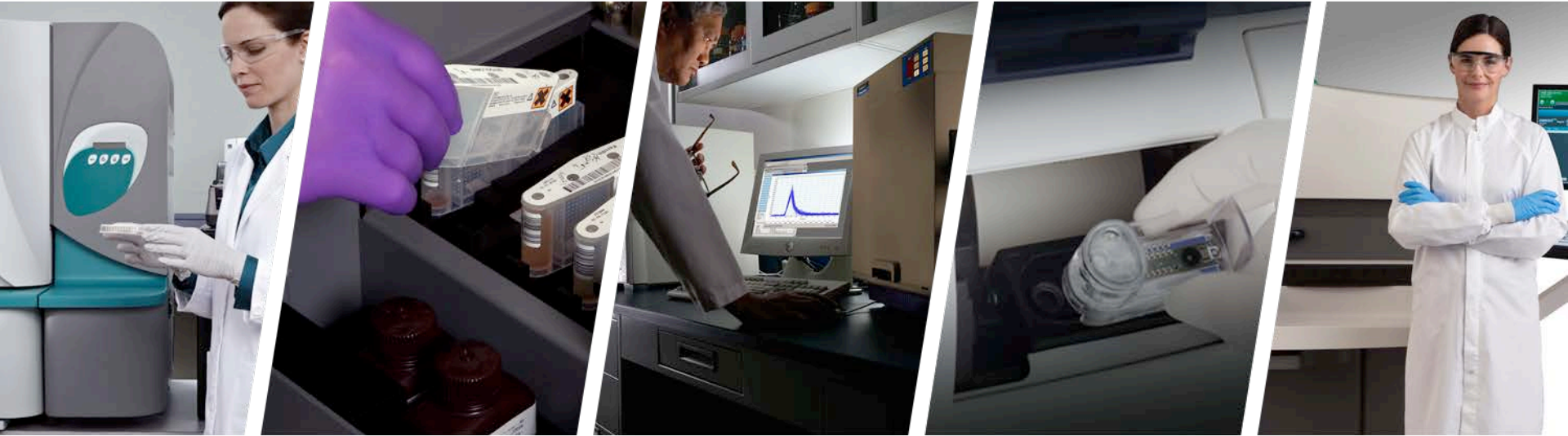




DANAHER



INVESTOR DAY AT BECKMAN COULTER

June 11, 2015



DANAHER

Forward Looking Statements

Statements in this presentation that are not strictly historical, including statements regarding the proposed acquisition of Pall Corporation, the expected timetable for completing the acquisition, future financial and operating results, benefits and synergies of the acquisition, future opportunities for the combined businesses, the anticipated separation of the Company into two independent companies, the expected timetable for completing the separation, future financial and operating performance of each company, benefits and synergies of the separation, strategic and competitive advantages of each company, the leadership of each company, future opportunities for each company and any other statements regarding events or developments that we believe or anticipate will or may occur in the future are "forward-looking" statements within the meaning of the federal securities laws. There are a number of important factors that could cause actual results, developments and business decisions to differ materially from those suggested or indicated by such forward-looking statements and you should not place undue reliance on any such forward-looking statements. These factors include, among other things: economic conditions affecting the industries in which Danaher's businesses and Pall Corporation operate, the uncertainty of regulatory approvals, Danaher's and Pall Corporation's ability to satisfy the merger agreement conditions and consummate the transaction on a timely basis or at all, Danaher's ability to successfully integrate Pall Corporation's operations and employees with Danaher's existing business, the ability to realize anticipated growth, synergies and cost savings from the acquisition, Pall Corporation's performance and maintenance of important business relationships, Danaher's ability to satisfy the necessary conditions to consummate the separation on a timely basis or at all, Danaher's ability to successfully separate the two companies and realize the anticipated benefits from the separation, the maintenance of important business relationships, deterioration of or instability in the economy, the markets we serve and the financial markets, the impact of our restructuring activities on our ability to grow, contractions or growth rates and cyclicalities of markets we serve, competition, our ability to develop and successfully market new products and technologies and expand into new markets, the potential for improper conduct by our employees, agents or business partners, our ability to successfully identify, consummate and integrate appropriate acquisitions and successfully complete divestitures and other dispositions, contingent liabilities relating to acquisitions and divestitures, our ability to close the anticipated merger of our Communications business with NetScout, Inc. and achieve the desired benefits of that transaction, our compliance with applicable laws and regulations (including regulations relating to medical devices and the healthcare industry) and changes in applicable laws and regulations, our ability to effectively address cost reductions and other changes in the healthcare industry, risks relating to potential impairment of goodwill and other intangible assets, currency exchange rates, tax audits and changes in our tax rate and income tax liabilities, litigation and other contingent liabilities including intellectual property and environmental, health and safety matters, risks relating to product, service or software defects, product liability and recalls, risks relating to product manufacturing, the impact of our debt obligations on our operations and liquidity, our relationships with and the performance of our channel partners, commodity costs and surcharges, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, labor matters, international economic, political, legal, compliance and business factors, disruptions relating to man-made and natural disasters, security breaches or other disruptions of our information technology systems and pension plan costs. Additional information regarding the factors that may cause actual results to differ materially from these forward-looking statements is available in our SEC filings, including our 2014 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the first quarter of 2015. These forward-looking statements speak only as of the date of this release and the Company does not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.

With respect to any non-GAAP financial measures included in the following presentation, the accompanying information required by SEC Regulation G can be found in the "Investors" section of Danaher's web site, www.danaher.com, under the heading "Investor Events," and event name "Danaher 2015 Investor & Analyst Meeting." All references in this presentation to earnings, revenues and other company-specific financial metrics relate only to the continuing operations of Danaher's business, unless otherwise noted. All references in this presentation to "growth" refer to year-over-year growth unless otherwise indicated.



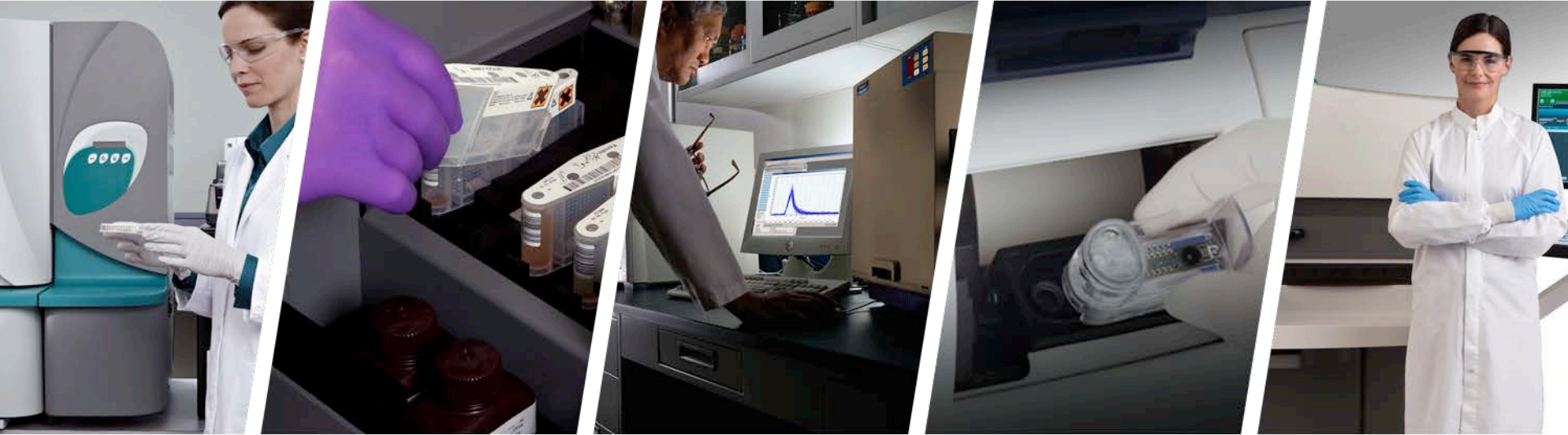
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Agenda

1:00 pm	Welcome	Matt Gugino
1:05 pm	Opening Remarks and Q&A	Tom Joyce
1:35 pm	Overview	Tom Joyce Arnd Kaldowski
2:15 pm	Improving Quality and the Customer Experience	John Dion
2:35 pm	Break	
2:50 pm	Acceleration through Commercial Execution and Innovation	John Nosenzo
3:15 pm	Building the Right Team	Allison Blackwell
3:30 pm	M&A and Summary	Arnd Kaldowski
3:40 pm	Q&A	All
4:00 pm	Tours/Demos	
5:00 pm	Cocktail Reception	



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Opening Remarks
Tom Joyce, President & CEO

- **Pall is a unique, transformational opportunity expected to provide substantial earnings accretion and cash flow**
- **Separation unlocks significant shareholder value**
 - **Danaher will be a more focused science and technology company united by common business models**
 - **NewCo has attractive organic opportunities and a renewed license to accelerate earnings growth using M&A**



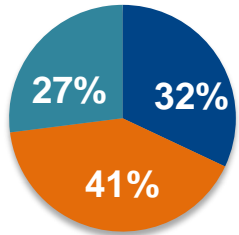
A leading global provider of filtration, separation and purification solutions that remove contaminants or separates substances from a variety of solids, liquids and gases

2014* Financials

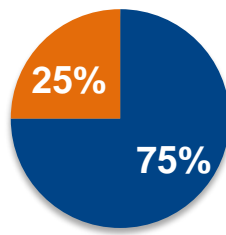
Revenue	\$2.8B
OP Margin	18.3%

Revenue Breakdown

Geographic



Mix



■ NA ■ EU ■ APAC ■ Consumables/Service ■ Equipment

Market Details

Market Size	~\$20B	Growth Rate	MSD
-------------	--------	-------------	-----

Growth Drivers

- Expanding production of biopharmaceuticals
- Increasing global standards of medical care
- Environmental and safety regulations
- Growing complexity in electronics manufacturing

*FYE July 31, 2014

An outstanding strategic asset with a very attractive business model



- **Outstanding company with technology leadership positions in filtration, separation and purification; attractive business model**
- **High-quality business with significant potential for operational improvement using DBS**
- **Opens an additional avenue for significant M&A runway**
- **Anticipate substantial earnings accretion and strong cash flow generation**

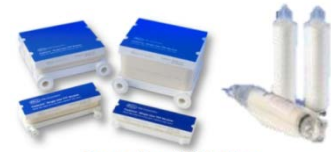
A unique transformational opportunity



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The Biopharma Opportunity

- **High performance filters/membranes used to develop and manufacture biologics in the biopharmaceutical industry**
 - Highly differentiated performance technologies
 - Critical element in workflow with significant regulatory barriers
- **High growth, attractive market that increases our Life Sciences consumables exposure**
 - High gross margins of ~60%
 - >80% recurring revenues
- **Strong brand and broad portfolio uniquely positioned to capitalize on industry trends and market drivers**
 - Biologics require much higher filtration than traditional small molecule pharmaceuticals
 - Increased adoption of single-use technology: High-teens growth



