



**FOURTH QUARTER 2015 EARNINGS RELEASE**  
*January 26, 2016*



# Forward Looking Statements

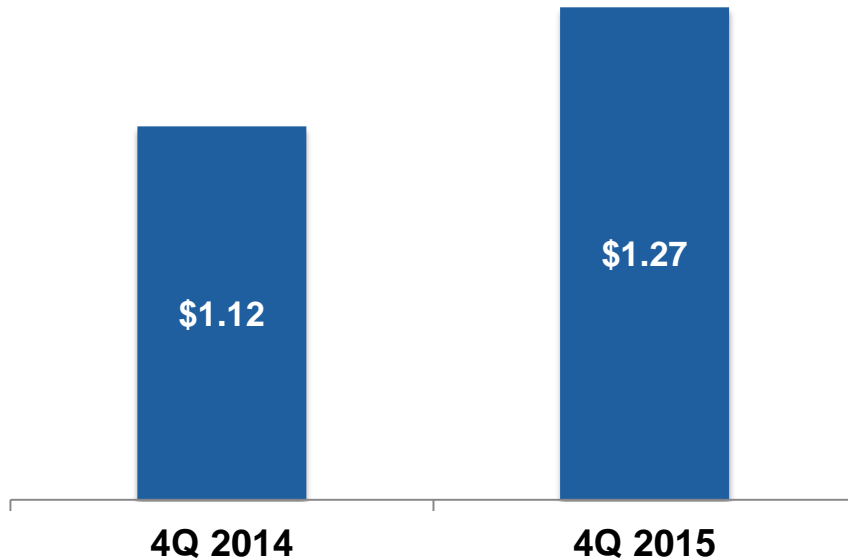
***Statements in this presentation that are not strictly historical, including any statements regarding events or developments that we believe or anticipate will or may occur in the future, are "forward-looking" statements within the meaning of the federal securities laws. There are a number of important 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, 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 cyclicity of markets we serve, competition, our ability to develop and successfully market new and enhanced products and services 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, our ability to integrate the recently acquired Pall Corporation and achieve the anticipated benefits of that transaction, our ability to successfully consummate the separation of Danaher into two public companies and realize the anticipated benefits of that transaction, contingent liabilities relating to acquisitions and divestitures, 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 and 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 third quarter of 2015. These forward-looking statements speak only as of the date of this presentation 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](http://www.danaher.com), under the heading "Financial Information" and subheading "Quarterly Earnings." In addition, in addressing various financial metrics the presentation describes certain of the more significant factors that impacted year-over-year performance. Please refer to our earnings release and the other related presentation materials supplementing today's call for additional factors that impacted year-over-year performance, all of which are available in the "Investors" section of Danaher's web site under the heading "Financial Information" and subheading "Quarterly Earnings."***

***In this presentation, all figures relate to Danaher's continuing operations and revenue amounts are in millions.***

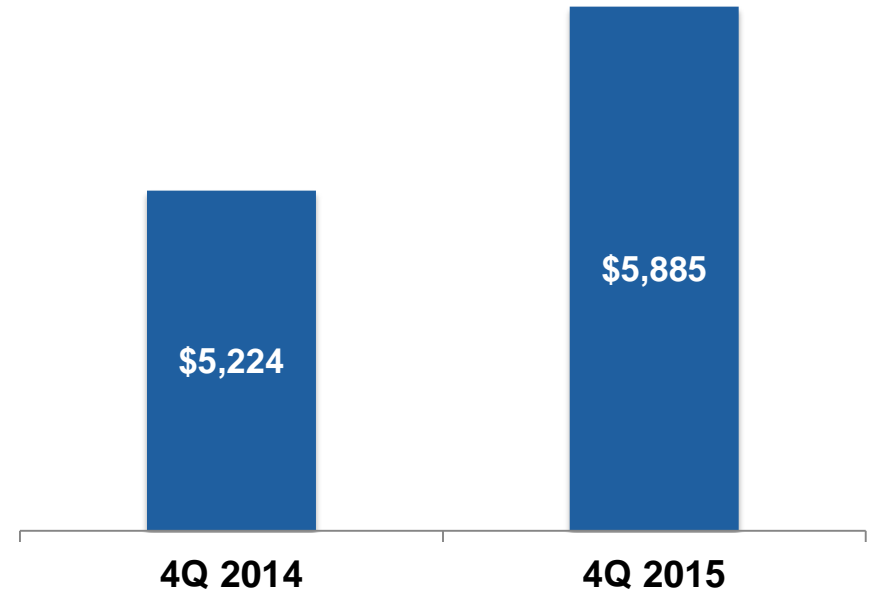
## ADJUSTED DILUTED NET EARNINGS PER SHARE

