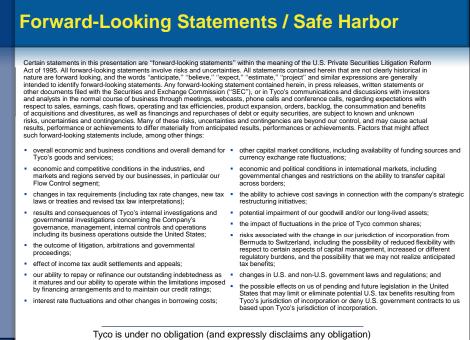


Morgan Stanley China Industrials Summit

Arun Nayar Sr. VP IR, FP&A and Treasurer

George Oliver *President, Fire Protection*

May 26, 2011



to update its forward-looking statements.

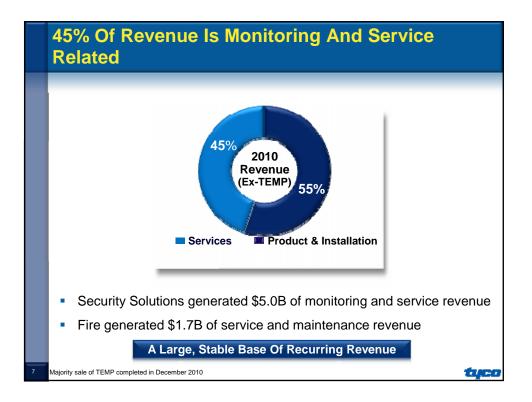
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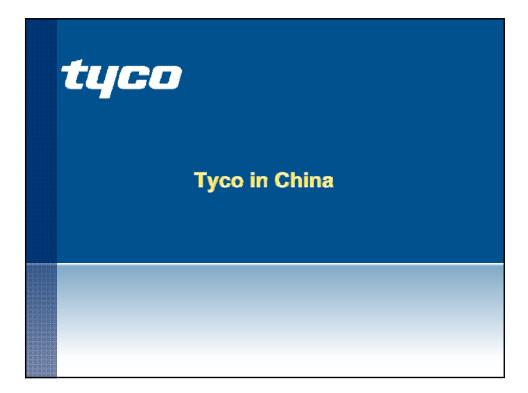






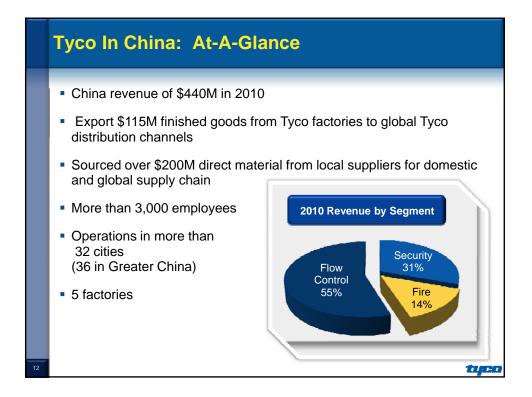


Strong Balan Flexibility	ce Sheet Provides Financial
Organic Growth Investments	 R&D and sales and marketing investments Growth oriented capital spending Emerging markets focus
Productivity Initiatives	Significant margin improvement from past actionsQuick paybackGrowing lean initiative
Bolt-on Acquisitions	 Centered around our three core platforms \$500 million for 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
8 Supported	By Continued Strong Cash Flow Generation















Our Progress in China – Business Highlights Security 15 new offices opened in past 3 years - 27 offices across China today 2nd Customer Monitoring Center opened in Beijing Increasing presence in key verticals i.e. aviation Flow Opening 8 new sales offices and 4 service centers by end of 2011 Relocated Chengdu ball valve plant to new 25,000 sq. meter facility New ball valve Center of Excellence opened to enhance customer support Fire