Separation / Filtration



Mixers and Bags

\$4B+ addressable market growing LDD



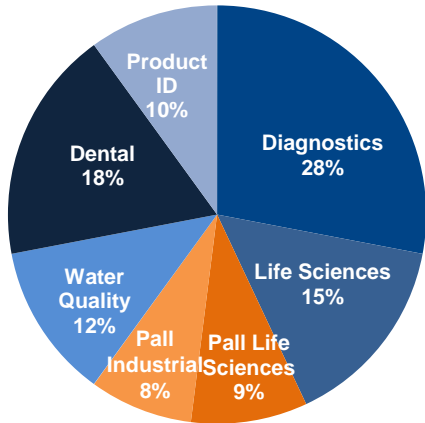
- **Separation will provide greater strategic focus with DBS the foundation of both companies**
- **Danaher will be a more focused science and technology company united by common business models**
- **NewCo will be a diversified industrial growth company with leading market positions and outstanding brands**



2014 Financials

Revenue	\$16.5B*
Gross Margin	>50%
OP Margin	Mid-Teens
% Recurring Rev.	60%

Revenue Breakdown*



Leadership

- Tom Joyce, President and CEO
- Dan Comas, Executive Vice President and CFO

Company Characteristics

- MSD organic revenue growth
- Market-leading positions and outstanding brands
- Resilient business models with large installed-base and significant aftermarket exposure
- Attractive margin profile with runway to improve

Anticipated Capital Structure

- Strong investment grade credit rating
- M&A primary focus of capital deployment

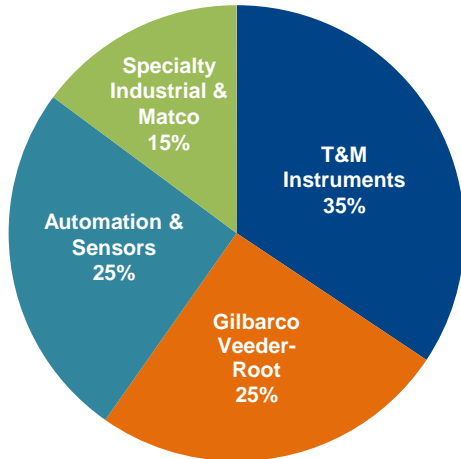
*Based on aggregate revenues from constituent businesses (including Pall) for the respective, most recently completed fiscal year. Pall revenues based on 2014 FYE July 31, 2014. Includes \$0.7B of annual revenues for Nobel Biocare which was acquired in December 2014.



2014 Financials

Revenue	\$6.0B*
Gross Margin	~50%
OP Margin	High-Teens

Revenue Breakdown*



Leadership

- Jim Lico, President and CEO

Company Characteristics

- Diversified industrial growth company
- Market-leading positions and outstanding brands
- Attractive margin profile
- Tremendous free cash flow generation
- Playbook to achieve double digit EPS growth

Anticipated Capital Structure

- Investment grade credit rating
- Bias towards M&A with flexibility in capital deployment

*Based on aggregate revenues from constituent businesses for the most recently completed fiscal year.

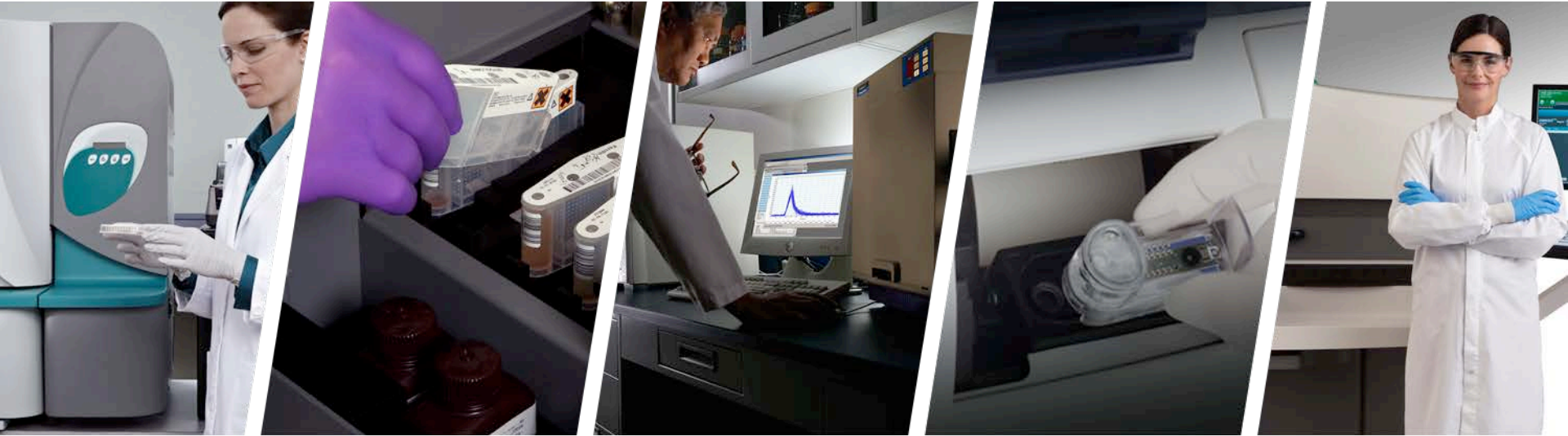
High-quality diversified industrial growth company

- **Pall is a unique, transformational opportunity expected to provide substantial earnings accretion and cash flow**
- **Separation unlocks significant shareholder value**
 - **Danaher will be a more focused science and technology company united by common business models**
 - **NewCo has attractive organic opportunities and a renewed license to accelerate earnings growth using M&A**

Higher growth profile as two, stronger and better companies



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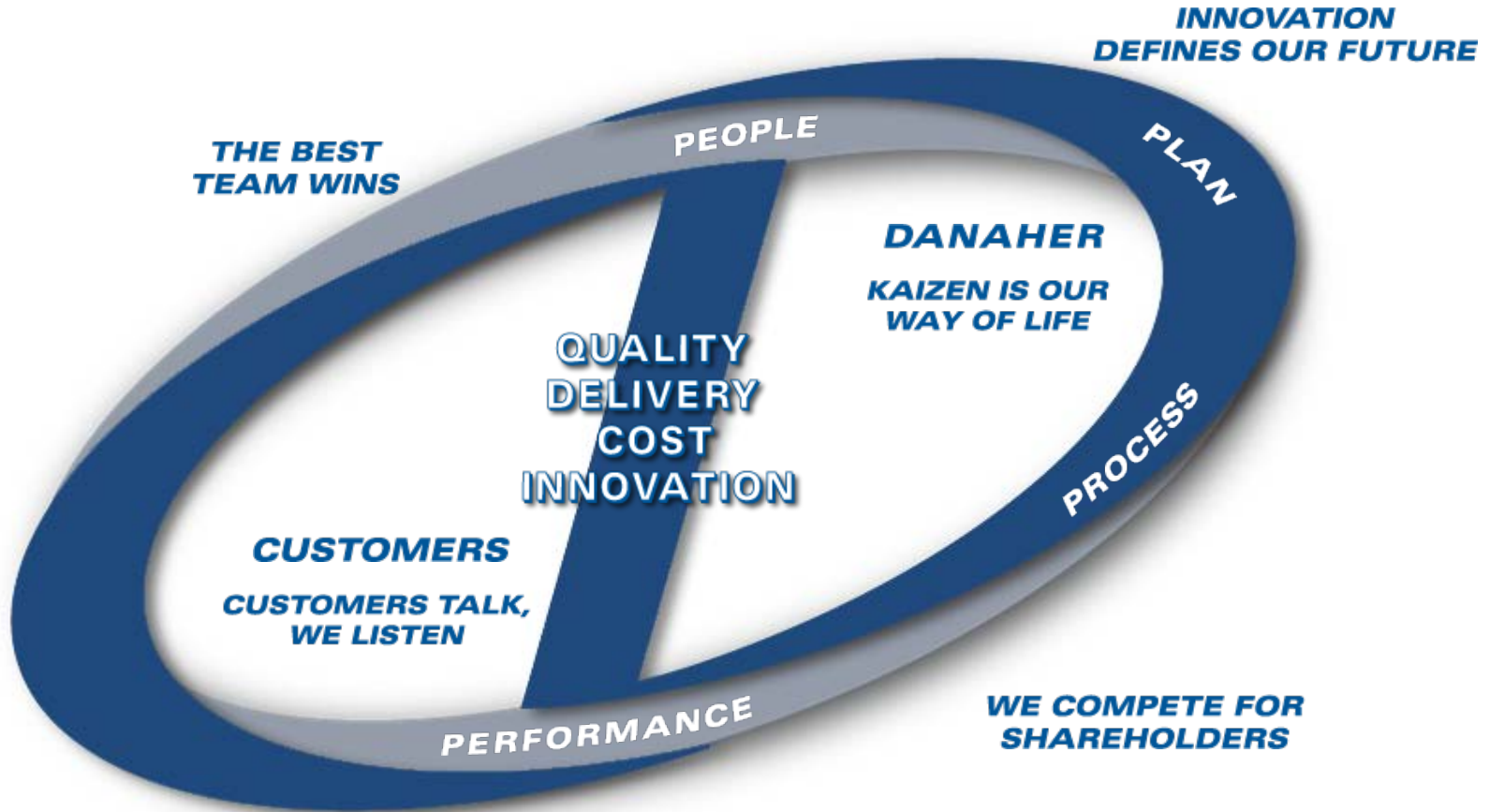


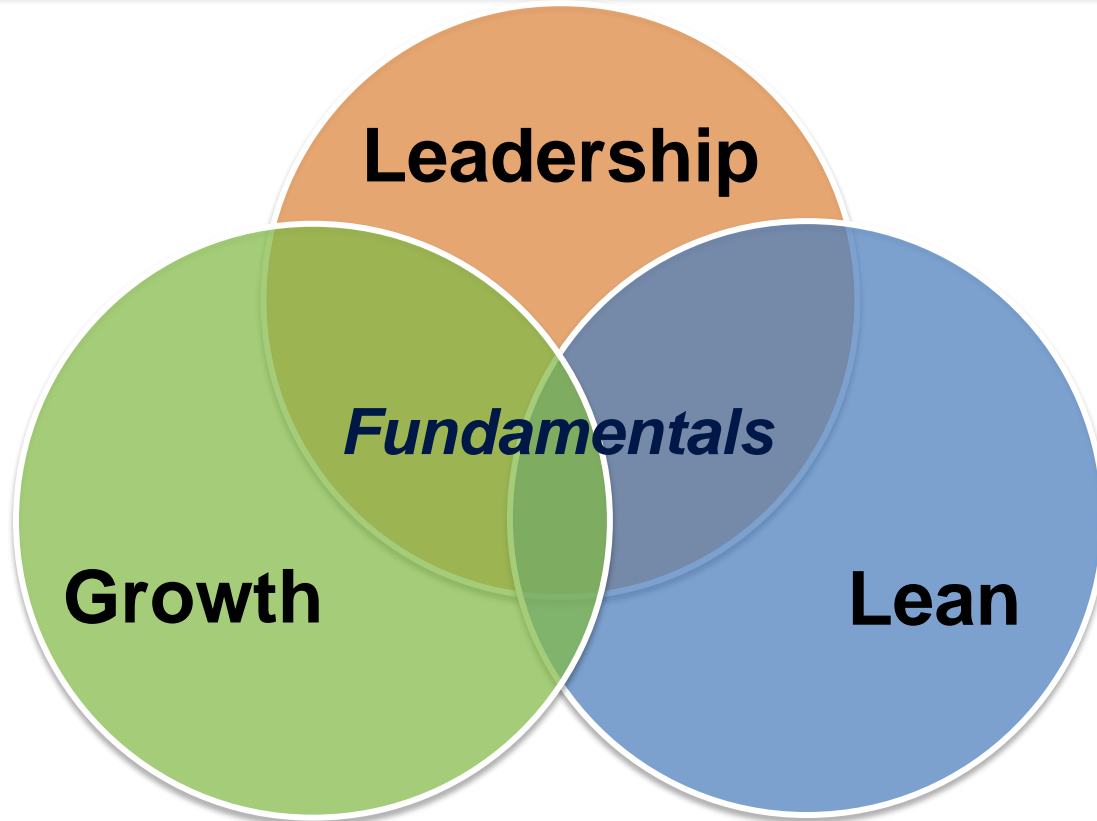
Diagnostics Overview
Tom Joyce – President & CEO