**+13.5%**



## REVENUE

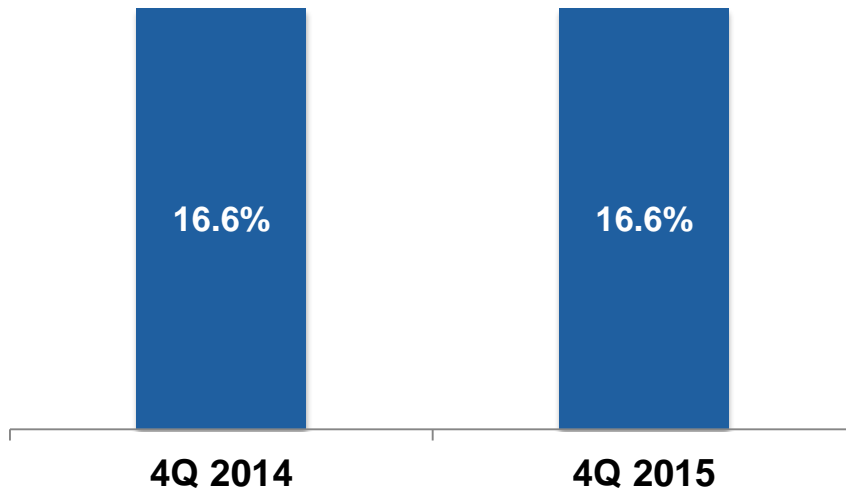
**+12.5%**  
*Core ---*  
*Acquisitions +17.5%*  
*FX -5.0%*



## OPERATING PROFIT MARGIN

**Flat**

*Core +120 bps  
Acquisitions -195 bps  
Separation Costs -25 bps  
Other +100 bps*



## GROSS MARGINS

4Q 2014 – 51.0%

**+20 bps**

4Q 2015 – 51.2%

## SG&A

(as a % of Revenue)

4Q 2014 – 28.6%

**+40 bps**

4Q 2015 – 29.0%

## R&D

(as a % of Revenue)

