



FOURTH QUARTER 2014 EARNINGS RELEASE
January 27, 2015



Forward Looking Statements

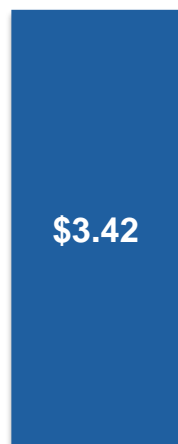
Statements in this presentation that are not strictly historical, including any statements regarding events or developments that we believe or anticipate will or may occur in the future, are "forward-looking" statements within the meaning of the federal securities laws. There are a number of important 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 cyclicalities 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, contingent liabilities relating to acquisitions and divestitures and other dispositions, 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 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 2013 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the third quarter of 2014. 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, 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."

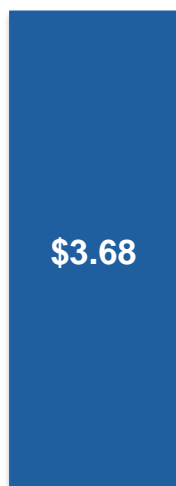
In this presentation, all revenue amounts are in millions.

ADJUSTED DILUTED NET EARNINGS PER SHARE

+7.6%



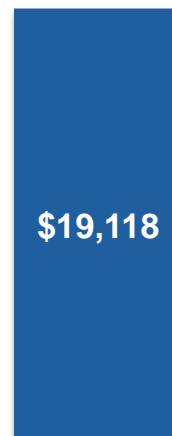
FY 2013



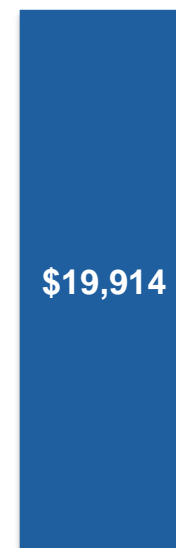
FY 2014

REVENUE

+4.0%
Core +3.5%
Acquisitions +1.5%
FX -1.0%



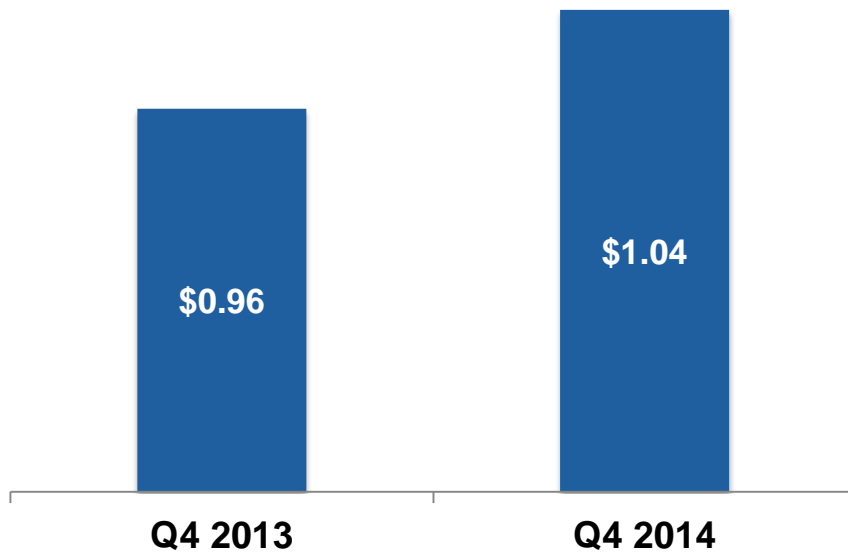
FY 2013



FY 2014

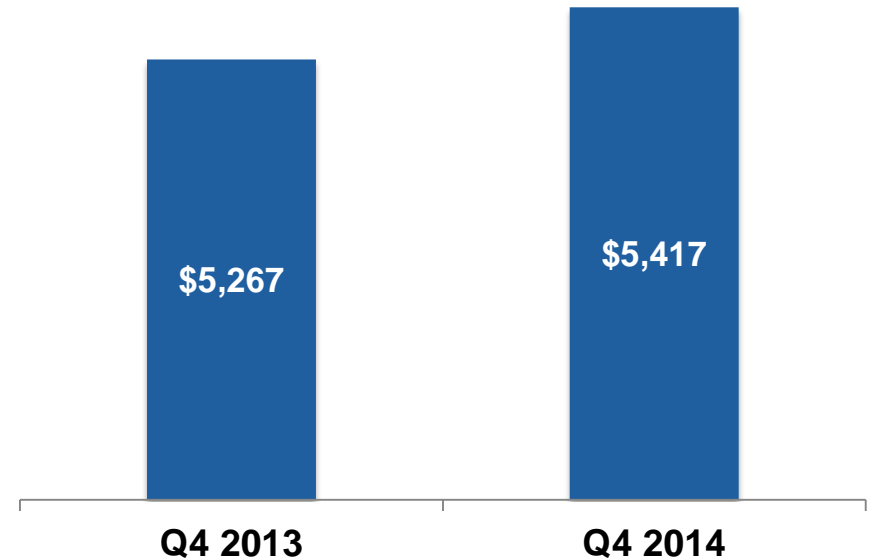
ADJUSTED DILUTED NET EARNINGS PER SHARE

+8.3%



REVENUE

+3.0%
Core +4.0%
Acquisitions +2.5%
FX -3.5%



OPERATING PROFIT MARGIN

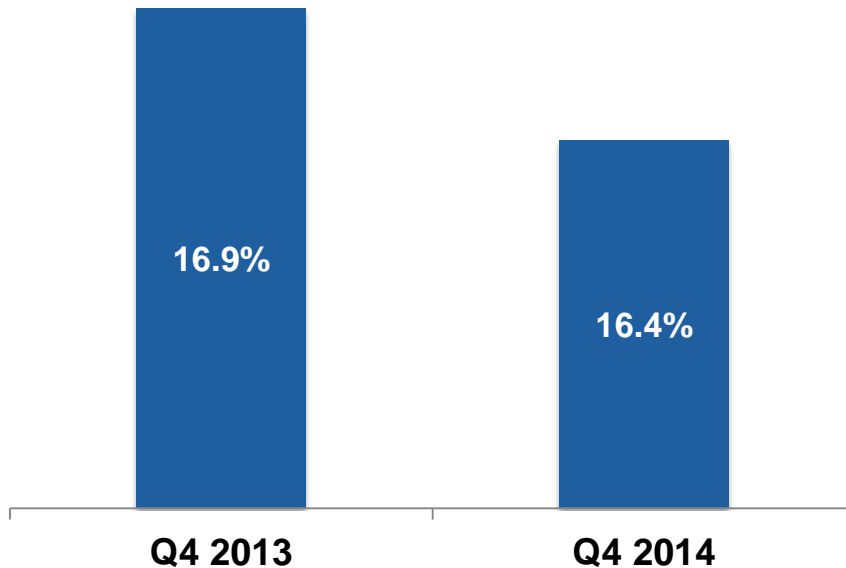
-50 bps

Core +70 bps

Incremental YoY productivity charges -110 bps

2013 Impairment +60 bps

Acquisitions -70 bps



GROSS MARGINS

Q4 2013 – 51.5%

+ 30 bps

Q4 2014 – 51.8%

SG&A

(as a % of Revenue)

Q4 2013 – 28.3%

+90 bps

Q4 2014 – 29.2%

R&D

(as a % of Revenue)

