vault network. The team also maintained zero crashes and injuries in the first quarter of 2010. With a dedicated focus on structure and training, the Huntsville team received profit sharing for the first time in six years.



Cathy Pannunzio, Youngstown, OH – Despite the loss of a significant customer due to banking industry consolidation, the Youngstown team, under Pannunzio's guidance, not only overcame the reduction in revenue but also gained new business to meet the branch margin contribution and labor expense plan goals. Pannunzio's exceptional execution of daily habits, supervisor score-

cards and proactive risk management resulted in an impressive zero incurred- or developed-dollars due to crashes, injuries or losses. Cultivating an environment of dignity and respect, Pannunzio's branch structure and staffing efforts have directly influenced turnover, improved retention and engaged Business Partners with a well-received Retention, Recognition and Reward program—a program that has since become the benchmark in the Great Lakes Region.

LEADERSHIP AWARDS



Joseph Paolino, Providence, RI – When floodwaters invaded the Providence branch earlier this year, Joe Paolino organized a truly incredible feat: the seamless and seemingly effortless transfer of vault operations to the Boston facility. With his trademark upbeat attitude, Paolino stayed at a hotel near Boston where he could more effectively manage any issues his team might encounter. For nearly

35 days, Paolino had complete control of the situation, smoothly running Providence branch operations from the team's temporary base in Massachusetts.



Celso Antunes, Boston, MA – At 8:00 in the evening, Antunes got the call: The Providence branch was flooding and the team there needed help. Without hesitation, he went to Providence that night and drove a Brink's truck back to the Boston branch. Working closely with the branch manager of the Providence branch, Antunes was instrumental in helping the displaced team set up operations in

their temporary home, supplying personnel and equipment to ensure uninterrupted service to Providence customers and helping the teams work together to deliver exceptional service throughout the entire nearly 35-day experience.

BRINK'S STAR AWARDS



April Hudak, Nashville, TN – Hudak took significant ownership in an effort to provide FedEx/Fifth Third Bank with a highly specialized envelope deposit processing process. In addition to visiting the customer location and the Memphis branch to gain an understanding of external expectations and internal operational needs, Hudak helped establish procedural controls and coordinate the resources necessary for this specialized work, resulting in a seamless transition and a happy customer.



Vilma Vani Fuller, Coppell, TX – Fuller leveraged her extensive knowledge of Brink's and Sarbanes-Oxley (SOX) regulations to prepare the Dallas branch's new Money Processing manager for an upcoming audit and help guide the team through the process. The audit went well and the branch received accolades from the auditor for its preparedness.



Courtenay Broussard, Boston, MA – Broussard created a training run as part of field training for new messengers. Taking the initiative to develop the task from start to finish, Broussard's training run includes several ATMs and various types of Brink's CompuSafes. Broussard developed instructions to guide messengers, and he monitors their progress with detailed documentation. In addition to boosting messenger confidence, the training run has improved premise times, lowered error rates and enhanced efficiency.



Richard "Garrett" Lovern, Oklahoma City, OK – In the absence of a branch manager and procedural controls, the New Orleans Coin branch needed help. Commuting daily from Oklahoma City to lend a hand to his fellow Business Partners, Richard established procedural controls for the struggling branch and worked with all product lines to cultivate cross-functional support and teamwork during the transition. His efforts led to a dramatic difference in branch operations and extraordinary improvements in customer service.



Mike Roberge, Lewiston, ME – When Brink's was presented with a request for proposal for CIT, ATM and Money Processing throughout the country, Roberge went above and beyond to ensure exceptional service to the customer and to help the RFP team review servicing requirements and pricing. A true asset to the Brink's organization, Roberge's support helped position the team favorably to retain an important and valuable piece of business.



Robin Valley, Providence, RI – Valley was instrumental in supporting the temporary transition of branch operations from Providence to Boston after the March 2010 flood. Setting up shop in the Boston branch conference room, Valley coordinated the suspension of vendors into the Providence branch, handled customer service issues and dispatched routes. A true "Jill"-of-all-trades, Valley even drove a shuttle van to check out routes and help Business Partners get to work.





Steven Meitin

Breaking Down Silos, Building Relationships

Steven Meitin is no stranger to the world of secure logistics. A 25-year veteran of the industry, Meitin has worked at a variety of functions, from his first job at Wells Fargo Armored as a cash logistics clerk to stints in coin, ATM and branch operations, as well as training.

By the time Meitin joined Brink's, he had served as a branch manager, a regional vice president and a general manager. "When I joined Brink's in 2005, I brought with me an in-depth understanding of almost every single function," says Meitin. "This unique perspective gave me an understanding of how the functions interrelate and rely on each other. That's a perspective that drives my absolute belief in tearing down silos and cultivating the interrelationships that drive our success."

This is the philosophy that characterizes Meitin's role as Senior Vice President – Risk Management, North America, a role created in February 2010 to align Brink's Fleet, Safety, Security and Facilities functions. "All of these functions relate to risk, and all are related to each other," explains Meitin. "You can't change one without impacting other areas."

Meitin also looks for opportunities to improve efficiency, a challenge that traditionally falls to operational functions. Meitin maintains that the concepts of risk and efficiency are intricately intertwined.

"We design processes and procedures in Risk Management that ultimately affect efficiency and the quality of our service delivery," he notes. "For example, in today's world, we can't just build facilities as we've always built them. We are reengineering the design of facilities and bringing in new technologies that actually improve efficiency."

Meitin is quick to point out that efficiency is not the only goal. He considers the mark of success to be continuous improvement, year over year, in three key areas: the frequency of attacks, the frequency of injuries and the value of dollars lost. "Our business is inherently risky," Meitin maintains. "Our role is to continuously look for improvements in our policies, procedures and the tools we provide to the field to ensure continuing improvement in all areas, especially when it comes to bringing our people home safely every night."

Under Meitin's leadership, the new Risk Management structure is already driving advances. "We're not just talking and planning," Meitin says. "We're actively doing things that have a tangible impact."

Meitin cites as an example the new Brink's armored truck, a revolutionary vehicle that improves security while, at the same time, enhances efficiency and safety. "We looked at the vehicle from all perspectives," says Meitin. "Operations helped identify key opportunities for efficiency, we analyzed internal reports and external statistics to learn how attacks are most likely to happen and where we are most vulnerable, and our safety experts identified areas

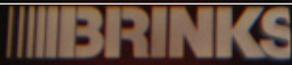
of greatest safety risk." The new truck concept was unveiled in April in Brooklyn to overwhelmingly positive feedback. According to Raul Ruiz, Vice President – Strategic Operations, the truck brought the 'wow' factor: "As one Business Partner put it, it was as though a Business Partner designed it. Everything was thought of. We can't wait to get more of them." [see related story on page 18]

Meitin states, "A key ingredient to success is involving our customers and Business Partners so we are always adding value through the decision making process."

The eldest of six siblings, Meitin was born in Montreal, Quebec, and grew up in Canada, where he became a Certified Forensic Psychophysicologist and earned a Masters Certification in Sales and Marketing from Université Laval, the first institution in North America to offer higher education in French. Meitin has two sons and, when he's not spending time attending to his Brink's responsibilities, he likes to ride motorcycles and photograph high-speed sporting events.

"Our role is to continuously look for improvements in our policies, procedures and the tools we provide to the field to ensure continuing improvement in all areas."

FEATURE STORY



Because we said we would!



OPERATIONS AND MONEY PROCESSING AWARDS



Branch Manager (AAA,AA,A)

Rick Rolf
Detroit



Cash Logistics Branch Manager of the Year

David Minner
Indianapolis



Branch Manager (B,C,D)

Ryan McVoy
Milwaukee



Leadership

Bruce Fields
Louisville



Coin Branch Manager of the Year

Julian Moreira
Oakland

Region of the Year

Pacific Region

Best Total Risk

Great Lakes Region

SALES AWARDS 2009 – CIRCLE OF EXCELLENCE AWARDS

1ST YEAR WINNERS



Andy Sheppard



Andre Branning



Don Debord



Tomas Miranda



Paul Randall

3RD YEAR WINNER



Lou Pagnotto

4TH YEAR WINNER



Bob Carlson

6TH YEAR WINNERS



Rich Matranga



Ydia Tapia

8TH YEAR WINNER



Jack Rood



Financial Institution Salesperson of the Year 2009

Shawn Kruger



Retail Solutions Salesperson of the Year 2009

Marty Hendrickson

TOMAS MIRANDA



Most number
of new accounts

Most revenue strategic
product sales

Account Executive
of the Year

YDIA TAPIA



Most number of
new accounts

SALES REGION OF THE YEAR

Southeast Region



BRINK'S CARES

MANY HANDS
MAKE LIGHT WORK

On Thursday, April 8, 2010, approximately 120 participants of the 2010 Brink's U.S. Strategy Meeting traded in their cell phones and laptops for paintbrushes and buckets to give the Arizona's Children Association gymnasium in Tucson a much-needed makeover. Through a combination of teamwork, cooperation and enthusiasm, the volunteers (pictured at right)—Business Partners from Sales, Operations, Human Resources, Legal and members of the Executive Team, including Larry Rodo, President – Brink's U.S., and Executive Vice President – North America—painted the 10,200-square-foot building a desert rose color with rust accents in a matter of hours. “We worked in teams of 10, each with an appointed leader, to paint the building in sections,” explains Lenny Evansek, Brink's Business Development Manager. “We had teams on the roof, teams working on trim and teams on various quadrants of the building. As teams finished their areas, they quickly joined teams that were still working on their sections.”

The effort proved more than a cosmetic boon to the Arizona's Children Association, an organization that offers foster care, adoption, behavioral health, prevention programs and other child welfare services throughout the state. The volunteer paint job saved the organization more than \$20,000—money that instead will be used to help the children.

“The project was a lot of fun for all of us,” adds Evansek, “not only because we were working together as a team, but also because we knew the work we were doing was important. The spirit in which the Brink's team worked together to accomplish so much work in such little time exemplifies the servant leadership attitude that so many within the Company demonstrate every day.”



Brink's Business Partners painted the 10,200-square-foot gymnasium for the Arizona's Children Association.

Doing the Right Things Right

On Sept. 22, 2009, a brutal attack took place in Fort Lauderdale as two heavily armed suspects carrying AK-47 assault rifles rushed a Brink's crew during a routine stop. Crewmembers Leonardo Basulto and Joseph Van Houdt are alive today because of quick action and adherence to procedures and teamwork.

First, Basulto, the crew's driver, strategically parked the Brink's vehicle so that it was not boxed in by other vehicles, allowing him to observe the surrounding area without obstruction. When Van Houdt, exited the vehicle, he closed the door behind him and assumed a strategic guarding position. It was at this point the suspects, who had been waiting in a blue van nearby, attacked the crew. One of the suspects ordered Van Houdt to the ground, disarmed him and fired a round into his leg. The suspect also fired at least 11 rounds at the Brink's vehicle, but was not able to penetrate either the armor or the glass.

Meanwhile, the crewmembers, working to protect each other, took immediate action, firing at least 20 rounds and causing the suspects to abort their attack and flee the scene.



Communicating Change

By Fred Lowstetter



Organizational change success is highly dependent on two factors: follow through and communication. We have to follow through on our commitments to change and we have to communicate our changes—often in ways we may not be used to. I am happy to report that we are following through on our commitments to change. For example, in the Path to 2015, we are making a commitment to invest in and develop our people. Our Training and Development department already is forging ahead on this promise, rolling out a new training strategy that you can read about in *Developing our people: Talent management and training for success*, a special supplement to this issue of *Brink's Link*.

Clear communication

Clearly communicating this and other important changes is critical to ensure we, as a Company, continue to move in the right direction. Recently, Brink's Leadership was presented with a comprehensive Brink's Strategic Internal Communications Plan, a first for Brink's. As part of preparing the plan, Edward Pittman, Senior Internal Communications Specialist, interviewed Business Partners in nine Brink's branches throughout the United States. One thing we discovered is that the old way of distributing messages known as the "cascade process"—where messages from Brink's leadership are cascaded down to front line Business Partners—is not effective most of the time.

How we communicate is critical

Findings from the Change Management Best Practices Benchmarking Report (Prosci, 2007), a study that involved 288 companies from 51 countries, have important implications for the ways we exchange information at Brink's. Nearly 40 percent of study participants preferred weekly communications, and most indicated that such face-to-face communications as group and team meetings, presentations and one-on-one discussions were the most effective. Many participants also identified e-mail and intranet websites (like Brink's World) as effective methods. Our new internal communications plan

Share all the information you can with your fellow Business Partners, your supervisors and with everyone you supervise. Communicate what you know, when you know it, to everyone around you.

takes into account these preferences and provides for better, more relevant ways to get important information to you quickly, and you'll be seeing these later this year.

What information should be delivered?

During interviews for the Strategic Internal Communications Plan, Business Partners were very specific about the information they want. This information includes:

- What is going on with Brink's, including the current Company vision and related Company performance, as well as goals for the current year.
- Changes that are being made, when they will take place and how those changes affect job responsibility and job security.

We are committed to getting this information to you, as soon as it happens, through such communications channels as *Brink's Link*, Brink's World and the new branch newsletter *Above and Beyond*. Look for it in September in Brink's branches and regional offices.

Who should deliver the message?

Most of the time, the top two senders of information should be:

- Immediate supervisors, to deliver messages that directly impact Business Partners.
- President, to deliver messages about important initiatives and the Brink's vision.