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DBS is Our Culture





DBS tools are critical to helping the Beckman Coulter team win



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Diagnostics Platform



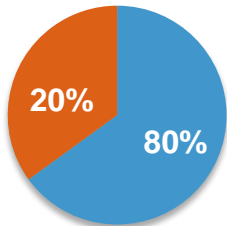
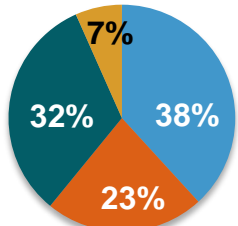
2014 Financials

Revenue	~\$4.7B*
OP	Mid-Teens

Revenue Breakdown

Geographic

Mix



■ NA	■ EU	■ Consumables/Service
■ HGM	■ ROW	■ Equipment

Market Details

Market Size	~\$28B	Growth Rate	+MSD
-------------	--------	-------------	------

Growth Drivers

- Rapid growth in healthcare expenditures in HGMs
- Greater investment in preventative and predictive medicine
- Skilled labor shortage & cost pressure necessitating automated solutions

Customers

- Hospital labs
- Reference labs
- Hospital critical care
- Histopathology labs

*Does not include Siemens Microbiology (acquired 2015) or full year of Devicor (acquired December 2014)

Comprehensive product portfolio coupled with scaled, global presence



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Diagnostics Platform

Beckman Coulter

2014 Revenue: ~\$3.2B

Primary Market

Broad hospital core laboratory

Core Products

- Core lab analyzers and reagents used in clinical chemistry, immunoassay, hematology, urinalysis, microbiology
- Lab automation & IT solutions



Leica Biosystems

2014 Revenue: ~\$0.7B

Primary Market

Anatomical Pathology laboratory

Core Products

- Breast biopsy devices
- Tissue sample preparation
- Primary and advanced staining
- Digital pathology



Radiometer

2014 Revenue: ~\$0.8B

Primary Market

Critical care testing at point-of-care (POC) and core lab

Core Products

- Blood samplers
- Blood gas analyzers
- Cardiac markers at POC
- Handheld hemoglobin & glucose



Leading positions in core lab, anatomical pathology and critical care testing






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Building the Diagnostics Platform



Radiometer

 **Blood Gas**
 **POC Immunoassay**
 **POC Hemoglobin**

Leica Biosystems

 **Histology**
 **Adv. Staining**
 **Histology**
 **Consumables**
 **Digital Pathology**
 **Digital Pathology**
 **Biopsy**
 **ISH/FISH**

Beckman Dx

 **Core Lab**
 **Urinalysis**
 **Middleware**
 **Microbiology**

*Does not include Siemens Microbiology (acquired 2015) or full year of Devicor (acquired December 2014)

\$9B+ of capital committed since 2004; Significant M&A runway ahead



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Global Diagnostics Growth Drivers

- **Increasing investment in predictive and preventative medicine for early diagnoses and treatment of disease**
- **Aging population needs more frequent diagnostic testing**
- **Skilled labor shortage & cost pressure necessitates automated solutions**
- **Adoption of new technologies, including molecular diagnostics**
- **Healthcare expenditures in HGM growing rapidly**



Positioned in attractive market segments



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How We Win in Diagnostics

- **Comprehensive product solutions offering superior workflow efficiency**
- **Global distribution and service network with large instrument installed-base**
- **Selective investment in the highest-impact growth opportunities**
 - Targeted organic investment in new product development and HGM coverage to drive share gains
 - Leveraging M&A to broaden our product offerings



Continued +MSD organic revenue growth and margin expansion



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Beckman Coulter Diagnostics



Leading provider of in vitro diagnostics systems and instrumentation

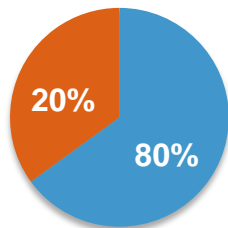
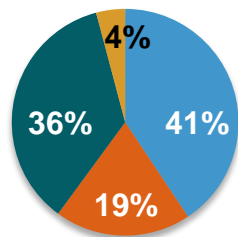
2014 Financials

Revenue ~\$3.2B*

Revenue Breakdown

Geographic

Mix



■ NA ■ EU
 ■ HGM ■ ROW

■ Consumables/Service
 ■ Equipment

Market Details

Market Size ~\$20B Growth Rate +MSD

End Markets & Products

- Clinical Chemistry
- Immunoassay
- Hematology
- Microbiology
- Urinalysis
- Lab Automation & IT solutions

Customers

- Hospital Core Labs
- Reference Labs
- Physician Office Labs

*Does not include Siemens Microbiology

Focus on innovation and accelerating growth

- **Quality system issues**
 - 3 FDA warning letters
 - Troponin off the market for high-volume Dxl and to new Access II customers
- **Poor service and support**
 - >2,000 past-due scheduled maintenance calls
 - On-time delivery less than 80%
 - Last among peers in customer satisfaction
- **Limited and ineffective investment in innovation**
 - 75% of R&D resources used to remediate quality issues
 - Profitability below peers
- **Complex and inefficient organization**
 - 8 organizational layers between CEO and NA sales rep

Flat core revenue growth and losing market share



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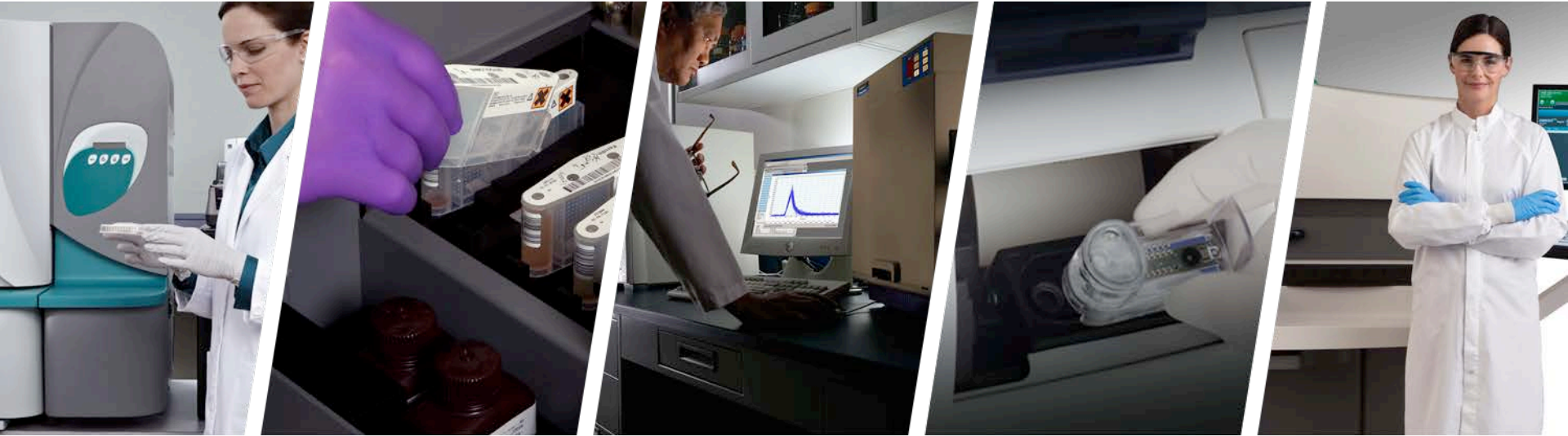
Priorities at Acquisition

- **Improving the customer experience**
 - Quality and regulatory remediation
 - Delivery and service
- **Accelerating growth through commercial execution and innovation**
 - Productivity improvements to fund investment
- **Building the right management team and a deep talent bench**
 - Mix of Danaher leaders, Beckman associates and new external hires

Tremendous opportunity to unlock value using DBS



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Beckman Coulter Overview
Arnd Kaldowski – Group Executive



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Priorities at Acquisition

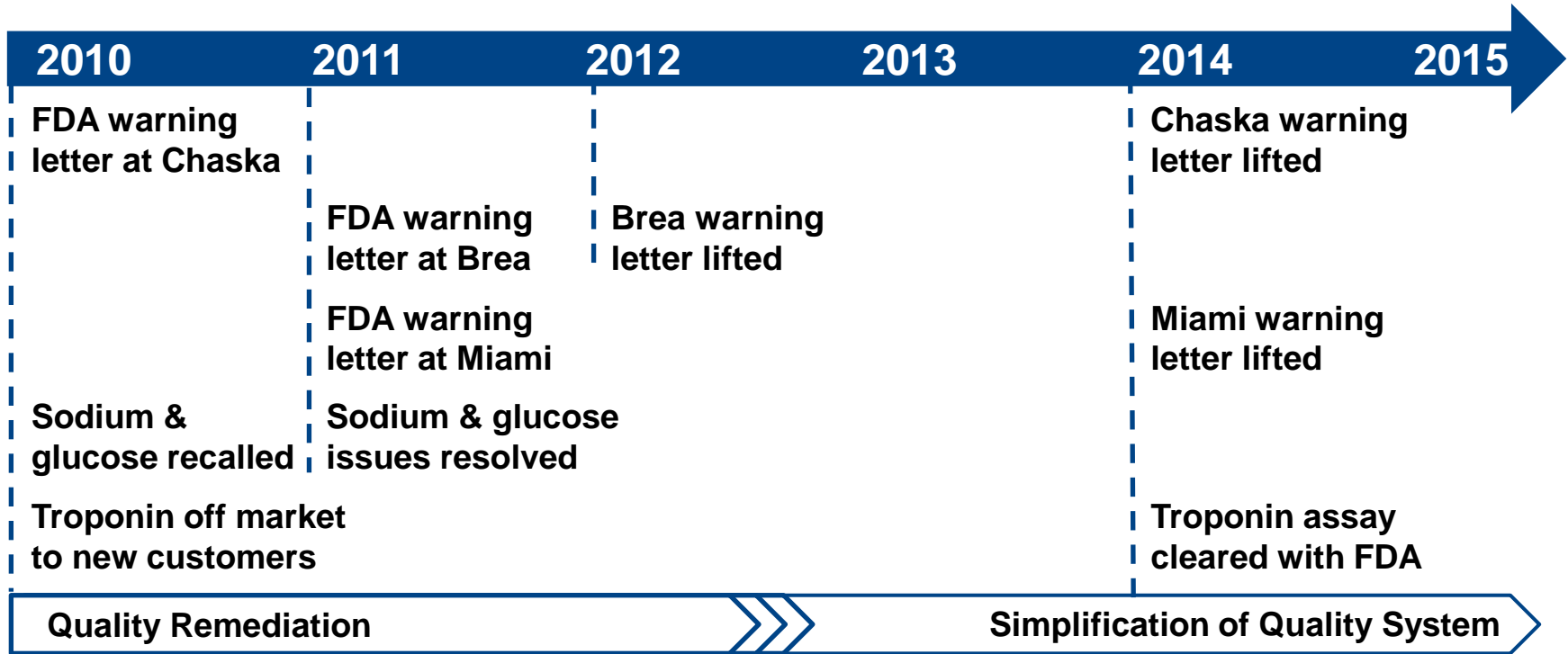
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Tremendous opportunity to unlock value using DBS



