

Morgan Stanley Global Industrials CEOs Unplugged Conference

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September 11, 2008

Forward-Looking Statement/ Non-GAAP Measures

This presentation contains certain "forward-looking statements" within the meaning of the United States Private Securities Litigation Reform Act of 1995. These statements are based on management's current expectations and are subject to risks, uncertainty and changes in circumstances, which may cause actual results, performance or achievements. All statements contained herein that are not clearly historical in nature are forward looking and the words "opportunities," "anticipate," "believe," "expect," "estimate," "plan" and similar expressions are generally intended to identify forward-looking statement

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The forward-looking statements in this presentation may include statements addressing the following subjects: future financial condition and operating results, economic, business, competitive and/or regulatory factors affecting Tyco's business.

Any of the following factors may affect Tyco's future results:

- voerall economic and business conditions:

- the demand for Tyco's goods and services;

- competitive factors in the industries in which Tyco competes;

- changes in tax requirements (including tax rate changes, new tax laws and revised tax law interpretations);

- results and consequences of Tyco's internal investigation 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 and governmental proceedings;

- effect of income tax audit settlements;

- the ratings on our debt and our ability to repay or refinance our outstanding indebtedness as it matures;

- our ability to operate within the limitations imposed by financing arrangements;

- interest rate fluctuations and other changes in borrowing costs;

- other capital market conditions, including currency exchange rate fluctuations;

- availability of and fluctuations in the prices of key raw materials, including steel and copper;

- 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 and Six Sigma initiatives;

- potential further impairment of our goodwill and/or our long-lived assets;

- the impact of fluctuations in the prices of Tyco common shares;

- changes in U.S. and non-U.S. governmental laws and regulations; and

- the po

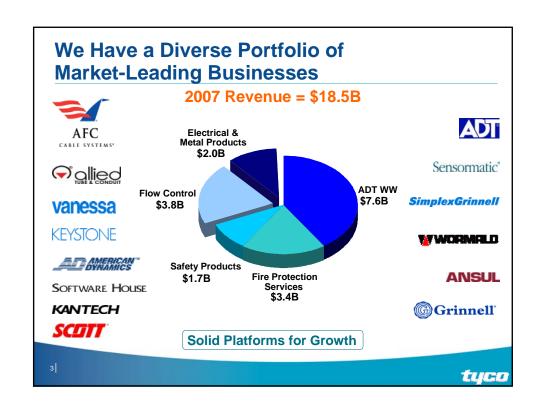
These are examples of factors, among others, that could cause actual results to differ materially from those described in the forward-looking statements. In addition, Tyco's pre-separation financial information is not necessarily representative of the results it would have achieved absent its healthcare and electronics businesses and may not be a reliable indicator of its future results. Tyco is under no obligation to (and expressly disclaims any such obligation to update or alter its forward-looking statements whether as a result of new information, future events or otherwise. More detailed information about these and other factors is set forth in Tyco's Annual Report on Form 10-K for the fiscal year ended September 28, 2007 and Quarterly Report on Form 10-Q for the quarter ended June 27, 2008.

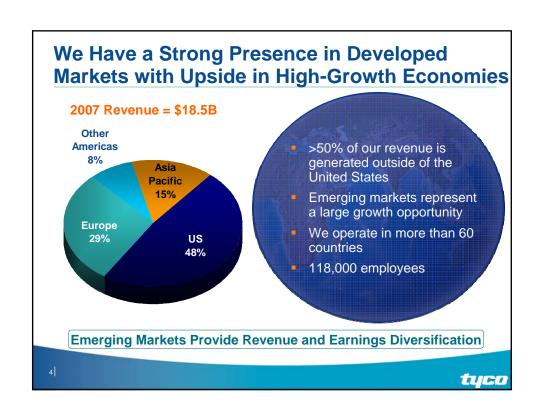
Organic revenue growth, operating income before special items, Adjusted EBITDA, Free Cash Flow, Return On Invested Capital, and Earnings Per Share from Continuing Operations Before Special Items are non-GAAP financial measures and are described in the Appendix.

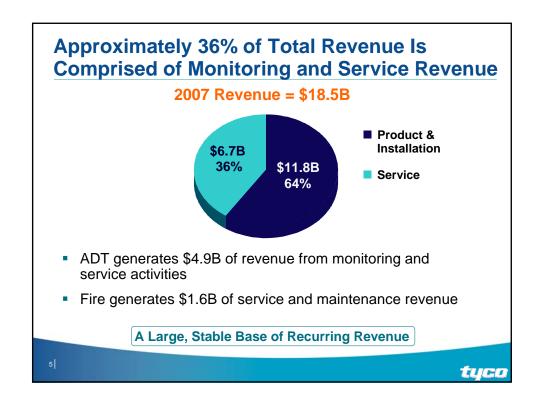
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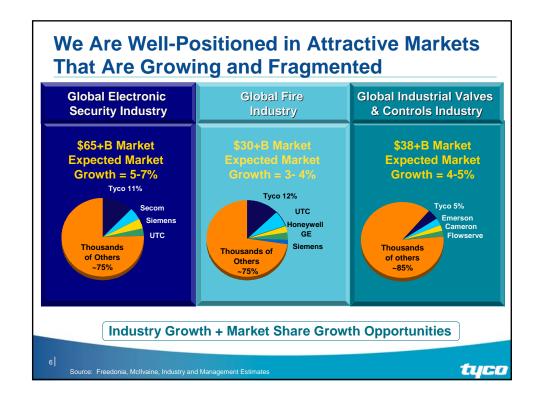
Tyco International Highlights

- A diverse portfolio of market-leading businesses in electronic security, fire, safety services and products, valves and controls, and other industrial products
- Strong global business in attractive, growing markets
- Large service revenue base
- Significant earnings growth opportunities
 - Operational execution
 - Portfolio refinement
 - Appropriate use of capital
- Strong cash flow generation and financial flexibility











	Revenue Growth	Income Growth
ADT Worldwide	Disciplined growth in NAFaster growth in emerging markets	Restructure / Improve margir in EMEAOperational execution
Fire Protection Services	■ Increasing service revenue	Operational execution
Safety Products	 Investment in technology 	Operational ExcellenceRestructuring
Flow Control	 Gaining share in rapidly growing markets 	Operational Excellence
Electrical & Metal Products	 Maintain market leading position in core product lines 	 Productivity through reduced conversion costs
Гусо	>	Corporate cost reductionTax Planning

