

BRINKS CO  
Form SC 13D/A  
December 12, 2007

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UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

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SCHEDULE 13D/A

Under the Securities Exchange Act of 1934  
(Amendment No. 10)\*

The Brink's Company

(Name of Issuer)

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Common Stock, par value \$1 per share

(Title of Class of Securities)

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109696104

(CUSIP Number)

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Jerome J. Lande  
MMI Investments, L.P.  
1370 Avenue of the Americas  
New York, New York 10019  
(212) 586-4333

(Name, Address and Telephone Number of Person Authorized  
to Receive Notices and Communications)

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December 12, 2007

(Date of Event which Requires Filing of this Statement)

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If the filing person has previously filed a statement on Schedule 13G to report the acquisition that is the subject of this Schedule 13D, and is filing this schedule because of Sections 240.13d-1(e), 240.13d-1(f) or 240.13d-1(g), check the following box. //

**Note:** Schedules filed in paper format shall include a signed original and five copies of the schedule, including all exhibits. See Section 240.13d-7 for other parties to whom copies are to be sent.

\* The remainder of this cover page shall be filled out for a reporting person's initial filing on this form with respect to the subject class of securities, and for any subsequent amendment containing information which would alter disclosures provided in a prior cover page.

The information required on the remainder of this cover page shall not be deemed to be "filed" for the purpose of Section 18 of the Securities Exchange Act of 1934 ("Act") or otherwise subject to the liabilities of that section of the Act but shall be subject to all other provisions of the Act (however, see the Notes).

**PERSONS WHO RESPOND TO THE COLLECTION OF INFORMATION CONTAINED IN THIS FORM ARE NOT REQUIRED TO RESPOND UNLESS THE FORM DISPLAYS A CURRENTLY VALID OMB CONTROL NUMBER.**

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CUSIP No. 109696104

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1. NAMES OF REPORTING PERSONS.....MMI Investments, L.P.  
 I.R.S. IDENTIFICATION NOS. OF ABOVE PERSONS  
 (ENTITIES ONLY): 141810589
- 
2. CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a)   
 (SEE INSTRUCTIONS) (b)
- 
3. SEC USE ONLY
- 
4. SOURCE OF FUNDS (SEE INSTRUCTIONS) OO
- 
5. CHECK IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED   
 PURSUANT TO ITEM 2(d) OR 2(e)
- 
6. CITIZENSHIP OR PLACE OF ORGANIZATION Delaware
- 
- NUMBER OF 7. SOLE VOTING POWER 4,065,200  
 SHARES
- 
- BENEFICIALLY 8. SHARED VOTING POWER  
 OWNED BY
- 
- EACH 9. SOLE DISPOSITIVE POWER 4,065,200
- 
- REPORTING
- 
- PERSON 10. SHARED DISPOSITIVE POWER  
 WITH
- 
11. AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH 4,065,200  
 REPORTING PERSON
- 
12. CHECK IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES   
 CERTAIN SHARES (SEE INSTRUCTIONS)
- 
13. PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11) 8.4%
- 
14. TYPE OF REPORTING PERSON (SEE INSTRUCTIONS) PN
-

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CUSIP No. 109696104

- 
1. NAMES OF REPORTING PERSONS.....MCM Capital Management, LLC  
 I.R.S. IDENTIFICATION NOS. OF ABOVE PERSONS  
 (ENTITIES ONLY): 141814578
- 
2. CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (a)   
 (SEE INSTRUCTIONS) (b)
- 
3. SEC USE ONLY
- 
4. SOURCE OF FUNDS (SEE INSTRUCTIONS) AF
- 
5. CHECK IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED [ ]  
 PURSUANT TO ITEM 2(d) OR 2(e)
- 
6. CITIZENSHIP OR PLACE OF ORGANIZATION Delaware
- 
- NUMBER OF 7. SOLE VOTING POWER 4,065,200  
 SHARES
- 
- BENEFICIALLY 8. SHARED VOTING POWER  
 OWNED BY
- 
- EACH 9. SOLE DISPOSITIVE POWER 4,065,200
- 
- REPORTING
- 
- PERSON 10. SHARED DISPOSITIVE POWER  
 WITH
- 
11. AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH 4,065,200  
 REPORTING PERSON
- 
12. CHECK IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES [ ]  
 CERTAIN SHARES (SEE INSTRUCTIONS)
- 
13. PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11) 8.4%
- 
14. TYPE OF REPORTING PERSON (SEE INSTRUCTIONS) OO
-

