

Welcome to the Avaya integrated roadmap webinar. This is really a milestone event. There are 22,000 customers, partners, and lives, press out there now listening in and watching where we will take the company. We're actually very thrilled to be sharing with you the outcome of the integrate of the Nortel Enterprise Solutions business into what is truly going to be a power house in the industry. With me today is Kevin Kennedy, Alan Baratz, and Henry Dewing. We have spent quite a bit of time in the last 30 days sharing our roadmaps with many customers, partners and analysts.

With today's event there are multiple opportunities to interact and get more information. In an hour there's no way to give you all of the information that you seek. This is intended to be a high-level view from a strategy. Who is Avaya? Where are we going? There's many, many sources of information by going to the website there's many video on demand sessions that will get into detail on all of our great products. I would encourage you all to go to the appropriate sites. I think you will find all of the necessary information.

There's opportunities to ask questions. From the Q & A section on your screen, as well as going to the various social media sites -- Facebook and Twitter. We've spent the last 30 days training and educating our channel partners and our Avaya sales and support teams. We're ready to engage with you to understand where this roadmap goes as it relates to your business. We look forward to engaging with you. With that, let me kick it off to Kevin Kennedy.

Thank you, Todd. Thank you for joining us. Over the next few minutes I will share with you remarks specific around the most frequently asked questions we've been receiving. Who is Avaya? How is Avaya doing? Et cetera. Back in 2000 Avaya was spun out of Lucent as an enterprise focused technology company. Back in 2007 Avaya was taken private by Silver Lake and TPG. These were two important events. Beyond that we've a company focused on open architectures, wants to recognized as specialists and a leading innovator. How is Avaya doing? I'm happy to say we've had a very, very strong year. The company is now led by a group of leader that is specifically developed for their expertise and function. During the 2009 recession the company grew and improved its business model. We grew from something in the midteens to the low 20s. This financial performance and the leverage is one of the key factors that allowed our board of directors to endorse the purchase of Nortel Enterprise Solutions. More than that, on the innovation front, we took a leadership role in introducing SIP into the industry. This became important. Finally, we are recognized today as people that embrace open standards and architectures. The third question, why did Avaya buy Nortel Enterprise Solutions? It's rooted in two challenges we felt the company had. We had a new management team come in, we wanted to accelerate the potential of billing. That strategy had been in place, however the potential to buy Nortel Enterprise Solutions would probably accelerate that force by three years. The second piece is we wanted to continue innovate and focus more and more of our monies from our run rate on R&D. The confluence of using the balance sheet to take the moment in time to buy Nortel Enterprise Solutions to accelerate and use the leverage of the company to focus on our R&D spending and innovation was one to accelerate the journey of Avaya. This is why we bought Nortel Enterprise Solutions, it was the ability to accelerate the structural elements of our strategy.

With that I wanted to address the implications of this acquisition. These are two companies who come from the same heritage. At one point both were owned by aAT & T. Having a common heritage was a key element. Both Nortel Enterprise Solutions and Avaya are both focused on the enterprise, as opposed to the enterprise being a smaller piece of another business. The initial heritage, something to build on, the focus on enterprise is crucial element in making making this integration a success.

The second implication is timing. In 2000 Avaya was spun out of Lucent. The acquisition of Tenovis and focus on business model. In this industry business model is crucial. Those things said and the company being strong were not enough. It would be very difficult to migrate the embedded basis of Nortel Enterprise Solutions or Avaya to a new world of SIP. That technological inflexion point is equally important. Beyond that we've gone through the evolution of ifying our business, buying Nortel Enterprise Solutions. The real message there, we know what it takes to remove the complexity of these businesses so we can be in a lean form to compete in the marketplace.

Beyond that transformation, as this chart points out, there are many elements of reducing the complexity. The new operating model requires us to show proof that we could go from a midteens to the 20s and become best in class. At this stage we're confident we will continue that journey. In the end this was a billion dollar purchase. As we say, Avaya buying Nortel Enterprise Solutions was a great move. Our ability to focus on fit for purpose innovation, we expect to be differentiated and better in each and every thing we do. We will have an expanded channel ecosystem. These two companies are unique that are schooled in migrating over four decades a common embedded base from one generation to call control and routeing technology to another. Four decades.

With that let me give you a sense of the scale. \$5.5billion company. We have the leverage to continue to invest in innovation. The operating margin is fine. 20,000 employees. As we did this acquisition our investment and cash position was such that we lived in the conservative bounds of private equity. At the start of this acquisition we'll be close to 5.9, we'll be down to below 4 in the next year or two.