- Project launched to localize fire products for China market
- Increasing footprint of sales teams to tier II & III cities

typeo



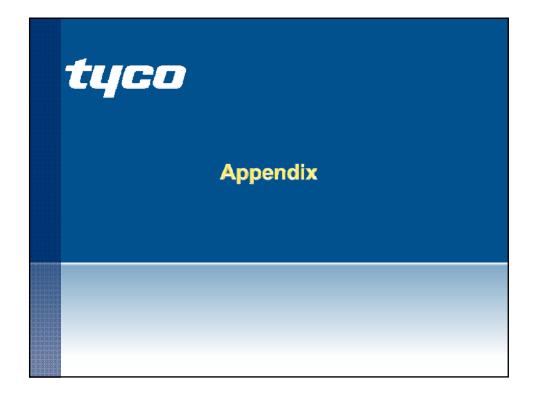
Our Progress In China – R&D Center of Excellence



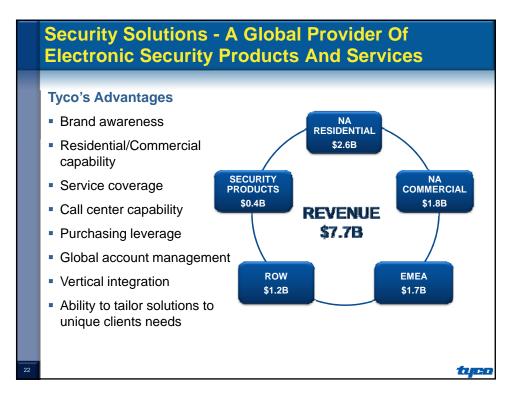
- Opened in 2008
- Aggressively in Phase III of CoE Strategy "Developing Products for the Local Market"
- 32 active projects focused on local China market
- Engineering headcount increased to ~100 in FY10 with double-digit increases planned by end of FY11
- Added Advanced R&D, OpEx Master Black Belt & Fire Protection Codes & Standards teams
- Doubled office and lab space
- Continuing to partner with Shanghai Jiao Tong University through our scholarship program and project center

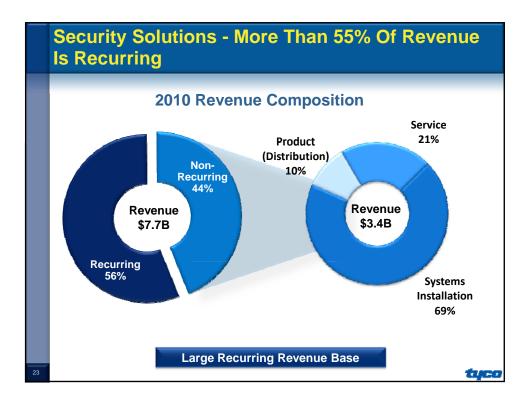
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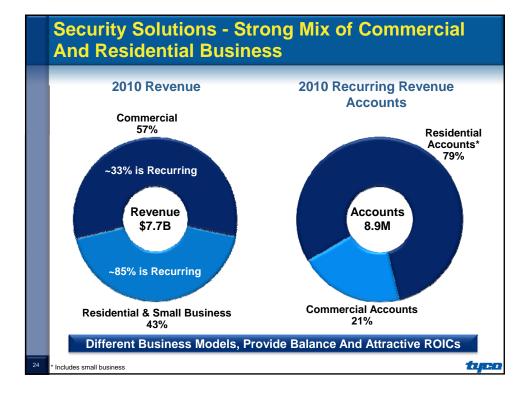




