

Color on what we are seeing in Bioprocessing today:

1) Destocking continued as we moved through Q2

- Large Pharma working through inventory they built during the pandemic
- Emerging biotech still down as they conserve capital

2) In China, ongoing market correction accelerated as Q2 progressed

3) Given these dynamics, we've begun to more actively work with customers to manage down inventory levels

Q2 2023 RESULTS

Q2 Core revenue growth -7.0%, in-line with expectations despite lower bioprocessing revenue

Q2 base business core revenue growth +2.0%, base business core growth by segment:

- **Biotechnology -HSD**
 - Bioprocessing -HSD
- **LS +HSD**
 - Life sciences instruments +MSD
- **Dx +HSD**
 - Non-respiratory testing at Cepheid +>30%
 - LBS +HSD, Bec Dx +MSD
- **EAS +1.5%**
 - WQ +MSD
 - PID -MSD

COVID revenues

- Cepheid's respiratory testing revenue of ~\$300M in Q2 was above our expectation of ~\$175M driven primarily by positive mix of 4-in-1 test vs. COVID-only tests and slightly higher than expected volume
- COVID Vx/Tx revenue in Q2 was ~\$30M

Q2 Adjusted OP margins of 26.5% slightly above our expectations

Q2 Adjusted EPS of \$2.05

YTD 2023 Free Cash Flow (FCF) was ~\$3.3B with FCF to net income conversion of >125%

Anticipated Q3 and FY 2023 Core Growth

- FY 2023 revenue assumptions for our businesses remain largely consistent with our prior guidance with the exception of bioprocessing base business growth
- In bioprocessing, we anticipate FY 2023 base business core revenue growth will be down ~10% for the full year

<u>2023 Core Growth</u>	<u>Q3 2023</u>	<u>FY 2023</u>
DHR Base business	-LSD	+LSD
COVID vx/tx, testing headwind	-LDD	-LDD
DHR core growth	-Low/Mid-Teens	-HSD/LDD

Anticipated Q3 and FY 2023 Adjusted Operating Profit Margin

FY 2023

- We anticipate adjusted operating profit margin of ~29%
- Change vs prior expectation of ~30% is due primarily to lower expected base business revenues in bioprocessing

Q3 2023

- We anticipate adjusted operating profit margin of ~26%
- This includes continued impact of capacity reduction costs which began in Q2

2023 Model Items

COVID

- Anticipate Cepheid testing revenue of \$100M in Q3 and \$1.2B for FY 2023
- Anticipate Vx/Tx revenue of \$150M for FY 2023

Corporate expense (excluding EAS Separation costs): ~\$80M in Q3 and ~\$310M for FY 2023

Adjusted non-operating income: ~\$2M per quarter for remainder of 2023

Assumed Interest expense, net: ~\$10M in Q3 and ~\$40M for FY 2023

Tax rate: ~19.5% for Q3 and FY 2023

Average adjusted diluted shares

- ~747M for Q3
- ~747M for FY 2023

FORWARD-LOOKING STATEMENTS DISCLOSURE

Statements in this document 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, potential future, adverse impacts on our business, results of operations and financial condition related to the COVID-19 pandemic, the impact of our debt obligations on our operations and liquidity, deterioration of or instability in the economy, the markets we serve and the financial markets, uncertainties relating to national laws or policies, including laws or policies to protect or promote domestic interests and/or address foreign competition, contractions or growth rates and cyclicity 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 compliance with applicable laws and regulations (including rules relating to off-label marketing and other regulations relating to medical devices and the health care industry), the results of our clinical trials and perceptions thereof, our ability to effectively address cost reductions and other changes in the health care industry, our ability to successfully identify and consummate appropriate acquisitions and strategic investments and successfully complete divestitures and other dispositions, our ability to integrate the businesses we acquire and achieve the anticipated growth, synergies and other benefits of such acquisitions, contingent liabilities and other risks relating to acquisitions, investments, strategic relationships and divestitures (including tax-related and other contingent liabilities relating to past and future IPOs, split-offs or spin-offs), security breaches or other disruptions of our information technology systems or violations of data privacy laws, the impact of our restructuring activities on our ability to grow, 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, changes in tax laws applicable to multinational companies, litigation and other contingent liabilities including intellectual property and environmental, health and safety matters, the rights of the United States government with respect to our production capacity in times of national emergency or with respect to intellectual property/production capacity developed using government funding, risks relating to product, service or software defects, product liability and recalls, risks relating to fluctuations in the cost and availability of the supplies we use (including commodities) and labor we need for our operations, our relationships with and the performance of our channel partners, uncertainties relating to collaboration arrangements with third-parties, the impact of deregulation on demand for our products and services, the impact of climate change, legal or regulatory measures to address climate change and our ability to address stakeholder expectations relating to climate change, labor matters and our ability to recruit, retain and motivate talented employees representing diverse backgrounds, experiences and skill sets, non-U.S. economic, political, legal, compliance, social and business factors (including the impact of the military conflict between Russia and Ukraine), disruptions relating to man-made and natural disasters, pension plan and healthcare costs, inflation and the impact of our By-law exclusive forum provisions. 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 2022 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the second quarter of 2023. These forward-looking statements speak only as of the date of this document and except to the extent required by applicable law, 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 the non-GAAP financial measures referenced above, definitions and the accompanying information required by SEC Regulation G can be found in the document accompanying this note or in the "Investors" section of Danaher's web site, www.danaher.com, under the heading "Financial Reports" and subheading "Quarterly Earnings."