



***DANAHER***

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**FIRST QUARTER 2007 EARNINGS RELEASE**  
**APRIL 19, 2007**

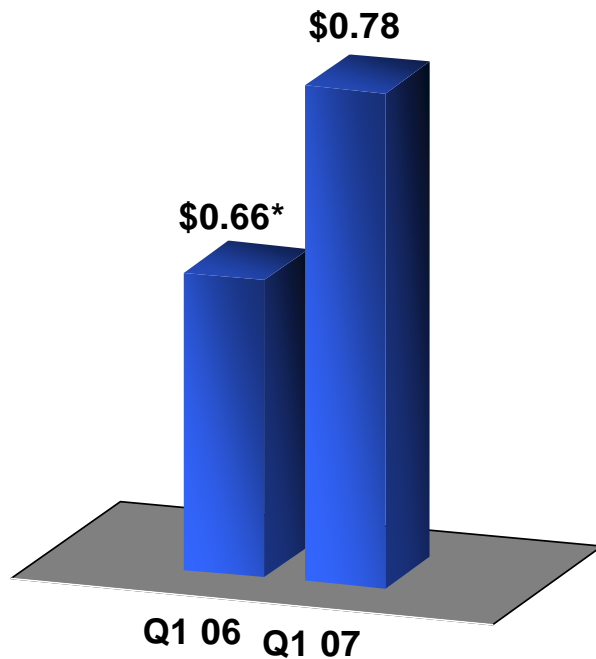


## FORWARD LOOKING STATEMENTS

Statements in this presentation that are not strictly historical, including statements regarding expectations for the balance of 2007 and any other statements regarding events or developments that we believe or anticipate will or may occur in the future, may be "forward-looking" statements. There are a number of important factors that could cause actual events to differ materially from those suggested or indicated by such forward-looking statements. These factors include, among other things, competition, our ability to develop and successfully market new products and technologies, our ability to expand our business in new geographic markets, our ability to identify, consummate and integrate appropriate acquisitions, litigation and other contingent liabilities including intellectual property matters, our compliance with applicable laws and regulations, our ability to achieve projected efficiencies, cost reductions, sales growth and earnings, economic conditions in the end-markets we sell into, commodity costs and surcharges, currency exchange rates, tax audits, and general domestic and international economic conditions. 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 2006 Annual Report on Form 10-K and First Quarter 2007 Quarterly Report on Form 10-Q. These forward-looking statements speak only as of the date of this release and the Company does not intend to update any forward-looking statement.