With that as I look to Avaya going forward I hope that you realize that the financial model is very strong. The innovation pipeline is strong. I will give you a sense of that in the future. The channel ecosystem is extraordinary. We have the largest single base of subscribers in the world. We're ready to set the pace in the industry. Innovation will be the key. With that I want to come back to execution. There's many that thought we could not complete the deal in 2009, yet we did in December. If we concluded that deal in 2009 within 30 days we could come forward and provide the roadmaps for the future. I will soon hand this over to Dr. Alan Baratz for the roadmaps. We've here and we've met our schedule. You should expect that 2010 will be a year of a lot of work. It takes a lot of time. I expect us to be fully involved with that over 2010. There are many other things we will get done. While the channel, momentum and success of our customers will a primary focus in the first six months, we will also bring it to be two significant product launches this year. You should expect great things from us. With that, I thank you for your attention. Ly now hand it over to Dr. Alan Baratz.

Thanks. It's a pleasure to be here and spend the next 30 minutes taking you through the new portfolio. This portfolio and roadmap has been created by integrating the best of the Nortel Enterprise Solutions portfolio with the best of Avaya portfolio.

When we got together with the Nortel Enterprise Solutions team a few months ago to start thinking the best way to bring together our portfolios we thought that the ideal starting point would be to think about our vision for the future of realtime communications. As we sat down and started to think through this we realized both the Avaya team and the Nortel Enterprise Solutions team had a very common view on the future of realtime communications. That view was that it's all about moving from today's integrated voice-based PBX systems to the future world of open, flexible, modular realtime communication systems where the systems include support for voice, video, as well as realtime data. To do this through the use of the new SIP. But more over, we could leverage that SIP architecture to also for the first time truly communications enable business processes and systems. To create much more effective collaboration environments as well as contextual environments. Avaya introduced the Aura product, the first fully SIP-based realtime communication solution. The interesting thing about Aura is over the last year our customers have validated for us on the one hand it reduces operating costs and it makes it much easier to deploy applications and to communications enable business applications. The Aura platform will continue to be the flagship product going forward. But we will take significant and leading edge technologies from the Nortel Enterprise Solutions portfolio and fold them into the Avaya Aura architecture and product set. I will talk more about that in a few minutes.

The first thing is just as important as it is to have the right vision and architecture, it's also important to provide a very smooth path for our customers from where you are today into the future. This cannot be about rip and replace. This should not be capping your current investments. It's about protecting your invests and growing. As a result what we've done is created a path forward that we call Plug & Play communications. What do I mean by Plug & Play? You can take the Aura architecture and plug it on top of your existing PBX structure. You get significant total cost of ownership reductions. Also administration cost reductions. So plug it on top of your enstructure structure and it plays really well. Beyond that you have the ability to then plug business applications on top of the Aura infrastructure, they play nicely, you can start communication enabling your business processes or systems. Plug & Play at two levels. On top of your PBX. Plug applications on top of Aura. It gives you TCO benefits, giving you application enablement benefits.

This approach delivers significant value across all elements. In the IT organization it's obvious. All of the TCO benefits that I talked about a few minutes ago. In addition to providing a much more flexible and easier path forward. From the line of business once you communication enable your business processes or systems basically you are able to start facilitating the human touch points in business systems to provide much greater exception management. If a business application runs up against an exception it now reach out to the person or the group of people that need to get involved to help address that exception. They can communicate to make the decision and allow the process to keep moving.

Of course, from the end user perspective because SIP and Avaya Aura are session-based and sessions can carry any type of traffic the end users have the ability to leverage whatever mode of communication -- voice, video, or text -- is most appropriate or more relevant to getting the job done, or the current task at hand. This operates with whatever device you might happen to use, a desk top, a mobile device, a hard client, a soft client, your environment.

I would like to talk about the new integrated product roadmap. I have here a chart that shows the components of the realtime communications environment that we bring to market. At the bottom are the devices, desk phones, hard and soft phones. Right above that is the communications infrastructure, whether it's data or the realtime infrastructure. On top of that is Avaya Aura, it gives you the TCO benefits as well as the ability to more easily deploy applications and communications enable your applications. On top of that is the various services and applications. Shown here are typical services like messaging, conferencing and mobility.