Portfolio Refinement

- Divestitures: Significant progress in divesting businesses that do not fit within our portfolio
 - Divestiture of non-core businesses in 2008 has generated \$1.0 billion in proceeds
 - Additional \$55 million of proceeds expected
- Acquisitions: We will continue to make selective acquisitions in areas that strengthen our existing businesses, primarily technologically and geographically
 - Acquired FirstService (a leader in commercial security systems integration) that strengthened our ADT business
 - Acquired our two largest Sensormatic franchises, which provide us direct access to our customer base in certain territories, while reducing operating expenses
 - Acquired IntelliVid (a leading developer of video analytics) to strengthen our electronic security business and Trident-Tek (a leading developer of video surveillance solutions) that strengthened the video and access product group

Driving Cash and Margin Improvement

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We Generate A Substantial Amount of Free Cash Flow

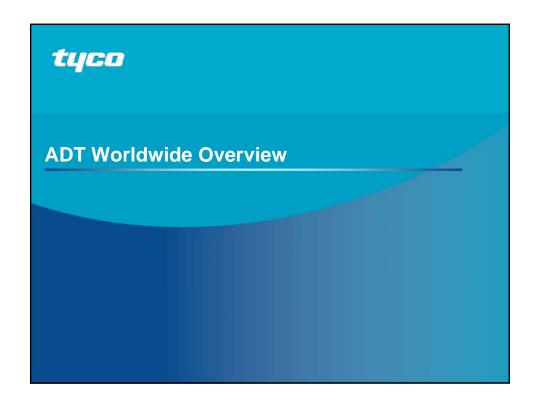
- Invest in profitable organic revenue growth initiatives
- Fund cost reduction and operational improvement opportunities within our businesses
- Make selective acquisitions to enhance our market leadership positions
- Return capital to our shareholders

...Which Provides Significant Financial Flexibility

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Free Cash Flow is a non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see Appendix.





ADT Worldwide At A Glance



2007 Financial Summary

- Revenue of \$7.6B
- Operating Income before Special Items*of \$971M and Adjusted EBITDA* of \$1.9B

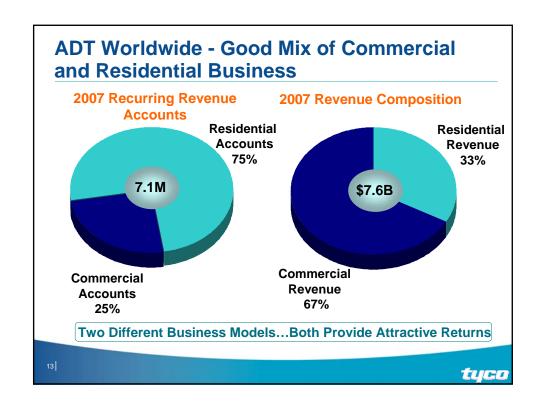
- Global provider of residential and commercial security systems
- Market leadership position
- 7.1 million customers globally
- Large stable recurring revenue base (~\$4 billion)

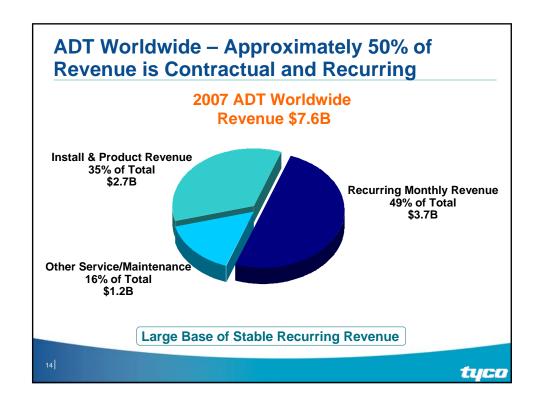
Opportunities

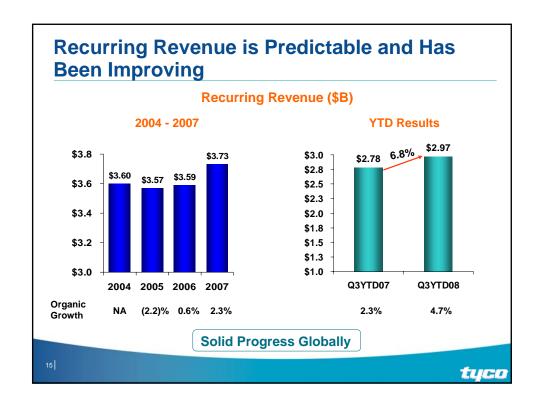
- Disciplined growth and operational execution focus in NA
- Improving operating margin in EMEA
- Faster growth in emerging markets

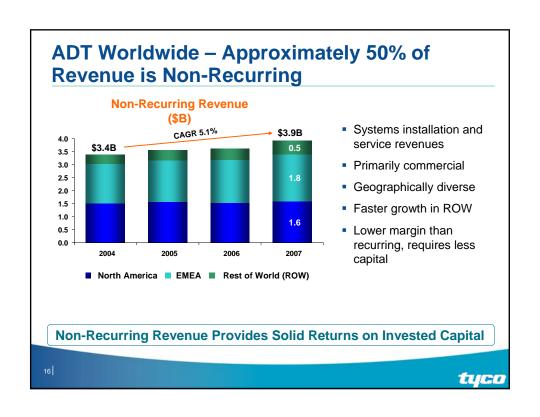
* Adjusted EBITDA and Operating Income before special items are Non-GAAP measures. For a reconciliation to the most comparable GAAF