4Q 2014 – 5.8%

**-20 bps**

4Q 2015 – 5.6%

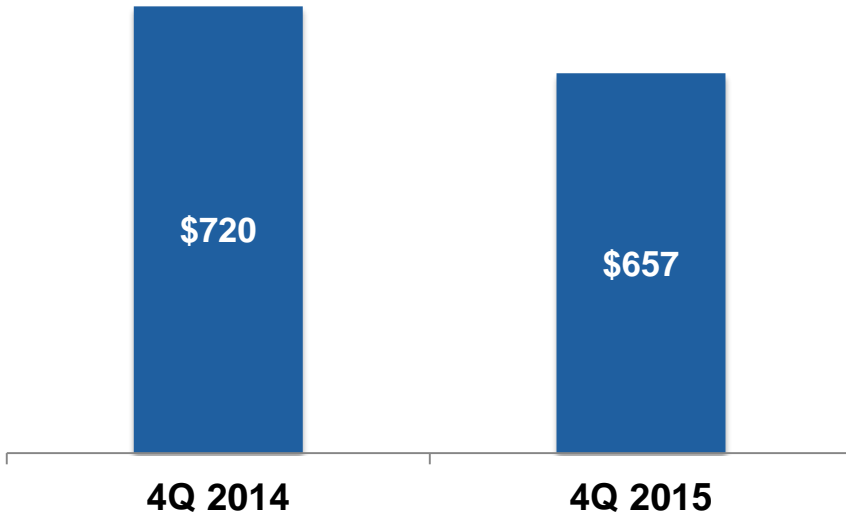


# Fourth Quarter 2015 Performance Summary

(\$M)	Quarter Ended December 31		Year Ended December 31	
	2014	2015	2014	2015
<b>OPERATING CASH FLOW</b>	<b>\$1,167</b>	<b>\$1,321</b>	<b>\$3,618</b>	<b>\$3,828</b>
<b>CAP EX</b>	<b>171</b>	<b>195</b>	<b>581</b>	<b>633</b>
<b>FREE CASH FLOW</b>	<b>\$996</b>	<b>\$1,126</b>	<b>\$3,037</b>	<b>\$3,195</b>