Q4 2013 – 6.3%

- 10 bps

Q4 2014 – 6.2%

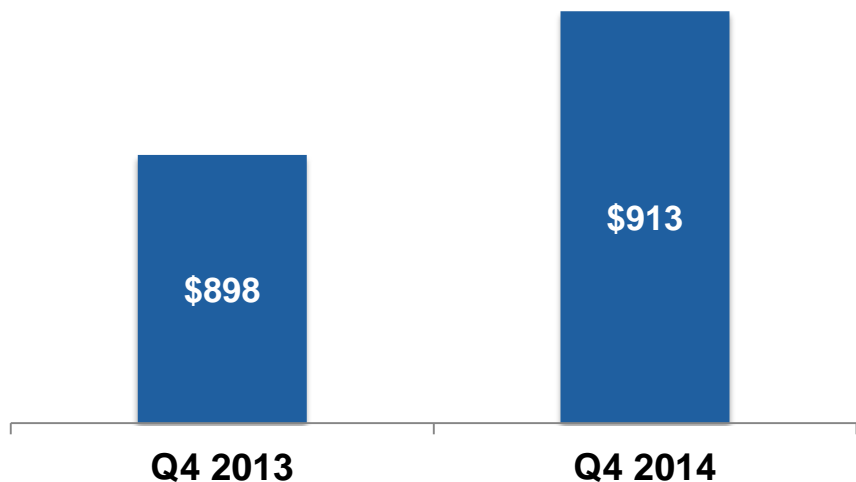


Fourth Quarter 2014 Performance Summary

<u>\$M</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Q4 2013</u>	<u>Q4 2014</u>
OPERATING CASH FLOW	\$3,502	\$3,585	\$3,758	\$1,078	\$1,239
CAP EX	458	551	598	160	176
FREE CASH FLOW	\$3,044	\$3,034	\$3,160	\$918	\$1,063