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Focus on Quality



Shifted focus/resources from >70% quality remediation to >75% growth



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Quality Management System Improvements

- 3 FDA warning letters closed by Q1 2014
- FDA issued approval for Troponin I assay in 2013
- 21 total FDA clearances received for new products/solutions
- Reduction from 15 to 2 ISO registrations realized

Regulatory
Compliance



- 55% reduction in number of field actions (reportable actions from a regulatory perspective) since 2012
- 65% reduction in number of customers impacted due to field actions since 2012

Customer
Satisfaction



- Quality System process grew to 3,500 procedures in course of remediation; reduced using Quality System simplification kaizen activity
- Cross-functional phased approach with input from 2,200 associates
- Current quality system ~2,600 procedures; Nearly 25% reduction

Process
Simplification



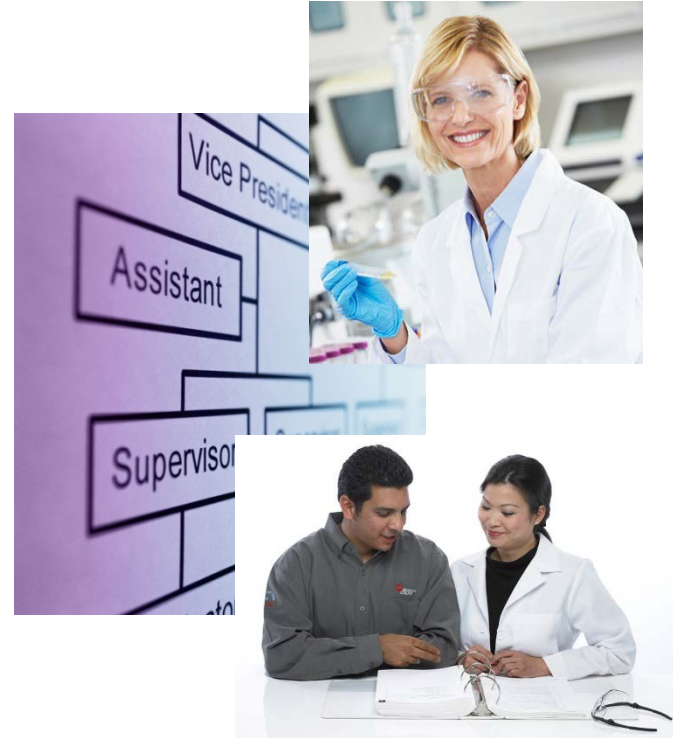
DBS critical to execute quality remediation



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Improving Customer Service

- **Lack of focus on culture and customers caused critical issues**
 - Significant reagent stock outs and backlog in scheduled maintenance calls
 - Discouraged surfacing of problems
- **Reconnected and opened communication lines**
 - >100 customer meetings and site visits by DanaHER CEO and Beckman President
 - Committed to addressing key issues
- **Simplification of processes and organization increased accountability**
 - Removed 2 management layers in customer service organization
 - ~200 kaizens performed since acquisition



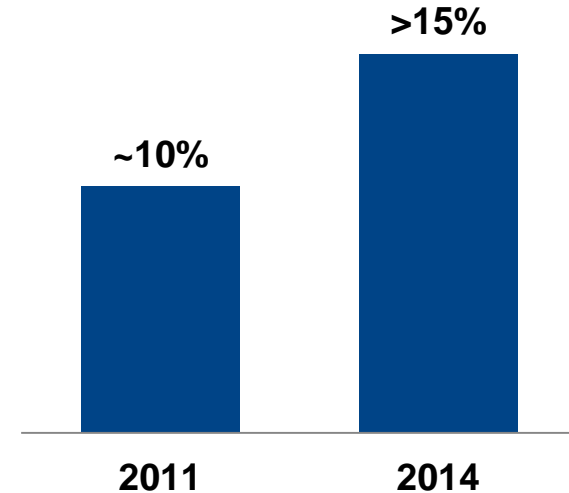
*Based on IMV ranking among major in vitro diagnostics (IVD) players

#1 in customer satisfaction for service delivery in US* from #4



- **Simplified organization to increase accountability and drive results**
 - Removed several management layers
 - Reduced headcount by ~1,000 or >8%
- **Focus on improving manufacturing productivity and reducing indirect spend**
 - ~\$100M savings from procurement and other material costs
 - Indirect spend reduced ~10%
 - Reduced capital expenditures >40%
- **Minimizing structural costs**
 - >\$150M in annual savings
 - ~20% reduction in annual lease expense

Operating Profit
% of sales



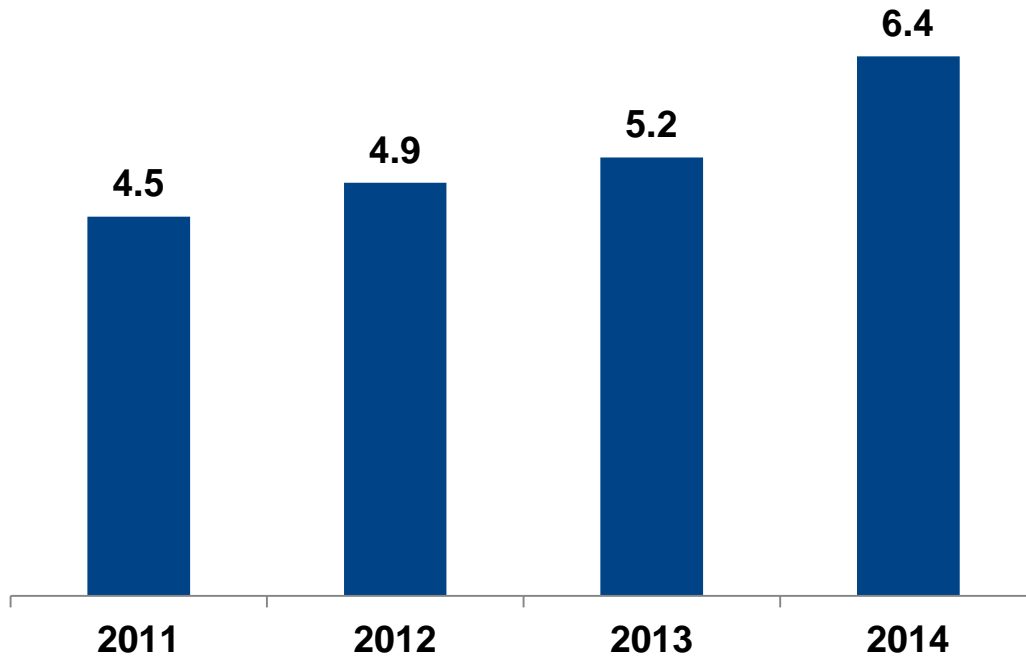
>\$300M in cost savings since acquisition helps fund growth and improve margin



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Working Capital Improvement

Working Capital Turns



- **AR:** Daily Management drives visibility and prioritization
- **Inventory:** DanaHER Materials System and improved forecasting process drove 35% reduction through 2014
- **AP:** More diligent usage of procurement card and supplier negotiations

>\$300M reduction in working capital since acquisition

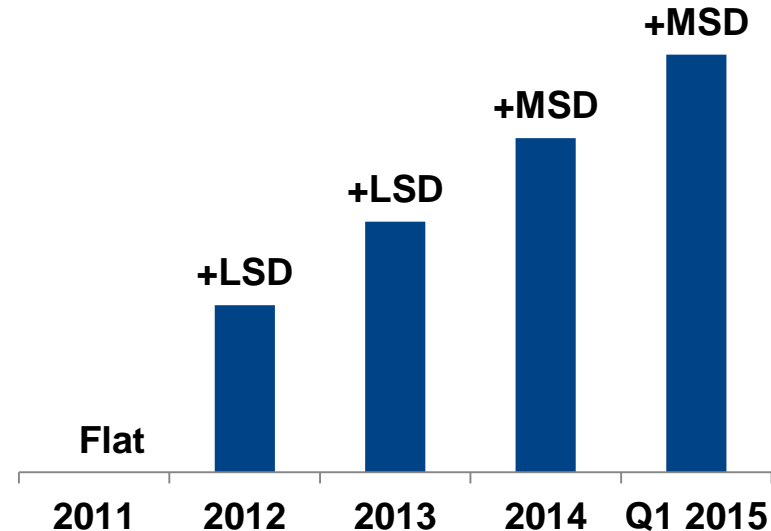


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Investing for Growth

- **Strengthening commercial coverage in HGM**
 - Added >400 Feet on the Street since acquisition
 - Continued expansion in China; Other HGM initiatives
- **Building additional global R&D capabilities**
 - Added >350 associates to product development (both new hires and transfers from quality)
 - Opened India Software and China R&D centers in 2013, now with >100 associates
- **Veris molecular DX platform**
 - ~\$40M of annual development spend
 - Received CE mark on box and 4 viral load assays
 - Commercial launch this month (EU)

Core Revenue Growth Year-over-year



Just starting to see impact from investments and remediation efforts

- › **Separated organization provides focus needed to win:**

Diagnostics

Life Sciences

- › **Reduced bureaucracy and simplified reporting structure**
 - › >10% fewer VP or higher positions
 - › Eliminated silos and fiefdoms
- › **Installed the right mix of talent**
 - › Supplemented foundation of BEC leaders with external talent
 - › >20 Danaher leaders plus transition team



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Beckman Coulter Diagnostics with DanaHER

- **Strengthening revenue performance**
- **Margin expansion driven by price, lean conversion & quality improvements**
- **Investing in quality and innovation while improving cost structure**
 - ~\$350M in savings vs. \$250M original estimate (total Beckman)
 - R&D investment run rate increased ~\$100M
 - FOTS in HGMs increased >30% since 2011
- **Building capabilities with acquisitions of Siemens Microbiology, Normand and Iris**

	2011	2014
Core Revenue Growth	Flat	+MSD
Gross Margin %	~40%	High 40's
Operating Margin %	~10%	>15%
Working Capital	\$0.8B	~\$0.5B



Runway for accelerated core revenue growth and continued margin improvement



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Lean: Improving Quality and the Customer Experience
John Dion – Senior VP, Service

- **Understanding and addressing the most critical and visible customer problems is the key to success**
- **Relentless focus on correcting quality and delivery deficiencies**
- **Simplifying and increasing effectiveness of the service organization**



“I love my sales rep and my service rep, but if they don't have the reagents in stock when I need them, I will have to leave Beckman.”