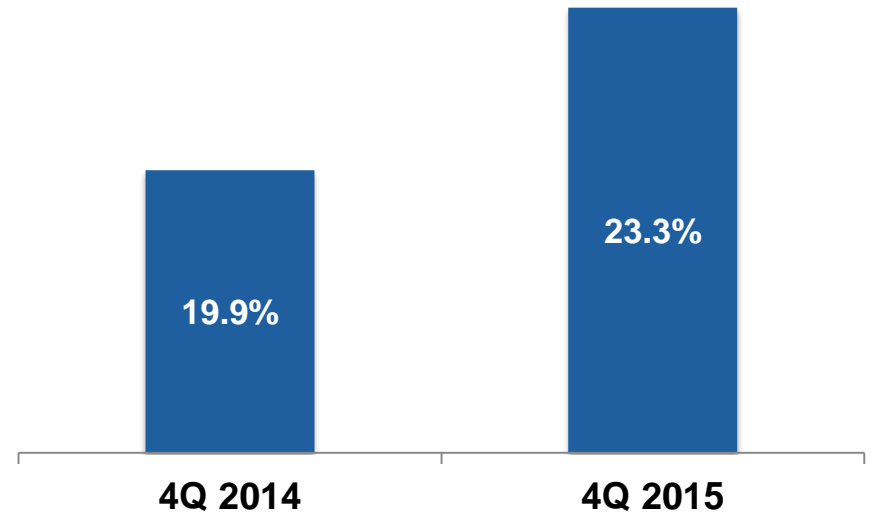
## REVENUE

**-9.0%**  
*Core -5.0%*  
*Acquisitions ---*  
*FX -4.0%*



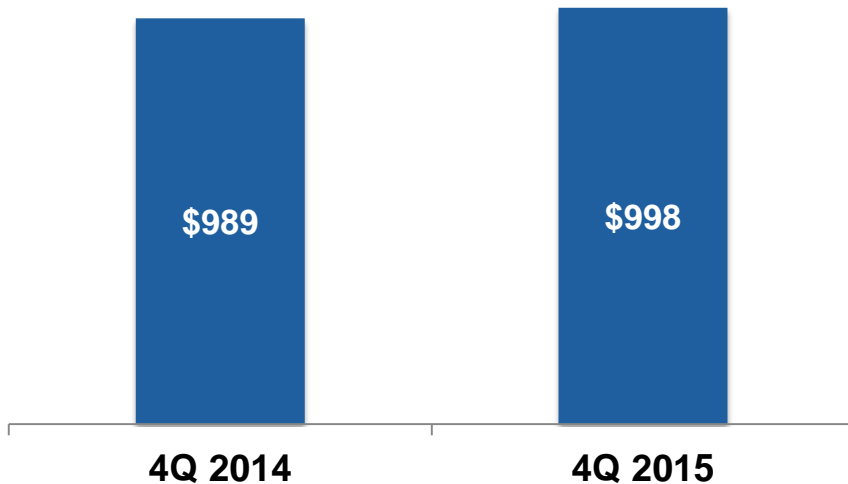
## OPERATING PROFIT MARGIN

**+340 bps**  
*Core +110 bps*  
*Acquisitions +190 bps*  
*Other +40 bps*



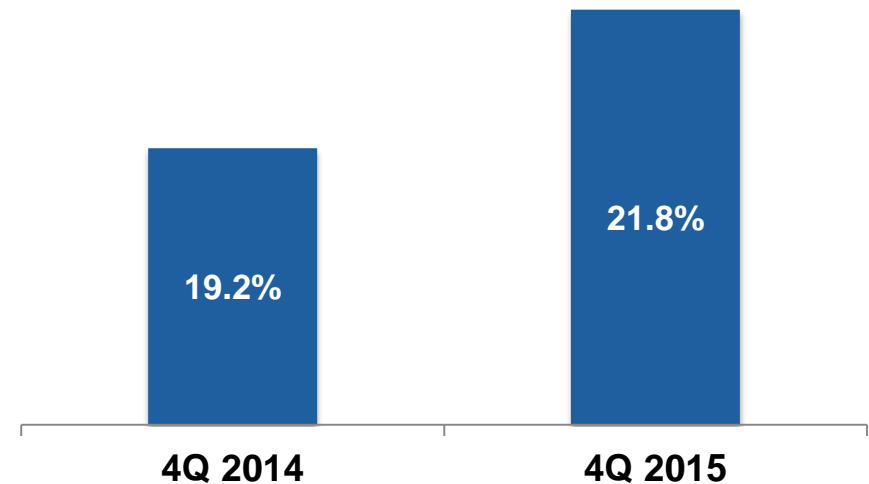
## REVENUE

**+1.0%**  
*Core +4.0%*  
*Acquisitions +2.5%*  
*FX -5.5%*