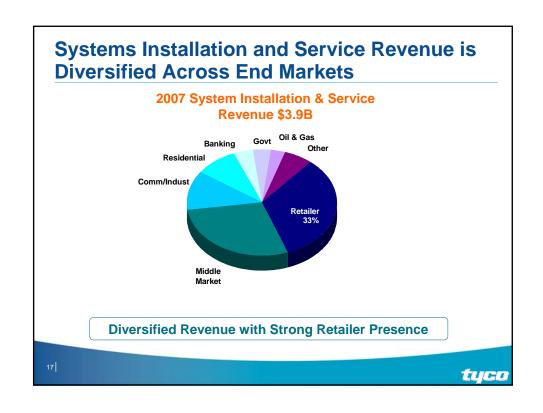


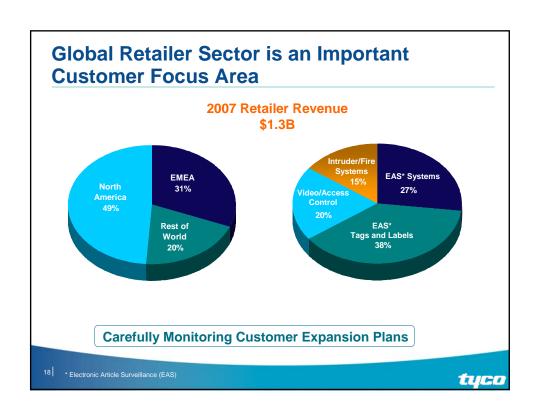












Our Major Areas of Focus for System Installation and Service Activities

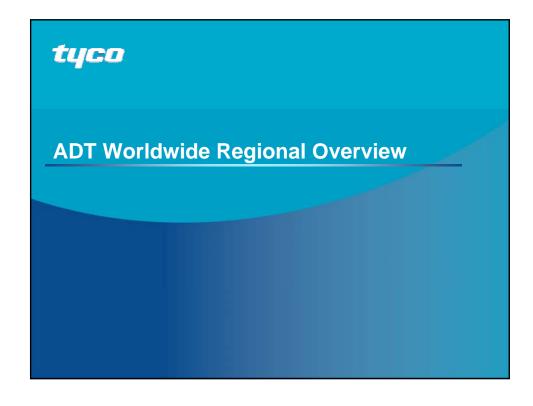
Growth

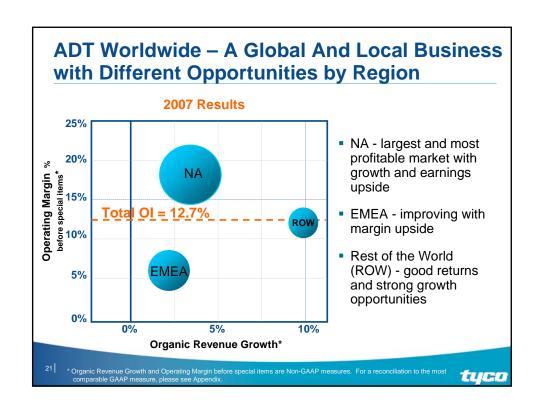
- Industry vertical strategies and global account management
- Investing in emerging markets
- Leveraging technology
- Capture recurring revenue and service

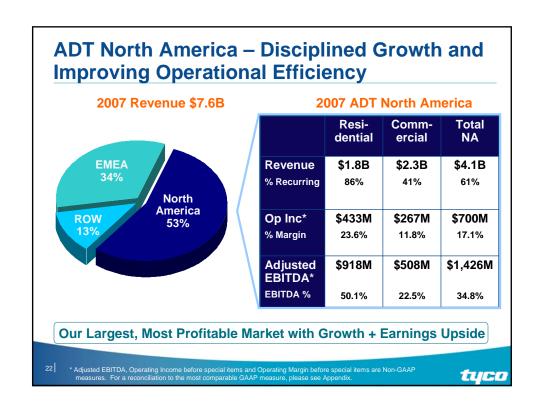
Productivity

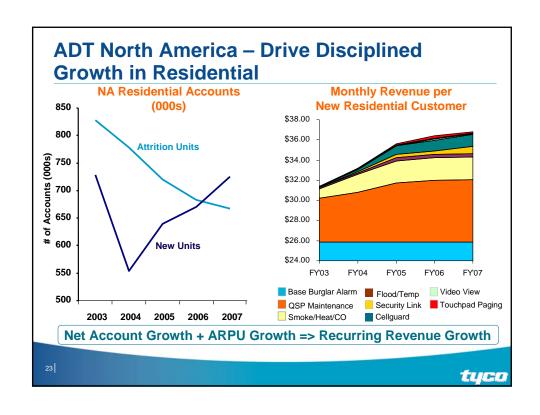
- Restructuring, primarily in Europe
- Project execution "Playbook"
- Pricing discipline
- Operational Excellence

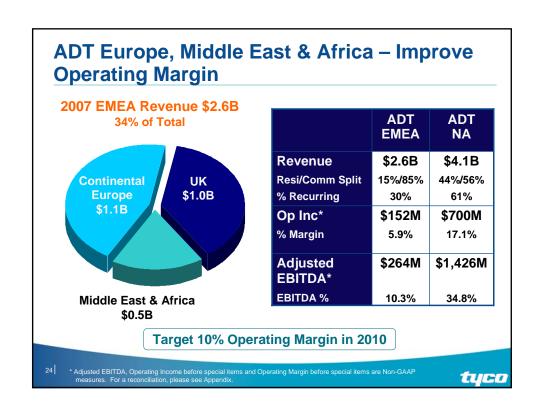
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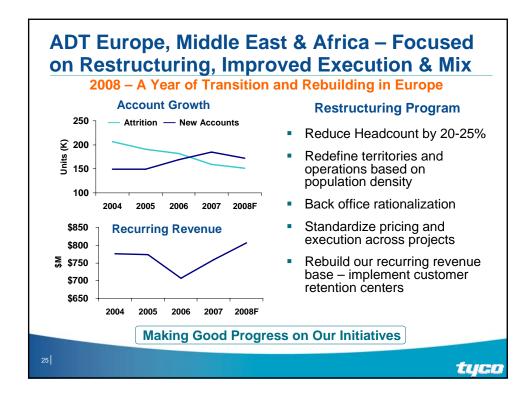












ADT Rest of World – Grow Faster in Emerging Markets

Asia

- 2007 Revenue = \$533M; Organic revenue growth* of 12%
- Strong presence across the region
- Market leadership in Korea, Hong Kong and Singapore
- China and India markets are still small but represent growing opportunities for us
 - Opened first foreign-owned licensed monitoring center in China in 2007
 - Retail customers represent a significant opportunity both in China and India

Latin America

- 2007 Revenue = \$264M; Organic revenue growth* of 12%
- Strong presence and market leadership >25% market share across the region
- Mexico, Brazil, Chile and Argentina represent our largest markets
- Building our base of accounts throughout the region
- Focus on opportunities for growth across all markets

Securing Our Position in Faster Growth Markets

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Organic revenue growth is a Non-GAAP measure. For a reconciliation, please see Appendix