## ITEM 1. SECURITY AND ISSUES

This Amendment No. 10 on Schedule 13D (this "Statement") relates to the Common Stock, Par Value \$1 Per Share (the "Common Stock"), of The Brink's Company, a Virginia corporation (the "Issuer"), the principal executive offices of which are located at 1801 Bayberry Court, Richmond, Virginia 23226-8100. This Amendment No. 10 amends and restates in full each of the items set forth below. Terms not defined in this Amendment No. 10 shall have the respective meanings given to such terms in the Schedule 13D as originally deemed filed on February 6, 2004 ("Original 13D").

## ITEM 4. PURPOSE OF TRANSACTION

MMI Investments purchased the Shares as part of its investment activities. The Reporting Persons intend to review and evaluate the investment by MMI Investments in the Common Stock of the Issuer on an ongoing basis and may, depending upon their evaluation of the business and prospects of the Issuer, or such other considerations as they may deem relevant, determine to increase, decrease, or dispose of MMI Investments' holdings of Common Stock. As a part of such review and evaluation, the Reporting Persons may communicate with the Issuer's management, directors and representatives and other shareholders and interested parties, including as described below.

On April 20, 2005, MMI Investments submitted to the Issuer's Board of Directors a letter and attachment, filed as Exhibit 2, hereto, discussing MMI's views concerning the desirability of the Issuer exiting BAX.

On December 15, 2006, MMI Investments submitted to the Issuer's Board of Directors the presentation, with attachments, filed as Exhibit 3 hereto concerning a then-intended stockholder value proposal by an unaffiliated stockholder of the Issuer. A copy of the cover letter used to transmit a copy of such presentation to the Board of Directors of the Issuer is filed as Exhibit 4 hereto.

On March 30, 2007, MMI Investments submitted to the Issuer's Board of Directors the presentation, with attachments, filed as Exhibit 5 hereto recommending that the Issuer consider a spin-off of one of its two business segments for the reasons described in such presentation. A copy of the letter, with related enclosure, used to transmit a copy of such presentation to the Board of Directors of the Issuer is filed as Exhibit 6 hereto.

On July 11, 2007, MMI Investments submitted to the Issuer's Board of Directors the letter, with attachments, filed as Exhibit 7 hereto presenting MMI's views concerning the potential desirability of a spin-off of one of its two business segments.

In order to retain its flexibility to determine to increase MMI Investments' holdings of Common Stock to more than 10% of the outstanding Common Stock of the Issuer, MMI Investments on August 8, 2007 notified the Issuer and filed a Notification and Report Form under the Hart Scott Rodino Antitrust Improvements Act of 1976, as amended ("HSR Act") and request early termination of the waiting period pursuant to the HSR Act. MMI Investments was granted early termination of the waiting period pursuant to the HSR Act on August 24, 2007. The Reporting Persons are permitted under the HSR Act to purchase additional shares of Common Stock such that the Reporting Persons could hold up to \$500 million (subject to adjustment from time to time in accordance with the HSR Act, with the current threshold being \$597.9 million) in total market value of Common Stock at the time of such purchase. However, MMI Investments does not currently intend to purchase Common Stock of the Issuer if, as a result of the purchase, it would own more than 14.9% of the outstanding Common Stock (which would have represented a market value of approximately \$441 million based on the number of shares outstanding at October 31, 2007 and the closing price on December 11, 2007).

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On October 18, 2007, MMI Investments issued a press release announcing its intent to nominate four people for election as directors at the 2008 Annual Meeting of Stockholders and its intent to submit formal notice to the Issuer by the January 5, 2008 deadline pursuant to the Issuer's bylaws. A copy of the press release is attached as Exhibit 8 hereto and is incorporated herein by reference.

