



**Sanford Bernstein
Twenty-Seventh Annual Strategic
Decisions Conference**

Ed Breen
*Chairman &
Chief Executive Officer*

June 1, 2011

Forward-Looking Statements / Safe Harbor

Certain statements in this presentation are "forward-looking statements" within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. All forward-looking statements involve risks and uncertainties. All statements contained herein that are not clearly historical in nature are forward looking, and the words "anticipate," "believe," "expect," "estimate," "project" and similar expressions are generally intended to identify forward-looking statements. Any forward-looking statement contained herein, in press releases, written statements or other documents filed with the Securities and Exchange Commission ("SEC"), or in Tyco's communications and discussions with investors and analysts in the normal course of business through meetings, webcasts, phone calls and conference calls, regarding expectations with respect to sales, earnings, cash flows, operating and tax efficiencies, product expansion, orders, backlog, the consummation and benefits of acquisitions and divestitures, as well as financings and repurchases of debt or equity securities, are subject to known and unknown risks, uncertainties and contingencies. Many of these risks, uncertainties and contingencies are beyond our control, and may cause actual results, performance or achievements to differ materially from anticipated results, performances or achievements. Factors that might affect such forward-looking statements include, among other things:

- overall economic and business conditions and overall demand for Tyco's goods and services;
- economic and competitive conditions in the industries, end markets and regions served by our businesses, in particular our Flow Control segment;
- changes in tax requirements (including tax rate changes, new tax laws or treaties and revised tax law interpretations);
- results and consequences of Tyco's internal investigations and governmental investigations concerning the Company's governance, management, internal controls and operations including its business operations outside the United States;
- the outcome of litigation, arbitrations and governmental proceedings;
- effect of income tax audit settlements and appeals;
- our ability to repay or refinance our outstanding indebtedness as it matures and our ability to operate within the limitations imposed by financing arrangements and to maintain our credit ratings;
- interest rate fluctuations and other changes in borrowing costs;
- other capital market conditions, including availability of funding sources and currency exchange rate fluctuations;
- economic and political conditions in international markets, including governmental changes and restrictions on the ability to transfer capital across borders;
- the ability to achieve cost savings in connection with the company's strategic restructuring initiatives;
- potential impairment of our goodwill and/or our long-lived assets;
- the impact of fluctuations in the price of Tyco common shares;
- risks associated with the change in our jurisdiction of incorporation from Bermuda to Switzerland, including the possibility of reduced flexibility with respect to certain aspects of capital management, increased or different regulatory burdens, and the possibility that we may not realize anticipated tax benefits;
- changes in U.S. and non-U.S. government laws and regulations; and
- the possible effects on us of pending and future legislation in the United States that may limit or eliminate potential U.S. tax benefits resulting from Tyco's jurisdiction of incorporation or deny U.S. government contracts to us based upon Tyco's jurisdiction of incorporation.

Tyco is under no obligation (and expressly disclaims any obligation) to update its forward-looking statements.

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Tyco International Highlights

- A focused portfolio of industry leading businesses in Security Products and Services, Fire Protection Products and Services and Flow Control Technology
 - Portfolio of innovative products and services
- Strong global presence with attractive end markets
 - Increasing opportunities in emerging markets
- Large and growing service revenue – 45% of annual revenue
- Strong balance sheet, cash flow generation and financial flexibility

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A Portfolio Of Businesses Centered Around Three Core Platforms

Security Solutions

FY10 Revenue \$7.7B



- ADT Security
- Security Products
- Retail Solutions

Fire Protection

FY10 Revenue \$4.5B



- Fire Protection Services
- Fire Protection Products
- Life Safety

Flow Control

FY10 Revenue \$3.4B



- Valves & Controls
- Thermal Controls
- Water & Environmental Systems

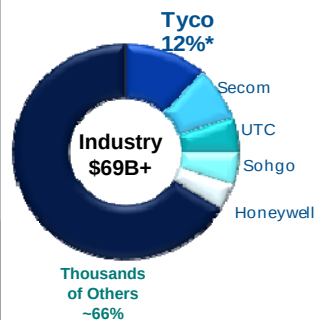
2010 Revenue of \$17.0B*

* Includes \$1.4B of revenue related to Electrical & Metal Products – majority sale completed in December 2010.