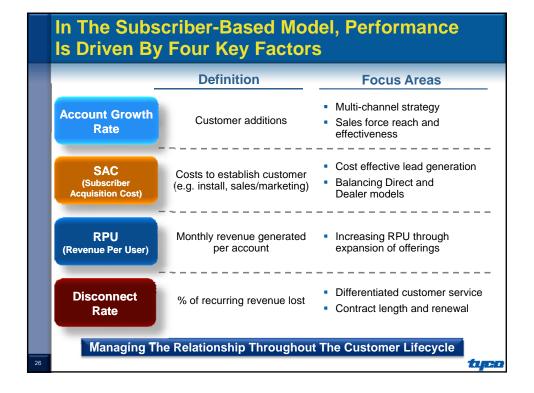




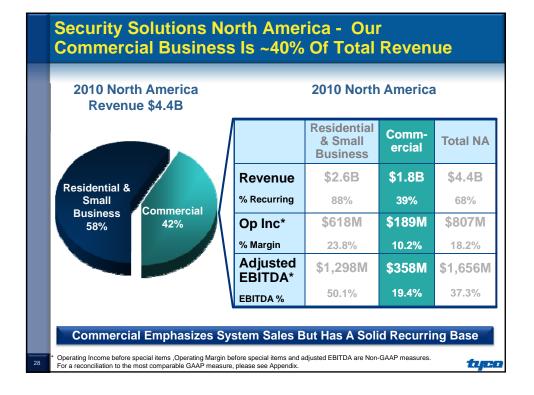


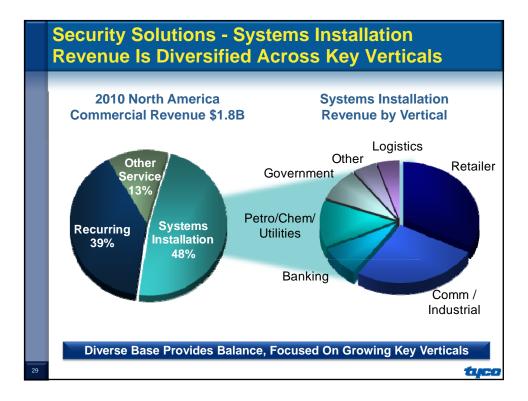


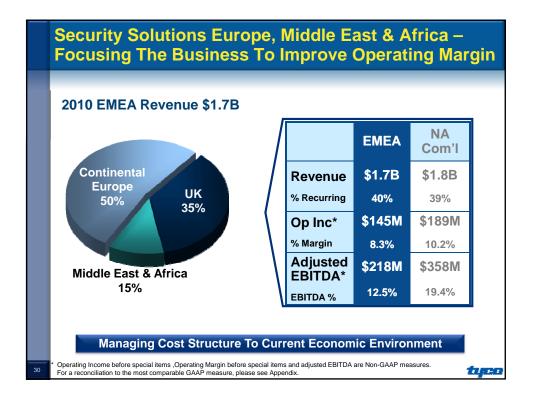


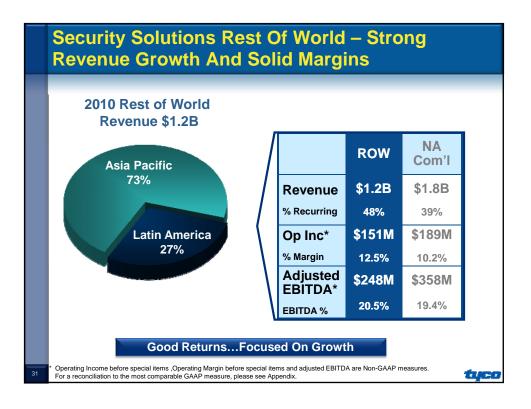






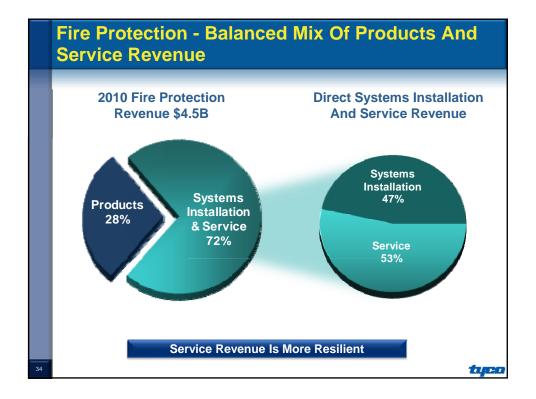


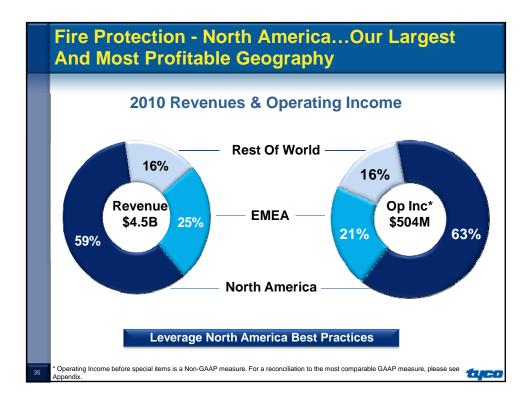


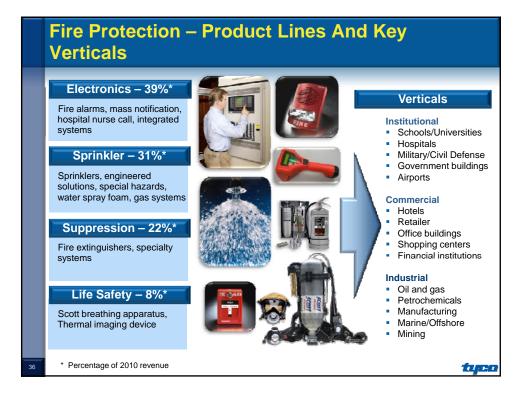




	Fire Prot	ection At A Glance	
			SimplexGrinnell
	8	 2010 Revenue of \$4.5B 	Simplexarinnen
		 Global provider of fire protection and life safety products and service 	SCIIT
		 Strong market position with leading technologies 	WWORMALD
		 Attractive industry with good growth opportunities 	ansul.
	En E	 Diversified customer base 	Grinnell