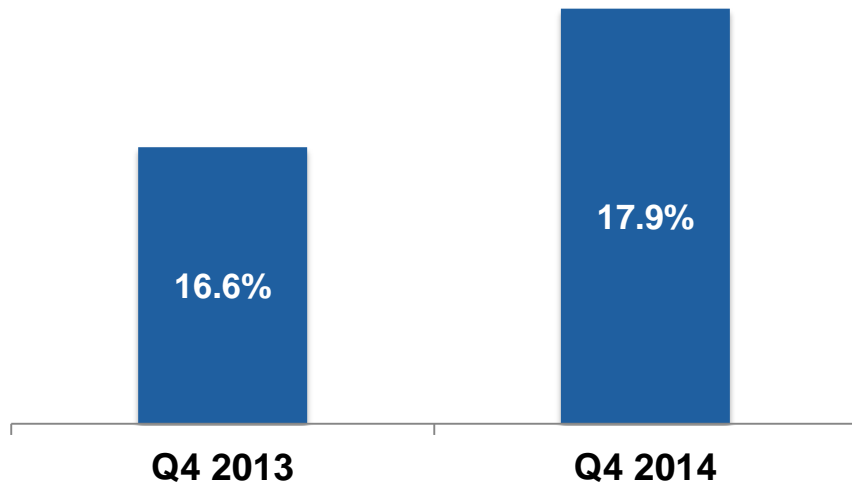
REVENUE

+1.5%
Core +0.5%
Acquisitions +3.0%
FX -2.0%



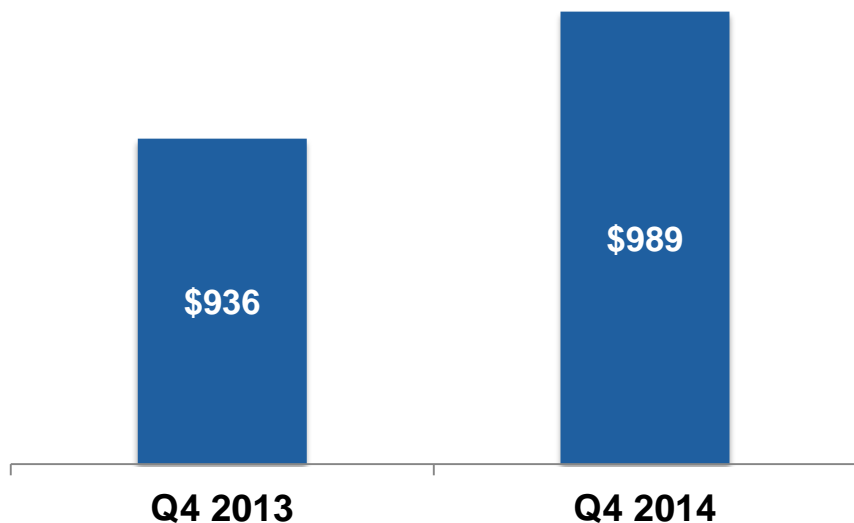
OPERATING PROFIT MARGIN

+130 bps
Core -5 bps
Incremental YoY productivity charges -235 bps
2013 Impairment +340 bps
Acquisitions +30 bps



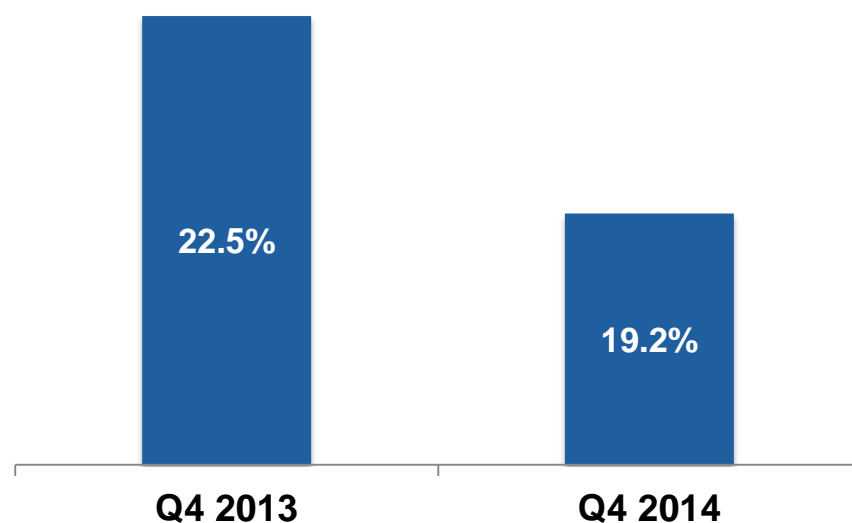
REVENUE

+5.5%
 Core +5.0%
 Acquisitions +4.0%
 FX -3.5%



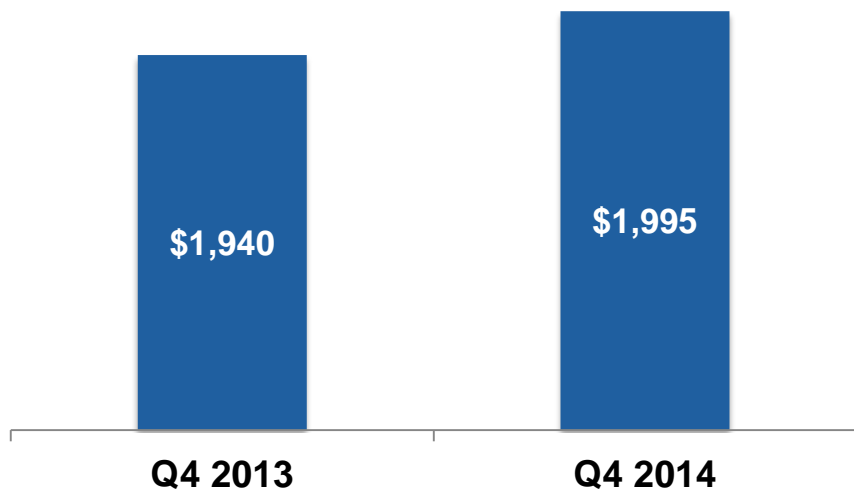
OPERATING PROFIT MARGIN

-330 bps
 Core -45 bps
 Incremental YoY productivity charges -205 bps
 Acquisitions -80 bps