ADT Worldwide Summary

- The global security market is very attractive and ADT is well positioned to win in this market
- Half of our revenue is recurring, which provides a stable and predictable revenue base
- Systems installation and service revenue is less predictable than recurring revenue and is balanced in terms of end markets and geographies
- Our business is global but opportunities vary by region
 - NA: Disciplined growth and operating improvement
 - EMEA: Margin improvement through restructuring and improving mix
 - Rest of World: Faster growth in emerging markets

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Flow Control At A Glance



2007 Financial Summary

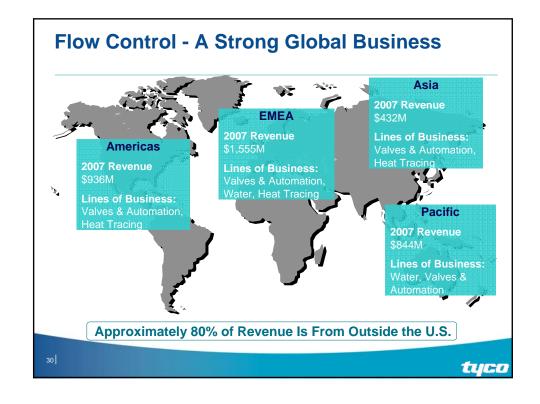
- Revenue of \$3.8B
- Operating Income before Special Items* of \$486M

- Global leader in valves, controls and related products
- Well-known brands with strong positions
- Geographic and end market diversity
- Strong macro-economic trends driving strong growth

Opportunities

- Gain market share in strong growth markets
- Grow thermal controls business
- Operating leverage and Operational Excellence

Operating Income before special items is a Non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see
Appendix.



Flow Control - Balanced Across End Markets **End Markets Served** Storage Oil and Gas Transmission Refining Water **Energy** Distribution Power Generation **Trends** Aging infrastructure Need for new capacity throughout Europe has been driving strong **Process** driving need for demand for valves and upgrades controls Increasing potable Thermal Controls water demand for expected to benefit from • Chemical & Pharma developing countries large refinery expansion Marine projects Food & Beverage Subsea Mining & Minerals Strong Growth Driven by Macro-Economic Trends tyco



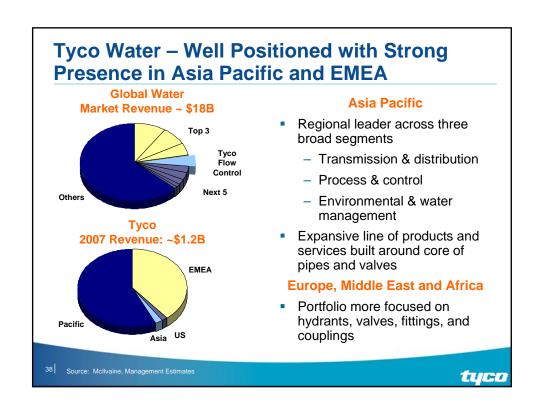


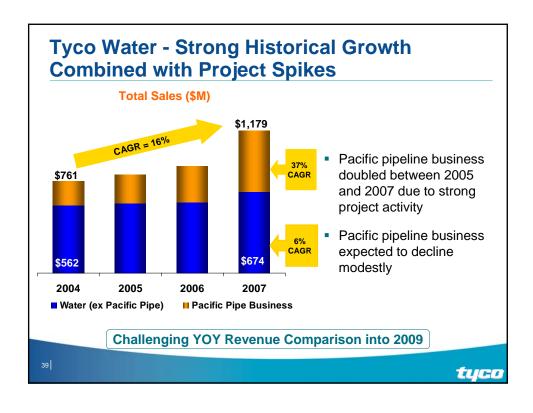


Valves & Controls - Well Positioned in a Large and Fragmented Market **Competitive Position Valves & Controls** Market Revenue ~ \$38B One of the broadest portfolios of valves, actuators, controls and associated services Tyco Sales and service locations across the globe Others Very well positioned to execute Next 9 complex global projects Serve multiple industries which leverages our knowledge and provides growth and Tyco diversification 2007 Revenue: ~\$2.0B Source: McIlvaine, Management Estimates tyco

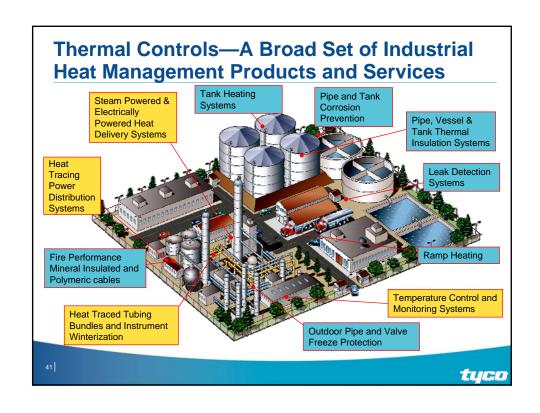


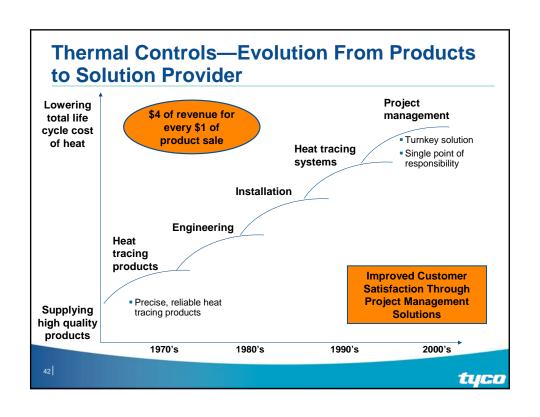






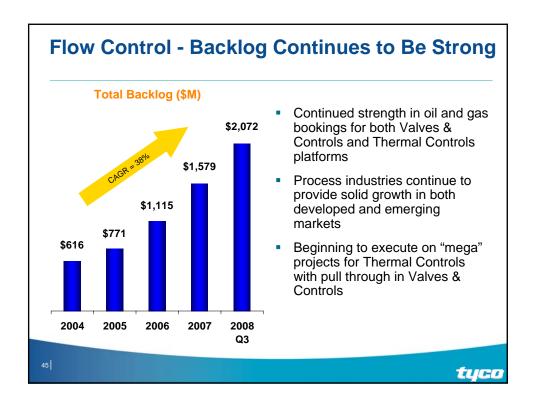






Thermal Controls—Integral to Flow Control's **Future Focus Areas** Execute current "mega" oil and gas projects Strengthen North America services model to ensure Total Sales (\$M) scalability and extend \$543 CAGR = 16% \$466 project pipeline \$346 Replicate services model in Europe and Asia 2004 2007 Expected to grow to near \$1B over next few years tyco