Brink's leadership and Larry Rodo, President – Brink's U.S., and Executive Vice President – North America, deliver exactly that during every Brink's Center Court conference call. Unfortunately, because of the nature of your jobs, many of you can't listen to this call, so

we're taking that information and posting the audio in the Change Management section on Brink's World. Just go to the Brink's World U.S. homepage and select the Change Management tab in the top center of the page. Then select the "Recorded Events" link on the left side of the page to listen to Brink's Center Court calls. Although not all Business Partners have regular Internet access, we

will soon be distributing edited versions of the calls to branch managers to be aired during branch meetings. These audio summaries are just the start of new communications methods coming this year.

What we need you to do

Be an evangelist for Brink's. Share the good news and positive experiences. Communicate what you know, when you know it, to everyone around you. And if you need information and you aren't getting it, ask your supervisor. You can also reach out to U.S. Headquarters with your questions about customers, processes, pilot projects and safety and security issues by sending an e-mail to askus@brinksinc.com. We will find the information you need and send an answer straight to you. With your help, we can break down information silos and speed the transfer of information so everyone has the knowledge they need to succeed.

We want to hear from you

We want to know your ideas and success stories from your branch or office. For article ideas for *Brink's Link*, e-mail link@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. For questions to Company leadership, suggestions on how we can do things better or ideas for new products or services, e-mail askus@brinksinc.com.

COACHING CORNER



Think Outside the Zone

Greg Blalock has coached a lot of sports—and a lot of teams. While the athletic challenges of each may differ, Blalock says he sees an important life lesson common to all, regardless of age, sport, or team or, perhaps, because of these differences: “On just about any team, there are people of varying skills and athletic ability. It’s important to understand these differences and help each player reach his or her full potential.”

1. **Push Past the Comfort Zone.** All team members, regardless of age or experience, should be encouraged to push past their personal comfort zones. Says Blalock, “You will never learn or accomplish anything in life or sport unless you exceed your comfort zone and are willing to bear the consequences.” That does not mean that you accept failure; only that you acknowledge that failure is possible and make every effort to reduce it. He tempers this approach with positive reinforcement and suggests focusing on what the player is doing correctly while, at the same time, pointing out areas for improvement and pushing the envelope. “Even if things don’t turn out the way they planned, they always learn something, and that’s valuable for their individual growth as well as the team’s overall success.”
2. **Create the Right Environment.** Fear of failure is a common human reaction that can be crippling. According to Blalock, “The challenge as a coach is creating the environment that not only allows people to push themselves but actually encourages them to.” The key factors in such an environment are trust and support, where team members are empowered to try new things without the fear of punitive repercussions because they mitigate the risks by training and strategy.
3. **All For One.** Blalock also suggests a win-as-a-team approach, wherein successes and failures are not looked at as a series of individual contributions but as a holistic team effort. “When you look at the team as a whole, people focus less on themselves and more on the big picture.” This, he maintains, gives people the power to stretch. “Team members know that, even when they’re on a ledge, there’s an airbag below them to break their fall.”

Greg Blalock is a Customer Solutions Manager, a part of the new Product Development and Innovation group. He has coached his two children, ages nine and 12, and their teammates in a variety of sports including baseball, softball, soccer, lacrosse, basketball and volleyball.



Submit your coaching tips to
link@brinksinc.com

CENTER COURT

March 4, 2010 Call



Chris Cage, Vice President and General Counsel – Brink’s U.S., introduced the Brink’s Legal team. During the Scoreboard section, Cage pointed out that higher fuel costs this year were offset by our fuel surcharge program, currency and coin volumes are down from prior year levels, adverse weather conditions impacted February Money Processing and CIT volumes and operating labor performance is meeting targets. Cage also noted that cost management initiatives are continuing to work. We continue to become more proficient with our procurement process and our

supplier relationships.

In the Main Event, Cage said the Legal team’s goal is to simultaneously protect the Company from legal risks while facilitating growth. The team deals with litigation, contracts and marketing material, among other responsibilities, to protect the Company. The Legal department serves both internal and external customers. However, the team cannot give legal advice on personal issues. Instead, Business Partners should contact the Employee Assistance Program. Cage mentioned that vehicle crashes cause more litigation than anything else, and emphasized the necessity of driving safely to protect Brink’s and our Business Partners.

Larry Rodo concluded the call by underscoring the Legal team’s role in helping the Company grow. Looking at business through a legal filter helps ensure Business Partners are doing what is in the best interest of the Company.

April 26, 2010 Call

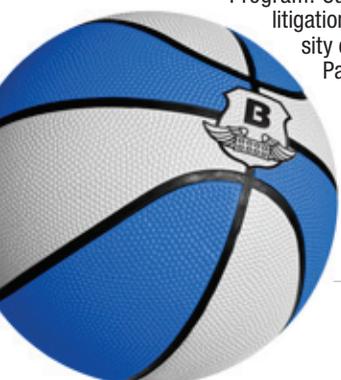


Geoff Gerks, Senior Vice President – Human Resources, Brink’s U.S., introduced the HR team, the HR philosophy and his department’s 2010 strategic initiatives. During the Scoreboard section, Gerks mentioned that key regional support position staffing is proceeding well, as is staffing of positions in Product Development and Innovation and Product Management. He also introduced the Boise branch, which provides Money Processing services to U.S. Bank. Gerks also discussed the success of the 2010 rate increase plan. Gerks talked about CompuSafe

growth and the challenges of downward price pressures. He concluded by reinforcing our commitment to our 2010 revenue objectives.

In the Main Event, Gerks introduced members of the U.S. Headquarters-based HR team and the regional Human Resource Directors (HRDs) who support U.S. regions. He emphasized the Training and Development team’s dedication to providing first-rate training and career development to Business Partners and pointed out we all have a part in creating a positive working environment, in creating branch success and in serving customers like no one else can. Critical 2010 HR initiatives include, among others, 132 consolidation; updated recruiting, staffing and onboarding processes; such Training and Development programs as Brink’s University and the Branch Manager Program; and the PeopleSoft upgrade. Gerks emphasized his personal commitment to providing a positive environment for everyone.

Larry Rodo said Brink’s U.S. is focusing on the right things and moving in the right direction. He concluded the call by thanking Business Partners for the work they are doing to support our Company goals.



DARK WATER

When floodwaters invaded Providence, two Brink's branches rose to the occasion

On May 30, 2010, more than 20 inches of rain fell in 24 hours. At 4:30 p.m. Providence PM Operations Supervisor Joseph J. Paolino called the Providence CIT branch with bad news: There was water in the branch. Behind the building, a river had jumped its banks, and floodwaters were creeping in under the bay doors and through expansion grooves in the concrete floors. Within the hour there were two to three inches covering the floor. Branch leadership had a decision to make, and they made it quickly. Business Partners immediately started loading up the trucks, with water pouring in faster and faster as the minutes passed. They gauged the water level by how far the truck tires were submerged, and everyone knew time wasn't on their side: If the truck exhausts went under, they weren't going to be able to get them out.



Thank you Boston Team



WRAP IT UP

As soon as the decision was made to move out, everyone sprung into action: APP Mike McDermott moved the CAPs machine up high; they printed paperwork for the next day; unplugged the servers; vault personnel grabbed radios and keys along with the liability; and the coin room was cleaned out. Everybody did exactly what they needed to do, without being told what to do. The vault was at the top of the list. "Even with the water pouring in, we balanced the currency, coin, gold and silver," says Paolino. "We were also packing up the firearms, customer keys, phones and everything else our messengers would need."

But Providence needed somewhere to go, and around 8:00 p.m. Boston CIT Branch Manager Celso Antunes' phone rang. "Providence was underwater," said Antunes, who lives close to the Providence branch, "so we decided to bring everything to Boston." Antunes got in his car and headed for Providence and called Boston Route Supervisor Courtney Broussard, who immediately left to join him.

They arrived just in time. "We had bins, floating, that we were filling with paperwork and currency," says Night Cashier Kris Solomito. The situation was worsening minute by minute as the floodwaters rose, and the last time the bay doors opened a waist-level wall of water rushed in.

ON THE MOVE

By 9:30 p.m. the trucks were loaded and ready to go. Behind the wheel were Celso Antunes, Courtney Broussard, Providence's AM Operations Supervisor Christopher Hatch, Joseph J. Paolino, Kris Solomito, Mike McDermott, CDL Driver Ken Thurman and Messenger Mike Georgio. With a police escort, they set out in a convoy to Boston.

At the same time, the Boston branch cleared half of its truck bay and quickly moved liability from one of its two vaults, opening up a vault for everything on the way from Providence. "We had to make a lot of room," says Boston's Chief Cashier Monique Whitney, "and we had to do it fast." The trucks arrived at the Boston branch around 11:30 p.m. and the loading in process began. While David Wiedeman, Regional Vice President for the Northeast Region, installed Providence's servers and worked with the Brink's Technical Assistance Center to get them up and running, Boston Business Partners swapped out wet boxes of coin with their inventory so Providence could deliver dry coin the following morning. They finished at 3:00 a.m., and by that time shuttle vans to ferry Providence Business Partners to Boston were in the works. "Even at three in the morning, after a full day, everyone had a sense of

urgency," says Antunes. "The enthusiasm and the attitude everyone displayed was amazing."

The first runs to Providence customers began just a few hours later. The Providence team worked with Boston's Operations Manager Christos Kalavantis to reorganize the Providence routes and normalize the runs to minimize, as much as possible, the time the Providence crews would be in the trucks. There was no service interruption, and Brink's Providence fulfilled all of its customer obligations, braving the elements to make the pickups and deliveries like no one else.

A SHINING EXAMPLE

For the next five weeks, from March 30 through May 8, the Providence and Boston branches worked side by side out of the same building, sharing the vaults, the truck bay and everything else. "It's not easy for two branches to work together in the same building," says Solomito. "Celso and his people made it easy. They helped us from the first night we arrived to the last night we were there. We can't thank them enough.

It couldn't have gone any better." During that time Turret Guard Lou Marinelli kept watch over the Providence branch daily, sometimes more than 12 hours a day.

"Servant leadership was on display for nearly 35 days in Boston after the flood devastated the Providence branch," says Wiedeman. "115 servant leaders put their fellow Business Partners and their organization before themselves." The Providence and Boston branches are fine examples of the type of joint effort it takes to succeed, and their exemplary teamwork is evidence of the high caliber of Brink's Business Partners.

"When the sandbags weren't working, and the water was coming in, we knew we had a real problem," says Providence PM Operations Supervisor Joseph J. Paolino. "That's when we put the game plan into action, and it worked flawlessly."

ABOVE AND BEYOND

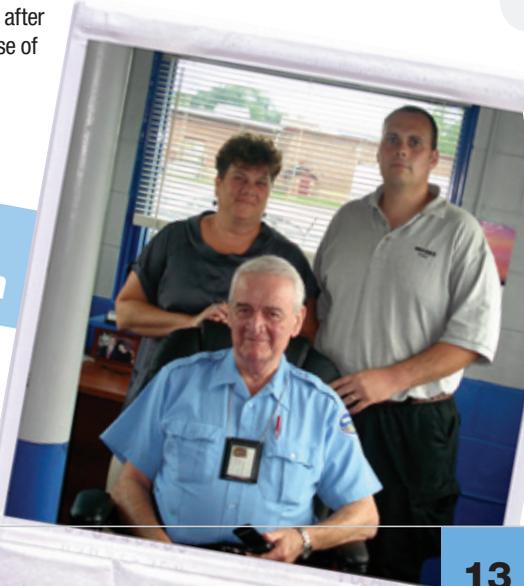
OTHER PROVIDENCE BUSINESS PARTNERS

ROBIN VALLEY - set up and organized admin, as well as assisted with CS calls
FRED MORENTSON - coin operations

OTHER BOSTON BUSINESS PARTNERS

SCHARETT BARBOUR - vault cashier
JOHN BRIDGERS - vault cashier
JOHN REINOLD - vault cashier
ALVAN JOBERT - turret guard
STACEY QUINN - ATM Point Person

Thank you
Providence Team



PRODUCTS AND SERVICES

A New Era of Brink's CompuSafe®

When you listen to your customers, you learn a lot. Over the past few years, quick-service restaurant (QSR) owners told Brink's they needed a CompuSafe® that had three compartments: One for the cash cassettes, one for cashiers and a third where managers could store change funds, payroll checks and other items off limits to the rest of the staff.



Three-compartment Galileo

Two-compartment Galileo

Customers spoke. We listened.

The new Galileo CompuSafe®, introduced in April, features what no other armored carrier offers—a three-compartment design that includes a large storage compartment at the bottom of the safe and an optional side compartment. “With three compartments, store managers no longer have to use a second safe or share a compartment with cashiers, giving their staff access to secure items,” says Paul Blachowicz, CompuSafe® product strategy director. “The solution is more convenient and takes up less space, which is very compelling to retailers.”

What's more, the safe compartments are modular, which means store managers can choose how the compartments will be used and the appropriate security level for each. Whether a retailer wants to use the bottom compartment to secure deposits and other store items or designates it for cashiers, the safe is easily configured to meet each store's unique needs.

The modular design is more than a customer convenience; it's also an important aspect of Brink's CompuSafe strategy. “The modularity gives us greater flexibility to meet customer needs with a single safe type that can be customized to their specifications,” says Blachowicz. “It's a rebirth of the smart safe and the concept upon which new safes will be built.”

The Galileo also features dual high-speed note acceptors or optional bulk note feeders that accommodate up to 30 bills at a time.

“There's a story to be told with Galileo,” adds Blachowicz. “It gives us the opportunity to be more consultative in our approach and to better deliver on what our customers say.”

