



## 1.0 PURPOSE

This policy provides guidelines for the use and management of cash and cash equivalents.

## 2.0 SCOPE

This policy applies to all Brink's, Inc. (Brink's) Corporate, regional, and country level business units.

## 3.0 RESPONSIBILITY

Overall responsibility for the policy lies with the BCO Controller. Continued compliance, successful implementation, and maintenance of financial records is the responsibility of business unit management. Corporate and Regional management are responsible for on-going monitoring of compliance with the policy.

## 4.0 POLICY

It is Brink's policy for individual business unit financial management to manage and monitor cash and cash equivalents to meet operating needs. The BCO Treasury Department is responsible for directing the overall Brink's treasury management function.

Brink's shall operate as few bank accounts as possible in order to conduct business. Business units should not open bank accounts because the bank is a customer, to receive customer payments into the bank's own account, or to satisfy individual vendor preferences. Contracts with customers should avoid requirements to hold accounts or funds with their organization.

### 4.1 Objectives

Transactions recorded in the general ledger must be properly measured based on the underlying event in accordance with U.S. GAAP. All transactions occurring during the reporting period and current balances must be completely reflected in the general ledger. Only assets and liabilities for which Brink's has the rights of ownership or responsibility for should be recorded in the general ledger. Transactions should be recorded only when they exist as supported by an underlying event. All amounts should be classified and disclosed to allow for accurate presentation of financial information. Management should ensure that all transactions and adjustments are appropriately authorized for recording in the general ledger.



## 5.0 PROCEDURE

The intent of this policy is to provide general guidelines and principles to ensure sound business practices are followed embodying the principles of sufficient internal controls. These procedures are not intended to address detailed, specific control activities applied by business units.

Compliance with the following procedures will assist Brink's in reducing undue risk and may lower bank-related expenses. Intended benefits of this policy include capitalizing on existing, beneficial global relationships with established, financially stable banking institutions that offer flexibility, low fees, advantageous rates, and acceptable administrative and other requirements in the best interest of Brink's.

### 5.1 Segregation of Duties

Appropriate segregation of duties should be maintained at all times when handling cash. Ideally, duties should be segregated to ensure that:

- a single employee does not handle a cash transaction from beginning to end;
- employees handling cash do not record cash transactions in the general ledger;
- employees involved with cash processing do not prepare bank reconciliations;
- management periodically reviews cash reports, summaries, and reconciliations; and
- employees authorized as bank account signers do not have responsibility for processing checks or electronic wire transfers and reconciling bank accounts.

### 5.2 Cash Receipts

Business unit financial management should ensure that the following occurs timely:

- cash receipts are deposited in the bank;
- cash transactions are recorded to the appropriate subsidiary ledger and general ledger accounts as of the date of receipt; and
- unapplied cash transactions are applied to a specific account or customer on a regular basis.

Additional information on cash receipts is provided in the *Accounts Receivable* policy.

### 5.3 Cash Disbursements

All invoices must be submitted to the Accounts Payable (A/P) function for payment processing. Invoices require adequate approval to verify actual receipt of goods or



services. Management should ensure that all disbursements are adequately supported before authorizing payment.

For disbursement systems using hard-copy vendor invoices to process payments, only original invoices should be processed to avoid duplicate payment. Management authorization should be evidenced (signature or initials) on the supporting documentation (normally the vendor invoice).

For disbursement systems using electronic vendor invoice image processing, payment should be made only on invoice images processed through the system. The system must be capable of generating clear evidence that management authorization for payment has taken place.

Cash disbursements (including electronic transfers and automated or manual checks) should be approved at an appropriate management level.

For new wire instructions or change in standard settlement instructions for a third party vendor, the vendor must verify the new instructions in writing on vendor company letterhead. If cash payments in excess of \$25,000 will be paid to the vendor in an annual period, Brink's personnel shall request the name of a second vendor employee to provide confirmation of the new instructions. Brink's personnel shall contact that vendor employee and obtain the second verification in writing. The verification (or both verifications, if applicable) must be attached to the wire request form with notation as to whether it is a new vendor wire or a change of instructions.