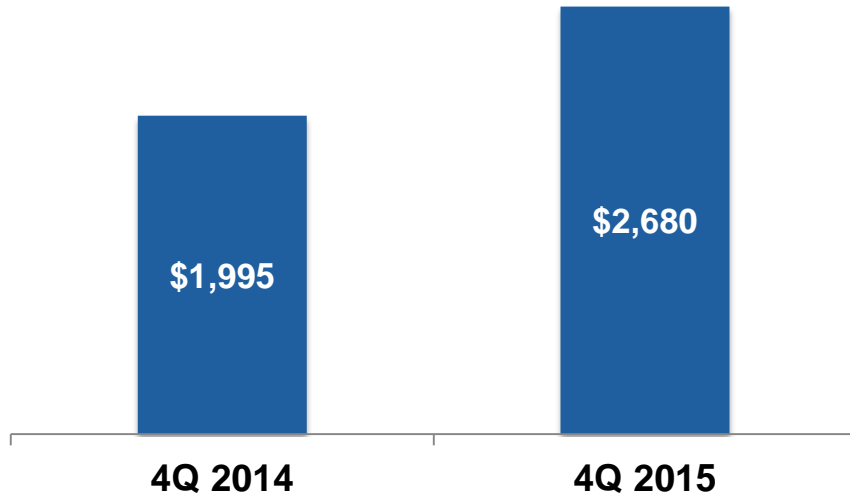
## OPERATING PROFIT MARGIN

**+260 bps**  
*Core +60 bps*  
*Acquisitions -50 bps*  
*Other +250 bps*



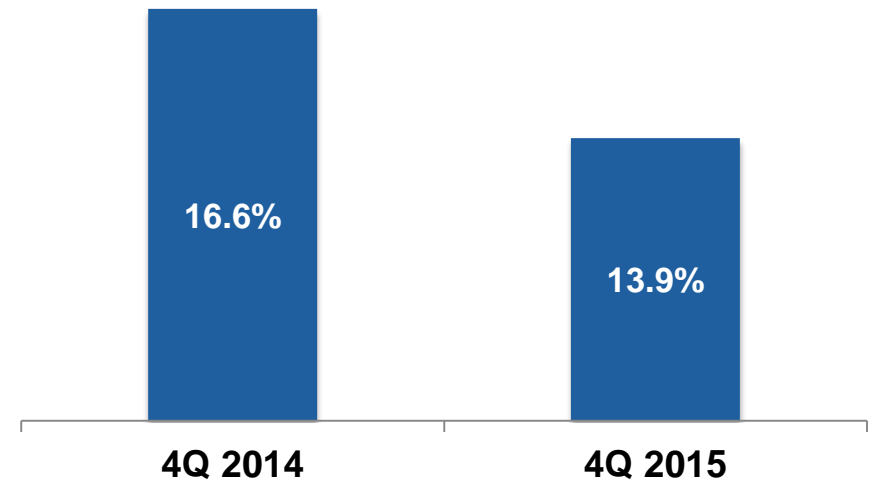
## REVENUE

**+34.5%**  
*Core +2.0%*  
*Acquisitions +38.0%*  
*FX -5.5%*



## OPERATING PROFIT MARGIN

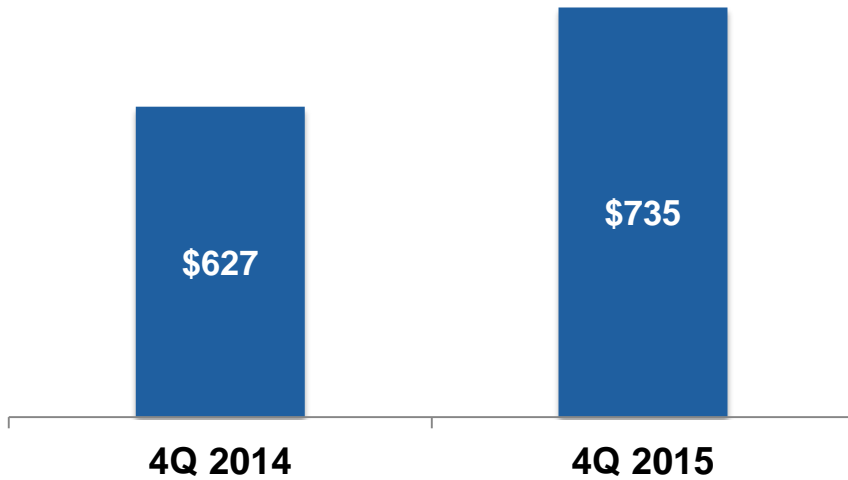
**-270 bps**  
*Core +75 bps*  
*Acquisitions -430 bps*  
*Other +85 bps*