Again, when we sat down with the Nortel Enterprise Solutions team our view was there's a lot of overlap. But as we dug into the product portfolios what we realized is while there is overlap, there are also strengths in different areas across the Nortel Enterprise Solutions portfolio and the Avaya portfolio. There's areas where the Nortel Enterprise Solutions portfolio is stronger. And areas where the Avaya portfolio is stronger than Nortel Enterprise Solutions. What I have here is a picture of what the integrated portfolio will look like going forward. If you focus on the Avaya Aura rectangle you will see it's color coded. Red, blue and purple. Red is what comes from Avaya. Blue from Nortel Enterprise Solutions. And purple is where we're mixing together technologies from both of the companies. Specifically if you look at the top of this picture this is really the application enablement. While within Avaya we had been making good progress towards this interface and platform, Nortel Enterprise Solutions had moved further with a product called Ace. Going forward we will be adopted Ace as the application enablement platform for Aura. Avaya had made progress relative to the core SIP session management capabilities. We will adopt the Avaya Aura session manager from Avaya. The other boxes basically show that there are areas where we are bringing together technologies from both of the companies. For example, if I just look at system manager for a moment. Nortel Enterprise Solutions had focused on building a capability that spans their data products as well as their unified communications products. As a result they ended up building a more flexible platform. We will adopt that and then layering into it key management capabilities from Aura. Aura going forward leverages the leadership and powerful technologies from the Avaya portfolio, as well as the Nortel Enterprise Solutions portfolio. Of course, Aura will be sitting on top of the existing PBX environments, whether they be the Nortel Enterprise Solutions CS 1000 environment or the Avaya environment.

Now I would like to talk a minute about how that future evolution looks. It's actually pretty straightforward. The interesting thing is it doesn't matter whether you are an existing Nortel Enterprise Solutions customer or Avaya customer, the story is the same. If you've got a CS 1000, or an Avaya communications manager, and you want to add a new line we'll sell it to you. If you have a CS 1000 networked environment, and you want to add another system, we'll sell it to you. No problem. But at the same time we are bringing Avaya Aura to market as an on top capability for both of these. And if you deploy Aura on top of either CS 1000 or communication manager you get significant cost reduction benefits. A solid ROI for putting Avaya Aura on top of your

existing infrastructure. That Plug & Play capability with a strong value proposition. Once you take that first step some really nice things happen. For example, if you want to add new devices or new lines you have a choice. You can either add them directly into the existing CS 1000 or SIP connect them to a Aura. You want to deploy devices that have enhanced capabilities, you can do. You want to employ new systems, you do that and they can reach the environment. Let's take the Nortel Enterprise Solutions customer. You have the CS 1000, you put Aura on top. We will ensure if you attach a new device we will make the user interface and the feature set look identical. You don't have to worry about the fact that you have a phone in one room and another room and they have different user interfaces. We will incur consistency of the interface, of the feature set. Something that only Avaya can deliver on.

Okay. I talked through the unified communications strategy and roadmap and how we're bringing together the Avaya portfolio with the Nortel Enterprise Solutions portfolio. I would like to switch now to Contact Center. In the Contact Center environment just like in the unified communications environment, we sat down with the Nortel Enterprise Solutions team and started thinking through our view of the future of the architecture should look like. We had very similar views. First of all, it should all be SIP-based. That means as you build Contact Center applications in the future, rather than building them to a CTI interface, it requires a lot of knowledge, hard to build your apps, hard to manage area happens. Going forward you can build to a SIP architecture, making it much simpler to build, enhance and deploy. Since SIP is session-based and sessions can be voice, video, or text, the Contact Center architecture supports all of the challenges or modes of communications that are important in the Contact Center.

Okay. Beyond that we believed that it should be possible, it was necessary in the environment for the conversations, for the sessions to be managed by the logic required in the Contact Center environment. As a result, you would need to open up an interface into the session manager that would allow you to define how sessions should be managed. What end point a call should be routed to. What application or applications the call should be routed through. In our case our view is that open interface should be supported by an open rules engine. You should create the rules relative to how your center operates, those rules control the underlying session manager. Another important point. All connections should be conferences, not point to point. Why? Conferences, because you add in another participant. Or maybe I dialed the Contact Center from my mobile phone and the Contact Center agent wants to send me a Flash How To. By ensuring that all conversations are conferences rather than point to point we have the flexibility to be able to enable that. The core elements of the Contact Center architecture of the future that both we and the Nortel Enterprise Solutions team had been working toward -- multichannel, rules-based control of the conversations, and conference-based rather than point to point.

