
Supplemental Earnings Information for the First Quarter 2024

Below are our Q1 2024 results and Q2/FY 2024 guidance:

Q1 2024 Results

Encouraged with the better-than-expected start to the year

Q1 DanaHER core revenue growth -4.0%, exceeded expectations of a high-single digit decline

- Biotechnology: -17.0%
 - Bioprocessing declined high-teens, modestly better-than-expected
 - Q1 book-to-bill was ~0.95
 - Q1 orders increased +MSD sequentially in comparison to Q4 2023
- LS: -3.0%
 - Life Sciences Instruments declined mid-single digits
- Dx: +7.5%
 - Cepheid +low-double digits
 - Includes respiratory revenue of \$675M (vs. ~\$575M expectation)
 - Bec Dx +mid-single digits

Q1 Adjusted OP margin of 30.1% was above our expectation of ~28%

Q1 Adjusted EPS of \$1.92

Q1 Free Cash Flow (FCF) of ~\$1.4B with FCF to net income conversion of >130%

Q2 and FY 2024

Anticipated core revenue growth for Q2 and FY 2024

No change to Danaher FY 2024 core revenue growth expectations of -LSD

- Continue to expect Bioprocessing FY 2024 core revenue growth to be -LSD
- Continue to expect Cepheid FY 2024 respiratory revenue to be ~\$1.6B

Anticipated core revenue growth by segment ¹

	Q2 2024	FY 2024
Biotechnology	-LDD	-LSD/MSD
Life Sciences	-MSD	-LSD
Diagnostics	-LSD	+LSD
Danaher	-MSD	-LSD

Anticipated adjusted operating profit margin for Q2 and FY 2024

No change to Danaher FY 2024 adjusted operating profit margin expectations

- Better-than-anticipated margin performance in Q1 2024 offsetting full year FX headwind relative to guidance provided in January 2024 (mostly due to a stronger USD)

	Q2 2024	FY 2024
Danaher	~26%	~29%

2024 Model Items

	Q2 2024	FY 2024
FX impact on revenue ²	-1.5%	-1.0%
Corporate expense	~\$83M	~\$325M
Adjusted non-operating income ³	~\$1M	~\$4M
Assumed Interest expense, net	~\$17M expense	~\$30M expense
Tax rate	~17.5%	~17.5%
Average adjusted diluted shares	~753M	~754M

¹ LSD = low-single digit, MSD = mid-single digit, HSD = high-single digit, LDD = low-double digit

² Impact of currency exchange rates on revenue if currency exchange rates in effect as of April 19, 2024 prevailed throughout the remainder of 2024

³ Adjusted non-operating income is defined as "Other income (expense), net" excluding total investment gains/losses. For more information on "Other income (expense), net" for historical periods, refer to the Company's financial statements

FORWARD-LOOKING STATEMENTS DISCLOSURE

Statements in this document that are not strictly historical, including all financial projections 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: unanticipated, further declines in demand for our COVID-19 related products, the impact of global health crises, the impact of our debt obligations on our operations and liquidity, deterioration of or instability in the global economy, the markets we serve and the financial markets, uncertainties with respect to the development, deployment, and use of artificial intelligence in our business and products, 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 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 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, 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 our manufacturing operations and 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 military conflicts), disruptions relating to man-made and natural disasters, 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 2023 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the first quarter of 2024. 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."