Way to go Galileo!

The newest CompuSafe is a finalist in the CSP Retailers Choice Best New Products Contest!



He Raised the Bar

Bill Hodnett recently retired as Vice President after a distinguished 23-year career with Brink's and a respectable role in the logistics industry. Bill joined the Company in 1987 as Corporate Vice President – Eastern Region, a position that had him overseeing the eastern third of the U.S. In 1996, his responsi-

ties were expanded to Senior Vice President, and he managed the eastern half of the country. Since that time Bill has served as Senior Vice President of Cash Logistics, Senior Vice President of Special Projects, and Vice President of Fleet, Procurement and Document Destruction.

“The letter ‘P’ perfectly describes Bill,” says Dennis Casteel, Director of Firearms. “He is passionate, personable, always professional and has great presence. He exhibited these traits throughout his Brink's career.”

Andy Havener, Vice President – Safety and Fleet, agrees: “Bill's leadership and personal core values made him a perfect fit at Brink's. His love of our Company resonated with every task he performed; and we will continue to benefit from the legacy of his work and service to us.”

Hodnett's contributions are too numerous to catalogue, but include the following:

- He negotiated the use of different materials in truck construction, and today Brink's pays less for trucks now than just a few years ago.

- Retailed truck construction enables Business Partners to stand in the back of the truck, making it easier to move liability in and out.
- Hodnett contributed to branch security dynamics with his intuitive understanding of branch security structure, construction and finance.
- He was a pioneer in establishing the Money Processing business, a shaper of the Document Destruction unit and a key supporter of Basic Blue training.

“We thank Bill for the great contributions he has made to this organization,” says Larry Rodo, President – Brink's U.S. and Executive Vice President – North America. “We must always remember to honor the past as we look toward the future. Bill Hodnett has been instrumental in laying the foundation for a brighter future for this Company.”

BRINK'S BOISE: MAKING IT HAPPEN

The Brink's branch in Boise, Idaho, is not only the newest branch in the Brink's U.S. network, it is also the most unusual.

Created to service financial institution partner U.S. Bank, the Boise branch is the first-ever Brink's facility to offer only Money Processing as a stand-alone service in a marketplace. "U.S. Bank identified a need, and we built a facility to meet that need," says Tevon Taylor, Brink's General Manager – Southwest and Pacific Region. "We're running completely independently in Boise. We have no transportation, no ATM and no CompuSafe."

Taylor attributes the branch's success to the entrepreneurial, make-it-happen spirit of the team's nine Business Partners: "Out here, there are no Brink's resources close by to help us, so we rely on each other to make things happen." As an example, with no onsite

training facility, the team traveled to Phoenix for two weeks of intensive training prior to the launch date, which was originally slated for Feb. 1. The building contractors weren't ready on time, however, putting the team on stand-by for branch opening. "Once we had a firm date, the team jumped into action, quickly readying the branch for service and executing the process flawlessly," says Taylor. "Our customer is very pleased."

The Brink's Boise branch comprises an all-local team, including Branch Manager Stephenie Hyer, hired in December 2009 from the banking industry. "Our team of Business Partners is exceptionally bright and skilled," says Taylor. "To keep startup expenses in check, we wanted primarily to hire part-time Business Partners

interested in growing with the Company, and we were fortunate to find people with the talent and motivation for success right here in Boise."

Going forward, the branch is well positioned for growth. "We will begin promoting our services this summer, but companies already have found out that we're here and want to give us the opportunity to earn their business," adds Taylor. "I have no doubt that we will continue to grow profitably. If there's ever been a team to make it happen, the Boise team is it."

Two-Day Triumph

The new Brink's Annapolis Junction branch is open for business after an amazing two-day endeavor by the Brink's D.C. team. With an excellent plan, universal commitment, solid execution and selfless effort, the team successfully completed the 25-mile branch move from an older building in Washington, D.C., to a state-of-the-art future in Annapolis Junction, Md.

On the morning of Friday, June 4, the runs were dispatched out of Washington, D.C. One-on-one communication with every team member ensured everyone received a consistent message, and all crews were given a FAQ sheet to clarify the day's instructions. By early afternoon, the first of two major Money Processing treasury moves began with a convoy of support: Maryland State Police and the Howard County Police Department accompanied our trucks all the way from D.C. to the front door of the new building.

By 3:30 p.m., the first runs arrived at Annapolis Junction, and the final treasury transfer was completed by 11:00 p.m. After completing check in, crews were given a personal tour and debriefed on the new building's security policies and procedures before being treated to pizza and drinks in their new break room. Afterward, a shuttle bus took everyone back to their cars at the D.C. facility. "The smiles,



high fives and hugs were in no short supply," says Danny J. Pack Jr., CIT Branch Manager. "The looks on their faces were worth a million dollars!"

PM Operations Manager Bryan Burk met the challenge, balancing a new vault in iTrack on four laptops with wireless cards, working through the VPN. "His team worked through the night to make it happen by Saturday morning," says Pack. "They hit a grand slam." And the team led by Adam Kilgore, Brink's U.S. Director IT Operations, worked tirelessly to provide additional IT support. "I'm so proud of my team, it's beyond words," says Linette Cruz, Money Processing Branch Manager. "They do an amazing job every day, and they really outdid themselves during this move."

Saturday opening and dispatch were supported by Strategic Branch Regional Security Manager Pat Natalie; Sal Colello, Regional Security Manager, Central Region; and Raul Ruiz, Vice President –

Strategic Operations. Pack is quick to acknowledge the members of the Regional Wheel of Support and U.S. Headquarters: "I cannot thank everyone enough for their exhaustive efforts in making this huge task a success. It's a true display of the Brink's commitment to our customers and, most importantly, to each other."

One of our customers said it best: "Your very successful transition to the new facility in Annapolis was seamless, really going 'unnoticed' to your SunTrust clients," says Steve Ricca, Service Management and Governance, SunTrust Banks, Inc. "Thanks again and keep up the great work!"





OLYMPIC EFFORT

Vancouver 2010: The World was Watching

All eyes were on Vancouver, Canada, this past winter as athletes from around the world skied, slid and skated their way into Olympic history. Behind the scenes, Brink's Canada employees contributed to the glory of the XXI Winter Olympic Games in a less visible but no less medal-worthy way of their own.

Brink's Canada and Brink's Global Services serviced the Royal Canadian Mint Pavilion, easily the busiest pavilion in downtown Vancouver, where people stood in line for hours to touch the gold, silver and bronze medals on display and to see the Mint's world-renowned Million Dollar Coin and special Olympic Gold Loonie (dollar). Brink's Canada was also responsible for daily service to circulate the Mint's special-edition Olympic coins—quarters depicting various winter sports and distributed in conjunction with the Olympic event schedule.

"The Pavilion was a great success during the Games," said Sony Dosanjh, Operations Supervisor - Vancouver. "Our employees were excited to be part of this tremendous opportunity and volunteered their time to pass out flyers and promote the Pavilion."

In addition to supporting the Royal Canadian Mint Pavilion, Brink's Canada stayed on top of its game, servicing customers in the busy downtown core under truly extraordinary conditions. To enter the restricted venue area, Brink's employees were required to pass background checks and were issued accreditation passes with photo identification that they had to present for access at various points throughout the city. Brink's also was required to register each truck for a daily schedule that would dictate arrival times, truck information and crewmember specifics. The Brink's facility underwent a security check as well, and crews had to present a report card at venue area checkpoints as proof the facility had been approved.

Most challenging, however, were the traffic restrictions and security requirements in the Vancouver downtown core where customers expected service-as-usual from their Brink's teams. "The City wanted to reduce traffic in the downtown core by 30

In addition to supporting the Royal Canadian Mint Pavilion, Brink's Canada stayed on top of its game, servicing customers in the busy downtown core under truly extraordinary conditions.

percent, so we were given time limitations," says Dosanjh. "We had to be in and out of downtown by 12:00 p.m. every day." So the team began planning in October 2009, meeting with the Vancouver Olympic Committee, the City of Vancouver and others to develop a plan of action that would accommodate both the customers' needs and the City of Vancouver restrictions. According to Dosanjh, "We were fortunate. Our customers were very understanding, and some even opened earlier than usual for us."

Using three trucks instead of the one typically needed to service customers in the downtown core, Brink's Canada faced other obstacles, too. "In some cases, our teams had to walk farther, park in locations that were less than ideal and some messengers were dropped off while the truck circled around, through the crowds, back to the pick-up point," says Rudy Hernadi, Branch Manager - Vancouver. To address these challenges, extra guards were put on service runs to the downtown core and crews pulled together, working tightly as a team and relying on each other to get the job done.

"It all went off without a hitch," adds Hernadi. "But we didn't do it on our own. A lot of credit goes to BGS and the local branches in Kelowna, Victoria, Langley and Toronto. Everyone worked together to make this a success."



From left to right: Craig Mclean, Catalina Macalalad, Justin Matte, Praneet Sandhu, Sony Dosanjh, Darin Reid, Gladys England, Ray Kingsbury, Rudy Hernadi, Ranjit Thind, Sonja Urbancic

PEOPLE IN PROGRESS

The high number of *People In Progress* this quarter is proof positive that Brink's hires only the best and brightest in the business. Here are a few of the changes that took place most recently. For a full list of 2Q People in Progress, please visit <http://us-world.gblapps.brinksgbl.com/Departments/MarComm/LinksDocs/PeopleInProgress.doc>.

Central Region

Troy Christensen is the new Regional Controller – Central Region. Troy joined Brink's as Manager – Financial Reporting in the Richmond office in August 2007. Previously he worked as International Finance Manager with the Seaboard Corporation in Kansas City. Troy is a CPA and earned his B.S. in Accounting from the University of Colorado Denver. Troy is based in St. Louis in the Central Region office.

Karen Ehlermann joins Brink's as Human Resources Director for the Central Region. Karen arrives at Brink's from Express Scripts where she served as Director of Human Resources. She is based in the Central Region office.

Great Lakes Region

Bruce Fields has been promoted to the position of Branch Manager for the Columbus, Ohio, CIT branch. Bruce started his career with Brink's in June 2007 as Branch Manager in Charleston, West Virginia, before being promoted to Branch Manager in Louisville, Kentucky. Bruce served eight years in the United States Air Force.

Donald Grey has accepted the position of Process Improvement Manager for the Great Lakes Region. Don has been with Brink's for 2 1/2 years working as a driver, messenger, cashier and most recently, as ATM point person in Indianapolis. He is based in the Great Lakes Region office.

Northeast Region

Jeff Hill has been promoted to District Manager for the Northeast Region. Jeff started with Brink's in May 2003 as a supervisor for the Oakland Branch. After two years he was promoted to Branch Manager in San Jose, and later promoted to Branch Manager in San Fernando Valley. Jeff has made significant contributions to the branches and their sustained success.

Pacific Region

Dan Mattos is the new Branch Manager for the San Jose Branch. Dan started with Brink's in 1994 at the San Luis Obispo Branch, and served in various positions including vaulting, trucking and administration. He was promoted to Operations Manager in San Jose and Branch Manager in San Luis Obispo. Dan also is a certified firearms instructor.

Peter Webster is the new Human Resources Director for the Pacific Region. Peter served our country in the U.S. Army for 24 years and retired as a Major. He comes to us from HMS Host where he was Senior Regional HR Manager. He is based in the Pacific Region office.

Southeast Region

Tennille Jackson has been named Branch Manager of Atlanta CIT. Tennille started with Brink's in 2002, originally working in administration/billing at the San Jose, California, branch. In 2004, she was promoted to Branch Supervisor at that branch. Subsequently she was promoted to Branch Manager of the Modesto, California, branch, and later to the role of Branch Manager - San Jose, California.

Nick Johns moves into the position of Branch Manager for

the Charleston, W. Va., CIT branch. Nick started his career with Brink's in July 2008 as a driver and progressed to a messenger in South Bend, Ind. He then became Manager of Operations for the Indianapolis Coin branch.

Southwest Region

Rudy Bustos moves into the position of Process Improvement Manager. Rudy started with Brink's in 1991 as a driver and has held various positions since then, including messenger, route supervisor, operations manager, assistant branch manager and branch manager. Most recently, he served as Project Manager for the iTrack team at U.S. Headquarters. Rudy is based in the Southwest Region office.

Bill Gadwood is the new Branch Manager for the Dallas CIT branch. During the past two years, Bill has been U.S. Logistics Manager for a large manufacturing company. Prior to that, he was with Brink's for 10 years where he spent three years in quality assurance and seven years in product operations.

U.S. Headquarters

Darren Langton joins Brink's U.S. as Senior Director for the CIT/ATM line of business. Darren comes to us after 13 years with Loomis Armored where he most recently served as Vice President of Operations overseeing CIT/ATM, cash management, fleet operations and customer service. Darren will be based at U.S. Headquarters.

Brian Taylor is a new Customer Advocacy Manager. Brian will be leading the Shared Services and Retail Teams. Brian started his career with Brink's four years ago as branch manager for the Altoona CIT branch, and most recently served as branch manager for the Richmond CIT branch where he won the Branch Manager of the Quarter Award for AAA, AA and A branches.

U.S. Sales

Julie Brown has joined Brink's as Regional Sales Director for the Northeast Region. Before arriving at Brink's, Julie worked at PHH Mortgage Corporation, where she was responsible for training internal and external salespeople and managing sales accounts. Julie will be based in the Northeast Region office in Philadelphia, Pennsylvania.