Okay. With that as the architectural approach that both we and the Nortel Enterprise Solutions team agreed was the right direction, we started looking at our various products and product sets. And what we found was that within the Nortel Enterprise Solutions product portfolio is a product known as CC7. The team believed in the architecture that I described earlier, but they were well on the path to pursuing that. Their CC7 product has a number of the elements, the core elements of that architecture. It was designed to operate in a multi-vendor environment. It could operate on top of Avaya Aura and the session manager environment. As a result of that what we decided was that CC7 would become the midmarket Contact Center solution for Avaya going forward.

Midmarket because today CC7 doesn't have the scale or the fault tolerance required to operate in the high end enterprise environment. Our road is to continue with the Avaya Contact Center solution, CC elite, but to move to CC7 for the midmarket.

Where do we then take this from a roadmap perspective going forward? The next release of CC7 will basically incorporate all of the capabilities from that architectural diagram from a few minutes ago. That then becomes the solution that fully implements that new next generation architecture that I just described. However, in that timeframe the CC8 timeframe, still not yet scalable to be able to support the very large enterprise environment. With the next release after CC8 then we start doing two things, we started aing scale to CC8. In addition we start bringing some of the key elements of CC Elite back into that environment. Which allow us to get to one product that can scale from the midrange all the way up tot high end by leveraging the CC7 starting point, evolving that and then layering into it capabilities from CC Elite. We end up with a smooth migration path to the new next generation Contact Center.

Let me switch gears now and talk about our small, medium enterprise portfolio. Within Avaya and the new Avaya that brings us together with the Nortel Enterprise Solutions team we're truly blessed with a number of small-medium products. We have products that address the TDM key system environment, et cetera. In the hybrid environment we have the IP Office product. And we have the SCS product. What is our strategy going forward? Within Avaya we had already moved well down the path of consolidating PARTNER and IP and Integral 5 into IP Office. It provided the same management interface or environment as PARTNER and Integral 5. You could easily replace the back end of a PARTNER or Integral 5 system with IP Office, IP Officing about the flagship going forward. We still sell PARTNER and Integral 5, but the path is to move to IP Office through a smooth migration path with a long tail. We will be implementing the same strategy and plan with Norstar and BCM. We will bring forward some of the key capabilities of Norstar and BCM into IP Office. So that over time IP Office could be used as the back end infrastructure in a Norstar or BCM deployment. At that point IP Office becomes the product going forward. As I said, there would be a smooth migration with a long tail, we will continue bringing the Norstar and BCM products to market for a couple of years, as we do the work to ensure a smooth transition on to IP Office. In addition to that we will continue to enhance and support the SCS product for SIP appliance-based solutions.

Okay. Last changing of gears. As a part of the transaction that we have just completed, Avaya now also has a very significant and a very powerful data networking product portfolio. This portfolio covers everything from core data center switching, wire line, wireless, and powerful security capabilities. What is unique about it is it's a portfolio designed to be fit for purpose in supporting realtime communications, unified communications environment. What is so powerful about this portfolio is that it is absolutely leadership with respect to always on reliability, efficiency, and scalability. You know, some of the metrics, up to seven times better resiliency, and much better call completion rates, lower TCO, requiring a smaller hardware foot print, and much higher performance than anything in the market. Of course, as we move forward we will be working to ensure that we're able to leverage the capabilities across the data environment and the UC environment to create value added capabilities for our customers.

With that let me summarize by saying that we are excited about the new product portfolio and roadmap, bringing together the best of the Avaya products with the best of the Nortel Enterprise Solutions portfolio. Providing significant TCO benefits for our customers, providing significant enhanced value relative to communications enabling, business processes, and business systems. And wrapped around this partnerships and services. With that I will turn it back to Todd Abbott.

Great. Thanks. Nice job. Okay. Thanks. I think you can see there's a tremendous amount of work that's been done. Having been part of many acquisitions I can tell you that the coming together of the teams was really a remarkable thing to experience. It's the only way if you have a shared vision and belief, the ability to bring the products together and announce a roadmap here now 30 days after the transaction.

Let me now segue and talk from a go-to-market perspective. Kevin mentioned the stuff we've been doing since we went private. He mentioned simplifying the organization. It's now under four units. We also have a very strong services competency that was quite a difference from the Nortel Enterprise Solutions perspective. I want to talk about our high touch channel centric, as well.