Revenue and Income Potential	\$ in 000s	2006	2007	Q308
 Strong end market demand – particularly energy 	Revenue	\$3,135	\$3,766	\$1,132
and water	Organic Revenue Growth*	13.3%	14.4%	5.3%
Operating income improvement	Operating Income Before Special Items*	\$356	\$486	\$155
productivity improvementshigher volume	Operating Income Growth	6%	36%	23%
pricing	Operating Margin Before Special Items*	11.4%	12.9%	13.7%



Flow Control - Summary

- Global leader in the markets we serve
- Balanced portfolio with diverse end markets
- Strong macro trends driving growth with strength in infrastructure and emerging markets
- Well positioned to execute mega projects
- Significant operational improvement has been achieved – more opportunities exist

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Fire Protection Services At A Glance



2007 Financial Summary

- Revenue of \$3.4B
- Operating Income before Special Items* of \$281M

- Global provider of electronic and mechanical fire systems
- Service represents almost half of the total revenue
- Strong global presence
- NA is the largest market and has been steadily improving profitability

Opportunities

- Increase service revenue
- Operational execution standardizing operations across the business

* Operating Income before special items is a Non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see



Safety Products At A Glance



2007 Financial Summary

- Revenue of \$1.7B
- Operating Income before Special Items* of \$313M

- Market leading provider of:
 - Fire Suppression
 - Electronic Security
 - Life Safety products
- Strong market position with leading technologies
- Attractive markets with good growth and profit opportunities

Opportunities

- Invest in Technology
- Operational Excellence/ Restructuring to improve productivity
- Global expansion

* Operating Income before special items is a Non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see Appendix.

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Safety Products Has Strong Well-Known Brands

Fire Suppression









Electronic Security





SOFTWARE HOUSE



KANTECH



Life Safety

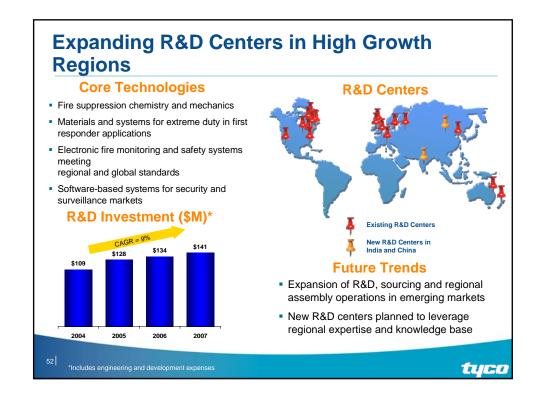


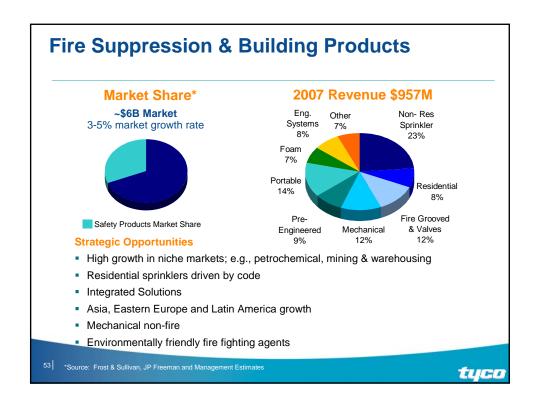


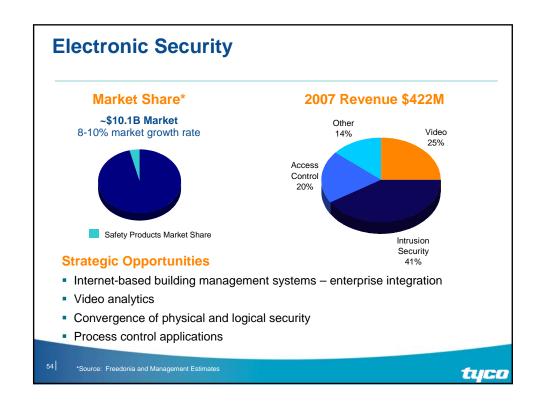
- Ansul fire suppression products help protect 75% of the top 100 refineries
- DSC and Bentel intrusion security products protect 5 million residential homes
- CEM and Software House products protect over 300 international airports and thousands of public buildings worldwide
- Scott Airpaks are used by 15,000 fire departments and protect more than 1 million firefighters around the world

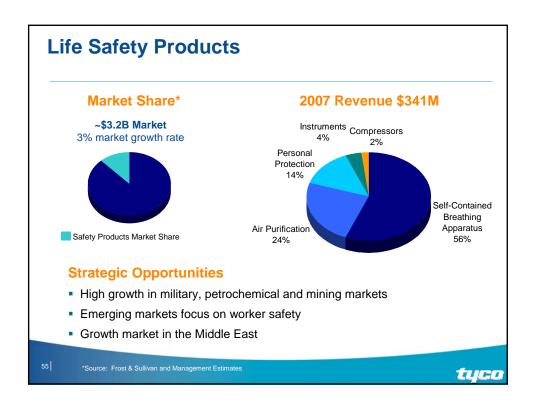
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3 Key Initiatives to Accelerate Growth and Profitability Vertical markets Commercial Global customers **Excellence** Emerging markets Global sales force Integrated technology platforms **Technology** Global centers of excellence Leadership Value re-engineering/Six Sigma Innovation/strategic acquisitions Lean/Six Sigma – Reduction in total product cost **Operational** Business Simplification **Excellence** Manufacturing and back-office consolidation Customer satisfaction/on-time delivery tyco

Safety Products Summary

- Well positioned in attractive growth markets
- Strong market position with industry leading brands
- Proven technology leadership in fire suppression, life safety and electronic security
- Deep technology pipeline
- Expanding manufacturing, distribution and sales coverage
- Positioning for strong growth in the emerging markets