	(III)	 16 engineering Centers of Excellence 	TOTAL
		 ~23,000 employees worldwide 	WALTHER
33			tyco

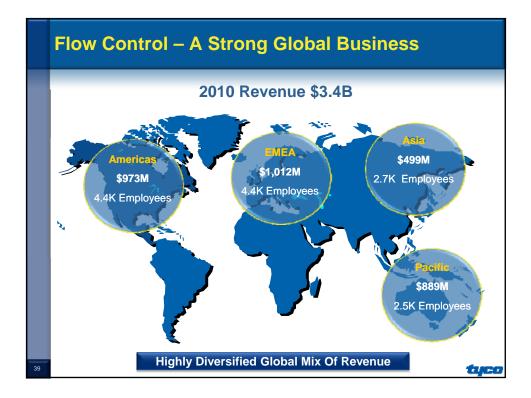


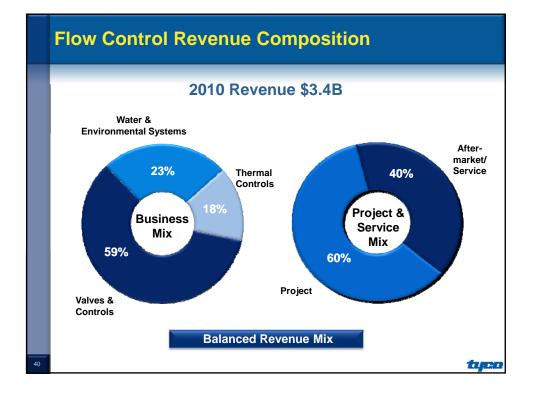


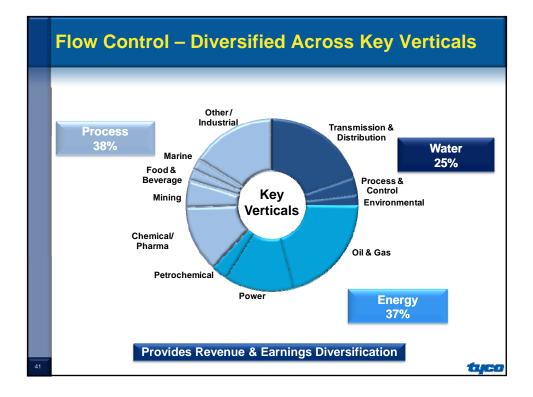




Flow	Control At A Glance	
	 2010 Revenue of \$3.4B 	
	 Well positioned in large, fragmented industries 	KEYSTONE
	 Global leader in valves, controls and related products 	GREENWOOD
	 Well known industry-leading brands 	vanessa
	 Geographic diversity – 80% of revenue generated outside the U.S. 	TRACER
	 Diversified across industries and end markets served 	Sempell
	 ~14,000 employees worldwide 	CROSBY BIFFI
38		typo