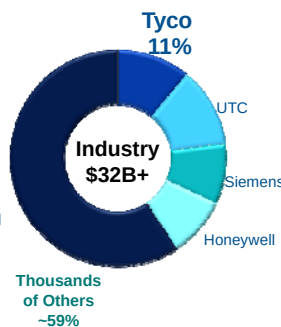


We Are A Market Leader In Attractive Industries

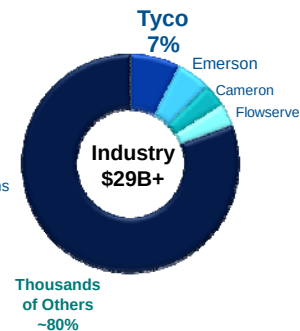
Global Electronic Security Industry



Global Fire Industry



Global Industrial Valves & Controls Industry

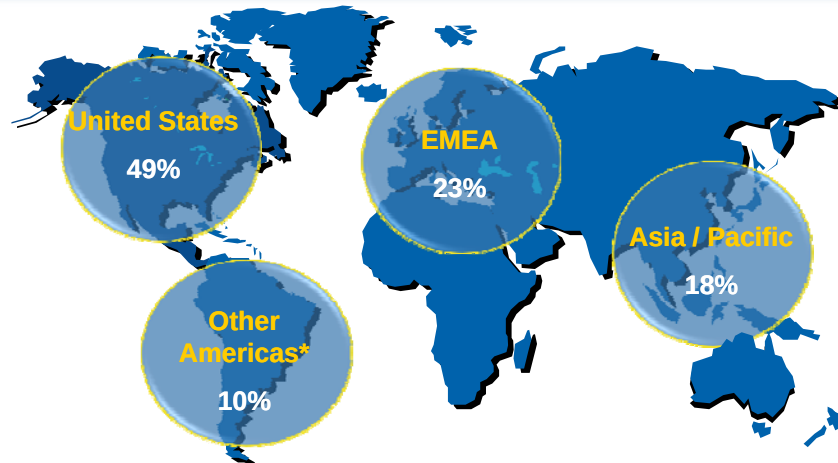


Fragmented Industries Provide Growth Opportunities

* Includes full-year impact of Broadview acquisition
Source: Freedonia, McIlrain, Industry and Management Estimates



A Strong Position In Developed Markets With An Expanding Emerging Markets Presence



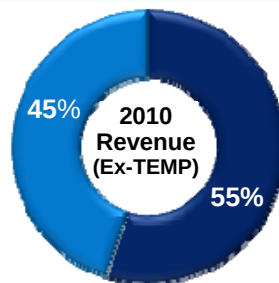
More Than 50% Of Our Revenue Is Generated Outside Of The US

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* Includes Canada

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45% Of Revenue Is Monitoring And Service Related



■ Services ■ Product & Installation

- Security Solutions generated \$5.0B of monitoring and service revenue
- Fire generated \$1.7B of service and maintenance revenue

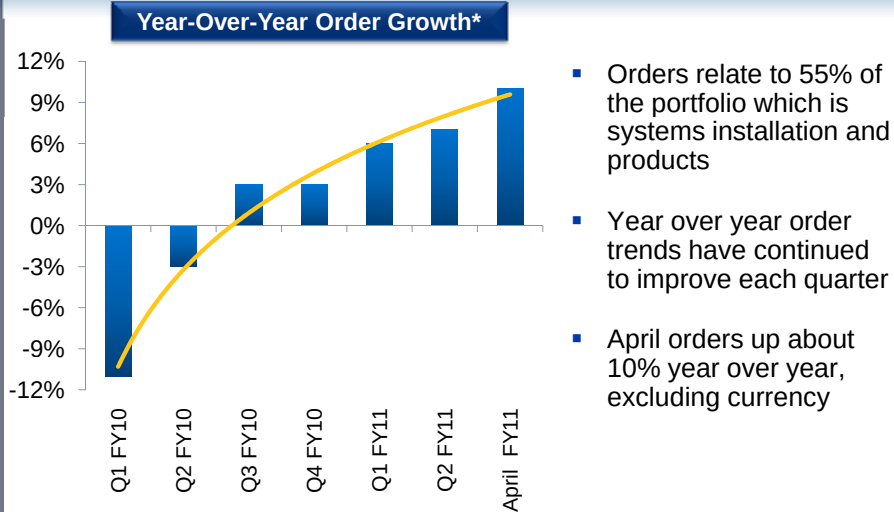
A Large, Stable Base Of Recurring Revenue

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Majority sale of TEMP completed in December 2010

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Order Trends Continue To Improve



Increased Orders Expected To Fuel Top Line Growth

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* Excludes the impact of foreign currency

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Strong Balance Sheet...

- We generate strong consistent cash flow
- \$1.8 billion in cash at the end of the fiscal second quarter of 2011
- Excellent debt position
 - Next public debt maturity not until fiscal 2014
- Ability to invest in our businesses for long term growth

...Provides Financial Flexibility

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Priorities For Investing Our Cash

Organic Growth Investments

- R&D and sales and marketing investments
- Growth oriented capital spending
- Emerging markets focus

Productivity Initiatives

- Significant margin improvement from past actions
- Quick payback
- Growing lean initiative

Bolt-on Acquisitions

- Centered around our three core platforms
- \$500 million of bolt-on acquisitions announced
- \$500 million of additional opportunities in the pipeline

Return Excess Cash to Shareholders

- \$1 billion share repurchase program completed
- New \$1 billion share repurchase program announced
- Increased annual dividend by 20% to \$1 per share

Supported By Continued Strong Cash Flow Generation

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Product Innovation Through Technology...

ADT Pulse™ Interactive Services

- Remote diagnostics
- IP enabled enterprise security and intrusion system
- Emergency management response system
- Localized products for emerging markets



- 16 R&D Centers in North America, Europe and Asia

- Expect to increase incremental investment in R&D by 10% in 2011
- Increased engineering headcount by 19% in 2010 with additional 10% increase planned in 2011

...To Drive Organic Revenue Growth

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Home Security & Automation Are Evolving...ADT Pulse™ Interactive Services Is Leading The Trend

- New services to drive revenue growth
- Up-sell existing customers in a profitable manner
- Expand the market to previous non-intenders
- Deepen customer relationship to decrease attrition



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Interactive Capabilities From Any Internet-Connected Device Anywhere In The World



Remote arming/disarming of security systems



Viewable video from triggered events

Receive notifications and establish schedules and automations



Lighting, HVAC and energy management



"Glance-able" content



Adding "Lifestyle To Life Safety"

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ADT Pulse™ Interactive Services – It's More Than Just Remote Security...