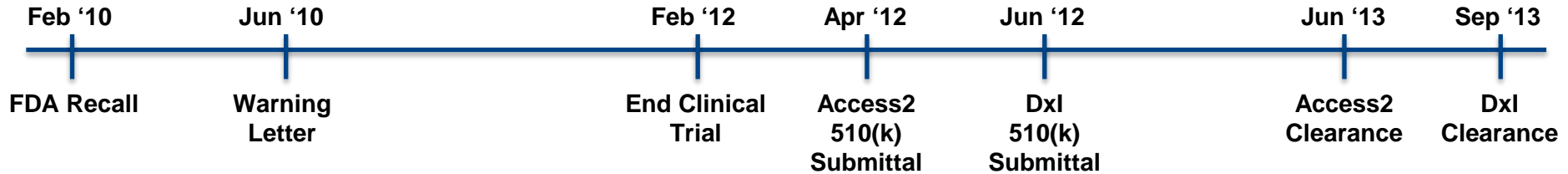
“We deal in patients’ lives. Turnaround time of a cardiac result is critical when a patient presents with chest pain in the ER. Having to split samples to run on different instruments because you no longer have Troponin causes an increase in time to result. Our physicians will not put up with this much longer.”

“Beckman has lost sight of customer needs. Instrument reliability and product availability need to be fixed if you want to keep our business.”



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Troponin Turn-Around



➤ Troponin tests recalled by FDA

- Critical test for indication of heart attack
- Unable to sell to new customers on Access2 or on high throughput Dxl analyzer

➤ New approach to clinical trials

- Multi-center prospective clinical study; used as benchmark by FDA
- 5,000 samples across 14 sites vs 300 samples across 3 sites in 2000

➤ Product improvements

- Only assay cleared by US FDA that is aligned with Oct 2010 guidance on Troponin tests
- Standardizes performance between Access2 and Dxl immunoassay instruments
- Provides for improved thermal sensitivity to ambient testing conditions

DBS drove Troponin clearance success and helped create product advantage



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Quality in Mishima, Japan

- **Significant production challenges pre-Danaher**
 - 90 day lead times for AU Chemistry analyzer
 - Sales misses, high past due, capacity constrained
- **Implementation of Danaher Reliability System**
 - R&D, Ops, Tech Support team to address yield
 - Linked opportunities to external quality
 - Focused supplier quality efforts on critical components: cuvette and sheet metal
- **External quality improved ~50% from 2011**



Before



After

First pass yield 30% improved, supplier defects reduced 90% since acquisition





	2011	2014
Manufacturing lead time	>19 days	<10 days
Instrument delivered on customer requested date	65%	>90%
Past due reagent backlog	8,000	<100





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Regulatory Remediation

	Acquisition		2014
Brea FDA Warning Letter	Issued Aug 2011		Closed Aug 2012
Miami FDA Warning Letter	Issued Nov 2011		Closed Jan 2014
Chaska FDA Warning Letter	Issued June 2010		Closed Feb 2014
483 FDA observations	39		3
Field Actions	>65% Reduction		

All significant FDA regulatory observations addressed



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Customer Service Challenge

- ▶ **Customers lacked critical service support**
 - ▶ >2k past due preventative maintenance calls
 - ▶ 34 hour average response time to service calls
 - ▶ ~50% on-time installation
- ▶ **Measurement and benchmarking were not effective**
 - ▶ On-time delivery measured from time Beckman first responds to request vs. customer request
 - ▶ 70 KPIs measured but lack accountability/action
- ▶ **Team still a core strength**
 - ▶ Customers remain loyal because of service technicians

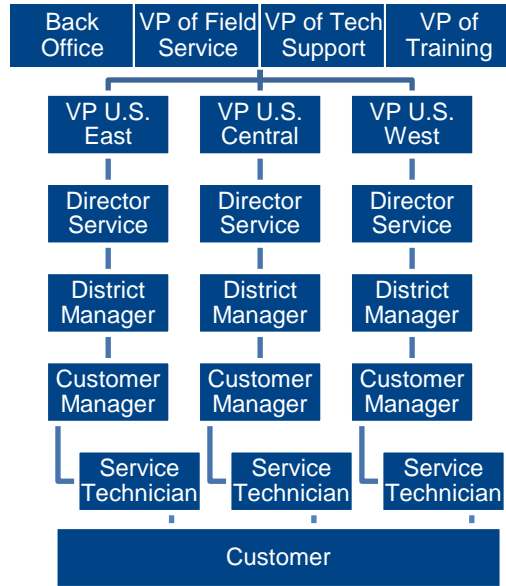


Only half of customers problems fixed on first attempt

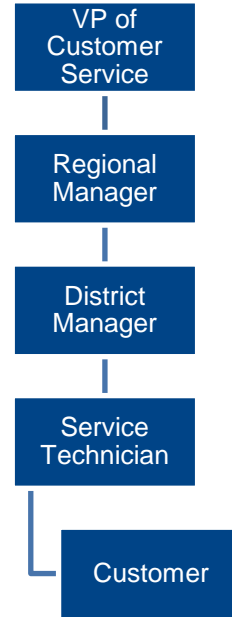


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U.S. Service Organization



At Acquisition



Today

Reduced bureaucracy, improved accountability



- **Focused on most important customer pain points**
 - Reduced Key Performance Indicators (KPIs) from 70 to 9
 - Added goals of OTD, first time fix rates and on-time preventative maintenance
- **Aligned organization to customer**
 - Created project manager role/reliability teams
 - Customers assigned preferred engineers
 - Product line cross-training in call centers

KPI	2011 to 2014
On-time installation	Increased >30%
Service response time	Improved ~50%
Service quality	Increased >10%
Service inventory	Reduced >40%
Service headcount	Reduced >15%



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What Customers Say Now

“I’m sure other manufacturers are great, but I don’t care. We have the best with Beckman Coulter.”

“Beckman Coulter Hotline Specialists are by far the best technical people I have ever talked to in a clinical setting. They can fix anything with a rock and the top of a tin can.”

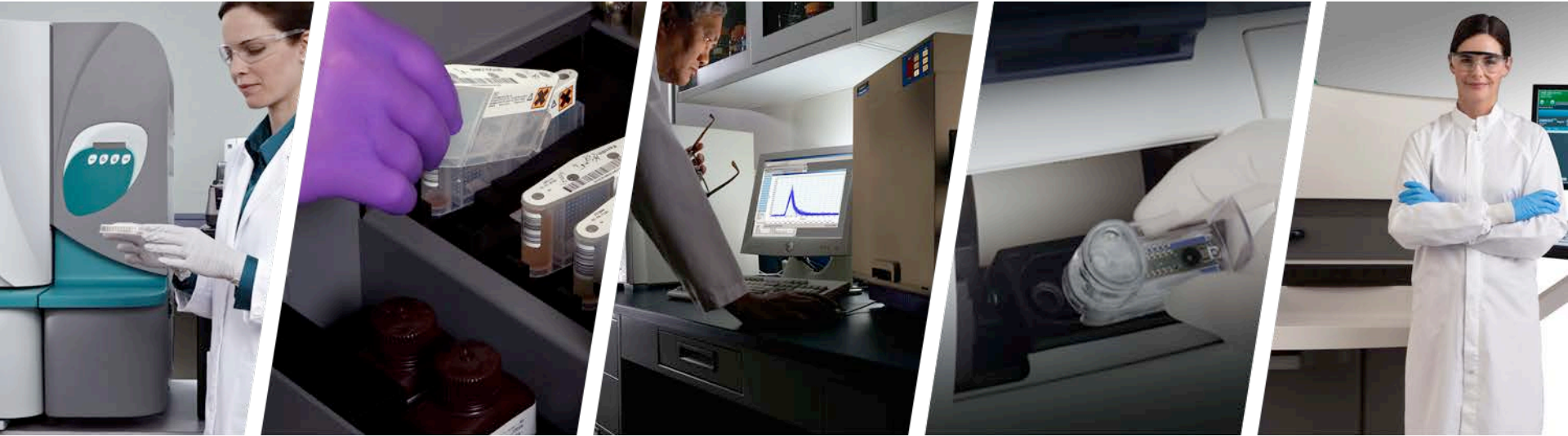
“Beckman Coulter Field Service delivers on their promise to support their customers. If they say you will get a call, you get a call back. If they say they will be there, they will be there. If they say they will take care of it, you bet.”

A customer-centric organization

- ▶ **Understanding and addressing the most critical and visible customer problems is the key to success**
- ▶ **Relentless focus on correcting quality and delivery deficiencies**
- ▶ **Simplifying and increasing effectiveness of the service organization**



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**Growth: Acceleration through
Commercial Execution and Innovation**
John Nosenzo – Senior VP, Customer Operations

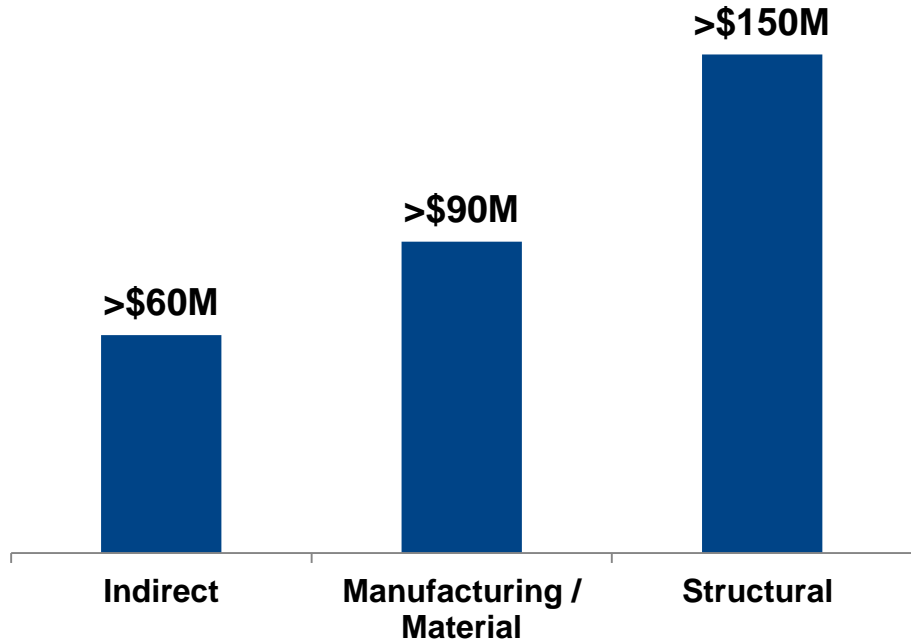
- **Continued investment in HGM to expand coverage and enhance customer intimacy**
- **Improved commercial execution driving higher retention and win rates**
- **Investing in innovative platforms, assays and product solutions**