John Klingseisen is a new Strategic Account Manager – Financial Institutions. Prior to joining Brink's, John worked as the director of software sales for Giesecke & Devrient, a pioneering innovator in banknote and banknote paper production and processing. John previously worked for Brink's from 1992–2000, when Brink's owned SFB Solutions, a subsidiary of Brink's dedicated to development and implementation of cash management software. John will be based in Dallas.

ANNIVERSARIES

50 Years

Elizabeth Patrick

Dayton

40 Years

Randy Drlich
Harrel Harris
Paul Huff
Jeffery Magierski
Alfred Ratjen

Hammond
Chicago
Cincinnati
Chicago
Eureka

35 Years

Robert Peacock

Raleigh

30 Years

Diane Hubbard
Richard Schorsch
Karen Schwierjohn

GS/Chicago
Cincinnati
Central Region

25 Years

John Beal
John Ferrugio
James Henkle
Wayne Johnson
Jennifer Kohus
David Lewis
Alvaro Mendoza
Gino Millin
Benjamin Rodrin
Rudolph Thompson

Dallas
Brooklyn
Charlotte
GS/NY 580
Cincinnati
Youngstown
GS/Miami
Massilon
San Diego Coin
Houston

20 Years

Marguerite Bathold
Victor Batres
William Boleski
Audrey Collins
Raul Gonzalez
Robert Gregory
Jeffrey McCarthy
Joseph Mischel
Martha Oviedo
David Paiz
Leslie Popieluch
Michael Reichert
Miguel Reyes
Jerry Rumph
Melvin Scott
Lorenzo Smith
Mark Stegman
Michael Wade
Jenkins White
Tracy Young

Brooklyn
Oakland Coin
Chicago
Raleigh Coin
Seattle
Tulsa
Boston
Las Vegas
U.S. Headquarters
Los Angeles Coin
U.S. Headquarters
Cleveland
San Juan
Atlanta
Roanoke
Jacksonville
Kansas City
Brooklyn
Oakland
Central Region

IN MEMORIAM

LAVERNE BARBATO

a 46-year Brink's veteran, died March 14, 2010, after battling illness.

RICHARD NIEKAMP

83, passed away on October 13, 2009. Niekamp retired from Brink's in 2007 after 50 years of service.



StarDate 200

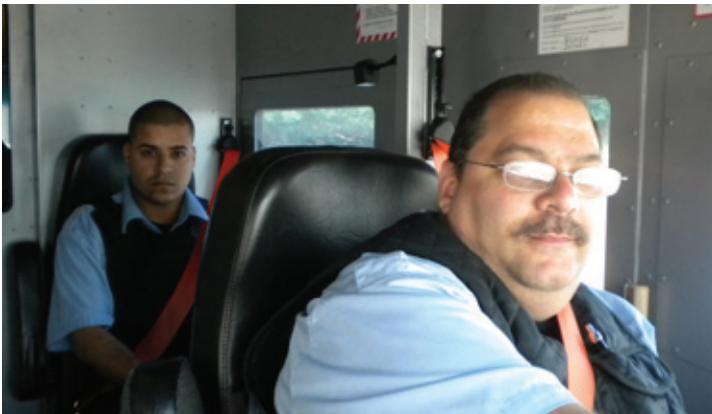
The Enterprise Lands in Brooklyn

Imagine an armored truck so advanced, so state-of-the-art, so futuristic, it's like something you'd see in an episode of Star Trek. For Business Partners in Brooklyn, this future became reality as Steve Meitin, Senior Vice President of Risk Management – North America; Andy Havener, Vice President – Safety and Fleet; and Raul Ruiz, Vice President – Strategic Operations, unveiled the new D-Series truck at an Open House at the branch in April. The result of cross-functional collaboration, the truck features elements straight out of a sci-fi movie, prompting Business Partners to dub it “The Enterprise.”

The D-Series truck is so named because of its signature drum, a floor-to-ceiling cylinder-shaped mantrap designed to prevent criminals from rushing the truck. Big enough for one person at a time, the drum uses biometrics to authenticate Business Partners before letting them into the truck. The drum then spins around to allow entry into the truck while sealing access curbside.

ERGONOMIC DESIGN

Built on a low-profile chassis, the D-Series truck is also taller, making it big enough for most Business Partners to stand upright inside the truck. With so much space, crewmembers will suffer less knee pain from crouching and have ample room to employ proper lift techniques to prevent back strain. The truck uses air suspension for a smoother, more comfortable ride and less vibration, and it is built with superior insulation that makes the truck quieter and helps control interior temperature. Creature comforts include an AM/FM radio, a messenger work table, coat and key hooks and drink holders.



THREE QUARTERS, ONE GREAT TRUCK

The roomier interior also allows for a shared crew member area where drivers and messengers are no longer separated and can work together to communicate and protect each other when necessary. Behind the crew member quarters, separated by a sliding pocket door, is the safe area, that features a liability pass-through, or “breadbox”, into which messengers can put coin and cash before passing it through to the safe. The third section is the coin area, separated by a movable partition wall that provides an additional layer of security. Here, messengers can easily load bulk coin through wide double cargo doors at the back of the truck.

SAFETY AND SECURITY

In addition to anti-lock brakes and computerized anti-rollover technology, the truck is equipped with keyless fob access, a seatbelt ‘hounder’ system that reminds crewmembers to buckle up, and an optical device that senses the lines on the road, emitting an audible alarm to keep drivers from drifting across lanes. A camera system helps crews monitor their surroundings and a back-up sensor warns drivers of obstacles they may not be able to see.



“We’re proud of this new truck,” says Havener. “It not only enhances security, it also enhances efficiency and crewmember comfort so we can protect valuables better, protect our people better and protect our bottom line.”

Brooklyn Business Partners Anthony “Tony” Apria and Eddie Conde were selected as the first crew in the United States to drive the D-Series truck. “The crew did a beautiful job,” says Havener. “Eddie and Tony quickly developed a rhythm and cadence, mastering the truck’s features in a matter of hours. I think it speaks well of both the crew and the truck that they learned it so easily.”

When asked what they liked best about the truck, crewmembers said they “loved being able to speak with each other inside the truck without screaming” and “standing up without hunching over.” They also like the smooth ride and “not having to fumble with keys”. Adds Havener, “The crew was so proud of the new truck, they want a trash can installed so they can keep it clean!”

◀ Brooklyn Business Partners Anthony “Tony” Apria and Eddie Conde enjoy the shared crewmember area on board the Enterprise.

DID YOU KNOW ... KARIBU

HOŞGELDİN

WELCOME

بىيحررت

WELKOM

The Language of Brink's

Brink's Developing Markets Region is actively seeking Business Partners with diverse foreign-language proficiencies. The goal: to identify Business Partners with Brink's experience who can help grow the Company in developing markets. Modern Standard Arabic speakers are needed for potential assignments in North Africa, the Middle East and, potentially, some Commonwealth of Independent States (CIS). Turkish speakers could help support the growth of Brink's Turkey. North and West Africa has a need for French speakers. Such CIS locations as Kazakhstan would be opportunities for Brink's Business Partners who speak Russian.

If you have the requisite language skills and are interested in an opportunity to further your Brink's career in some of the most exciting business environments around the world, contact Richard Shurtleff, Senior Vice President, Brink's Developing Markets Region by e-mail at richard.shurtleff@brinksinc.com.

Have a Requisite Language Skill?

Contact Richard Shurtleff, Senior Vice President Brink's Developing Markets Region, at richard.shurtleff@brinksinc.com.

401(k) AT A GLANCE

Average Annual Returns for T. Rowe Price	3 Month Outlook: Jan. 1, 2010 - Mar. 31, 2010	One year: Mar. 31, 2009 - Mar. 31, 2010
Ing International Value Fund I	0.96	46.40
New Horizons Fund	9.54	64.05
Small-Cap Funds	7.77	61.72
Equity Index Trust Fund	5.35	49.80
Blue Chip Growth Fund	4.30	49.94
Equity Income Fund	6.53	58.10
Spectrum Income Fund	2.83	25.66
Stable Value Fund	0.96	3.96
Lord-Abbett Mid-Cap Value Fund I	7.35	55.47
Mid-Cap Growth Fund	8.36	59.41
Vanguard Total Bond (New Fund Offered)	1.69	7.35

T. Rowe Price Retirement Date Funds:

Retirement Income Fund	3.21	29.97
Retirement 2005 Fund	3.64	34.54
Retirement 2010 Fund	3.94	39.46
Retirement 2015 Fund	4.22	44.19
Retirement 2020 Fund	4.45	48.45
Retirement 2025 Fund	4.62	51.96
Retirement 2030 Fund	4.83	54.48
Retirement 2035 Fund	4.88	56.05
Retirement 2040 Fund	4.95	56.25
Retirement 2045 Fund	4.95	56.15
Retirement 2050 Fund	4.95	56.13
Retirement 2055 Fund	4.89	56.22



Dependent Verification Process

To help keep insurance costs down for Business Partners and the Company, we recently completed the healthcare Dependent Verification Process. Now that this activity is complete, it is important to communicate the ongoing process for adding dependents to your Company insurance. Most of the time, Brink's Business Partners add people to their insurance

plan during annual enrollment or when they join the Company. However, there are other occasions that may fall outside of the annual enrollment period—the birth of a child and marriage are two examples we refer to as life events. When a life event occurs, you have 31 days from the date of the event to advise the Company and complete the necessary documents to add dependents to the program. If you do not turn in the required information during the 31-day period, you will not be able to add your dependents to the Company insurance plan until the next annual enrollment period. This is an IRS regulation and, by law, we have to comply.

At Brink's, we want to make sure all Business Partners and their families have the insurance coverage they need. If you have questions about adding a family member to your insurance or about any of the health or retirement plans, please contact the Brink's Benefit Service Center at 800-248-3424, option 4.

HAVE QUESTIONS?
800-248-3424, option 4



SCHOLARSHIP WINNERS

Brink's is proud to announce this year's scholarship recipients



Michael Addeo is the son of Charles and Angela Addeo of Philadelphia, Penn. Michael will study at Gloucester County College in Sewell, N.J.



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



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



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



Angie Garcia is the daughter of George Garcia and Denita Custodio of Garden Grove, Calif. She will study Criminal Justice at Chapman University in Orange, Calif.



Justin Halferty is the son of Jane Halferty of Coppell, Texas. Justin will study Marketing at Dallas Baptist University.



James Lechman is the son of Jamie Lechman of Louisville, Ky. He will study Psychology at the University of Louisville.



Joanna Mantini is the daughter of Marc and Sheryl Mantini of Pittsburgh, Penn. Joanna will study Biology at Clarion University of Pennsylvania.



Daniel Musco is the son of Charles and Mary Beth Musco of Richmond, Va. Daniel will study Business at Virginia Polytechnic Institute and State University.



Metodi Natov is the son of Ivan and Stoimenka Natov of Tampa, Fla. Metodi will study Information Systems at the University of South Florida.

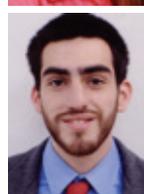
\$ 2,500 Award Winners



William Foreman is the son of Michael and Faye Foreman of Miami, FLA. William will study Physics at State University of New York at Stony Brook.



Kristin Lambert is the daughter of Charles Lambert of Garden Grove, Calif. She will study Psychology at the University of California: Los Angeles.



Christopher Moore is the son of Brad and Janelle Moore of Coppell, Texas. He will study Biology at Rhodes College in Memphis, Tenn.



Amelia Vernon is the daughter of James and Paulette Vernon of Indianapolis, Ind. She will study Accounting at Ball State University.

\$ 1,250 Award Winner



Megan Versluis is the daughter of Kenneth Versluis of Grand Rapids, Mich. Megan will attend Grand Rapids Community College.

The Fantastic Four



The Path to 2015 is here. It's an exciting time for Brink's, and a great opportunity to take a closer look at the Four Strategic Imperatives at the core of this important company initiative.

- **People Development** is our commitment to you including talent management, succession planning, regional training resources and much more.
- **Core Business Maximization** is all about improvement: Safety and security, operational excellence, product and service excellence, improved productivity and service levels to strengthen our margins, fixing underperforming businesses and making sure best practices are shared worldwide.
- We will have the flexible technology platforms we need to create alliances and deliver to customers. That's what **Solutions Delivery** is all about.

- For Brink's to remain relevant, we have to grow. **Long-Term Growth Investment** will focus on expanding our presence in core existing and emerging markets.

We are on the road, and we are on it together. There's much more to come, and we will keep you informed with updates on all of our progress in future issues of *Brink's Link*.

Vision Statement:
to be the **Worldwide Leader in Secure Logistics and Security Solutions**

BRINKS LINK

SPRING
2012



Spotlight On Philadelphia

Stronger Together



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

TABLE OF CONTENTS

- 4 Our People
- 6 Brink's Best
- 7 Profile
- 8 Feature Story
- 9 Brink's On Guard
 Brink's Cares
- 10 Quality
- 11 Customer Care
- 12 Branch Spotlight
- 14 Products and Services
- 15 Brink's News
- 16 World Spotlight
- 17 People in Progress
 Anniversaries
- 18 Work Safe
- 19 HR News
- 20 Did You Know?



PROFILE

7 Meet Scott Brown

FEATURE STORY

8 The Plan for 2012

BRANCH SPOTLIGHT

12 Philadelphia – Stronger Together

BRINK'S NEWS

15 Procurement Policy Helps Achieve Business Needs

Editor in Chief

Edward Pittman

Managing Editor

Janet Tucker

Creative Direction

Raul Castro

Graphic Designer

Jeremy Lessenberry

Other Contributors

Craig Campbell

Benjamin Caparoon

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.