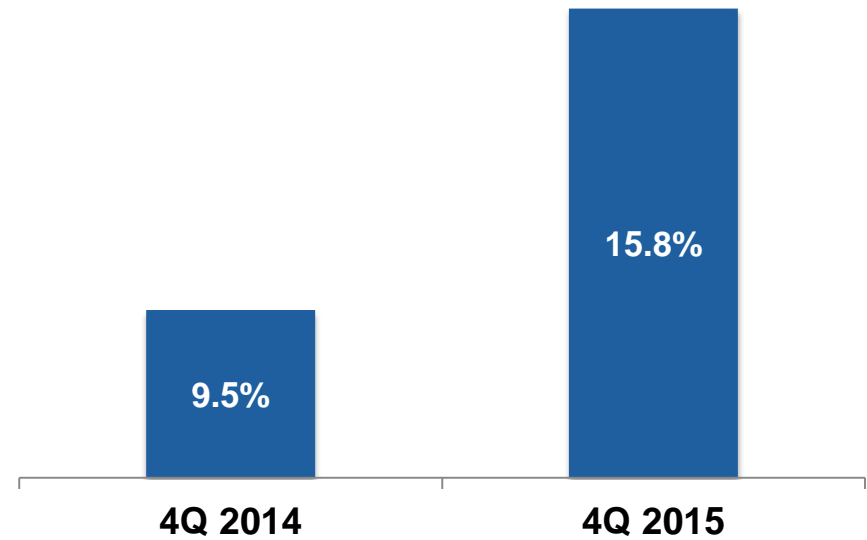
## REVENUE

**+17.0%**  
*Core +0.5%*  
*Acquisitions +22.5%*  
*FX -6.0%*



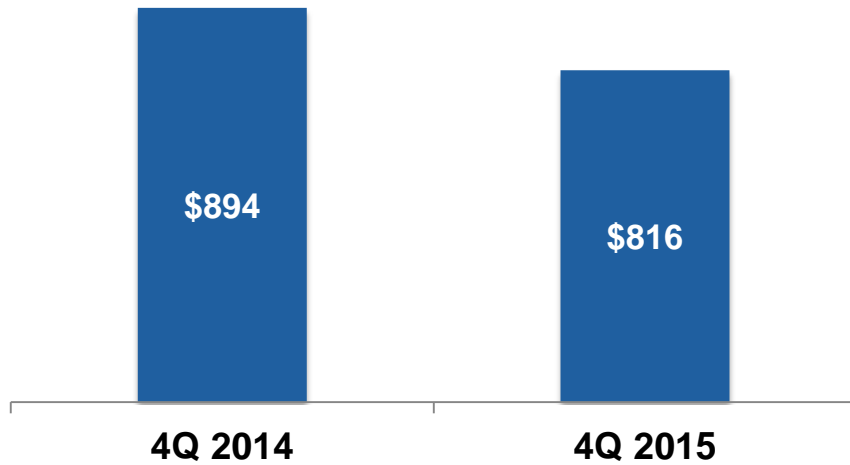
## OPERATING PROFIT MARGIN

**+630 bps**  
*Core +515 bps*  
*Acquisitions +85 bps*  
*Other +30 bps*



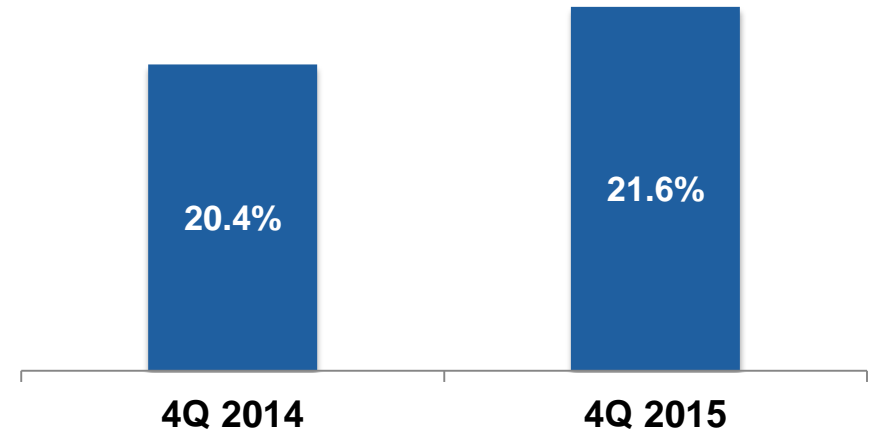
## REVENUE

**-8.5%**  
*Core -4.5%*  
*Acquisitions ---*  
*FX -4.0%*



## OPERATING PROFIT MARGIN

**+120 bps**  
*Core +80 bps*  
*Acquisitions -25 bps*  
*Other +65 bps*



# Guidance

# Q & A



***DANAHER***

---