



1.0 PURPOSE

To establish reporting and procedural standards for periodic financial forecasting.

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 VP – Finance, Brink's. Continued compliance, successful implementation, and maintenance of financial records is the responsibility of business unit management. Corporate, Regional, and Global management are responsible for on-going monitoring of compliance with the policy.

Business unit management responsible for reporting financial results to Brink's Corporate Finance must have a complete understanding of this policy.

4.0 POLICY

It is Brink's policy to prepare accurate and timely forecasts to ensure that Brink's:

- a) reports the best available financial information to senior management;
- b) allocates resources within Brink's and country business units;
- c) supports the annual planning process; and
- d) focuses on variances between estimates and the previously approved Plan.

5.0 PROCEDURE

5.1 Monthly Forecast

Monthly forecasts are required for all country business units. The timely completion and accuracy of the country forecast is the responsibility of the individual country's financial and general management. Forecasts are to be assembled by the Regional Finance Offices (EMEA, U.S., L.A., A.P., BGS) and then submitted by each region to the Brink's Global Financial Analysis Group in Richmond.

Each month's forecast will contain actual performance results for any closed/historical months followed by a 5-month forecast updated to reflect the most current estimations based on facts and circumstances and the monthly Plan for the rest of the year. If periods beyond the 5-month forecast are no longer considered realistic, revision of the subsequent months is appropriate.

The monthly forecast includes revenue and operating profit.



5.2 Quarterly Forecast

For each quarter-end, the monthly forecast must be expanded to the end of the year. Quarterly forecasts are prepared in April, July, October, and January.

The quarterly forecast includes revenue, operating profit, and capital expenditures (CapEx).

5.3 Forecast Submission

Monthly and quarterly forecasts are to be submitted on the 8th business day of the following month to the Brink's Global Financial Analysis Group. The Regional Finance offices are responsible for coordinating the preparation of the forecasts with their respective country business units and submitting a summary narrative.

5.4 Forecasting Guidelines

The forecast should take into account business trends, anticipated events, and planned management actions. Forecasts must be realistic and avoid unnecessary pessimism or optimism.

Country forecast should be expressed in local currency and entered into the standard reporting template provided by the Brink's Global Financial Analysis Group.

The forecasting process is expected to be a joint effort between finance and general management.

Regional Finance offices shall provide a forecasted exchange rate for each country and month included in each forecast.

Regional Finance offices are responsible for assembling, reviewing, and submitting forecasts to the Brink's Global Financial Analysis Group.

A brief narrative, by country, is to be included in the monthly country management report explaining the following:

- the reason for variances (greater than 10% for the month recently closed) in Revenue, Operating Profit, and CapEx between Actual and Forecast amounts and
- variances (greater than 10% change) in Revenue, Operating Profit, and CapEx between the next month's Forecast and Plan.

The Brink's Global Financial Analysis Group will use the consolidation tool (HFM) for forecast consolidation and will provide guidance on the process.

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 VP – Finance, Brink's. 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.

8.0 DOCUMENTATION

All documentation described in this policy must be maintained at the local business unit level.

| Month | Q 1 | | | Q 2 | | | Q 3 | | | Q 4 | | | Q 1 | | | Q 2 |
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| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
| January | Forecast 5 Months | | | | | Plan | | | | | | | | | | |
| February | Actual | Forecast 5 Months | | | | Plan | | | | | | | | | | |
| March | Actual | | Forecast 5 Months | | | | Plan | | | | | | | | | |
| April | Actual | | | Forecast 9 months | | | | | | | | | | | | |
| May | Actual | | | | Forecast 5 Months | | | | | Plan | | | | | | |
| June | Actual | | | | | Forecast 5 Months | | | | | Plan | | | | | |
| July | Actual | | | | | | Forecast 6 months | | | | | | | | | |
| August | Actual | | | | | | | Forecast 5 Months | | | | | | | | |
| September | Actual | | | | | | | | Forecast 5 Months | | | | | | | |
| October | Actual | | | | | | | | | Forecast 5 Months | | | | | | |
| November | Actual | | | | | | | | | | Forecast 5 Months | | | | | |
| December | Actual | | | | | | | | | | | Forecast 5 Months | | | | |