*Home Automation that is
affordable, customizable and
easy to use*



Put Your Home on Auto-Pilot

- Schedule recurring events (for example, unlock door for housekeeper the same day and time every week)
- Receive alerts and notifications on activities that occur in the home
- Check instant weather, traffic and news reports and more

Lighting and Thermostat Control

- Help save energy and money by adjusting lights and thermostats connected to your system

Remote Video Monitoring

- Watch secure, real-time video from monitored areas of your home
- Use cameras on your touchscreen to see who's at your front door without going to the door

...It's Peace Of Mind

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What's Your Pulse?

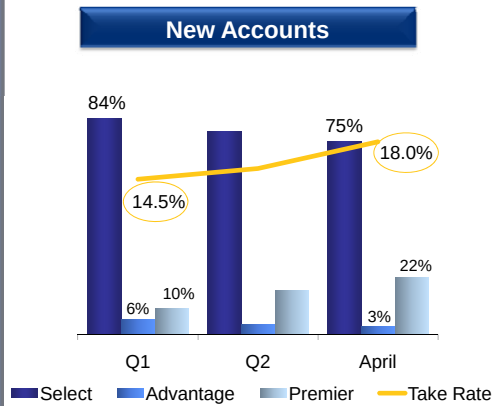
Interactive Solutions	ADT Pulse™ Select	ADT Pulse™ Advantage	ADT Pulse™ Premier
Base Install (w/o electrician)	\$399	\$749	\$1,299
Base Install (w/ electrician)		\$949	\$1,499
Monthly Revenue per user	\$47.99	\$49.99	\$57.99
Remote Arm & Disarm / iPhone App	✓	✓	✓
Alerts & Event Notification	✓	✓	✓
Lighting and Climate Control/ZWave		✓	✓
Video			✓
Touchscreen with Content			✓
QSP/P-QSP	✓	✓	✓

Customizable Packages Fully Upgradeable At Any Time

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Take Rate On New Accounts Is Gaining Momentum



- Currently being offered by internal sales force
- Expect dealers to roll out in fall of 2011
- National advertisement campaign

Expect Take Rate To Increase To 25% - 30%

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Operating Margin In Security Solutions At Historical High...



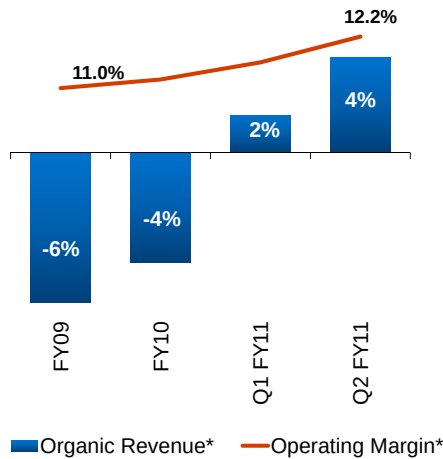
- Recurring revenue growth in the 4-5% range
 - Key metrics trending well
 - Internally generated and dealer accounts are delivering strong returns
- Nice turnaround in non-recurring revenue with mid-single digit organic revenue growth
 - Strong order growth in both systems installation and security products
- Integration of Broadview acquisition on track
- Operating margin expansion in all geographic regions

...With Additional Runway Ahead

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Driving Operating Margin Expansion In Fire Protection



- Increased service revenue
- Project selectivity
- Volume leverage
- Restructuring benefits
- 120 basis point operating margin expansion over the last 18 months

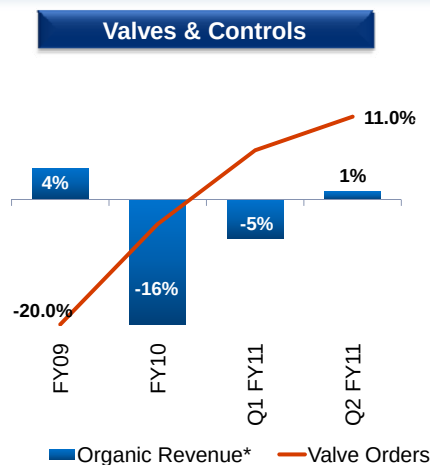
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* Organic Revenue and Operating Margin before special items are Non-GAAP measures. For a reconciliation to the most comparable GAAP measure, please see Appendix.



Accelerating Valve Orders Support Top Line Growth In Flow Control

- Valves represents about 60% of Flow Control's annual revenue
- Order activity continues to gain momentum
 - order to revenue conversion cycle of six to nine months
- Increased volume drives significant leverage
 - 35% incremental margins



Volume Leverage In Valves Is Key To Flow's Margin Expansion

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* Organic Revenue is a Non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see Appendix.



Tyco International Summary

- A focused portfolio of industry leading businesses in Security, Fire and Flow Control
- Strong global presence in attractive and fragmented industries
- Large and growing service revenue – 45% based on our new portfolio mix
- New products and services along with improving order trends in late cycle businesses will help fuel revenue growth
- Strong balance sheet, cash flow generation and financial flexibility

Positioned For A Stronger Future

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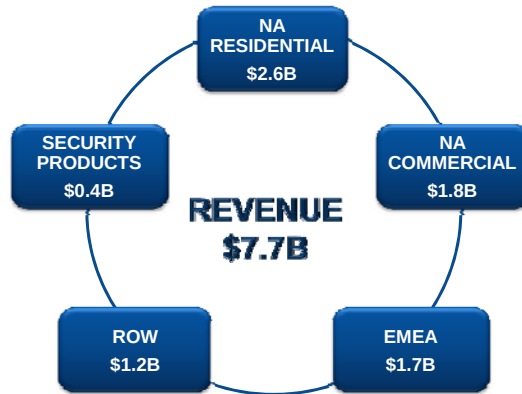


The Tyco logo, consisting of the word "tyco" in a stylized, lowercase, italicized font.