SUCCESSFUL BREAST CANCER AWARENESS MONTH

Brink's employees at U.S. Headquarters in Coppell raised \$2,822* for the National Breast Cancer Foundation (NBCF) this past October, the month designated as National Breast Cancer Awareness Month. The NBCF, one of the top-ranked charities in the nation, will use the funds to provide awareness and education programs as well as free mammograms to women in need.

The funds were raised through a variety of activities and events, including a bake sale and raffle. Employees who donated \$25 or more received a bracelet allowing them to wear jeans on November 3, and everyone was encouraged to wear pink on Friday, October 28, 2011, a day designated as "Pink Friday". "Thank you to everyone

who came by the Breast Cancer Awareness table and participated in the raffle and bake sales," says Janet Encinas, Strategic Sales Support Coordinator. "This is an important cause, and the money raised will provide tremendous benefit to families throughout the United States."

According to the NBCF, with early detection, the breast cancer survival rate is 98 percent. An Early Detection Plan is available at no cost on the organization's website.

*Includes Brink's matching contribution



Colors for a Cause fire truck

The Colors for a Cause fire truck stopped at Brink's U.S. Headquarters. Colors for a Cause transforms equipment used by local heroes into mobile reminders of the thousands of people who are fighting battles with cancer every day.



Janet Encinas and Diana Valdez at the Brink's U.S. Headquarters Health Fair

DON WILLIAMS: The Underhanded Undertaker



Don Williams

At the New York State Fair in 1988, Rochester Driver Don Williams stopped at a vendor's tent and tried on a top hat. His wife, Ruth, looked at him and said, "You look like an underhanded undertaker." This off-handed comment turned Williams into one of the most admired and sought-after Civil War re-enactors in the region.

A member of the Sons of Union Veterans, Williams, along with his wife, has been a re-enactor in the 140th Volunteer Infantry, a Living History Organization, since 1985. His wife's undertaker comment, though, got him thinking about a new role, one that few others dared to take on. "You hear a lot about Civil War

generals and battles, but you never hear about the soldiers who died on the battlefield," says Williams. "I wanted to bring out a side of history that's rarely discussed. I wanted to help answer the question of what they did with all the bodies."

During the Civil War, undertakers served an important purpose. Families that wanted to bring their loved ones home for burial turned to undertakers who, for \$7, would make sure the bodies were shipped home instead of buried in a far-away, unknown location. "The underhanded part is that, as an undertaker, I would strip the bodies of their clothes and possessions and sell them back to the soldiers," explains Williams. "I'd pull their teeth, too, and keep the gold. I'd send the teeth to Europe where they'd be made into jewelry that I could then sell for pure profit."



Don Williams' display of embalming

Williams' "impression" of an underhanded undertaker has been so well received, he was the only undertaker invited to the prestigious 150th anniversary of Battle of Manassas re-enactment. He also was asked by the Museum of Funeral History in Houston to create a diorama of Dr. Thomas Holmes, a Civil War undertaker known as the Father of Modern Embalming. "It took a week to set up the display," says Williams. "It's very authentic and includes mannequins, coffins and tools from that period." The diorama remains on display at the museum.

"I wanted to bring out a side of history that's rarely discussed," says Williams.



Ralph Bergeland

MADISON DRIVER RECOGNIZED FOR WWII SERVICE

On November 13, 2011, the Badger Honor Flight flew Madison Part-Time Driver Ralph Bergeland and 88 other veterans of World War II to Washington, D.C., to see the memorials erected in their honor. Badger Honor Flight is a regional affiliate of the national Honor Flight Network, an organization dedicated to ensuring WWII and terminally ill veterans from any war have the opportunity to visit the memorials and thanking them for their service and sacrifice.

A U.S. Army veteran, Bergeland was stationed in the Asia-Pacific Theater during WWII, first in the Philippines and later on the Japanese homeland. He applied for a seat on the Badger Honor Flight and was accepted for the

November event. "There was a lot of activity at the airport when we arrived," says Bergeland. "In addition to the many volunteers, there were bands, Boy Scout troops, friends and family members, greeters and people from the community there to thank us for our service and give us a good send-off."

"He's dedicated to his country, his family and to the Company," says Smith. "It's an honor to work with such an amazing man."

The veterans flew to Reagan International Airport, where they were again greeted with fanfare. They were then taken to Arlington Memorial Cemetery for a tour and to watch the changing of the guard. They also visited the Vietnam, World War II and Korean War memorials. "The memorials were special," says Bergeland, "but the highlight of the trip was the special treatment we received and the wonderful hospitality from all the people. It was an incredible experience."

"Ralph has been with Brink's Madison for 27 years," says City Manager Tim Smith. "He's dedicated to his country, his family and to the Company. It's an honor to work with such an amazing man."

BOSTON CREW DELIVERS BRUINS CHAMPIONSHIP RINGS

In Boston, Celso Antunes, Senior Manager – Cash Logistics, received the call. A representative of the Delaware North Companies, which represents the Boston Bruins, was seeking a secure way to transport the Boston Bruins championship rings. Brink's was their first choice. "We knew we wanted to do this," says Antunes. "Within a week, the details were ironed out."

On October 4, 2011, the four person crew of Antunes; Stacey Quinn, Manager – Route Logistics; Tim Smith, Messenger; and Shannon Melchionno, Boston ATM Support, set out to pick up the rings from

says Antunes. "It was a huge publicity opportunity and a proud moment for all of us."

Account Executive Ed Krikorian parlayed the event into a bigger business deal. "The customer called us because we were the right choice for an event of this caliber," says Krikorian. "They gave us this event, plus their ongoing pro shop business."

Despite unexpected rain, the delivery went smoothly. "We were punctual and professional," says Antunes. "We carried in the rings and put the boxes on trays to be carried inside to the function. We were very efficient."



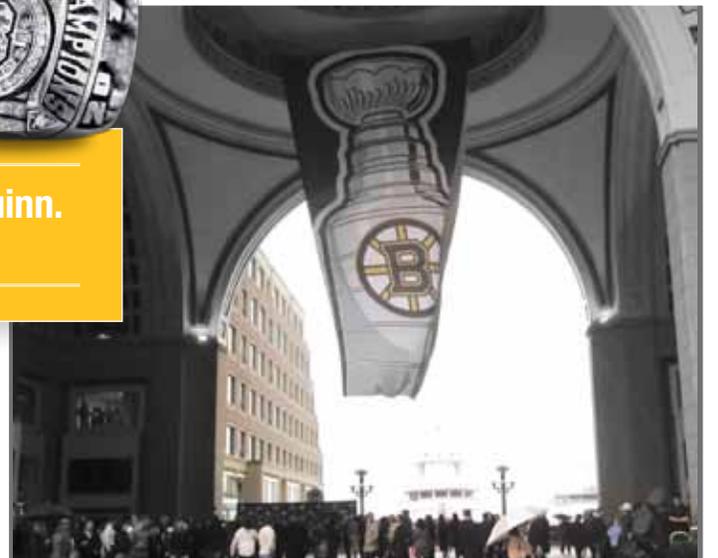
Celso Antunes, Stacey Quinn, Shannon Melchionno, Timothy Smith and Ed Krikorian



"This event put Brink's in the spotlight," says Quinn. "It was cool to be part of something so big."

TD Garden, the home of the Boston Bruins, and deliver them to the Boston Harbor Hotel where the rings would be presented to the team at a media function. "We made sure everything was perfect, from our truck to our uniforms,"

The high-profile event provided substantial media exposure for the Company. "Some people think we work only with cash," says Quinn. "This event put Brink's in the spotlight and helped others see that we are so much more than that. It was cool to be part of something so big."



Boston Harbor Hotel, where Brink's delivered the Bruins championship rings



Brink's Link proudly congratulates the recipients of the First Quarter 2012 Recognition Awards for Branch Manager of the Quarter, Leadership and the Brink's STAR Award.

CITY MANAGER AWARD



Benny Crespo, Springfield, has driven his team to true Branch Unification by engaging his people as one and raising the bar. The results achieved in the 4th quarter are a testament to the team's unity and Crespo's tenacity, focus and leadership.



Dave Dugle, Jacksonville, overcame significant operational obstacles not only to maintain and improve performance but also to lend operational support and expertise to other units in the region.

QUARTERLY LEADERSHIP AWARD



Vincent Russell, Atlanta, stepped into the role of Strategic Market Director and transformed the struggling branch into a top performer by holding his team accountable for goals and commitments, cultivating relationships with employees and fostering strong communication.



Miguel Bido, Northeast Region, mentored the Miami team on routing strategies, partnered with the Brooklyn team on routing initiatives that resulted in significant margin improvement and facilitated successful routing productivity initiatives in Annapolis Junction.

QUARTERLY STAR AWARD



Christopher Reed, Abilene, successfully stepped into the temporary position of City Manager, taking on the daily challenges of route scheduling, fleet maintenance, addressing daily safety and security concerns and ensuring the completion of daily branch operations.



Mike Wosnak, Raleigh, was ready to help when a tornado took out the power at the branch late on a Saturday afternoon. He came in right away, secured the branch, started the generator and prepared the branch to be fully functional for business on Monday with no disruption in service.



Deirdre Bowling, Northeast Region, led the Northeast Region Superbilling Program, implementing procedures, traveling to cross-train billers and providing individual support to ensure all participants were comfortable with the new process.



Byron Coleman, Houston, provided unwavering leadership during the construction of the new Houston facility, supporting the construction while keeping the branch focused on customer service, risk, safety and security.



Hector Sanchez, Dallas, consistently provides a good, clean place to work, visit and show off. He adjusts his routine and schedule to accommodate the constant flow of visitors, and his design and remodeling contributions have improved both the appearance and functionality of the branch.



John Cain, Evansville, is willing to jump in and help when and where needed. He was the first to volunteer to do branch closures for a bank customer and his actions helped generate revenue from specials and conveyed his work ethic and positive attitude.



Meet Scott Brown

Account Executive

Proactive. Responsive. Resourceful. These adjectives often are used to describe a good salesperson, so it's no coincidence they describe Brink's Account Executive Scott Brown. In the three years he's been with Brink's, Brown has leveraged these attributes into a successful sales career.

"Scott is way above in his numbers in every area we measure," says Northeast Regional Sales Director Marty Ignasiak. "Not only is he closing deals, he's closing deals that meet our strategic goals." An example of this is Talmer Bank. "I'm proud of our work with Talmer Bank and Trust because their business crosses almost all product lines," says Brown. "As a result of this relationship, we've added more than 30 new commercial customers, and we now service their entire branch and ATM network—plus we're exploring even more opportunities with them."

Brown believes responsiveness is the key to success in growing revenue and retaining customers. "I make it a point to return all phone calls and email messages the same day I receive them," he says. "Customers expect that level of

service. I've built relationships based on my ability to respond to my customers' needs." Central Region Regional Sales Director Dana Patrick has seen Brown's responsiveness in action. "Scott goes the extra mile to over-serve customer needs from the very start of the relationship," she says. "He is very responsive to his customers." At the same time, Brown also believes in being as proactive as possible. "Knowing my market and understanding the challenges my customers face has allowed me to expand relationships and establish myself as an industry expert in my customers' eyes," he adds.

"Scott's honesty comes through," says Ignasiak. "Customers know they are getting it straight."

Brown is quick to point out that sales success is a team effort and cannot be attributed to any one individual. "I'm very fortunate to have an incredible team in the Northeast Region," he says. "From the

billers to the managers, everyone truly contributes toward our mutual success."

Brown grew up near Detroit and went to school at Western Michigan University, where he earned a Bachelor's degree in Business Administration with a major in Consumer Packaged Goods Marketing. He worked in the mortgage industry for a number of years, serving in various roles including team leader of inside sales bankers. Prior to joining Brink's, Brown worked at JPMorgan Chase as a business banker. Today, he lives in a suburb of Detroit, where he enjoys spending time with his friends and family, watching sports and cooking. He loves to travel and plans to visit Europe this spring.

Those who work with Brown find him to be genuine and forthright. "He is as honest as the day is long," says Ignasiak. "He tells it like it is, and his honesty comes through. Customers know they are getting it straight and they are more open and receptive to him. It's an interesting thing to watch." Patrick adds, "Scott has a genuine concern for helping every customer. He won't shy away from challenging a customer if a solution benefits them. He has a level of enthusiasm and passion that is contagious."



The past four years have challenged us like never before, and to ensure Brink's success we must improve our performance across all areas of the business. "In recent years, financial results at Brink's U.S. operations have declined in a difficult environment," says Larry Rodo. "Our Plan for 2012 is a solid plan of action to retain our quality position and remain competitive in the marketplace."

As part of our 2012 Plan, we have reduced the number of Brink's U.S. regions from six to four, with each region supported by a Regional Support Team:

- the Northeast Region, where Bill Vechiarella serves as Vice President – Operations
- the Southeast Region, where Richard Alstedt serves as Vice President – Operations
- the Central Region, where Derrick Moreau serves as Vice President – Operations
- the West Region, where Raul Ruiz serves as Vice President – Operations

Our branch structure from the area managers and strategic market directors through our frontline employees remains basically unchanged. Branch Unification is proceeding well, and we will continue to capitalize on our improved efficiencies and ability to deliver solutions as we progress with this important initiative. "Branch Unification is providing considerable gains across Brink's U.S.," says Brent Uhl, Senior Vice President – Operations. "Our branch employees are creating success for Brink's and our customers."