On November 30, 2007, MMI Investments delivered a letter to the Issuer, in compliance with the advance notice requirement in the Issuer's bylaws and pursuant to the applicable provisions of the Virginia Stock Corporation Act, informing the Issuer of its proposal to nominate four candidates for election to the Board of Directors of the Issuer (the Board) at the Issuer's 2008 annual meeting of stockholders (including any adjournment thereof, the Annual Meeting). The nominees are: John S. Dyson, Peter A. Michel, Robert J. Strang, and Carroll R. Wetzel, Jr. (the Nominees). A copy of the press release issued on November 30, 2007, which contains additional information regarding the nominees and the reasons for the Reporting Persons' decision to make these nominations, is attached hereto as Exhibit 9 and is incorporated herein by reference. Additional information will be contained (and available at [www.sec.gov](http://www.sec.gov)) in preliminary proxy material that MMI Investments expects to file with the Securities and Exchange Commission in connection with the Annual Meeting. On November 30, 2007, MMI Investments delivered a demand to the Issuer, pursuant to the Virginia Stock Corporation Act, to inspect the shareholder list and related records of the Issuer.

On December 12, 2007, MMI Investments transmitted a letter, filed herewith as Exhibit 11 and incorporated herein by reference, to the Monitor Group, the consulting firm retained by the Issuer to assist in the evaluation of the strategic options available to the Issuer, that, among other things, indicates MMI Investments' availability to discuss its experience and insights regarding the Issuer.

Other than as described in this Item 4, neither Reporting Person, nor, to the knowledge of each Reporting Person, any individuals listed on Schedule I, has any current plan or proposal that relates to or would result in any of the transactions or other matters specified in clauses (a) through (j) of Item 4 of Schedule 13D; provided that the Reporting Persons reserve the right to develop such plans or proposals.

### ITEM 5. INTEREST IN SECURITIES OF THE ISSUER

(a)-(b) Based on 48,491,344 shares of Common Stock outstanding as of October 31, 2007, as reported in the Issuer's Form 10-Q filed on November 2, 2007, the Shares owned by MMI Investments represent approximately 8.4% of the outstanding Common Stock. MMI Investments has the sole power to direct the vote and disposition of such Shares on the date of this Statement. However, by virtue of being the general partner of MMI Investments, MCM may be deemed to be the beneficial owner of the Shares owned by MMI Investments and have sole power over the voting and disposition of such Shares as a result of its having the sole power to make voting and disposition decisions on behalf of MMI Investments with respect to such Shares.

Except for the Shares owned by MMI Investments, as of the date hereof, neither MCM nor, to MMI Investments' and MCM's knowledge, any of the persons listed on Schedule I, owns any Common Stock of the Issuer or has any right to acquire, directly or indirectly, any beneficial ownership of other Common Stock of the Issuer.

(c) There have been no transactions with respect to the Common Stock during the past 60 days or since the most recent filing on Schedule 13D (whichever is less) by MMI Investments, MCM, or, to either Reporting Person's knowledge, any of the persons listed on Schedule I.

(d) No person other than MMI Investments is known to either Reporting Person to have the right to receive or the power to direct the receipt of dividends from or the proceeds from the sale of, any of the Shares referred to in Item 5(a) above.

(e) Not applicable.

**ITEM 7. MATERIAL TO BE FILED AS EXHIBITS**

See Exhibit Index appearing elsewhere herein, which is incorporated herein by reference.

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## SIGNATURE

After reasonable inquiry and to the best of my knowledge and belief, the undersigned certify that the information set forth in this statement is true, complete, and correct.

Pursuant to Rule 13d-1(k) (1) (iii) of Regulation 13D-G of the General Rules and Regulations of the Securities and Exchange Commission under the Securities Exchange Act of 1934, as amended, the undersigned agree that the attached statement is filed on behalf of each of them.

Date: December 12, 2007

MMI INVESTMENTS, L.P.

By: MCM Capital Management, LLC  
General Partner

By: /s/ JEROME J. LANDE  
Jerome J. Lande  
Executive Vice President

MCM CAPITAL MANAGEMENT, LLC

By: /s/ JEROME J. LANDE  
Jerome J. Lande  
Executive Vice President

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## SCHEDULE I

### MCM Capital Management, LLC ("MCM") Voting Members and Executive Officers

**Name and Business Address**

**Position and Principal Occupation**

John S. Dyson  
1370 Avenue of the Americas  
New York, New York 10019

Voting Member and Chairman of MCM;  
Voting Member and Chairman of Millcap Advisors, LLC  
("Millcap"), a Delaware limited liability company  
1370 Avenue of the Americas, New York, New York 10019