APPENDIX

Security Solutions At A Glance

- 2010 revenue of \$7.7B; 56% of which is recurring
- 8.9M recurring revenue customers, including Broadview
- Industry leading provider of electronic security products and services
- Global provider of residential and commercial security systems
- Broad geographic reach
 - Over 1,000 locations in 40 countries

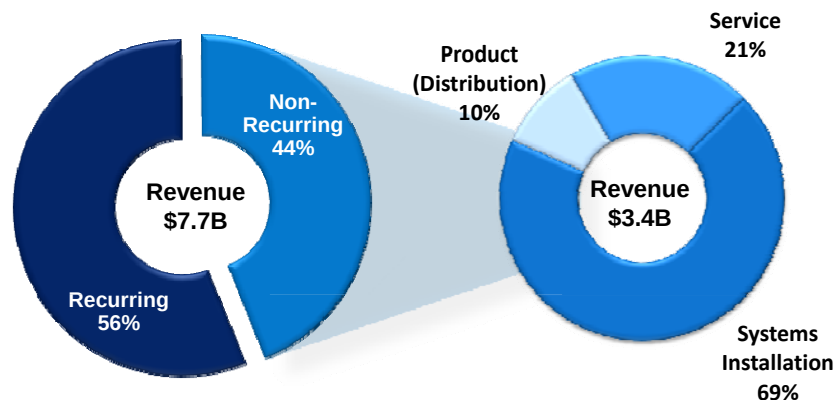


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Security Solutions - More Than 55% Of Revenue Is Recurring

2010 Revenue Composition



Large Recurring Revenue Base

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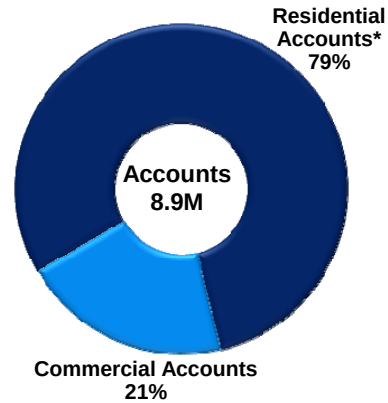
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Security Solutions - Strong Mix of Commercial And Residential Business

2010 Revenue



2010 Recurring Revenue Accounts



Different Business Models, Provide Balance And Attractive ROICs

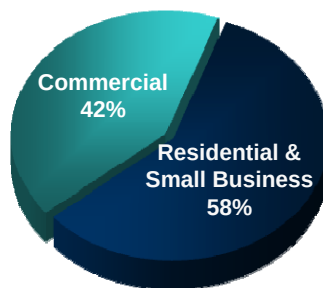
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* Includes small business



Security Solutions North America – Our Largest, Most Profitable Business With Long-Term Growth

2010 North America Revenue \$4.4B



2010 North America Composition

	Residential & Small Business	Commercial	Total NA
Revenue	\$2.6B	\$1.8B	\$4.4B
% Recurring	88%	39%	68%
Op Inc*	\$618M	\$189M	\$807M
% Margin	23.8%	10.2%	18.2%
Adjusted EBITDA*	\$1,298M	\$358M	\$1,656M
EBITDA %	50.1%	19.4%	37.3%

Residential Is A Subscriber-Based Investment Model

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* Operating Income before special items. Operating Margin before special items and adjusted EBITDA are Non-GAAP measures. For a reconciliation to the most comparable GAAP measure, please see Appendix.



In The Subscriber-Based Model, Performance Is Driven By Four Key Factors

	Definition	Focus Areas
Account Growth Rate	Customer additions	- Multi-channel strategy - Sales force reach and effectiveness
SAC (Subscriber Acquisition Cost)	Costs to establish customer (e.g. install, sales/marketing)	- Cost effective lead generation - Balancing Direct and Dealer models
RPU (Revenue Per User)	Monthly revenue generated per account	Increasing RPU through expansion of offerings
Disconnect Rate	% of recurring revenue lost	- Differentiated customer service - Contract length and renewal

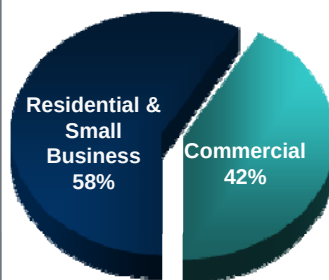
Managing The Relationship Throughout The Customer Lifecycle

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Security Solutions North America - Our Commercial Business Is ~40% Of Total Revenue

2010 North America Revenue \$4.4B



2010 North America

	Residential & Small Business	Commercial	Total NA
Revenue	\$2.6B	\$1.8B	\$4.4B
% Recurring	88%	39%	68%
Op Inc*	\$618M	\$189M	\$807M
% Margin	23.8%	10.2%	18.2%
Adjusted EBITDA*	\$1,298M	\$358M	\$1,656M
EBITDA %	50.1%	19.4%	37.3%