In addition, after much consideration, a decision was made to eliminate a number of positions at U.S. headquarters, as well as in the field.

As part of the Plan for 2012, we are driving Company performance in a number of ways, including:

- Pursuing revenue opportunities with a greater margin and ensuring we sell across the entire spectrum of Brink's solutions.
- Continuing Information Technology investments that will have a solid, positive impact on our business intelligence capabilities.
- A Field Force Automation program that will automate a number of field processes and provide important data to internal and external customers.
- The BGS Partner Branch program—an important initiative to create additional synergies between ground armored and BGS to offer BGS services across the country.

"We are making sure the products we are developing in the short term will have impact in 2012," says Jim Poteet, Senior Vice President – Business Solutions. "The Sales team is aggressively pursuing opportunities with the financial institutions that are most eager to work closely with us."

We will continue to provide industry-leading training to our employees; and Brink's dedication to the safety and security of our people remains steadfast. We are focused on our core business, and the essential capital investments we are making continue to move Brink's in the right direction. Our Path to 2015 strategies are solidly in place, and we are keeping our promises to our customers and fulfilling the operating profit commitments in our 2012 Plan.

"As we continue to adapt during times of extraordinary change, we are doing what must be done to ensure Brink's remains strong," says Rodo.

BRINK'S ON GUARD

ANNAPOLIS JUNCTION CREW STOPS A ROBBERY

At approximately 12:00 noon on December 20, 2011, an Annapolis Junction crew made a routine stop at an insurance building in Washington, D.C. Messenger Demetrius Crawford exited the truck and was removing the handcart from the side door when two armed subjects rushed him. With the assistance of Driver Tiandra Brown, the Brink's crew was able to thwart the attack..

people are hesitant at first, but the training gives them the confidence to be more aggressive," says Sal Colello, Regional Security Manager – Central Region. Brown agrees. "It was like being in a CAPS training scenario," she says. "I reacted to the situation. I knew what to do, and I was determined to make sure we got home safely."

"The crew's quick thinking saved their lives," says Woerner.

"It appears the subjects wanted to gain access to the rear of the truck," says Bruce Woerner, Director – Security, Brink's U.S. "The crew's quick thinking and decisive action under pressure saved their lives. I am proud of their actions and grateful for their safety."

Both Brown and Crawford recently had attended Brink's Anti-Robbery Training, a program that helped prepare them for precisely such a situation. "Some



Brink's crew discusses robbery attempt with law enforcement.



Driver Tiandra Brown and Messenger Demetrius Crawford

BRINK'S CARES

BRINK'S TRAINERS GIVE BACK

Brink's Regional Trainers and Area Trainers ended 2011 by making a difference in their communities. Each team devoted time to a charitable cause as part of a team-building exercise. The teams selected their own projects and lent their support, time and energy to their chosen cause. "I greatly appreciate the team taking time out of their schedules and giving their generosity and support to those who are less fortunate," says Kim Watts, Director – Operational Training. "They positively affected many lives and I want them to know they did make the difference!"

Team Projects

The Central Region team painted and landscaped a home in New Orleans for Beacon of Hope, a program that helps neighborhoods devastated by Hurricane Katrina and other disasters.

The Northeast Region team volunteered at Cradles to Crayons to help 94 needy and homeless children get the clothes, shoes, books and school supplies they need in their everyday lives. They also worked with the Cincinnati, Altoona, Columbus, Dayton and Indianapolis branches to support the Dragonfly Foundation with monetary donations and toys for local children.



Central Region trainers landscaped a New Orleans home.



West Region trainers and En-Route Miramar Corps reservists.

The Central Region team volunteered at the North Texas Food Bank and helped build 11,509 meals that equaled 10 pallets of food and 240 boxes for a total of 13,811 pounds.

Joined by Watts, the West Region team volunteered with the En-Route Miramar Corps Reserve Station for Toys for Tots to provide new toys as Christmas gifts to needy children.

The Southeast Region team volunteered with Toys for Tots in Charlotte, North Carolina, to give needy children in the community a new toy to open on Christmas Day.



Southwest Region trainers prepared over 11,500 meals.

THE MOMENT OF TRUTH *By Fred Lowstetter*

Quality: The Moment of Truth

Every minute. Every hour. Every day. This is how often we—every one of us—have an opportunity to impress our customers. It is also how often we have the opportunity to lose their loyalty. These opportunities are called 'Moments of Truth,' a term coined by Jan Carlzon, former president and CEO of Scandinavian SAS Airlines. This term is used to describe those moments in which important brand impressions are formed and where there is significant opportunity for good or bad impressions to be made. Moments of Truth can occur when we least expect them, in front of the customer or behind the scenes.

Zero Tolerance for Errors

Everything we do, from processing deposits and servicing ATMs to paying claims and preparing invoices, is a potential Moment of Truth. When we make a mistake, we can impact our customers' business. Our customers depend on us. Even a small misstep could have repercussions. For this reason, we simply cannot accept anything less than 100 percent quality at all times, in all jobs, at all locations.

Own Our Mistakes

It is dangerous to accept that some level of defects or errors is inevitable. We can—and must—strive for total quality on a daily basis. However, should an error occur, there is only one acceptable means of handling it: Make it known. If you try to hide mistakes or ignore them, you risk compounding the problem and alienating a customer. Raise your hand. Tell your manager. There might be a way to mitigate the problem before it affects a customer. By the

same token, most customers are willing to work with us to correct problems, but only if they know the problem exists. Every issue is an opportunity to earn respect and retain business.

You are Brink's

To our customers, Brink's isn't a faceless entity. Brink's is the Customer Care professional who answers the phone. Brink's is the messenger who makes sure shipments make it safely to their destinations. Brink's is the money processing professional who ensures deposits are processed on time. Every person, every form of communication, every job and every function represents the Brink's brand. Everything you do is a Moment of Truth because you are Brink's.

Quality is Our Future

Here at Brink's, Moments of Truth are about quality. We are a premium brand because of our quality, and quality is a factor that cannot be underestimated. Customers pay more for our services because of our quality. Our crews come home safely because of our quality. We all have jobs because of our quality.

Today and every day, accept nothing less than 100 percent quality from yourself, your co-workers and your Company. Today and every day is a Moment of Truth.



Quality Tenets

- Do the right things right, the first time.
- Understand customers' needs and expectations.
- Accept nothing less than 100 percent quality.
- Provide clear direction, and ask if you don't understand.
- Quality doesn't exist in a vacuum. Work with others to achieve results.
- Take responsibility for your actions.

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 and 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 questions about anything Brink's-related for Brink's U.S. Now, formerly known as Brink's Center Court, or questions about Change Management communications, e-mail uschangemanagement@brinksinc.com.



BRINK'S RECOGNIZED FOR SERVICE EXCELLENCE

On September 19, 2011, Wells Fargo hosted a meeting in El Monte, Calif., to recognize the bank's service providers for excellence in service quality. Brink's received a number of awards, including the bank's highest honor: The Best in Class Award presented for outstanding service, untiring dedication and commitment to Wells Fargo Bank. Other awards presented to Brink's include:

- **MVP Award for Excellence in Customer Advocacy:** Customer Care team.
- **MVP Service Excellence Award:** ATM Services Customer Care Professional Ivy Harris and BGS USA Senior Customer Service Representative Chris Stone.
- **Service Excellence Award:** Presented for Brink's outstanding commitment to Service Excellence in Electronic Applications Processing Department Operations.
- **Office of the Year:** Brink's Phoenix.

In attendance from Brink's were Larry Rodo; Jim Poteet; PJ Johnson, Vice President – Strategic Accounts; Strategic Management Consultant John Nicholson, Ivy Harris and Chris Stone. "These are very prestigious awards to receive in front of our competitors, and we are very proud," says Nicholson. "We are honored to be recognized for our successful partnership with Wells Fargo in Phoenix," adds James Sims, City Manager – Phoenix. "It is the hard work and dedication of our inside and outside employees that made this happen. Way to go, Team Phoenix."



Ivy Harris and Chris Stone

"We are honored to be recognized for our partnership with Wells Fargo," says Sims.



PJ Johnson (center) accepts the Office of the Year Award for Brink's Phoenix from Lori Lloyd and Dan Salem of Wells Fargo.



Wells Fargo honored Brink's with several important awards recognizing excellent customer service.

According to Wells Fargo: "The Phoenix branch seemed as if they had been doing the work all along. We had one of the smoothest transitions we've seen in an RFP vendor conversion."

Spotlight on Philadelphia

Stronger Together



Long before the official Branch Unification process transformed separate operations into cohesive units, employees at the Philadelphia branch already had begun the process of breaking down walls and embracing the concept of true unity. Today, the branch serves as an example of the pioneering spirit that promotes positive change and a testament to the benefits of working together as a team.

Before Branch Unification

"The city of Philadelphia is known as the birthplace of our nation; the place where the colonies came together to create a unified country," says Philadelphia Strategic Market Director Kent Rodgers. "The same thing is happening in the branch. We broke down walls and began the process of coming together long before the formal process of Branch Unification began. We're really starting to function as a single team, and that is what is pushing our success." The basis for this change is rooted in the employees. "Instead of working as individuals, the employees here work together toward a common goal," says Charles Addeo, Senior Manager – Route Logistics. "It's a mindset that drives teamwork and helps us accomplish more together than we would as separate teams."

OneVault, One Branch

Another example of the branch's culture of unity can be seen in its vault operations. "Philadelphia was one of the first branches to embrace the concept of OneVault," says Rob Morelock, Senior Manager – Cash Logistics. "In October 2010, we combined our vaults to create a single cash room to service the entire branch."

Prior to this change, the branch was running its currency, coin and vault operations in silos. The silos were not coordinated and resulted in significant duplication of effort. "Before we united the vaults, employees had to go to two windows, which basically split the work between two teams that essentially performed the same tasks," says Addeo. "With OneVault, we save time and increase both accuracy and efficiency because everything is turned in at one time. It makes sense on every level."

Branch Unification in July 2011 formalized the culture the Philadelphia team had wholeheartedly embraced. "The branch has always had a partnership environment but Branch Unification put the final piece in place," says Addeo. "Going from three profit and loss statements to one was a good move for the branch."

Philadelphia: The First BGS Partner Branch

The next test of Philadelphia's spirit of unity came in late 2011, when the branch was selected to pilot a formal partnership with Brink's Global Services. "We already were handling BGS work," says Morelock, "but it wasn't part of our daily routine. Through the Partner Branch process, BGS has been incorporated into our regular activities."

Mark Woolley, Senior Vice President – BGS USA, explains the concept of the BGS Partner Branch status. "This is all about us working together more closely, and better integrating our technology. The end result is more BGS customers being serviced on scheduled routes, rather than with dedicated vehicles that require extra resources and can be inefficient." Partnering offers significant benefits to the branch, BGS, the customer and to the Company. "When we streamline our processes, we become more efficient," adds Woolley. "This allows us to offer better pricing and higher-quality service. As a result, our product becomes stronger and we all succeed together."

To bring about the partnership, the branch and BGS worked together to define and measure success. "We developed a scorecard for delivery performance,



BRINKS

tracking shipments and proof of delivery,” says Rodgers. The branch also received training on the BGS AirClic system, and worked with BGS and the Process Improvement team to put in place internal procedures for handling BGS shipments. With the training complete and processes in place, the branch was ready to incorporate BGS shipments into their daily routes. “We have been able to successfully put on scheduled routes all the BGS items that meet the standard criteria in terms of weight and value,” says Bill Vechiarella, Northeast Region Vice President – Operations. “The branch has access to information they’ve never had before, so they can incorporate pick-ups and deliveries into their route schedules.” The result has been much greater efficiency and strong cooperation between the branch and BGS.

“At first, no one knew much about BGS,” says Chief Cashier Ann Bellis. “Now we know what needs to be done and how to do it. The process has modernized our BGS world. It is very efficient and everyone here is doing a great job with it.” Manager – Cash Logistics Dan Ryba explains the efficiencies brought about by the partnership. “We took a process that wasn’t working and turned it around. We’ve eliminated double work and repetition that cost us, and created an efficient process that is succeeding very well.”

Morelock credits the success of the transition to the team’s strong sense of ownership. “The most important factor in any change is accountability,” he says. “We took a lot of pride in being the first BGS Partner Branch.” Vechiarella also commends the team for the success of the partnership. “We picked Philadelphia as our pilot branch because we saw tremendous potential in the team,” he says. “The result so far has exceeded our expectations. Not only have we reduced our costs, we’ve improved our relationships with customers, our service is better and our ability to develop new business is greater than ever.”

Stronger Together

Each step toward unification, from breaking down silos and Branch Unification to OneVault and partnering with BGS, has made Philadelphia stronger. The employees work together as a team and the whole branch is stronger for it. As Ryba puts it, “We all buy into the same idea. Working as a team is more efficient than working by yourself. It just works.”

According to Rodgers, each step has been part of the growth process. “Whatever we’ve asked the team to do, they’ve done it and they’ve done it well,”

“We took a lot of pride in being the first BGS Partner Branch,” says Morelock.

he says. “Are we 100 percent there yet? Probably not, but we’re providing better service at a lower cost. Morale has never been higher. We’re working together as OneTeam, and I couldn’t be more proud of the Philadelphia branch.”

NEW SERVICE LEVERAGES BRINK'S FOOTPRINT & EXPERTISE

On November 7, 2011, at the AFP Conference in Boston, Brink's introduced the latest addition to its growing solutions portfolio—CMS-Brink's Lockbox. This exciting new solution leverages Brink's check processing capabilities and the expertise of Cash Management Solutions (CMS), the leading lockbox software provider.