## EARNINGS PER SHARE

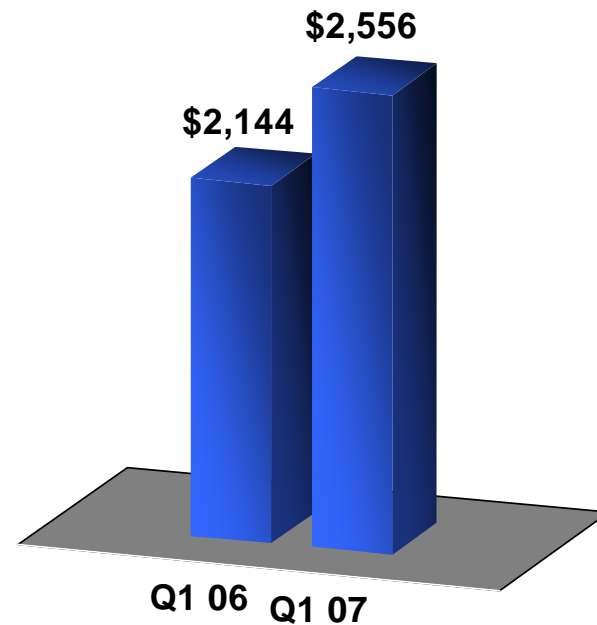
**+18%**



\*Excludes impact of \$0.01 tax reserve reversal in Q1 2006

## REVENUES (\$M)

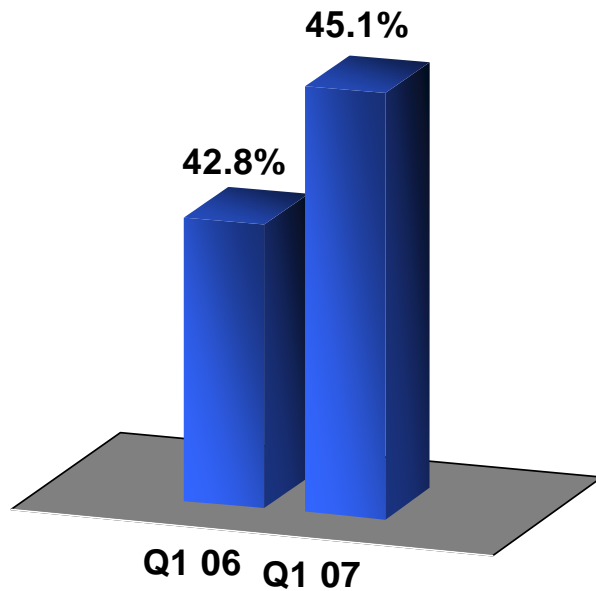
**+19%**



Core	3.5%
Acquisition	12.5%
FX	3.0%

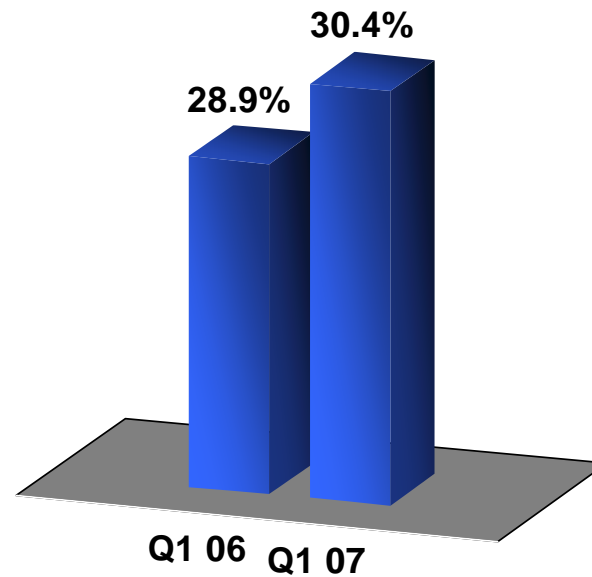
**GROSS MARGINS**

**+230 BPS**



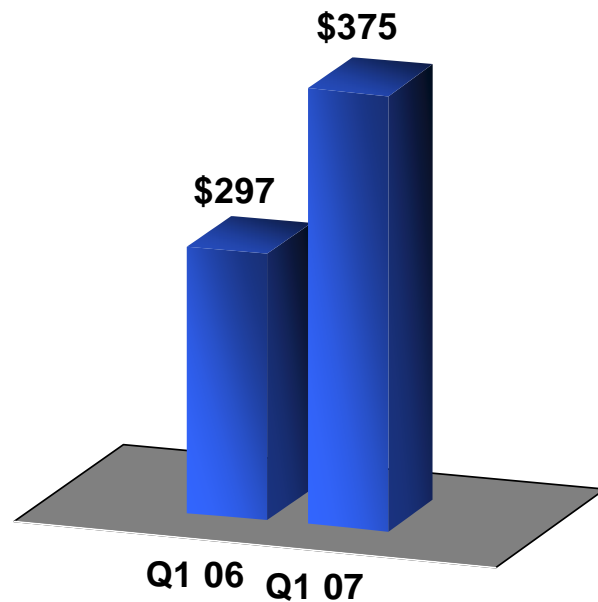
**SG & A**

**+150 BPS**



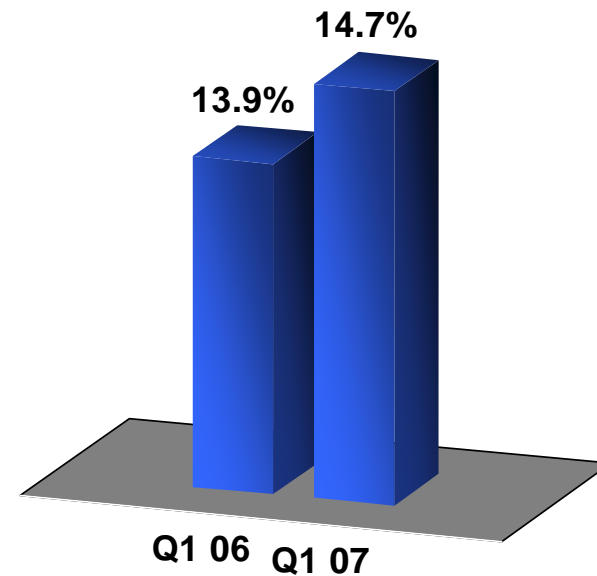
## OPERATING PROFIT (\$M)