Commercial Emphasizes System Sales But Has A Solid Recurring Base

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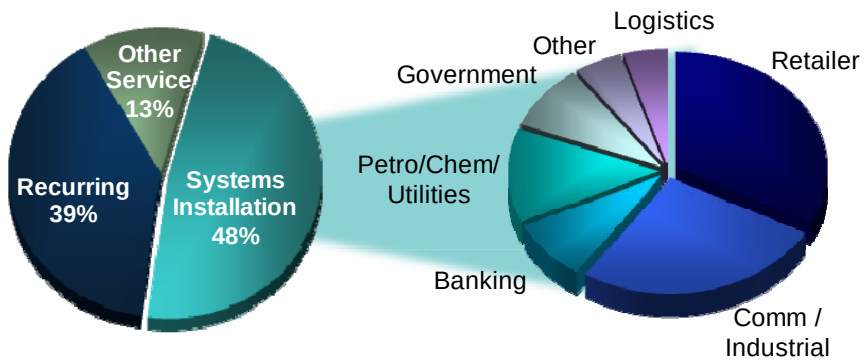
* Operating Income before special items. Operating Margin before special items and adjusted EBITDA are Non-GAAP measures. For a reconciliation to the most comparable GAAP measure, please see Appendix.



Security Solutions - Systems Installation Revenue Is Diversified Across Key Verticals

2010 North America
Commercial Revenue \$1.8B

Systems Installation
Revenue by Vertical



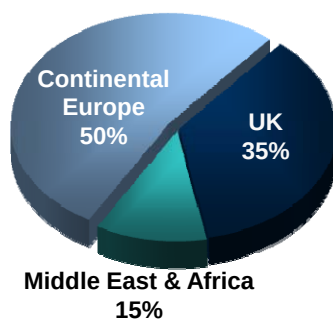
Diverse Base Provides Balance, Focused On Growing Key Verticals

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Security Solutions Europe, Middle East & Africa – Focusing The Business To Improve Operating Margin

2010 EMEA Revenue \$1.7B



	EMEA	NA Com'l
Revenue	\$1.7B	\$1.8B
% Recurring	40%	39%
Op Inc*	\$145M	\$189M
% Margin	8.3%	10.2%
Adjusted EBITDA*	\$218M	\$358M
EBITDA %	12.5%	19.4%

Managing Cost Structure To Current Economic Environment

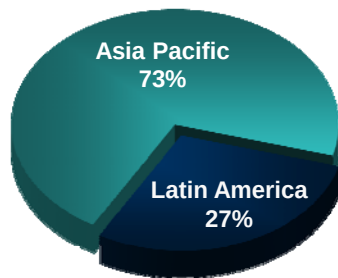
29

* Operating Income before special items, Operating Margin before special items and adjusted EBITDA are Non-GAAP measures. For a reconciliation to the most comparable GAAP measure, please see Appendix.

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Security Solutions Rest Of World – Strong Revenue Growth And Solid Margins

2010 Rest of World
Revenue \$1.2B



	ROW	NA Com'l
Revenue	\$1.2B	\$1.8B
% Recurring	48%	39%
Op Inc*	\$151M	\$189M
% Margin	12.5%	10.2%
Adjusted EBITDA*	\$248M	\$358M
EBITDA %	20.5%	19.4%

Good Returns...Focused On Growth

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* Operating Income before special items ,Operating Margin before special items and adjusted EBITDA are Non-GAAP measures. For a reconciliation to the most comparable GAAP measure, please see Appendix.

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Security Solutions– Key Platforms In Security Products

Access Control



- Security Management Software
- Control Panels
- Readers and Cards

Video



- Network & Digital Video Management Systems
- IP & Analog Cameras
- Matrix Switcher Systems

Intrusion



- Panels & Keypads
- Sensors
- Communicators

2010 Revenue Of ~\$350M

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Fire Protection At A Glance



- 2010 Revenue of \$4.5B
- Global provider of fire protection and life safety products and service
- Strong market position with leading technologies
- Attractive industry with good growth opportunities
- Diversified customer base
- 16 engineering Centers of Excellence
- ~23,000 employees worldwide

SimplexGrinnell

SCOTT

WORMELD

ANSUL

Grinnell

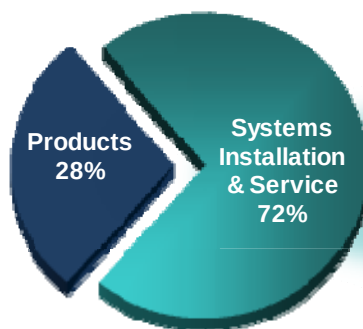
**TOTAL
WALTHER**

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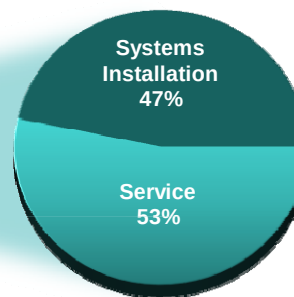
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Fire Protection - Balanced Mix Of Products And Service Revenue