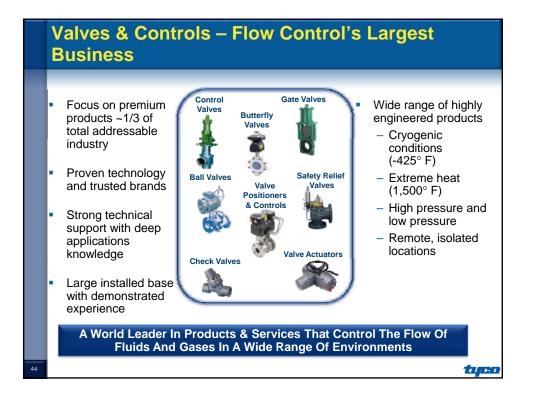


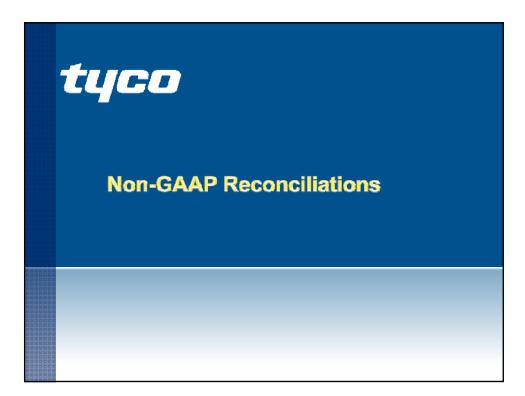


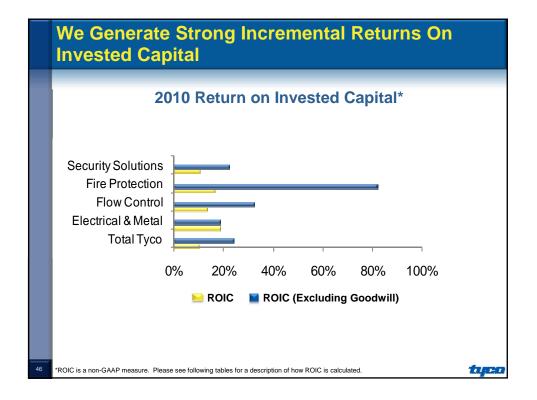


Valves & Controls	Water & Environmental Systems	Thermal Controls
 2010 Revenue: ~\$2.0B Global leader in providing flow control products and services Products include valves, actuators and controls Products focus on extreme pressure and temperature and severe service needs 	 2010 Revenue: ~\$0.8B Strong regional presence with products and services for water systems Delivery, transport, storage and treatment of water 	 2010 Revenue: ~\$0.6B A leading global providel in heat-tracing solutions Turn-key heat management systems for industrial applications Commercial and residential products for floor warming, snow melting and de-icing

	Valves & Controls	Water & Environmental	
	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







\$M	2010 Op Inc* After Tax	2010 Avg Invested Capital	2010 ROIC
Security Solutions	\$997	\$9,366	11%
Fire Protection	\$438	\$2,737	16%
Flow Control	\$379	\$2,843	13%
Electrical & Metal	\$100	\$540	18.5%
Corporate	(\$388)	(\$274)	NM
Total	\$1,526	\$15,212	10%

	2010	2010	
\$M	2010 Op Inc* <u>After Tax</u>	2010 Avg Invested Capital	2010 ROIC
Security Solutions	\$997	\$4,539	22%
Fire Protection	\$438	\$534	82%
Flow Control	\$379	\$1,185	32%
Electrical & Metal	\$100	\$540	18.5%
Corporate	(\$388)	(\$423)	NM
Total	\$1,526	\$6,375	24%