Driving Strong Organic Growth & Operational Excellence

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Electrical & Metal Products At A Glance



2007 Financial Summary

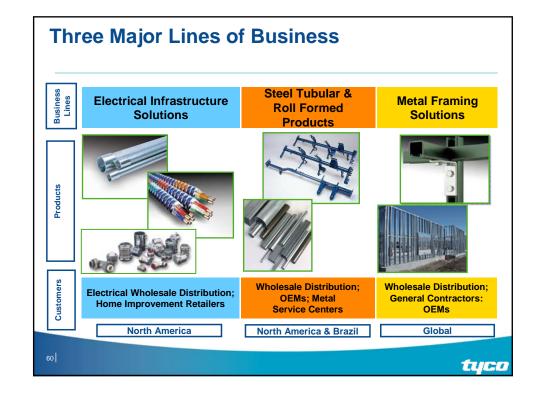
- Revenue of \$2.0B
- Operating Income before Special Items* of \$166M

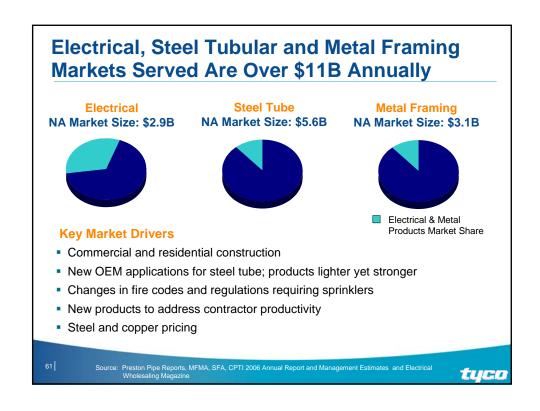
- Market leader in steel tubes and pipes, armored cable and electrical conduit products
- Strong, well known brands
- Purchases and processes over one million tons of steel per year
- Profit is dependent on metal spreads – primarily steel and copper

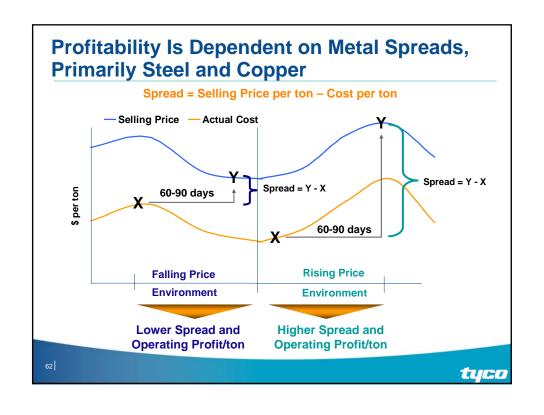
Opportunities

- Operational Excellence improve productivity and reduce conversion costs
- Consolidate facilities

* Operating Income before special items is a Non-GAAP measure. For a reconciliation to the most comparable GAAP measure, please see Appendix.







Margin Rates Vary with Metal Spreads

\$M	2002	2003	2004	2005	2006	2007	YTD 6/29 2007	YTD 6/27 2008
Revenues	1,258	1,163	1,579	1,798	1,949	1,974	1,441	1,681
Growth %	5.0%	(7.6%)	35.8%	13.9%	8.4%	1.3%	0.9%	16.7%
Operating Income*	222	120	371	295	319	166	114	266
Margin %	17.6%	10.3%	23.5%	16.4%	16.4%	8.4%	7.9%	15.8%

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Operating Income before special items is a Non-GAAP measure. For a reconciliation, please see preceding tables

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Electrical & Metal Products Summary

- Despite volatility of metal spreads, Electrical & Metal Products is a very attractive business through the cycle
- Strong market position for steel tube business in North America with significant scale advantages
- Good growth opportunities in OEM market, providing tubular solutions for construction market, and international product offerings
- Additional opportunity exists to optimize conversion costs

TEMP Generates Strong Operating Margin on Average and Strong Cash Flow

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Tyco Int'l Q3 Results – Delivering Earnings Growth

(\$ in millions, except EPS)	Q308	Q307	% Change
Revenue	\$5,215	\$4,702	11%
Organic Revenue Growth*	6.2%	5.0%	
Operating Income before special items*	632	425	49%
Operating Margin before special items*	12.1%	9.0%	
EPS from Cont. Ops. before special items*	\$0.88	\$0.51	73%

- Organic revenue growth of 6.2%
- Operating income improvement across each of the businesses
- Significant reduction in corporate expense
- EPS from Continuing Ops before Special Items increased 73% year over year

Continued Strength in 2008; FY 2008 Guidance Increased to \$2.97 - \$2.99

* Organic revenue growth is a non-GAAP measure. Operating income, operating margin and EPS from continuing operations before special items are non-GAAP measures. Please refer to Appendix for a reconciliation to the mocomographe GAAP measures.

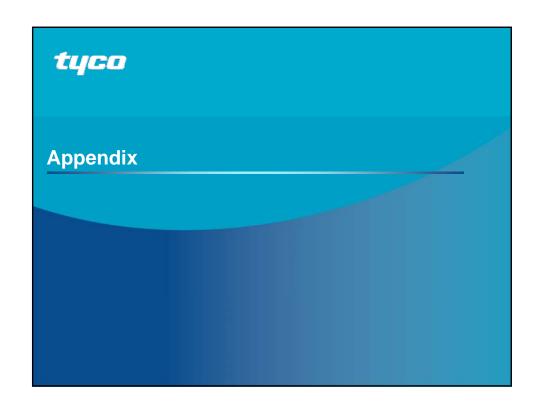
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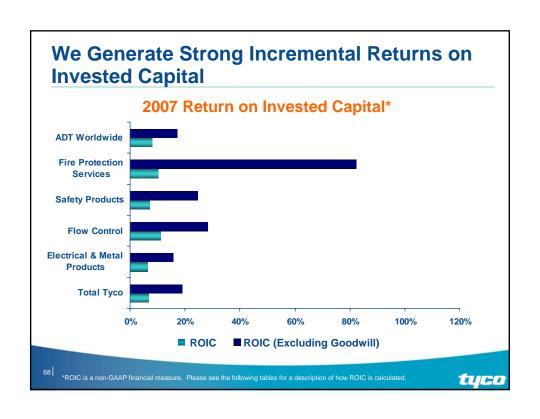
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- A diverse portfolio of market-leading businesses in electronic security, fire, safety services and products, valves and controls, and other industrial products
- Strong global business in attractive, growing markets
- Large service revenue base
- Significant earnings growth opportunities
 - Operational execution
 - Portfolio refinement
 - Appropriate use of capital
- Strong cash flow generation and financial flexibility