2010 Fire Protection
Revenue \$4.5B



Direct Systems Installation
And Service Revenue

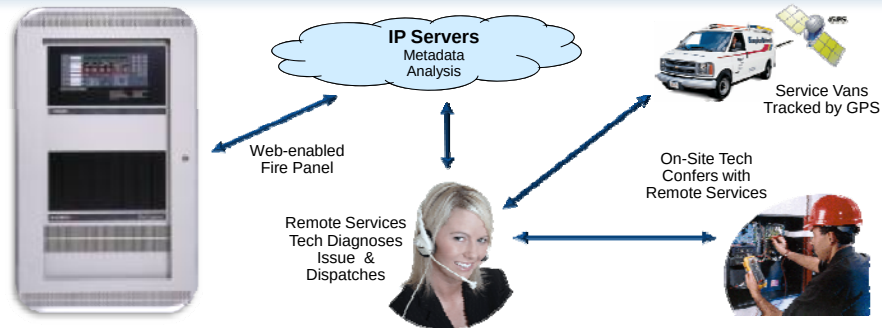


Service Revenue Is More Resilient

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Remote Diagnostics For Fire Services



- Remote diagnostics, predictive service, and improved first-time fix rate
- Drives service revenue in Fire Protection Services
- Enhances productivity through more efficient service visits

Fix Potential Problems Before They Occur

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Flow Control At A Glance



- 2010 Revenue of \$3.4B
- Well positioned in large, fragmented industries
- Global leader in valves, controls and related products
- Well known industry-leading brands
- Geographic diversity – 80% of revenue generated outside the U.S.
- Diversified across industries and end markets served
- ~14,000 employees worldwide

KEYSTONE

**ANDERSON
GREENWOOD**

Raychem

vanessa

TRACER

Sempell

CROSBY

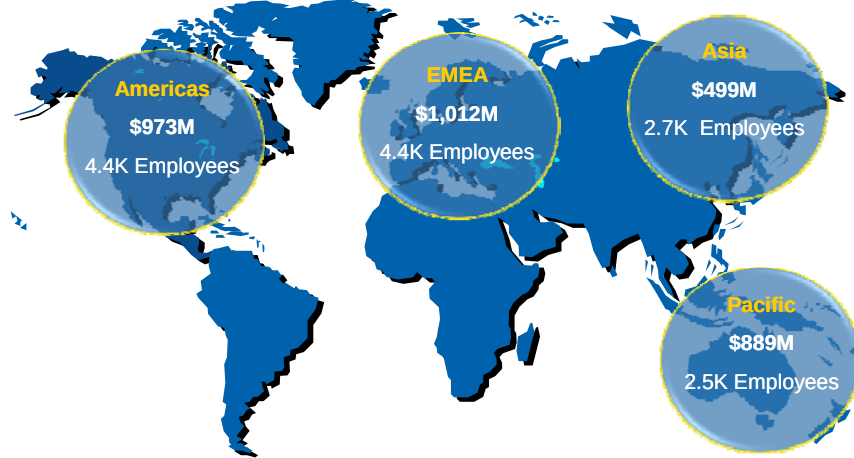
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Flow Control – A Strong Global Business

2010 Revenue \$3.4B

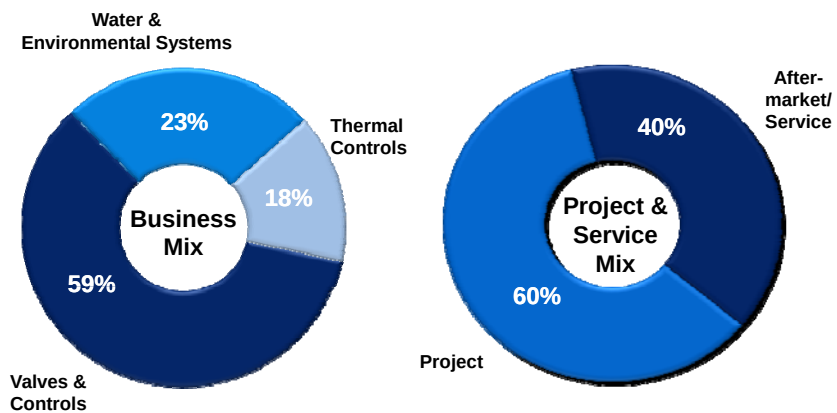


Highly Diversified Global Mix Of Revenue

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Flow Control Revenue Composition

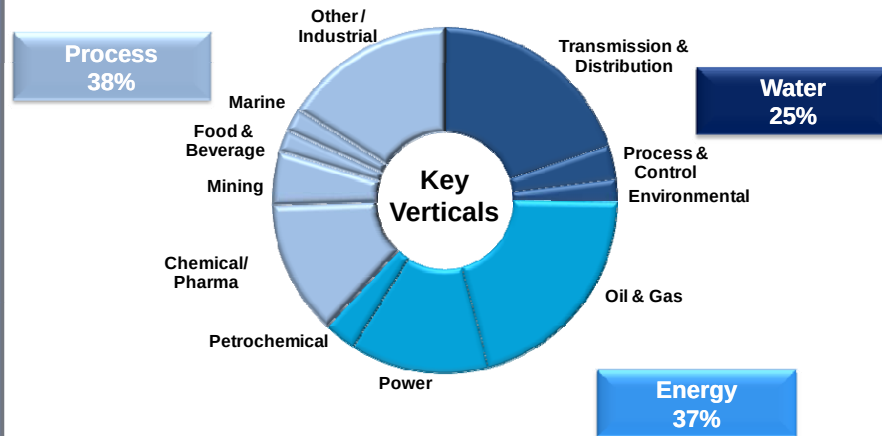
2010 Revenue \$3.4B



Balanced Revenue Mix

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Flow Control – Diversified Across Key Verticals



Provides Revenue & Earnings Diversification

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Flow Control – Three Business Platforms