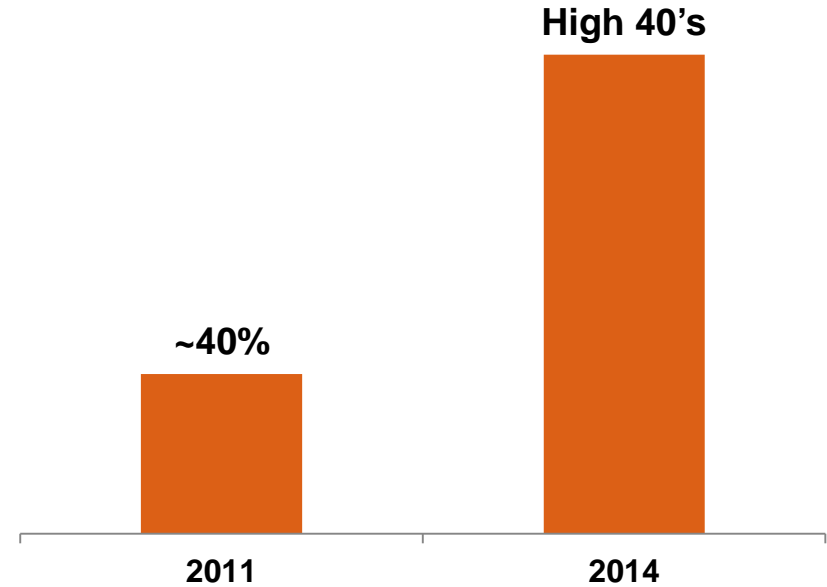
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Productivity Improvements

Cumulative Cost Savings Since Acquisition



Gross Margin



>500 bps of op margin improvement since 2011 while funding growth investments

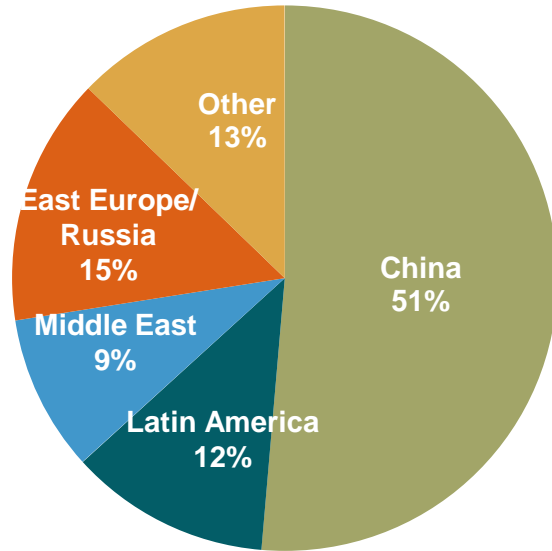


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High Growth Markets

HGM Geographic Breakdown

\$1.1B (36%) of BEC Dx Sales



- **Broad based revenue distribution**
 - China, Latin America and Middle East >\$100M
- **Significant investment in FOTS**
 - Increased >30% since 2011
 - Focused in China, India, Russia, Middle East, Brazil
- **Targeted investment strategy**
 - Increasing dealer coverage
 - Local reagent development

HGM revenue increased at a double-digit CAGR since 2011



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Driving Growth in China

Expanding market coverage

- >25% increase in direct sales/service coverage in key accounts since 2012
- >50% increase in distribution service coverage to broaden reach

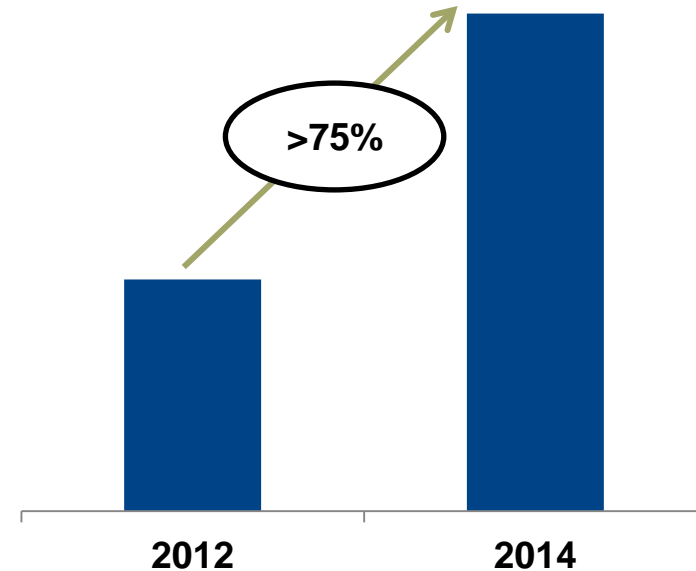
Using education to increase customer intimacy

- Two national symposiums with >500 critical customers
- >25 local seminars for Tier II hospitals

Increasing product launch cadence

- Automation solutions: Connectivity for DxH800 and PowerExpress solutions
- Registered chemistry reagents up >50% from 2013
- Beginning local reagent development

Installed Base Revenue



>DD revenue growth CAGR since acquisition; >\$500M in annual sales



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Commercial Organization Challenges

- ▶ **Complex order quoting process and lack of empowerment for sales representative**
 - ▶ ~10 sign-offs required
 - ▶ >1 month to provide a customer quote
- ▶ **Lack of timely visibility into performance**
 - ▶ No daily/weekly review cadence
 - ▶ No real-time feedback: performance reports received after month end
- ▶ **Customer conversation focused on retaining vs. growing business**
 - ▶ >50% of sales representatives' time spent on solving quality/supply chain issues



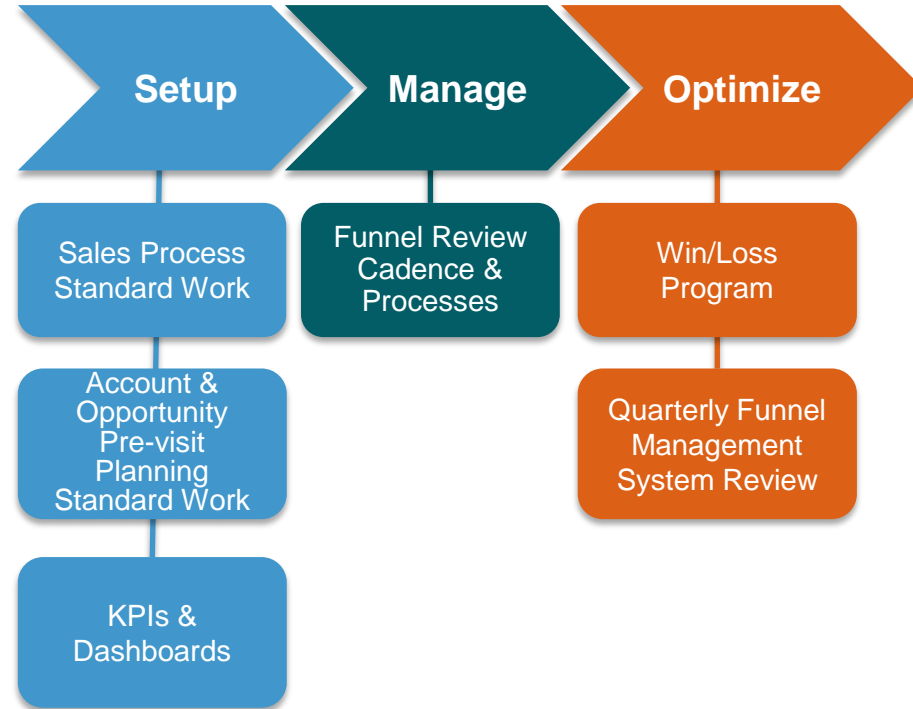
Revenue growth had stalled



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Improving Commercial Execution

- **Reporting and analytics focused on accountability**
 - Daily/weekly/monthly sales reports
 - KPI dashboard at sales rep level
- **Funnel management**
 - Greater visibility into opportunities
 - Better revenue forecasting
- **Automated quoting and empowered sales representatives**
 - Sales reps delegated pricing authority
 - Reduced quotation approvals from 10 to 3



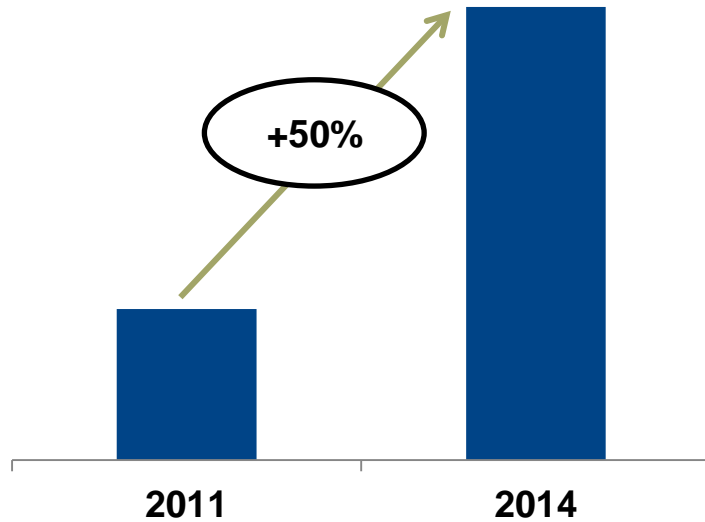
Simplified process; renewed focus on growth



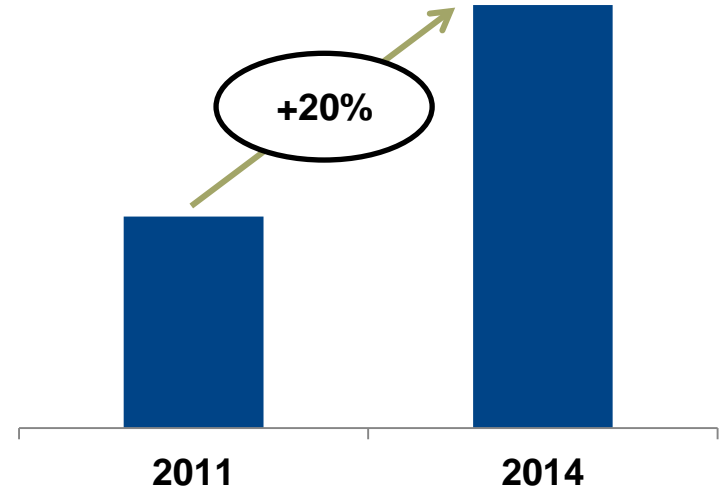
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U.S. Customer Retention and Wins