Positioned for a Stronger Future

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Return on In (Including G	vested Capital oodwill)
\$M	2007 On Inc*

\$M	2007 Op Inc* After Tax	2007 Avg Invested Capital	2007 ROIC
ADT Worldwide	\$701	\$8,703	8%
Fire Protection	\$203	\$1,965	10%
Flow Control	\$351	\$3,086	11%
Safety Products	\$226	\$3,085	7%
Elec. & Metal	\$120	\$1,829	7%
Other	-	\$28	0%
Corporate	(\$501)	(\$1,551)	NM
Total	\$1,100	\$17,145	6%

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Operating Income is before special items which is a Non-GAAP measure. For a reconciliation, please see the following tables



Return on Invested Capital (Excluding Goodwill)

\$M	2007 Op Inc* After Tax	2007 Avg Invested Capital	2007 ROIC
ADT Worldwide	\$701	\$4,061	17%
Fire Protection	\$203	\$249	82%
Flow Control	\$351	\$1,238	28%
Safety Products	\$226	\$913	25%
Elec. & Metal	\$120	\$759	16%
Other	-	-	0%
Corporate	(\$501)	(\$1,366)	NM
Total	\$1,100	\$5,854	19%

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Operating Income is before special items which is a Non-GAAP measure. For a reconciliation, please see the following tables



2006	Organic	Growth
------	----------------	--------

Total	16,385	(114)	(77)	872	17,066	5.3%
Corporate & Other	3	-	-	-	3	0.0%
Safety Products	1,621	(56)	(2)	61	1,624	3.8%
Electrical & Metal	1,798	-	15	136	1,949	7.6%
Fire Protection	3,053	(39)	(12)	148	3,150	4.9%
Flow Control	2,806	-	(43)	372	3,135	13.3%
ADT Worldwide	7,104	(19)	(35)	155	7,205	2.2%
\$M	2005 Rev	Acq/Disp	FX	Organic Growth	2006 Rev	Organic %

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2007 Organic Growth

\$M	2006 Rev	Acq/Disp & Other	FX	Organic Growth	2007 Rev	Organic %
ADT Worldwide	7,205	(24)	213	254	7,648	3.5%
Flow Control	3,135	(16)	197	450	3,766	14.4%
Fire Protection	3,150	(30)	101	145	3,366	4.6%
Electrical & Metal	1,949	1	20	4	1,974	0.2%
Safety Products	1,624	-	49	46	1,719	2.8%
Corporate & Other	3	-	-	1	4	33.3%
Total	17,066	(69)	580	900	18,477	5.3%

⁷² tyco

Q307 Organic Growth

\$M	Q3FY06 Revenues	Acq/Disp & Other	FX	Organic Growth	Q3FY07 Revenues	Organic %
ADT Worldwide	1,806	(20)	50	73	1,909	4.0%
Flow Control	806	(3)	54	125	982	15.5%
Fire Protection	797	(4)	27	28	848	3.5%
Electrical & Metal	527	-	6	(14)	519	(2.7%)
Safety Products	421	1	12	8	442	1.9%
Corporate & Other	2	-	-	-	2	0.0%
Total	4,359	(26)	149	220	4,702	5.0%

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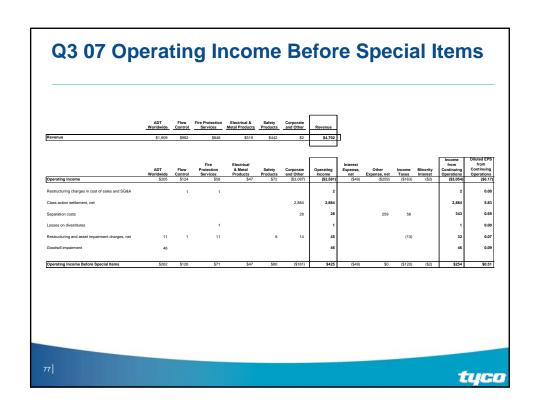
Q308 Organic Growth

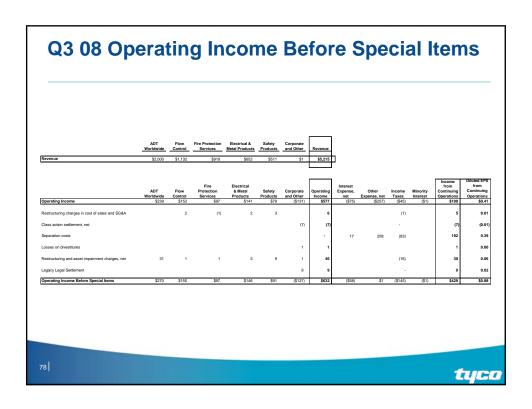
\$M	Q3FY07 Revenues	Acq/Disp & Other	FX	Organic Growth	Organic %		
ADT Worldwide	1,909	1	55	35	2,000	1.8%	
Flow Control	982	5	93	52	1,132	5.3%	
Fire Protection	848	-	35	36	919	4.2%	
Electrical & Metal	519	-	12	121	652	23.3%	
Safety Products	442	(1)	22	48	511	10.9%	
Corporate & Other	2	-	-	(1)	1	(50.0)%	
Total	4,702	5	217	291	5,215	6.2%	

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	ADT Worldwide	Flow Control	Fire Protection Services	Electrical & Metal Products	Safety Products	Corporate and Other	Revenue
Revenue	\$7,205	\$3,135	\$3,150	\$1,949	\$1,624	\$3	\$17,066
	ADT Worldwide	Flow Control	Fire Protection Services	Electrical & Metal Products	Safety Products	Corporate and Other	Operating Income
Operating Income	\$907	\$356	\$241	\$319	\$196	(\$664)	\$1,355
Separation costs			(1)			50	49
osses on divestitures	2						2
Reduction in estimated worker's compensation liability						(48)	(48)
/oluntary Replacement Program					100		100
Former Management Settlement						(72)	(72)
Operating Income Before Special Items	\$909	\$356	\$240	\$319	\$296	(\$734)	\$1,386