Valves & Controls

2010 Revenue: ~\$2.0B

- Global leader in providing flow control products and services
- Products include valves, actuators and controls
- Products focus on extreme pressure and temperature and severe service needs



Water & Environmental Systems

2010 Revenue: ~\$0.8B

- Strong regional presence with products and services for water systems
- Delivery, transport, storage and treatment of water



Thermal Controls

2010 Revenue: ~\$0.6B

- A leading global provider in heat-tracing solutions
- Turn-key heat management systems for industrial applications
- Commercial and residential products for floor warming, snow melting and de-icing



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Flow Control - Strong Competitive Position Across Each Platform



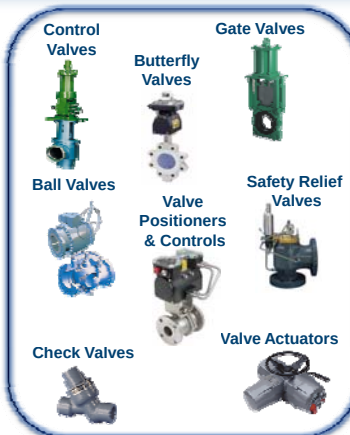
Valves & Controls	Water & Environmental Systems	Thermal Controls
- One of the broadest portfolios of highly engineered valves, actuators, controls and associated services - Sales and service locations across the globe - Strong global project execution capability - Serve multiple industries which leverages our knowledge and provides growth and diversification	- Regional leader across three broad segments: - Transmission & distribution - Process & control - Environmental & water management - Expansive line of products and services built around core of pipes and valves	- Leverage industry leading brands into full turnkey solutions - Demonstrated ability to reduce customers' total installed cost - Strong execution track record on highly complex global projects - Global sales and service capability across multiple industries

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Valves & Controls – Flow Control's Largest Business

- Focus on premium products ~1/3 of total addressable industry
- Proven technology and trusted brands
- Strong technical support with deep applications knowledge
- Large installed base with demonstrated experience



- Wide range of highly engineered products
 - Cryogenic conditions (-425° F)
 - Extreme heat (1,500° F)
 - High pressure and low pressure
 - Remote, isolated locations

A World Leader In Products & Services That Control The Flow Of Fluids And Gases In A Wide Range Of Environments

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Non-GAAP Reconciliations

Fire Protection And Flow Control Q2FY11 And Q1FY11 Organic Revenue

\$ Millions

Quarter Ended March 25, 2011									
	Q2FY10	(Divestitures)	Adjusted 2010 Base Revenue	Foreign Currency	Acquisitions	Other	Organic Revenue		Q2FY11
Fire Protection	1,082	(12) -1.1%	1,070	17 1.6%	- 0.0%	(19) -1.8%	41 3.8%	\$ 1,109	2.5%
Flow Control	824	(2) -0.2%	822	24 2.9%	1 0.1%	- 0.0%	(43) -5.2%	\$ 804	-2.4%

Quarter Ended December 24, 2010									
	Q1FY10	(Divestitures)	Adjusted 2009 Base Revenue	Foreign Currency	Acquisitions	Other	Organic Revenue		Q1FY11
Fire Protection	1,112	(11) -1.0%	1,101	(1) -0.1%	- 0.0%	(18) -1.6%	17 1.5%	\$ 1,099	-1.2%
Flow Control	832	(3) -0.4%	829	7 0.8%	4 0.5%	- 0.0%	(14) -1.7%	\$ 826	-0.7%

Fire Protection And Flow Control FY10 And FY09 Organic Revenue

\$ Millions

Twelve Months Ended September 24, 2010									
	FY09	Foreign Currency		Acquisitions/ (Divestitures)		Organic Revenue			FY10
Fire Protection	4,620	130	2.8%	(37)	-0.8%	(203)	-4.4%	\$	4,510 -2.4%
Flow Control	3,495	218	6.2%	10	0.3%	(350)	-10.0%	\$	3,373 -3.5%

Twelve Months Ended September 25, 2009									
	FY08	Foreign Currency		Acquisitions/ (Divestitures)		Organic Revenue			FY09
Fire Protection	5,316	(375)	-7.1%	(3)	-0.1%	(312)	-5.9%	\$	4,620 -13.1%
Flow Control	3,952	(418)	-10.6%	(3)	-0.1%	(62)	-1.6%	\$	3,495 -11.6%

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Fire Protection Operating Income And Margin Before Special Items

\$ Millions

	Q2FY11		Q1FY11		FY10		FY09	
	Revenue	Margin	Revenue	Margin	Revenue	Margin	Revenue	Margin
Revenue (GAAP)	\$1,109		\$1,099		\$4,510		\$4,620	
Operating Income/Margin as Reported (GAAP)	\$128	11.5%	\$88	8.0%	\$460	10.2%	\$20	0.4%
Restructuring, net	\$4		\$27		\$40		\$54	
Restructuring charges in cost of sales and SG&A					2		8	
Other additional charges resulting from restructuring actions							7	
Asset impairments and (gains)/losses on divestitures, net	3		12		2			
Goodwill Impairment							420	
Total Operating Income/Margin Before Special Items	\$135	12.2%	\$127	11.6%	\$504	11.2%	\$509	11.0%

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2010 Operating Income And Margin Before Special Items