From a services stand point these are complex solutions, they require a breadth of skills to ensure that the support infrastructures are there, to a level of consistency and then ultimately the ability to enable and manage service offerings. Avaya has been focused on the full breadth historically. Nortel Enterprise Solutions has been much more of a partner centric organization. Both of the models are being complimented together. In our services model there's three lines of business, professional services, global support, and operational services. Let me go through each briefly. From a professional services standpoint, Avaya has been in this business for a number of years, over a thousand consultants. The focus of this team is on vertical applications, complex systems design, and very much focused on some of the key industry verticals that Ace enables. The expertise to help you leverage this technology into this business. We really rely on our channel partners to enable them to leverage their skills, their cost base. There are many things that a partner can do more competitively than we can do. Running cabling, those are things that a partner well trained can do a great job. We want to focus on the much more complex projects that's the focus of our professional services organization. This expertise can be provided direct or through partners. Many of our partners now are rely on this expertise on a more regular basis. Once the systems are installed then you have to have the confidence that the support infrastructure is there. You need a follow the sun model, the ability to call a support center, no matter what time zone, and to be ensure that you have competent people on the other end. Avaya has been in this business. It's an award winning infrastructure. We now take all of the Nortel Enterprise Solutions infrastructure and roll it into the award winning infrastructure, and they're available to support the products. This model is also very complimentary to the channel. We provide lots of different choice to our partners. We will continue to have those capabilities for the customers that desire that level of support. We now partner with PARTNERS. The one constant that you will see is that we're implementing industry support models. There will be mandatory contract unity in place to get software support. That is very common in the industry, it's a standard in the industry. We'll be working with the partners to bundle our software support on to their services, or to resell, to ensure that you have the support anywhere around the world to keep your infrastructure up and running.

Then managed service. The business is a partner enabled managed service. We believe that managed service segment and requirements in the market will continue to grow. Many customers are looking for more pay as you go utility-based models. We want to support that 100%. We've got to enable the partners, a lot of the multinational partners that have years of experience, the ability for those customers to now be able to manage the Nortel Enterprise Solutions and Avaya infrastructure is what this business unit is all about. We're committed to the partners and giving them the tools and support necessary.

A complete breadth of services that now really work in concert with the partners to determine what is the right model for you as the customer. We look forward to working with the Nortel Enterprise Solutions partners in evolving their models. The other key thing is our go-to-market strategy. Nortel Enterprise Solutions has been very channel centric. Avaya has been much closer to 50/50. We stated two Octobers ago that we were moving to a channel centric model in 2008. We began the journey of rewiring the company. It's all about leveraging partners to give you more choice as customers. It doesn't mean that we're distancing ourselves from the customers, quite the opposite. This is a systems business. We don't want to lose the connection to our customers. How you fulfill the product and how it's implemented is our responsibility at the end of the day. We launched this past October a new global channel program called Avaya Connect. This is a program that has been under development for the last 12 months here in Avaya. It's now being announced and implemented next month. The partners will be migrating into that over the next several months. We'll be able to grandfather people into the program going forward. We're looking for a nice smooth migration.

What does this mean to customers? You have the ability to understand the competency of our partners to the same consistency level in all parts of the world. There's four levels. We place add tremendous amount of focus on ensuring that the branding from the certifications are consistent. So when you see a partner with the necessary skills you need, we expect you to have the confidence that the skills are there because we've trained and certified them. It also gives us the ability for the partner community to interact with us on a consistent basis. The volume categories can be across a multiple set of categories. There will be some that will be medalled in a specific country, others in a specific region, and others will be global.

Then a common level of benefits on how the business partners will interact with us. A level that enables them to invest in the skills consistently. We recognize clearly that a level of consistency is what you require to make the investments necessary to support your customers. The program here under Avaya Connect will have a level of consistency for you going forward. We're excited about this capability that we'll now be rolling out in February.

The other element of this, Alan talked about the Ace platform. It's really what unleashes the power of the return on investment to you, our customers. What is also important is there's an infrastructure that allow us to bring in application providers and third party equipment that is additive that completes our system. So we can do as much of the test and validation in our lab, so when we come to market you can have a higher degree of confidence the applications have been tested and will deliver to the level you require. So DevConnect will be a very critical element of our channel go to market as we unleash the power from Avaya Aura.

Now is an appropriate time to bring up Dr. Henry Dewing.