Wire transfers shall not be initiated via e-mail instructions to the bank. Instead, wire transfers shall be performed electronically with dual control, or if necessary via fax, with two authorized signatures.

Additional information on cash disbursements is provided in the *Accounts Payable* policy.

#### 5.4 **Bank Reconciliations**

All cash accounts, including petty cash accounts, must be reconciled, supported, and reviewed by management as part of the monthly accounting close process.

Additional information on account reconciliations is provided in the *Balance Sheet Account Reconciliation* policy.

#### 5.5 **Authorization of New Bank Accounts**

The BCO treasury department must approve the opening of all new bank accounts. BCO Treasury can best advise regional and local management on any new banking relationships and ensure that banking documentation is in compliance with other management or bank requirements.



To open a new bank account, the Country CFO must submit the request to the BCO Treasurer on the *New Bank Account Authorization Form* provided at **Exhibit A**. If local Board of Directors approval is required, it should be documented in the local Board meeting minutes after BCO Treasury approval is obtained.

Persons authorized as signers for bank accounts shall be based on level of responsibility, functional responsibility, nature of the bank account, and amount or volume of cash advances in the account.

The Local Treasury or Accounting function must maintain documentation supporting the opening of all new accounts.

Once a new bank account has been opened, the Local Treasury function should notify the appropriate accounting personnel and provide **Exhibit A** showing evidence of management authorization. The Accounting function should then activate the account in the local general ledger and map it appropriately in HFM for consolidation.

#### **5.6 Closing a Bank Account**

Brink's desires to minimize the number of bank accounts used in countries. When a bank account is closed, BCO Treasury and the Accounting function should be notified to ensure that treasury and accounting records are updated appropriately.

#### **5.7 Bank Account Signatories**

Additions or deletions to authorized bank signatories is the responsibility of the Country Finance Director. The request should follow the guidance provided on the *Bank Account Signatory Change Form* at **Exhibit C**.

Upon receipt of the properly authorized form, the Local Treasury function will notify the bank and BCO Treasury Management of the signature changes.

Local Treasury signatory documentation must be reviewed at least annually or as indicated by a change of events such as the termination or addition of a signer. Upon separation or termination of an employee serving as an authorized signer, the bank must be notified by the Local Treasury function as soon as administratively feasible that the individual is no longer an authorized signer. Adequate backups as signatories and users of online bank products must be maintained. Additional approval may also be required based on specific country level requirements.

Timely communication between the Human Resources (HR) and Finance departments is crucial to ensure bank signatories remain current. The Finance Department should communicate any authorized bank account signers to HR. Upon departure of an authorized bank account signer, HR should communicate



with the Finance Department. This two-way communication can be executed using the form provided in **Exhibit D**, although alternate forms/methods can be adopted by Local Management.

### **5.8 Internal Reporting**

Annually as of December 31, a listing of all bank accounts must be provided to the Brink's Corporate Accounting and Reporting function as outlined in **Exhibit B**. This must be accomplished no later than February 1 of the subsequent year.

The Brink's Corporate Accounting and Reporting function will forward all updated lists to the BCO Treasury Department.

## **6.0 ADVICE AND COUNSEL**

Brink's Management includes accounting and finance professionals who are available to provide assistance and guidance to ensure compliance with this policy. Interpretation of guidance provided in this policy is the responsibility of the BCO Controller. Questions about this policy should first be directed to Regional Finance Management.

## **7.0 RELEVANT PROFESSIONAL LITERATURE**

This policy is based on good business practice supported by a system of normal checks and balances and segregation of duties.

## **8.0 DOCUMENTATION**

All documentation described in this policy should be maintained at the local business unit level and will be subject to periodic review. This includes documentation surrounding the opening or closing of a bank account, change to bank account signatories, bank reconciliations/support, monthly reporting packages, and correspondences with Regional, Corporate, and BCO management.