\$M

	Tyco Security Solutions		Tyco Fire Protection		Tyco Flow Control		Safety Products		Corporate and Other		Electrical & Metal Products		Revenue
Previously Reported Revenue	\$7,376		\$3,355		\$3,373		(\$1,513)		-		\$1,399		\$17,034
Segment Realignment	358		1,155				(1,513)						
Recasted (GAAP)	\$7,734		\$4,510		\$3,373		-		-		\$1,399		\$17,034

	Operating Income												Total Operating Income												
	TycoSecurity Solutions		Margin		Tyco Fire Protection		Margin		Tyco Flow Control		Margin		Safety Products		Margin		Corporate and Other		Margin		Electrical & Metal Products		Margin		
As Previously Reported (GAAP)	\$1,096		14.3%		\$272		8.1%		\$410		12.2%		\$221		14.6%		(\$461)		N/M		\$100		7.1%		\$1,598
Segment Realignment	34				188								(221)				(1)								-
Recasted (GAAP)	\$1,090		14.1%		\$460		10.2%		\$410		12.2%		-		-		(\$462)		N/M		\$100		7.1%		\$1,598
Restructuring, net	62				40				25								1				6				134
Restructuring charges in cost of sales and SG&A					2																7				9
Other additional charges resulting from restructuring actions									1																1
ERISA insurance recovery																	(1)								(1)
Acquisition costs	32																3								35
Asset impairments and (gains) / losses on divestitures, net	(44)				2				(1)								4				1				(38)
Separation Costs																	10								10
Total Before Special Items	\$1,140		14.7%		\$504		11.2%		\$435		12.9%		-		-		(\$445)		N/M		\$114		8.1%		\$1,748

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2010 Adjusted EBITDA Reconciliation

\$M

	Residential/ Small Business		Commercial						
	NA	NA		NA	EMEA	ROW	Security Products	Security Solutions	
Revenue	\$ 2,592	\$ 1,844		\$ 4,436	\$ 1,738	\$ 1,207	\$ 353	\$ 7,734	
Operating Income	\$ 567	\$ 187		\$ 754	\$ 159	\$ 142	\$ 35	\$ 1,090	
Restructuring and asset impairment charges, net	\$ 51	\$ 2		\$ 53	\$ (14)	\$ 9	\$ 2	\$ 50	
Operating Income Before Special Items	\$ 618	\$ 189		\$ 807	\$ 145	\$ 151	\$ 37	\$ 1,140	
Operating Margin Before Special Items	23.8%	10.2%		18.2%	8.3%	12.5%	10.5%	14.7%	
Depreciation & Amortization	\$ 680	\$ 169		\$ 849	\$ 73	\$ 97	\$ 12	\$ 1,031	
Adjusted EBITDA	\$ 1,298	\$ 358		\$ 1,656	\$ 218	\$ 248	\$ 49	\$ 2,171	
Adjusted EBITDA Margin	50.1%	19.4%		37.3%	12.5%	20.5%	13.9%	28.1%	

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Non-GAAP Measures

"Organic revenue", "operating income" and "operating margin before special items" are non-GAAP measures and should not be considered replacements for GAAP results.

Organic revenue is a useful measure used by the company to measure the underlying results and trends in the business. The difference between reported net revenue (the most comparable GAAP measure) and organic revenue (the non-GAAP measure) consists of the impact from foreign currency, acquisitions and divestitures, and other changes that do not reflect the underlying results and trends (for example, revenue reclassifications). Effective the first quarter of fiscal 2011, the Company's organic growth / decline calculations incorporate an estimate of prior year reported revenue associated with acquired entities that have been fully integrated within the first year (such as Broadview Security), and exclude prior year revenues associated with entities that do not meet the criteria for discontinued operations which have been divested within the past year. The rate of organic growth or decline is calculated based on the adjusted number to better reflect the rate of growth or decline of the combined business, in the case of acquisitions, or the remaining business, in the case of dispositions. The rate of organic growth or decline for acquired businesses that are not fully integrated within the first year will continue to be based on unadjusted historical revenue. Organic revenue and the rate of organic growth or decline as presented herein may not be comparable to similarly titled measures reported by other companies.

Organic revenue is a useful measure of the company's performance because it excludes items that: i) are not completely under management's control, such as the impact of foreign currency exchange; or ii) do not reflect the underlying results of the company's businesses, such as acquisitions and divestitures. It may be used as a component of the company's compensation programs. The limitation of this measure is that it excludes items that have an impact on the company's revenue. This limitation is best addressed by using organic revenue in combination with the GAAP numbers. See the accompanying tables to this press release for the reconciliation presenting the components of organic revenue.

The company has presented its operating income and margin before special items. Special Items include charges and gains related to divestitures, acquisitions, restructurings, impairments, legacy legal and tax charges and other income or charges that may mask the underlying operating results and/or business trends of the company or business segment, as applicable. The company utilizes operating income and margin before special items to assess overall operating performance and segment level core operating performance, as well as to provide insight to management in evaluating overall and segment operating plan execution and underlying market conditions. They may be used as components in the company's incentive compensation plans. Operating income and operating margin, before special items are useful measures for investors because they permit more meaningful comparisons of the company's underlying operating results and business trends between periods. Operating income and margin before special items do not reflect any additional adjustments that are not reflected in income from continuing operations before special items. The limitation of these measures is that they exclude the impact (which may be material) of items that increase or decrease the company's reported operating income and margin. This limitation is best addressed by using the non-GAAP measures in combination with the most comparable GAAP measures in order to better understand the amounts, character and impact of any increase or decrease on reported results.