"We've partnered with CMS to give banks nationwide access to a proven outsourced solution," says Maura Fitzgerald, Product Development Director. "Through Brink's nationwide network of facilities, regional and community banks can deliver a local solution to customers in markets where they may not have branches."

What is Lockbox?

Lockbox is a payment management solution used by organizations to accelerate the collection of receivables. It typically involves a designated post office box where the organization's customers can send monthly payments. These payments are collected several times a day, separated from their envelopes and processed through a check collection system.

How will it work?

A bonded courier will pick up the mail from the post office box and deliver it to a Brink's branch. The branch will open the mail and the checks, and accompanying remittance stubs will be removed from the envelopes. The checks and payment

documentation then will be imaged by Brink's. Once this capture process is complete, the images will be electronically transmitted to CMS, who will handle the balancing, data entry and exception processing aspect. At this point, CMS will then prepare the outbound files and send them to the bank and customer, and the payment information is loaded into an image archive.

"We already have the secure locations and resources needed for lockbox processing," says Fitzgerald. "With CMS, we also have the processing capability necessary for a fully integrated offering. The solution is seamless to banks and allows them to service their commercial customers nationwide without capital investment in new facilities."

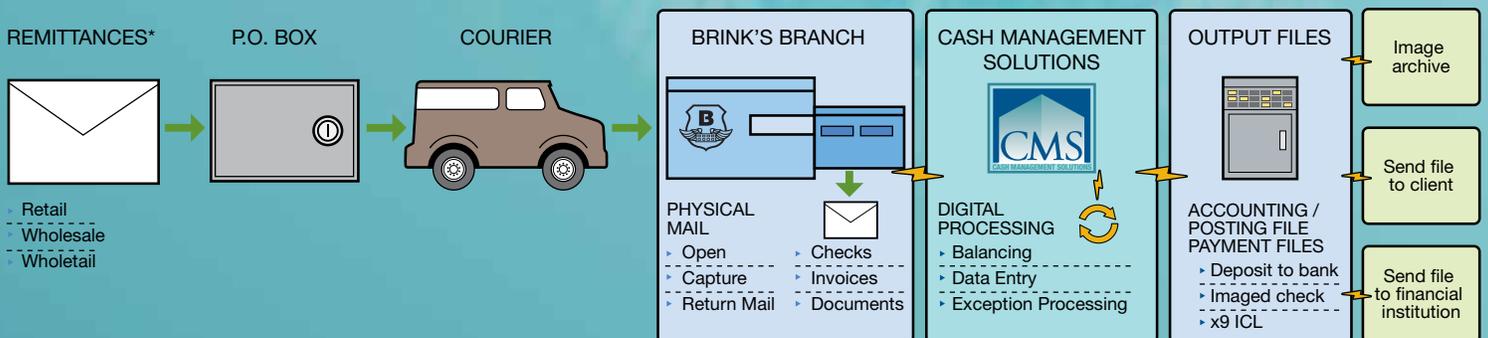
Lockbox Benefits for Customers

Customers benefit from the new solution in several ways. First, lockbox processing reduces the time it takes to collect receivables. Also, by outsourcing to Brink's, organizations eliminate check processing labor costs while, at the same time, increase quality, security and control over payments. "This is a powerful solution for commercial banking customers that need a larger footprint paired with the security and expertise to process their payments," says Jim Poteet. "Banks can look to us for a high-quality, outsourced lockbox solution that has proven itself in retail and wholesale payment processing for decades."

"Banks can look to us for a proven, high-quality, outsourced lockbox solution," says Poteet.

Lockbox Benefits for Brink's

The CMS Lockbox solution offers Brink's an additional revenue stream that takes advantage of existing resources and partnership relationships. The solution will target community and regional bank prospects in key locations, and will expand as opportunities arise. "We already have the perfect environment in which to capture and process lockbox payments on behalf of banks, and can add locations as necessary to service new customers," says Fitzgerald. "This solution is a natural extension of our current processing capabilities."





QUIT SMOKING. FOR LIFE.

Support from others can be the key to you quitting tobacco for good. The Quit For Life® Program, now available to all Brink's employees and their families at no charge, gives you the support you need, when you need it. In fact, studies show that people who join the Quit For Life® Program are nine times more likely to successfully quit smoking than those who try to quit on their own.

Quit For Life, brought to you by the American Cancer Society® and Alere Wellbeing, two organizations with 35 years of combined experience in tobacco cessation experience, provides real-time access to expert Quit Coaches® via the private, online platform called Web Coach®. There you can learn new skills for living a tobacco-free life, and engage other participants to get or give encouragement and advice on quitting.

When you enroll in the program, a dedicated Quit Coach will help you create an easy-to-follow quitting plan that may include free nicotine replacement therapy. You can access your quitting plan on Web Coach at any time, day or night. Progress trackers encourage success by measuring how much money you have saved and how long you've been tobacco-free.

When you enroll in the Quit For Life Program, you'll also receive:

- An easy-to-use printed Quit Guide you can reference in any situation to help you stick with your quitting plan.
- Advice on which type, dose, and duration of nicotine substitute or medication is right for you, and on how to use it so it really works.

Get the support you need to live healthy.
Call 1-866-QUIT-4-LIFE (1-866-784-8454), or log on to www.quitnow.net for details or to enroll.



PROCUREMENT POLICY HELPS ACHIEVE COMPANY BUSINESS NEEDS

A revised Brink's U.S. Procurement Policy and Authorities went into effect Monday, November 14, 2011. This policy ensures contracts, vendor relationships, purchase reviews and procedures related to procurement at Brink's are as consistent as possible, and is an important step in cost management.



The policy highlights a more formal partnership between Procurement and the department's internal customers in which the Procurement team will work with corporate departments and branches to reduce Brink's costs overall, ensure contract compliance and facilitate procurement decisions. The policy

The full Brink's U.S. Procurement Policy and Authorities, as well as a detailed Frequently Asked Questions document, can be found on the U.S. Procurement Portal on Brink's World or at <http://us-world.gb1apps.brinksgbl.com/Departments/Procurement/Pages/default.aspx>.

also demonstrates the Company's commitment to streamlining the process and relieving employees of the time, paperwork and administrative burden related to contracts and vendor management.

Key policy changes include:

- Brink's Procurement team involvement at the beginning of the procurement process to ensure Brink's is leveraging its national buying power and vendor relationships to optimize the purchase price and terms.
- Purchase authority and contract signatures will be limited to fewer people to ensure the best possible procurement transactions, and to confine the burden of contract management and compliance to those with the time, tools and experience for such tasks.
- Contracts will be centralized to provide a comprehensive view of Brink's spending and vendor activity. Please forward copies of existing contracts to the Procurement team at brinksusprocurement@brinksinc.com.

WEST REGION GRADUATES FIRST COIN CLASS



Julian Moreira, Area Trainer Don Cook, Francisco Ruiz, Julian Gildo, Los Angeles Branch Trainer Marcos Ventura

On October 14, 2011, Coin Operators Jonathan Gildo and Francisco Ruiz became the first to graduate under the new Coin training program in their region. "The new Operational Training structure was rolled out in the West region in June 2011," explains Kim Watts, Director – Operational Training, "and this was the first graduation from that implementation." The program provided instruction on the operational aspects of the job as well as techniques for handling coin safely and more efficiently.

Upon graduating, Ruiz and Gildo were assigned to a Life Coach, Coin Verification Clerk James Chapple, who provided on-the-job guidance. "Within an hour, they were operating the SuperSorters," says Los Angeles Manager – Cash Logistics Daniel Orozco. "The trainers and Life Coach did a

phenomenal job in preparing these new employees for their jobs."

The training was a new experience for the trainers, too, from the new facility to the curriculum. "It was a long time coming," says Area Trainer Don Cook. "There's so much more to handling coin than operating the machines. It's important to learn about lifting, reaching and carrying coin, so employees reinforce good habits that keep them safe."

According to Ruiz, the training was outstanding. "It was a great experience," he says. "Instead of weeks of on-the-job learning, I knew how to operate the SuperSorter and felt I could contribute right away." Orozco agrees. "Our customers demand results. From day one, these guys have been stellar. Not only are we achieving top marks from our customers, there's a higher sense of safety and security here."

"Our customers demand results," says Orozco. "These guys have been stellar."

GLOBAL HR CONFERENCE

There is power in numbers, and the third annual Global HR Conference is proof. In the three years since the first meeting, participation has more than doubled, and the team's accomplishments have increased exponentially. "We established a mission statement a few years ago," says Becky Seckora, Manager – Employee Benefits and Compliance. "Today, we're accomplishing those goals and achieving more than we

thought possible three years ago."

Approximately 40 participants from all Brink's regions attended the three-day meeting in Toronto, home of Brink's second-largest branch. There they shared lessons learned and ideas on HR's strategic role, received updates on the latest information on the Path to 2015's People Development Strategic Imperative and created plans for implementation.

Highlights of the meeting included leadership training, financial acumen training provided by Elsa Nunez, Director – Internal Audit and a demonstration of the Brink's Global Services new on-boarding application. Participants also shared best practices regarding Branch Manager Training models (LATAM and Hungary) and New Hire Orientation (Brink's Global Services).

Participants also were treated to a tour of the Toronto facility to see first-hand how the branch operates and personally experience the Canadian Academy Practical Shooting (CAPS) training simulator and the mobile driving simulator. "The Toronto branch has excellent training," says Seckora. "We are grateful for the hospitality of Brink's Canada, and the opportunity to experience such an important part of the employee training program."

Brink's Vice President and Chief Administrative Officer Frank T. Lennon reflected on the conference, "Each year we meet as a Global team; and I am amazed by the quality of the HR professionals leading the HR functions at the country and regional levels."



Human Resources professionals from across the Brink's global network attend the Third Annual Global HR Conference in Toronto.

BRINK'S CANADA TAKES LEARNING TO NEW LEVELS

On November 24, 2011, Brink's Canada launched a unique new education program designed to foster employee talent and move the Company forward on the Path to 2015. The program allows Brink's managers to take courses at McMaster University—one of Canada's most respected schools—that have been specially designed for Brink's employees. "We worked with McMaster to develop this truly unique program, the first of its kind," explains Glenn Thede, Director – Training and Development for Brink's Canada. "The courses are customized for the Brink's environment so our employees will get the most out of their coursework and will quickly be able to apply their new knowledge to the workplace."

Initially, 80 managers from across Brink's Canada are enrolled in the Management Education Program, a five-course certificate program that combines online and classroom study. "What's truly unique about the program is that McMaster has agreed to accept Brink's employees into the program based on our recommendation, whether or not the employee has

any post-secondary education," says Thede. "This does not mean, however, the courses will be easier. The program is intense and represents a profound commitment from the university, from Brink's and from students." All courses in the Brink's Management Education Program are eligible for credit toward a McMaster University degree.

The Management Education Program is one of three primary avenues for professional development in Canada. The Leader Education Program will provide supervisors a similar opportunity, with McMaster University courses customized specifically for Brink's students. The third avenue, the Professional Studies Sponsorship, offers all Brink's Canada employees the opportunity to enroll in pre-approved university and college programs and receive reimbursement for

tuition expenses. "These programs make it easier for employees to take their training and careers into their own hands," adds Thede. "At the same

time, it strengthens the expertise and skills of our employee base and, ultimately, makes Brink's Canada a better Company."



The Brink's University McMaster Kick-Off

"These programs make it easier for employees to take their careers into their own hands," says Theide.



Brink's employees mix with educators at McMaster University.

PEOPLE IN PROGRESS

Southeast Region

Jason Herrmann has assumed the position of Manager – Cash Logistics, Knoxville, Tenn. Herrmann joined Brink's as a coin clerk, then became a coin supervisor, where he became interim coin branch manager and, later, was CIT route coordinator. Herrmann most recently served as Money Processing supervisor.

Damaris Morales has assumed the position of City Manager – Gainesville, Fla. Morales joined Brink's as a currency clerk, then became a currency supervisor, vault cashier, vault supervisor, ATM Coordinator and, most recently, served as a Manager – Route Logistics at Gainesville.

Bivian Stephens has assumed the position of Area Trainer – Atlanta. Stephens joined Brink's in 1998 as a driver, then became a messenger, and later a route supervisor. Stephens also served as firearms instructor and, most recently, served as branch trainer in Atlanta, Ga.

Central Region

Jeremy Mullins has assumed the position of City Manager – Abilene. Mullins joined Brink's in 2008 as APP/PPP in the Denver market before being promoted to route manager. Mullins has been a driving force behind the success of the Denver branch, and played a key role in the design of the supervisor program.

Northeast Region

Jonathan Cassidy has assumed the position of Manager – Route Logistics for Lawrence, Mass., as of December 2011. He began his career with Brink's in 2011 as a driver, then shortly after moved to messenger.

Don Gray has assumed the position of Senior Manager – Route Logistics for Indianapolis, Muncie, and Terre Haute, Ind. Gray joined Brink's as a driver, then became a messenger, Cashier, APP/PPP, and was the process improvement manager for the Great Lakes Region. Gray has been involved with such Process Improvement initiatives as OneVault, RoutEx and the BGS Partner Branch program.

Michael (Mike) Anfeldt joined Brink's as Regional Security Manager – Chicago. Anfeldt brings a wealth of experience to Brink's in both security and operations. Before joining Brink's, he was in a secure logistics industry security and investigations leadership role.