Clay B. Lifflander  
1370 Avenue of the Americas  
New York, New York 10019

Voting Member and President of MCM;  
Voting Member and President of Millcap

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## EXHIBIT INDEX

| <u>Number</u> | <u>Description</u>  |
|---------------|---|
| 1.            | Joint Filing Agreement dated as of February 6, 2004, by and between MMI Investments and MCM (incorporated by reference to Exhibit 1 to Amendment No. 1 to the Schedule 13D filed on April 20, 2005).  |
| 2.            | Letter and attachment, dated April 20, 2005, from MMI Investments to the Board of Directors of The Brink's Company (incorporated by reference to Exhibit 2 to Amendment No. 1 to the Schedule 13D filed on April 20, 2005).   |
| 3.            | Presentation and related attachments, dated December 15, 2006, of MMI Investments regarding its intended vote with respect to the Stockholder Value Proposal and the reasons therefor (incorporated by reference to Exhibit 3 to Amendment No. 4 to the Schedule 13D filed on December 18, 2006).   |
| 4.            | Cover letter, dated December 15, 2006, from MMI Investments to the Board of Directors of The Brink's Company (incorporated by reference to Exhibit 4 to Amendment No. 4 to the Schedule 13D filed on December 18, 2006).  |
| 5.            | Presentation and related attachments, dated March 30, 2007, of MMI Investments regarding consideration of a spin-off transaction (incorporated by reference to Exhibit 5 to Amendment No. 5 to the Schedule 13D filed on April 2, 2007).  |
| 6.            | Letter, dated March 30, 2007, from MMI Investments to the Board of Directors of the Brink's Company and related enclosure (incorporated by reference to Exhibit 6 to Amendment No. 5 to the Schedule 13D filed on April 2, 2007).   |
| 7.            | Letter, dated July 11, 2007, from MMI Investments to the Board of Directors of The Brink's Company and related attachments (incorporated by reference to Exhibit 7 to Amendment No. 6 to the Schedule 13D filed on July 12, 2007).  |
| 8.            | Press Release of MMI Investments dated October 18, 2007, stating that MMI Investments intends to submit by the January 5, 2008 deadline its formal notice of nominees for election as directors at the 2008 Annual Meeting of Stockholders (incorporated by reference to Exhibit 8 to Amendment No. 8 to the Schedule 13D filed on October 18, 2007). |
| 9.            | Press Release of MMI Investments dated November 30, 2007 regarding nominees for election as directors at the 2008 Annual Meeting of Stockholders (incorporated by reference to Exhibit 9 to Amendment No. 9 to the Schedule 13D filed on November 30, 2007).  |
| 10.           | Form of Agreement dated as of November 29, 2007 between MMI Investments and each of Peter A. Michel, Robert J. Strang, and Carroll R. Wetzel, Jr., nominees for election as a director at the 2008 Annual Meeting of Stockholders (incorporated by reference to Exhibit 10 to Amendment No. 9 to the Schedule 13D filed on November 30, 2007).        |
| 11.           | Letter, dated December 12, 2007, from MMI Investments to Monitor Group.   |

**Exhibit 11**

[MMI Investments, L.P. Letterhead]

December 12, 2007

Mr. Steve Jennings

Mr. Bob Lurie

Managing Partners

Monitor Group

Two Canal Park

Cambridge, Massachusetts 02141

Dear Messrs. Jennings & Lurie:

We read with interest the announcement of Monitor Group's retention by The Brink's Company to assist in the ongoing evaluation of the various strategic options available to the company. During our more than four years as one of the largest owners of Brink's we have spent extensive time and effort scrutinizing Brink's chronic undervaluation and attempting to unlock the company's significant intrinsic value through the encouragement of strategic alternatives. We believe Monitor Group would benefit from our experience and insights on these issues and would appreciate the opportunity to communicate with your team directly.

We hope you would agree that any comprehensive assessment of the most effective path to create both long-term and short-term value for shareholders would include the views of those shareholders—the owners of the company. We will therefore gladly make ourselves available to discuss these issues, with the understanding, of course, that you cannot and would not be expected to discuss any material non-public information regarding the company. We believe our input would benefit your analysis, as we believe it has benefited the company. Please feel free to contact me at (212) 586-4333.

Sincerely,

/s/ CLAY LIFFLANDER

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Clay Lifflander

Cc: Michael T. Dan  
Chairman, President and Chief Executive Officer  
The Brink s Company  
  
James R. Barker  
Lead Director  
The Brink s Company

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