Thank you. I think the interesting thing as we watched the crowd today, you heard Todd say he's excited. It is a pretty stoic crowd. It's been a big deal. There was a lot of detail and a lot of different types of work that goes into a deal like this. I think the fact they've gotten this done is great, bravo. I want to take a look at what is really going on and give you some evaluation.

So Kevin talked about financial matters, the dash boards and dials. What is underlying that? What drives that? 5000 patents. It's the engineers. I have been in a lot of labs in the last year, of course they're really smart guys, but they're excited engineers who are dieing to bring new product to market. They sometimes need a push to get it out of the door quickly, no doubt there. But that goes across the industry. That is the key thing, their excitement. It's a lot of thought about what the customer needs that has gone into every one of these decisions. I find that refreshing. It's great that you start with the customer and bring that analysis into the company, instead of starting out with what are our products? And how do we make them fit? That has been great. It's been great. Building everything on the open SIP. Everybody is talking about this for years, of course, that's the way you will build these. What you see with Aura is instanchation of what the market has been asking for. Avaya and Nortel Enterprise Solutions bring together a scope and scale of operations that allow them to continue to deliver innovation to market. If you look at the run rate, income statements -- apply it against what is a coordinated roadmap. Alan talked about the hard decisions about what products will carry forward and what will not. TheThere's products that are going into end of life, it's a complicated business. Then there's the joint development that brings different product sets together, and services piece that brings the whole thing together. That is going to be the toughest piece of this business.

You guys recognize this. There's a set of channel partners that are brought into the fold. That's the thing that I'm really very excited to watch, how the channel partners pick up these new services, how they deliver out to market. We see about 54% say they would like to get their solutions from a single provider. It's not the manufacture, necessarily. It could be a channel partner. They want one contract, one hand to shake in delivering these services. Those are hot topics. Collaboration is almost half of a business rate. Unified communications, about 1/3. It is at the top of mind for many owners in the market today. The routes that Avaya are pursuing are the right ones. They are the things that will help the market to recover. At Forester we see the light at the end of the market, it's not a train. When I have been in front of large organizations I have asked -- who has a budget that's growing next year? Last year no hands. I'm starting to get some hands. There is some recovery. There's actually some real budget reality behind it. We're glad to see. It's around smart technologies -- smart technologies. I think you've got a business of the size and scope it needs to be. You've got this new channel model that Nortel Enterprise Solutions had invested in around a services capability. The margin and customer touch and the real differentiation is involved. Seeing all of these things come together has been great. Like I said, I'm looking forward to watching the execution. That's my take on what I have seen in the last hour or so. Thank you very much for including me.

Thank you.

Appreciate it.

All right.

So let me close up. Henry, thank you for your comments. It's a great pleasure to have you join us. We are really excited. There's something special going on between the combined NES and Avaya business. We feel very confident about our ability to be the thought leaders, and set the pace in the industry. Kevin went where we've been in the past, what we've been able to accomplish. It's really enabled us to be the position to make this acquisition and integrate quickly. We have an unprecedented pipeline. You will see we've not deviated from the investments. The R&D teams have been busy at work. The next major release is in the spring, the next in the fall. The innovation pipeline is alive and well. We're also going to continue to focus on us being the easiest company to do business with, whether you have a channel partner, a customer. That takes away all of the friction of wasting time for us to be able to focus much more on your business and how we can impact your business. So we can spend our value time and resources in serving customers. The channel, it should be very clear. I know Avaya of the old has gone back and forth. Many of the Nortel Enterprise Solutions partners know the history. If you go talk to the Avaya partners today you will see this is a different company. It's not a sales strategy. It is a company strategy. We know this is a long-term journey. We've made good progress from the 50% indirect, to 65% this past quarter. We stated a year ago we would get to 85% in three years. There's no doubt of 85% by the end of 2011 with the acquisition of Nortel Enterprise Solutions.

Last, you will see us be an execution ready company, deliver on our commitments. You've seen us deliver on two in the last several months. We closed on this transaction when we said, we delivered on the roadmap 30 days after the close of the transaction. With a lot more information is now available on the web for you. As we go forward it is a company that is rewired to execute for you. We are dead serious about being the thought leader and the number one company on the planet. The journey starts here. We know we need to earn your confidence every day, every week, every month and year. We take that commitment very, very seriously. We look forward to engaging with you. I thank you very much for your time. Thank you very much, have a great day.