U.S. Competitive Win Dollars



U.S. Customer Retention Rates



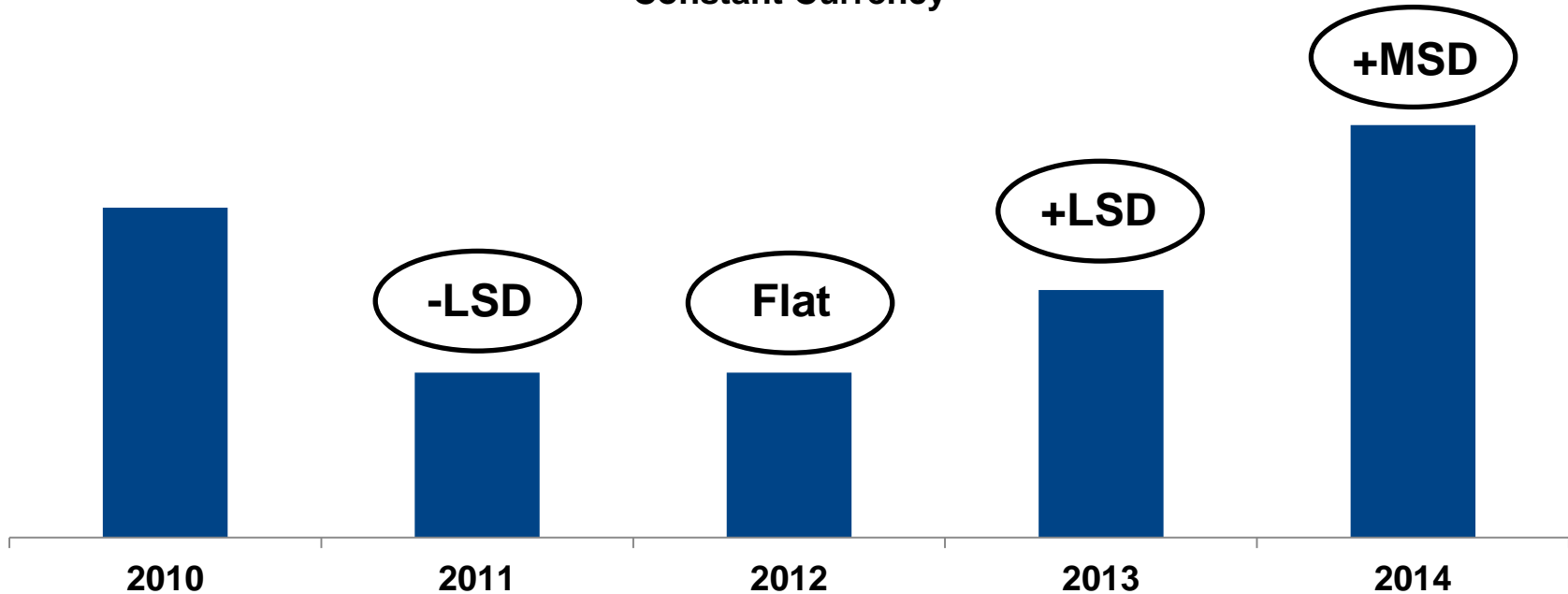
Returning to +MSD core revenue growth in U.S.



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Installed-Base Growth

Global Installed Base Revenue Constant Currency



*Excludes Urinalysis, Hemostasis and Microbiology

Improved execution, quality and service; back to +MSD growth

2011

- *Value Stream Mapping* exercises identify improvement priorities

2012

- *Kaizen* results in transactional process improvements
- Improved turnaround time >60%
- Increased throughput >50%
- Reduced errors ~20%

2013

- Ongoing sustainable process improvements with *5S* and *Daily Management*
- Awarded new contract for additional business without RFP

2014

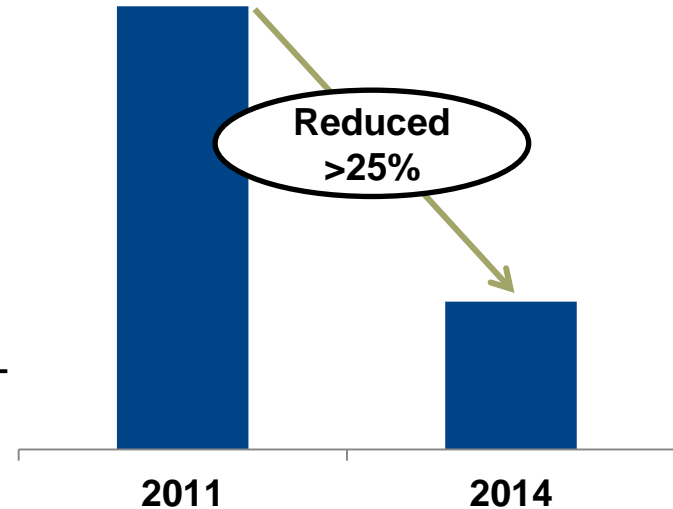
- Further strategic improvements through *Policy Deployment*
- Solidified partnership with customer

>50% increase in testing volumes and shortened sales cycle



- **Building R&D capabilities with focused investment**
 - Annual product development spend increased >\$70M
- **DBS growth tools accelerating development**
 - Standard Work in product planning and management
 - Speed Design Review in major projects
- **Increasing product launch cadence**
 - Automation: AU5800, PowerExpress & DxH connectivity
 - Menu Expansion: Prostate Health Index, Vitamin D, Anti-Mullerian Hormone
 - Veris* fully automated molecular platform

Time to Market



*Only commercially available in the EU

2X revenue from new products in 2014 vs. 2013

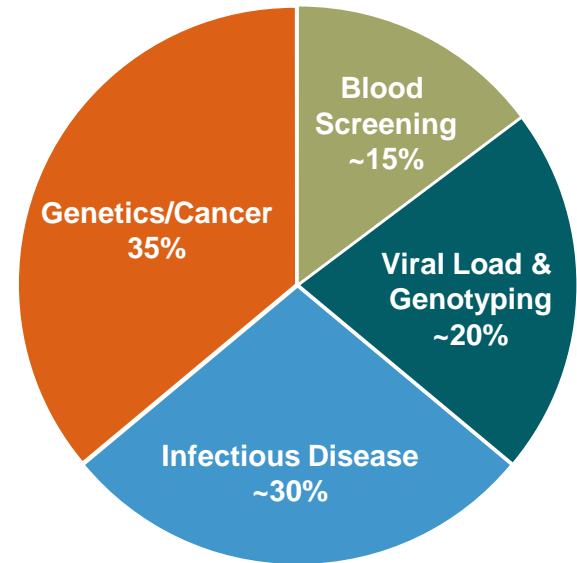


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Molecular Diagnostics Opportunity

- **Fastest growing major IVD market segment**
 - HSD+ market growth over next several years
 - Attractive razor/razor blade systems
- **Improves clinical workflow with fast turnaround time and greater accuracy**
 - Earlier detection leads to earlier treatment
 - More certainty due to better specificity and sensitivity
- **Early days in molecular: significant growth drivers**
 - Genomics research uncovering new markers, driving menu expansion
 - Underpenetrated in HGM
 - Tailored treatments drive higher test volume

2014 Mol Dx Market
~\$6B Market



Veris is an entry point into the attractive molecular diagnostics market



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The Veris Difference



Productivity Savings vs Existing Solutions

Sample size	1 – 100; no batching
Sample handling	>50% reduction
Turnaround time	<70 mins vs 3.5 hrs

- **Significant investment over >5 years**
 - ~\$40M in annual development costs
- **Breakthrough in workflow and ease of use**
 - Sample to results in 4 steps
 - Does not require advanced technician to operate
- **Design provides unmatched quality**
 - Ready-to-use reagents & primary tube sampling reduces operator error
 - Closed system cartridges eliminate contamination
- **Available in EU with initial 4 assay menu**
 - CMV, HIV, Hepatitis B and C

\$100M aggregate opportunity over next several years



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Veris Workflow Advantage

TRADITIONAL TESTING



Doctor orders blood work and sample drawn



Doctor reads results and diagnoses patient



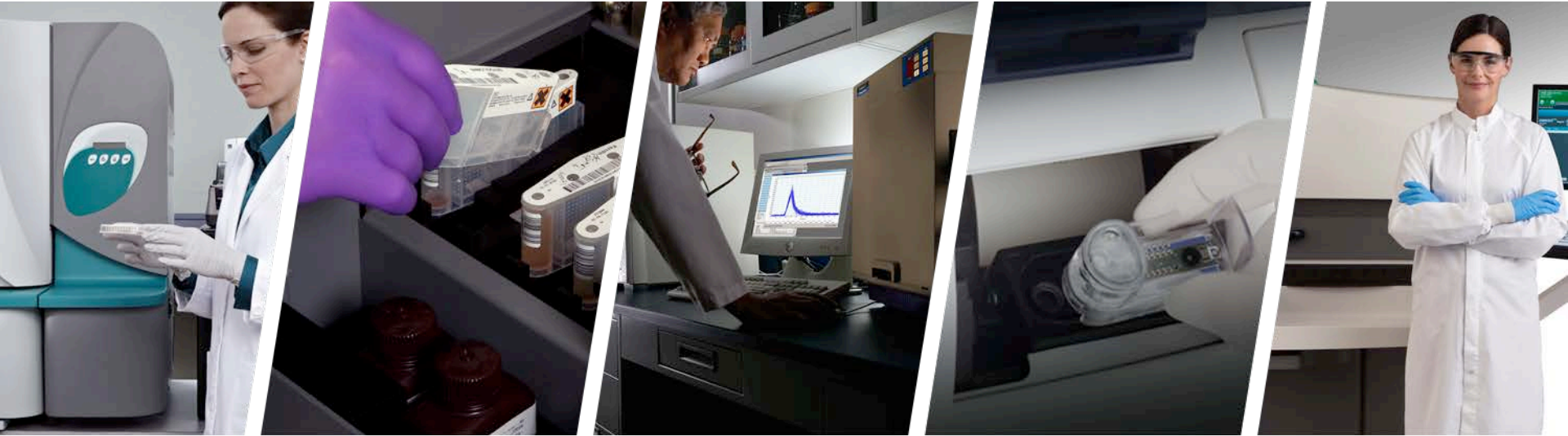
TESTING WITH VERIS

Sample in, results out.

- **Continued investment in HGM to expand coverage and enhance customer intimacy**
- **Improved commercial execution driving higher retention and win rates**
- **Investing in innovative platforms, assays and product solutions**



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Leadership: Building the Right Team
Allison Blackwell – Vice President, Human Resources

- ▶ **New mix of talent created a strong leadership team and deep pool for future growth**
- ▶ **DBS Leadership tools driving growth and supporting our strategic priorities**
- ▶ **Developing and exporting talent across OpCos to build a better Danaher team**



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Where We Were



Pre-2010

- Talent Review process in place
 - CEO/leaders' involvement
 - System for visibility



2010

- Quality issues
- Talent processes put on hold



2011

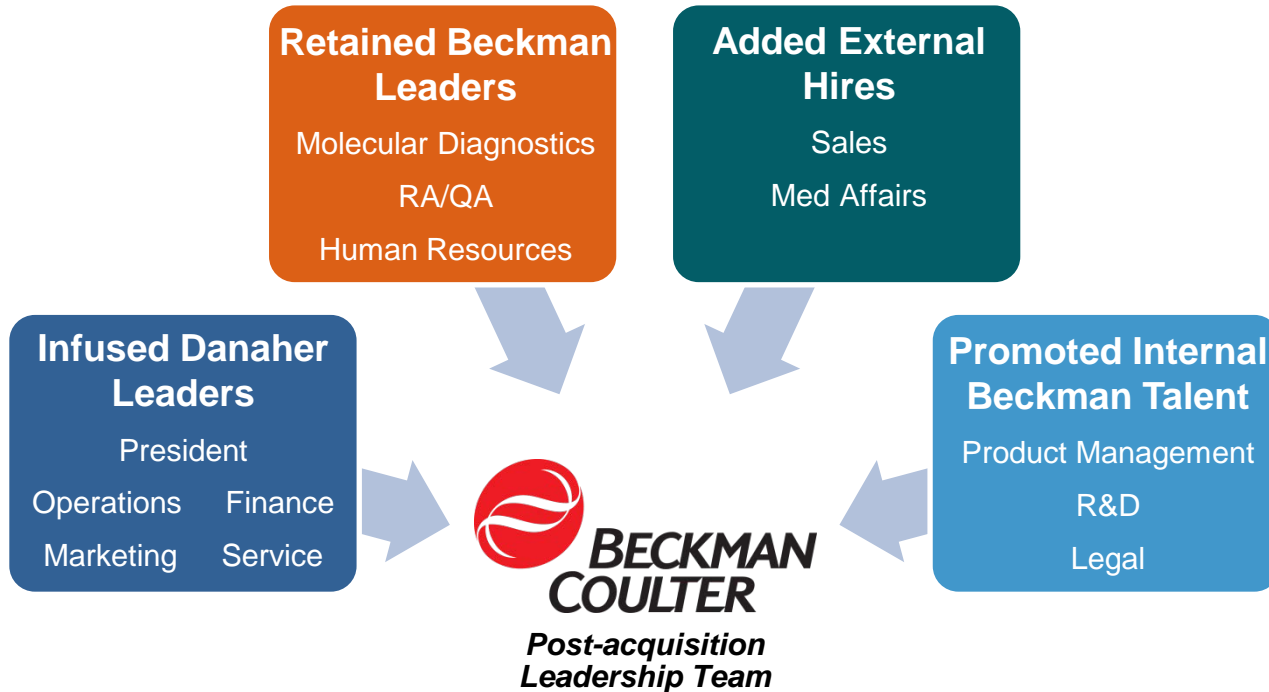
- Acquired by DanaHER
- Company reorganization
- High Voluntary Turnover (>8%) and Low Internal Fill (22%)