	ADT Worldwide	Flow Control	Fire Protection Services	Electrical & Metal Products	Safety Products	Corporate and Other	Revenu
Revenue	\$7,648	\$3,766	\$3,366	\$1,974	\$1,719	\$4	\$18,
	ADT Worldwide	Flow Control	Fire Protection Services	Electrical & Metal Products	Safety Products	Corporate and Other	Operatii Incom
Operating Income	\$842	\$457	\$258	\$159	\$274	(\$3,722)	(\$1,
Restructuring charges in cost of sales and SG&A	•	6	1		•		
Class action settlement, net		-	-	-	-	2,871	2,
Separation costs		1			-	117	
Losses on divestitures		3	1		-		
Restructuring and asset impairment charges, net	83	19	21	7	29	40	
Goodwill impairment	46						
Voluntary Replacement Program			-		10		
Operating Income Before Special Items	\$971	\$486	\$281	\$166	\$313	(\$694)	\$1,





2007 Adjusted EBITDA Reconciliation

\$M

	Wo	orldwide	A	DT NA	AD	T EMEA
Revenue	\$	7,648	\$	4,093	\$	2,574
Operating Income	\$	842	\$	692	\$	81
Restructuring and asset impairment charges, net Goodwill impairment	\$ \$	83 46	\$	8	\$	71
Operating Income Before Special Items	\$	971	\$	700	\$	152
Depreciation & Amortization	\$	925	\$	726	\$	112
Adjusted EBITDA	\$	1,896	\$	1,426	\$	264
Adjusted EBITDA Margin		24.8%		34.8%		10.3%

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Non-GAAP Measures

"Organic revenue growth", "free cash flow", "operating income before special items", "operating margin before special items", "earnings per share (EPS) from continuing operations before special items, "adjusted earnings before interest, taxes, depreciation and amortization" (Adjusted EBITDA), and "return on invested capital" (ROIC) are non-GAAP measures and should not be considered replacements for GAAP results.

Organic revenue growth is a useful measure used by the company to measure the underlying results and trends in the business. The difference between reported net revenue growth (the most comparable GAAP measure) and organic revenue growth (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 and changes to the fiscal year). Organic revenue growth 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 growth of the company, such as acquisition and divestiture activity. 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 growth in combination with the GAAP numbers. See the accompanying tables to this presentation for the reconciliation presenting the components of organic revenue growth.

FCF is a useful measure of the company's cash which is free from any significant existing obligation. The difference between cash flows from operating activities (the most comparable GAAP measure) and FCF (the non-GAAP measure) consists mainly of significant cash outflows that the company believes are useful to identify. FCF permits management and investors to gain insight into the number that management amanagement and investors to gain insight into the number that management employs to measure cash that is free from any significant existing obligation. It may also be a significant component in the company's incentive compensation plans. The difference reflects the impact from:

- · the sale of accounts receivable programs

- net capital expenditures,
 acquisition of customer accounts (ADT dealer program),
 cash paid for purchase accounting and holdback liabilities, and
- voluntary pension contributions.

The impact from the sale of accounts receivable programs and voluntary pension contributions is added or subtracted from the GAAP measure because this activity is driven by economic financing decisions rather than operating activity. Capital expenditures and the ADT dealer program are subtracted because they represent long-term commitments. Cash paid for purchase accounting and holdback liabilities is subtracted from Cash Flow from Operating Activities because these cash outflows are not available for general corporate uses.

The limitation associated with using FCF is that it subtracts cash items that are ultimately within management's and the Board of Directors' discretion to direct and that therefore may imply that there is less or more cash that is available for the company's programs than the most comparable GAAP measure. This limitation is best addressed by using FCF in combination with the GAAP cash flow numbers.



Non-GAAP Measures

The company has presented operating income and margin before special items and EPS from continuing operations before special items. Special Items include charges and gains related to divestitures, acquisitions, restructurings (including transaction costs related to the separations of Tyco Electronics and Covidien into separate public companies), 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 EPS and operating income and margin before special items to assess overall operating performance, segment level core operating performance and to provide insight to management in evaluating overall and segment operating plan execution and underlying market conditions. They may also be significant components in the company's incentive compensation plans.

Operating income, operating margin, and EPS from continuing operations 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. The difference between EPS, operating income and margin before special items versus EPS, operating income and operating margin (the most comparable GAAP measures) consists of the impact of charges and gains related to divestitures, acquisitions, restructurings (including transaction costs related to the separations of Tyco Electronics and Covidien into separate public companies), and other income or charges that may mask the underlying operating results and/or business trends. 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 EPS and operating income and margin. This limitation is best addressed by using EPS, operating income and margin before special items 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.

Adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA) is a non-GAAP financial measure which represents earnings, excluding certain items such as depreciation and amortization, interest and financing expenses net of any interest income and income taxes and special items excluded from operating income. The difference between reported operating income (the most comparable GAAP measure) and Adjusted EBITDA (the non-GAAP measure) consists of the impact of depreciation and amortization, interest and financing expenses net of any interest income and income taxes and special items excluded from operating income. Management considers Adjusted EBITDA as an important measure of our operations and financial performance. Adjusted EBITDA is reflective of our operating effectiveness and financial performance. Use of Adjusted EBITDA, in conjunction with our GAAP results, provides transparency to investors and enhances period-to-period comparability of our operations and financial performance. The limitation of this measure is that it excludes items that even impact on the GAAP operating income results. This limitation is best addressed by using Adjusted EBITDA in combination with operating income.

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Non-GAAP Measures

Return on invested capital (ROIC) is a non-GAAP measure that management believes provides useful supplemental information for management and the investor. ROIC is a tool by which we track how much value we are creating for our shareholders. ROIC is a useful measure of the company's performance because it quantifies the effectiveness of management capital investned activities. Management calculates annual ROIC, both with and without the impact of goodwill, as a percentage, by dividing after-tax operating income (before special items) by the amount of capital invested across the business segment. We believe that ROIC provides our management with a means to analyze and improve their business, measuring segment profitability in relation to net asset investments. The limitation associated with using ROIC is that is it is dependent on items that are ultimately within management's and the Board of Directors' discretion and therefore may imply that there is better or worse investment return over a given time period. In addition, ROIC may not be calculated the same way by every company. We compensate for this limitation by monitoring and providing to the reader a full GAAP income statement and balance sheet.

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