U.S. Headquarters

Jim Poteet has assumed the position of Senior Vice President – Business Solutions. Poteet joined Brink's in 2007 as Vice President – Product Management and Development and has played a key role in transforming Brink's into a service-based Company and in building a world-class Product Development organization. Most recently, Poteet served as Senior Vice President – Product Development and Innovation.

Tim Mueller has assumed the position of Corporate Counsel for Brink's U.S. Mueller joined the Brink's legal department as attorney for U.S. Operations in May 2008.

Stephanie Wade has assumed the position of F&A Clerk – Accounts Payable. Wade joined Brink's in 2005 as a file clerk, and subsequently expanded her role to include the processing of invoices.

Ricardo Sanchez-Cortes joined Brink's as Global IT Vendor Relations Manager. Sanchez-Cortes arrived at Brink's with more than 10 years experience in international vendor management and service implementation.

ANNIVERSARIES

45 Years

Donna Diversey Chicago

40 Years

Sandra Kapella Chicago

Gregory Kutach Houston

35 Years

Glen Reno Dayton

30 Years

John Carlino Sacramento

Thomas Whitt Dayton

25 Years

Teresa Lamley Kansas City

Michael Hickman Birmingham

Lam Tong JFK Airport

Agustin Moreno Los Angeles

Kevin Neu Cincinnati

John Haley Kansas City

Sandra Schocklin Chesapeake

Jeffrey Calkins Denver

20 Years

Woolley Calim Orlando

Kurt Wroten Jacksonville

Lynne Rossman Altoona

Victor Miranda Los Angeles Coin

Axel Vasquez Atlanta

Anthony Yenne St. Louis

Ronel Castillo Fresno Coin

Eric Anderson Raleigh

Ferdinand Lozada Tampa

Bethoven Payumo Oakland

Tina Gilmore Birmingham

Jose Melendez El Paso

Donald Maas Denver

Roberto Alonzo Los Angeles

Winston Gayle New York

Mary Jo Tedesco Chicago



A GREENER, CLEANER FLEET

In January 2012, Brink's introduced four new hybrid electric trucks in the Los Angeles market. Based on the Brink's 200 D-Series design, the truck uses both battery power and diesel fuel to propel the vehicle, a combination designed to save fuel and reduce carbon emissions. "The Hybrid Electric Armored Truck is the latest of several Brink's initiatives to green our fleet and reduce our carbon footprint," says Andy Havener, Vice President – Fleet and Safety.

The truck uses braking power to regenerate on-board hybrid batteries. After three seconds at idle, the truck's diesel engine automatically shuts down and puts the truck into auxiliary power. Depressing the accelerator launches a high-speed starter and

electric motors to move the truck. "The hybrid operates much like a gas-powered golf cart," explains Havener. "The cart's engine stops when it comes to rest and automatically powers back up when you push the gas pedal."

The new Brink's hybrid truck is expected to reduce fuel use in both drive and idle modes, saving between 25,000 and 27,000 gallons of diesel fuel over the life of the truck, as well as reducing between 545,000 to 598,000 pounds of CO₂ during the same period. "Brink's now has the largest hybrid armored fleet in North America," adds Havener. "This new truck substantially increases the environmental and efficiency benefits our fleet."

"This new truck substantially increases the environmental and efficiency benefits of our fleet," says Havener.

Environmental and Efficiency Information

28%	Fuel Savings (driving)
50%	Fuel Savings (idling)
60%	Average Idle Time
.59 gph	Stationary Fuel Consumption (vs. 1.20 gph traditional diesel engine)



GREAT SAVES



San Bernardino Driver Nick Espinoza's attentiveness and fast action recently helped him avert a tragedy. While making a pick-up at a crowded swap meet and negotiating the narrow rows of stalls and drive paths, Espinoza continued to scan the area and noticed movement on one side of the truck. He immediately hit the breaks and brought the truck to a stop as a child ran directly in front of the truck. The child, who had been playing with another child, was inches from the truck's front bumper but unharmed. "I did what I was trained to do," says Espinoza. "There was no room for hesitation." The child, unaware of his close call, simply ran off with the

second child following right behind him. "This could have been a terrible tragedy," says Andy Havener, Vice President – Fleet and Safety. "Mr. Espinoza's professional driving and skill saved a young life."

For his heroic actions, Espinoza was awarded the Quarterly Star Award. "Everyone here is so proud of Nick," says San Bernardino City Manager Diana Bachmann. "Our drivers are out there doing things like this every day, and this is just one example. It's wonderful this event was captured on video by our truck's SmartDrive camera, so Nick could receive the recognition he deserves."



Without warning, a child darts in front of the truck.



Driver Nick Espinoza quickly reacts, preventing a tragedy.

"I did what I was trained to do," says Espinoza.

LET'S GET (A) PHYSICAL

A recent study by the Archives of Internal Medicine reveals the majority of Americans feel it is important to get an annual check-up, yet only one in five—or 21 percent—actually do.

If you're one of the 21 percent: Congratulations! You've taken charge of your health and physical well-being. If you're one of the other 79 percent, here are some compelling reasons to put 'physical exam' at the top of your to-do list:

- **It's free.** Covered participants are eligible for one Preventive Care annual physical each year at no cost.
- **Improved health and longevity.** Many diseases and health issues can go undetected for years. Preventive care screenings such as mammograms, colonoscopies and prostate exams could lead to early diagnosis and treatment. In general, the sooner your doctor can identify and treat a medical condition, the better the outcome.
- **Save money.** When you can correct a problem before it becomes serious, you can save a lot of money on medical bills in the long run.
- **Establish baselines.** A physical will establish baselines for your weight, blood pressure, cholesterol and more to help your doctor gauge over time any changes that could affect your health.
- **Develop an important relationship.** A relationship with your doctor can help you get the best care possible. Not only will your doctor know your history, you'll feel more comfortable discussing problems and healthcare issues.



Diseases may go undetected for years. For example, although diabetes affects more than 25 million Americans, seven million of those affected are undiagnosed. Take charge of your health and schedule your annual physical today.



For more information, go to www.healthcare.gov and review the information under the "Prevention & Wellness" tab.

TAKE THE MYSTERY OUT OF INVESTING

An excerpt from *Take the Mystery Out of Investing. Simply Learn the Basics*, by T. Rowe Price

People often think investing is complicated, because many of the words used to describe investing may be unfamiliar. Learning a few key terms can help you make better sense of the subject.

Terms you should know

- Compounding is what happens when your money makes money, and then that money makes more money—and so on.
- Inflation is the increase in the cost of things each year.
- Performance is an investment's track record of how it has behaved over the years.
- Return tells you the overall gain or loss on an investment over a set period of time.

What are stocks and bonds?

- A stock is a security representing ownership in a corporation.
- A bond is a security in which you lend money to a corporation or government agency.

About mutual funds

Think of a mutual fund as a basket filled with a variety of securities, such as stocks, owned by many investors. The contents of each basket vary, depending on the goal of the fund. When you invest in a mutual fund, you share ownership of everything in the basket.

To read the entire article, log on to rps.troweprice.com > **Tools tab** > **Articles** > **Focus on Investing** > **Learn the Basics**



For current investment information, please log on to <https://www3.troweprice.com/rws/participants/goto/investments/performance>

DID YOU KNOW?

Nyack, New York. Thirty Years Later

On October 20, 2011, more than 250 people gathered to remember two police officers and a Brink's employee who died 30 years ago in Nyack, New York, at the hands of members of the domestic terrorist groups the Weather Underground and the Black Liberation Army. Retired Brink's President and Chief Executive Officer Michael T. Dan, New York Strategic Market Director Michael Foreman and John Muhlenforth, Manager – Administrative Services, New York, attended the 40-minute service to celebrate the lives of Sergeant Edward O'Grady, Jr., Officer Waverly "Chipper" Brown and Brink's Guard Peter Paige.

"The memorial is held annually and every year family members, friends and members of the community come together at the Brink's Memorial, where the two officers were killed," says Muhlenforth. "We never will forget this tragedy or the men who lost their lives here."

On October 20, 1981, the heavily armed terrorists staged a brazen daylight attack on the Brink's team as they serviced a customer at the Nanuet Mall in Rockland County, New York. Paige was killed and Joseph Trombino, a second Brink's guard, was shot in the left arm and rendered unconscious as the gunmen pumped automatic weapon fire into the Brink's truck. Driver James Kelly was unharmed and was able to alert the Newark dispatch office.

The terrorists escaped with \$1.6 million in Brink's liability but soon ditched their getaway van in favor of a U-Haul truck driven by co-conspirators. Nyack police caught up with the truck near the entrance to the New York State Thruway. There, a dozen killers, each wielding a military-style



Rachel Brown, granddaughter of Officer Waverly L. Brown, sings at the 30th annual Brink's Memorial.

fully automatic weapon, jumped out of the rear of the truck and opened fire. Officer Brown was hit first and died at the scene. Sergeant O'Grady was shot numerous times and died 90 minutes later at Nyack Hospital.

"Eventually all of the terrorists involved were captured," says Muhlenforth. "Although it doesn't erase the pain of losing a loved one or friend, it helped to know the killers were brought to justice. It brought a sense of closure to a very painful event in Nyack history."

The memorial ceremony included remarks from members of the O'Grady, Brown and Paige families, the Rockland County sheriff and Michael Dan. Also in attendance were Paige's two brothers, his son, 39-year-old Peter Paige of Huntington, New York, and his granddaughter, nine-year-old Cassidy, who sang "Somewhere Over the Rainbow" in memory of her grandfather.

"When something like this happens, we all feel the pain and suffering for the employee and their families," adds Muhlenforth. "We remember them always, not only at memorial ceremonies such as in Nyack, but

throughout the Company." Brooklyn Strategic Market Director Michael Foreman adds, "Whether here in the United States or abroad, our goal is bring our employees home safely to their families every day."

Joseph Trombino survived the shootout at the Nanuet Mall and, after a long recovery, returned to full duty. On Sept. 11, 2001, however, he was at the World Trade Center when the first of the twin towers collapsed after planes commandeered by terrorists slammed into the buildings. He never made it out.

New Cell Phone Rules

In January, the Department of Transportation enacted a new law that makes it unlawful for commercial drivers to use a handheld cell phone or radio while actively driving, during traffic stops and delays or red lights. In

accordance with the new law, Brink's has updated its policy on Company radio use, only allowing handheld use while Company trucks are at customer stops and messengers are safely inside the business or back in

their vehicles – or while driving with a Company-approved hands-free device. Personal cell phones continue to be prohibited by Company policy, according to Andy Havener.



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

TABLE OF CONTENTS

PROFILE

7 Meet Mike Foreman

FEATURE STORY

8 Brink's IT: Partners in Success

BRANCH SPOTLIGHT

12 Dallas – A Whole Other Branch

BRINK'S NEWS

15 Brink's Honored for "Best Use of Cloud"

4	Our People
6	Brink's Best
7	Profile
8	Feature Story
9	Brink's Cares
10	Change Management
11	Customer Care Center Court
12	Branch Spotlight
14	Products and Services
15	Brink's News
16	World Spotlight
17	People in Progress Anniversaries
18	Work Safe
19	HR News 401(k) at a Glance
20	Did You Know?



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.”

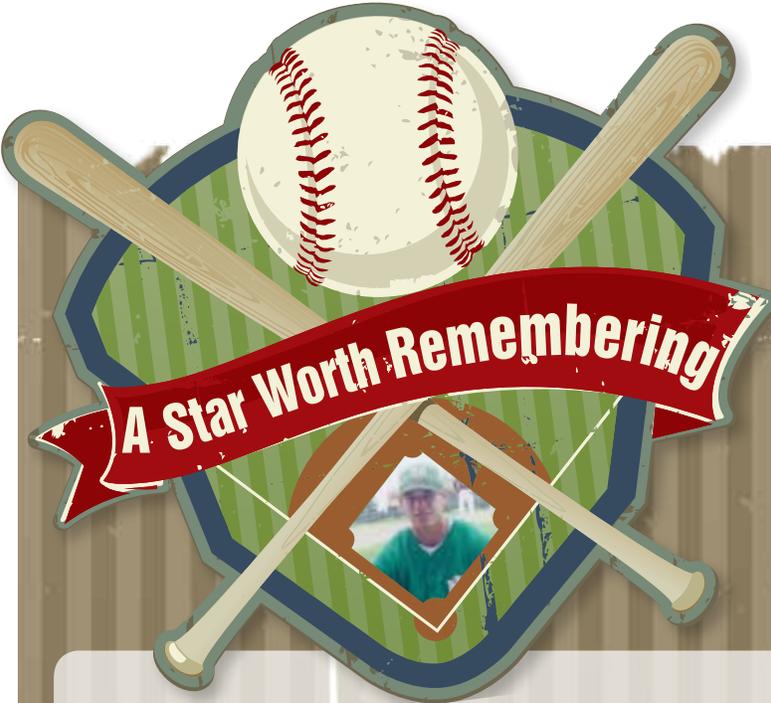
By all accounts, the competition was an unqualified success. The winning team posted a 14% improvement month-to-month, while the second-place team finished with a 12% improvement. Even the third-place team posted an impressive 5% improvement.

“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."



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.

DJ Olbrys and Trevor Nadeau protect the Vince Lombardi trophy.

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

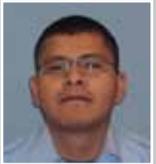
Kristen Darby accepted the position of Director – Global Portal. In this new role, Darby is responsible for the Brink's World strategy, concepts and solutions for communications, collaboration and business processes. She comes to Brink's from Hitachi Consulting, where she was a senior manager in the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



FREE

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 Grimmitt 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.