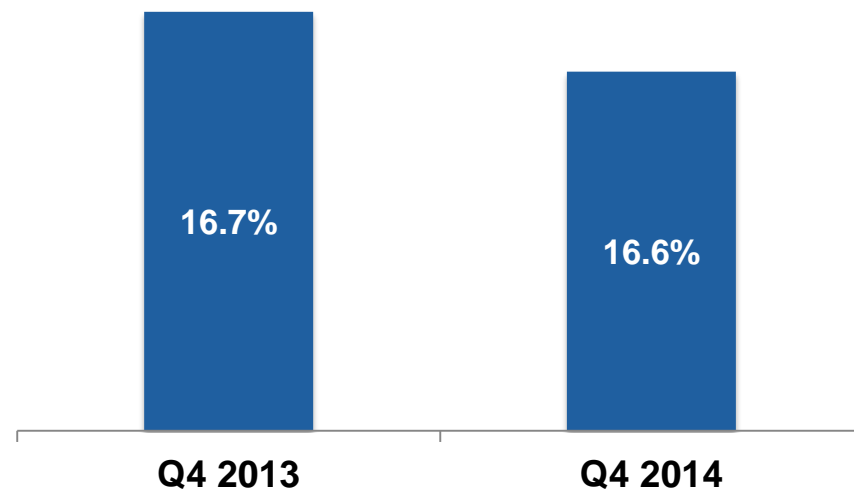
REVENUE

+3.0%
Core +5.0%
Acquisitions +2.0%
FX -4.0%



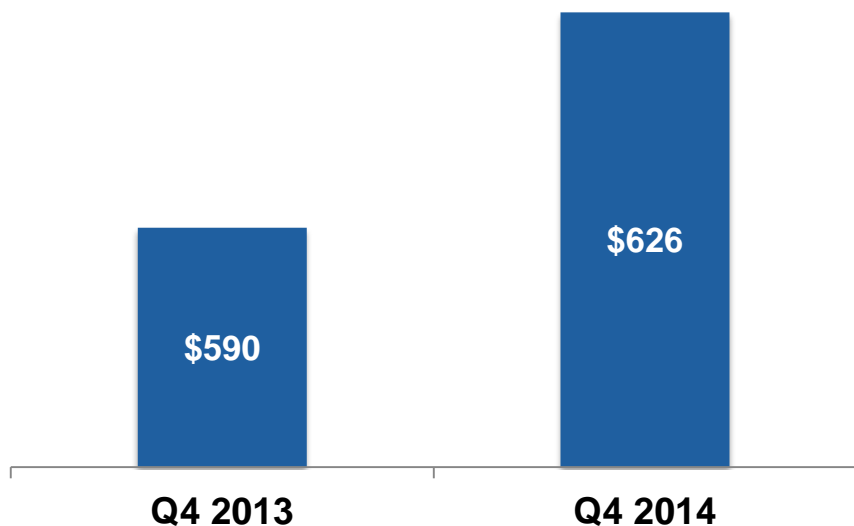
OPERATING PROFIT MARGIN

-10 bps
Core +135 bps
Incremental YoY productivity charges -110 bps
Acquisitions -35 bps