Talent management was not a priority



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At Acquisition



Healthy mix of talent to build a winning team



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Building the Best Team

Internal Process Improvement

Org & Talent Assessment

- Strategy-based process for assessing org and talent needs
- Identify high potential internal talent

Talent Development

- Build talent pipeline through specific development actions and assessing progress against Leadership Anchors

Talent for Growth

- Internal talent funnel to support organic & inorganic
- Export talent to other OpCos

External Hiring Process

Selection

- Rigorous assessment of Danaher fit
- ~40 Directors/VPs hired from 2013-2015

Immersion

- 8-12 weeks of rigorous learning about DBS from practitioners across Danaher
- Executive Champion Orientation

Acceleration

- DBS Proficiency
- Knowhow to operate across Danaher
- Cross-OpCo peer/mentor network

Transition to DBS culture of continuous improvement



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Org Initiatives

- **Simplification and accountability**
- **Organizational development strategy and quick action help drive growth in key areas**
 - Increased S&M HGM headcount by >30% since 2011
 - Built commercial organization to support Molecular Diagnostics platform
 - Increased product development associates >350; new hires and transfers from quality
- **Collaboration within Danaher**
 - Life Sciences, Diagnostics and Danaher leadership development
 - China R&D Center; India Development Center
 - Centers of Excellence in Government & Medical Affairs, Legal, Software and more



Assess, identify and deliver talent to support growth strategy

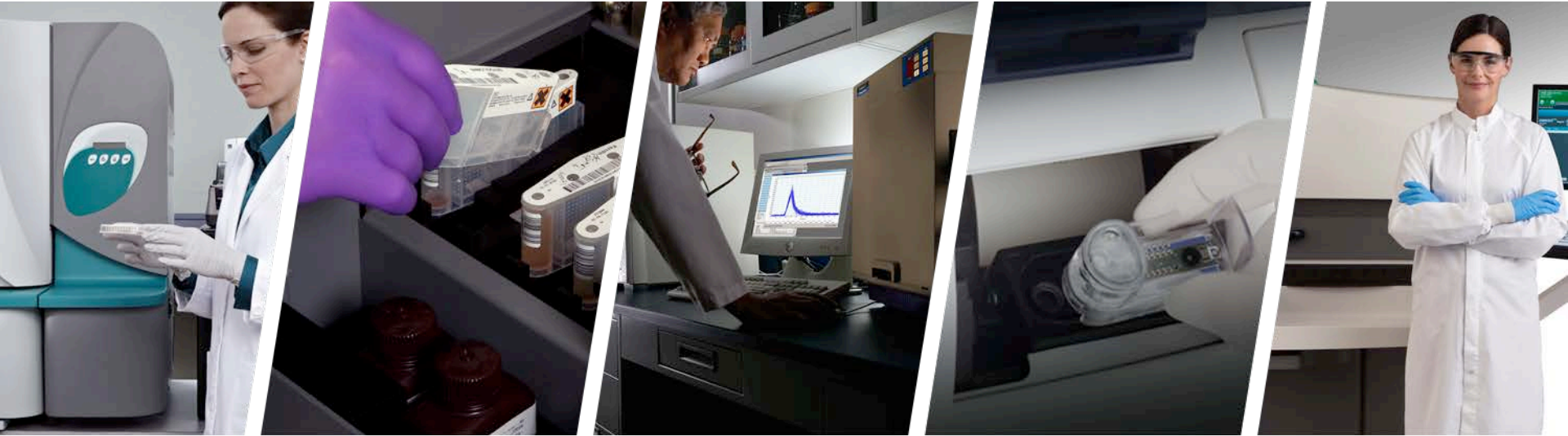
- **Improving associate engagement internally and with customers**
- **Building a bench and developing the next generation of DanaHER leaders**
 - Internal fills improved >2X from 2011 to 2014
 - Rigorous succession planning and development of high potentials
 - Development of cross-OpCo leadership funnel
- **Attracting diverse leadership and talent**
 - Talent funnel increased 300% from 2011 to 2015

Exporting Talent Across DanaHER	
2011	0
2012	0
2013	20
2014	24

- ▶ **New mix of talent created a strong leadership team and deep pool for future growth**
- ▶ **DBS Leadership tools driving growth and supporting our strategic priorities**
- ▶ **Developing and exporting talent across OpCos to build a better Danaher team**



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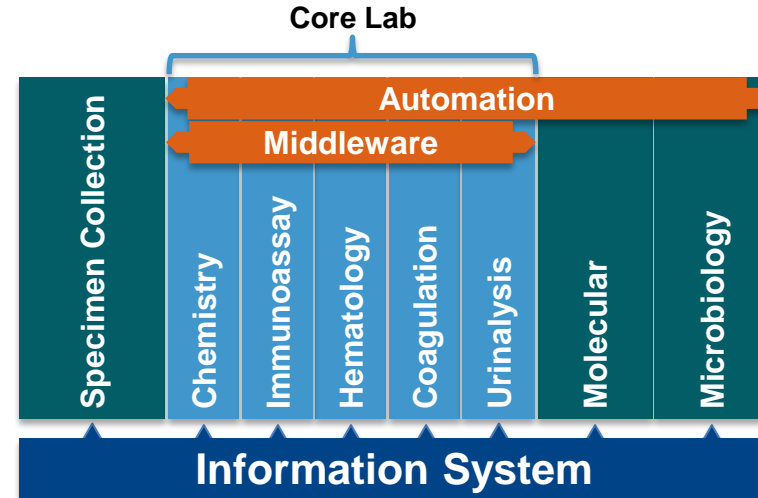
M&A and Summary
Arnd Kaldowski – Group Executive



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Growth via M&A

- **Beckman Coulter is a platform for high return bolt-on acquisitions**
 - Similar M&A playbook to Hach and Fluke
 - Integrate with existing infrastructure to drive results
 - Ability to make considerable impact with DBS
- **Deploying meaningful capital and significantly improving competitive position**
 - ~10% revenue growth from additional M&A since acquisition
 - Iris, Siemens Microbiology, Normand
- **Substantial runway for future expansion**
 - Opportunity to build out several growth vectors



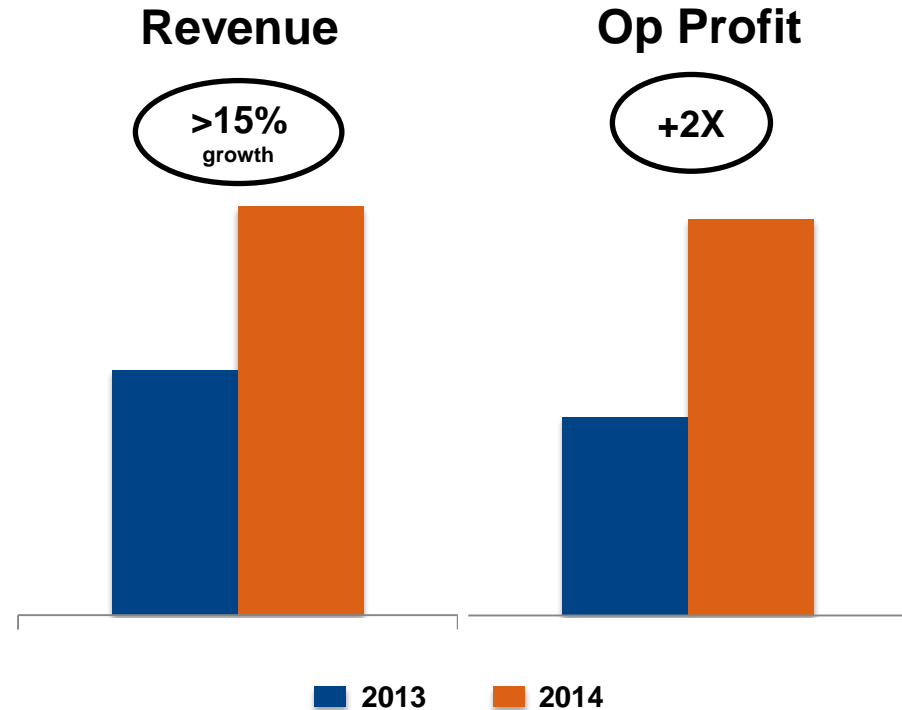
Compounding Beckman's returns over the long-term



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IRIS International

- **Expanded offering for core hospital lab**
 - Leader in automated urinalysis testing
- **Attractive market and business model**
 - ~\$400M market growing +MSD/HSD
 - ~70% consumables/~30% equipment
- **BEC scale accelerates growth/ productivity**
 - Global sales coverage
 - Growth investments funded through synergies
- **Technology and application synergies with Hematology portfolio**



OP margin +2,000 bps since acquisition; Double-digit ROIC in year 2



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Siemens Microbiology



- **Entering a new laboratory**
 - >\$200M annual revenue with leading position
- **Attractive market and business model**
 - ~\$800M market growing +MSD/HSD
 - ~80% consumables/~20% equipment
- **DBS offers opportunity to fund and accelerate growth**
 - Similar playbook to Iris
 - Underinvested in last several years
- **Offers upside with molecular diagnostics and mass spectrometry**

Opportunities through DBS, channel leverage and M&A runway

- **Strengthening revenue performance**
- **Margin expansion driven by price, lean conversion & quality improvements**
- **Investing in quality and innovation while improving cost structure**
 - ~\$350M in savings vs. \$250M original estimate (total Beckman)
 - R&D investment run rate increased ~\$100M
 - FOTS in HGMs increased >30% since 2011
- **Building capabilities with acquisitions of Siemens Microbiology, Normand and Iris**

	2011	2014
Core Revenue Growth	Flat	+MSD
Gross Margin %	~40%	High 40's
Operating Margin %	~10%	>15%
Working Capital	\$0.8B	~\$0.5B



- **Building a competitive advantage with DBS**
- **Driving growth with targeted investments in the highest impact organic opportunities**
- **Improving and sustaining our market-leading positions through acquisitions**



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