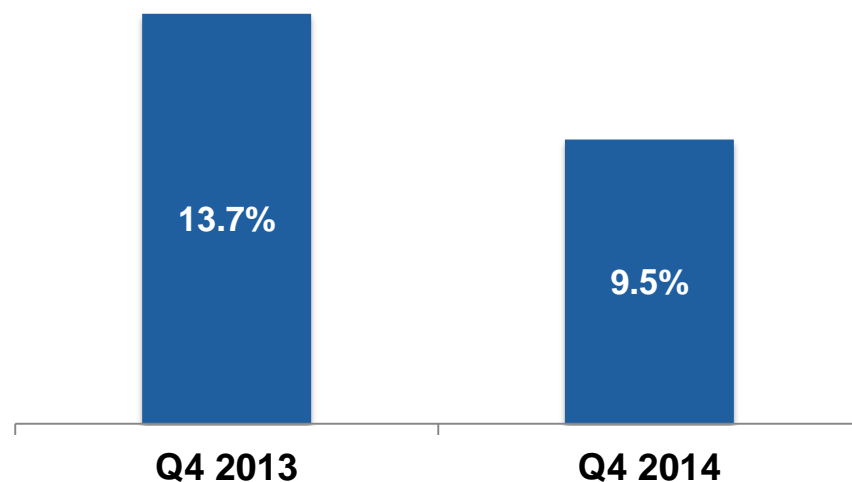
REVENUE

+6.0%
Core +2.5%
Acquisitions +8.5%
FX -5.0%



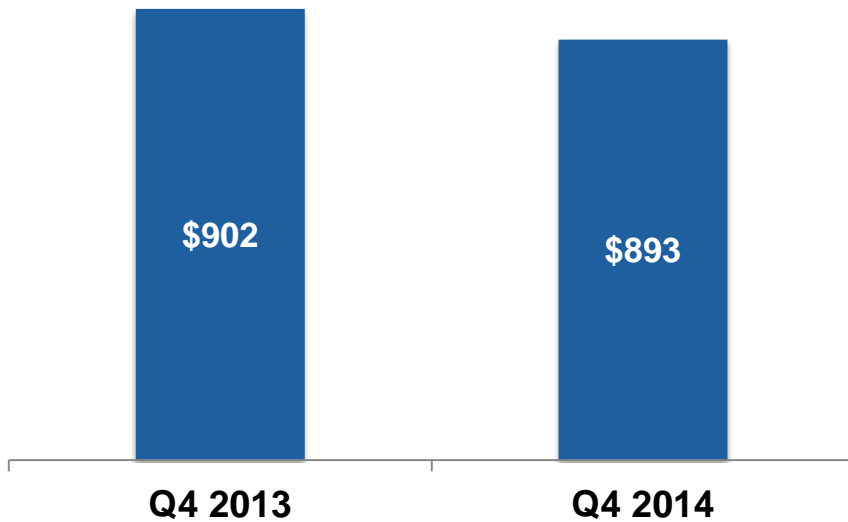
OPERATING PROFIT MARGIN

-420 bps
Core +185 bps
Incremental YoY productivity charges -185 bps
Acquisitions -420 bps



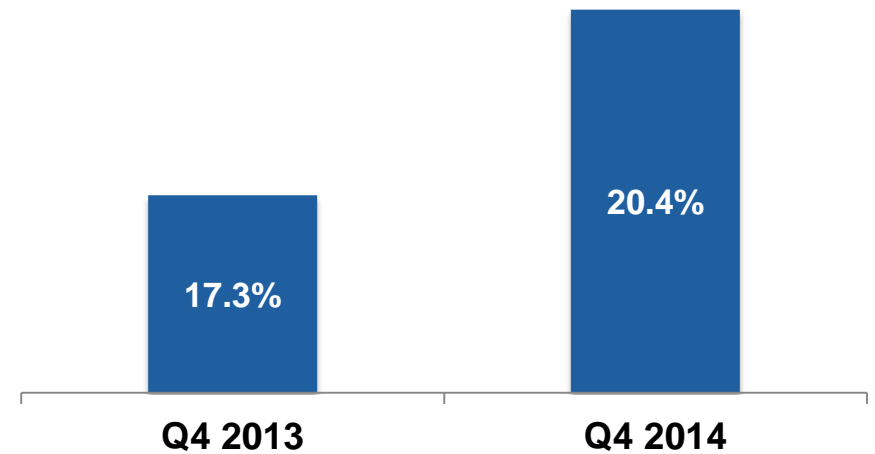
REVENUE

-1.0%
Core +5.0%
Acquisitions/Divestitures -3.0%
FX -3.0%



OPERATING PROFIT MARGIN

+310 bps
Core +120 bps
Incremental YoY productivity charges +170 bps
Acquisitions +20 bps



Guidance

Q & A



DANAHER