**+26%**



## OPERATING MARGINS

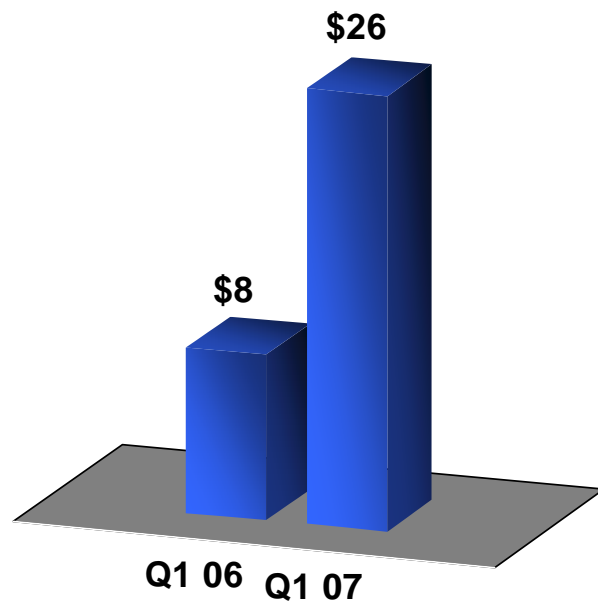
**+80 BPS**



Q1 07: Acquisition Impact	+25 BPS
Impact of JVS	(20) BPS
Write Down of Minority Interest	+20 BPS

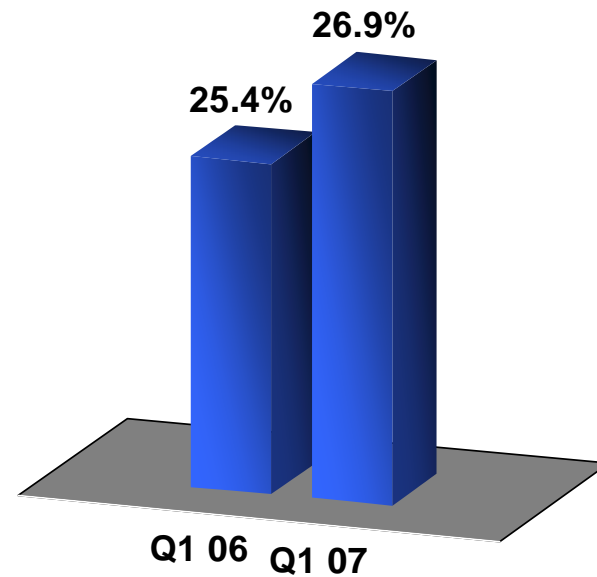
**NET INTEREST EXPENSE (\$M)**

**+225%**

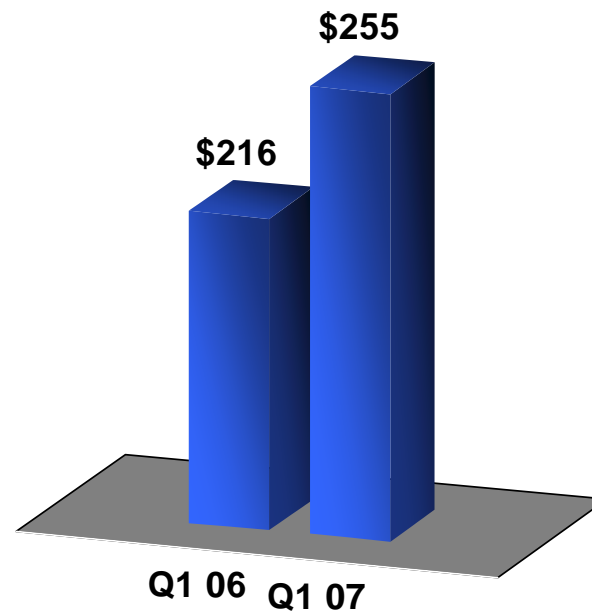


**TAX RATE**

**+150 BPS**

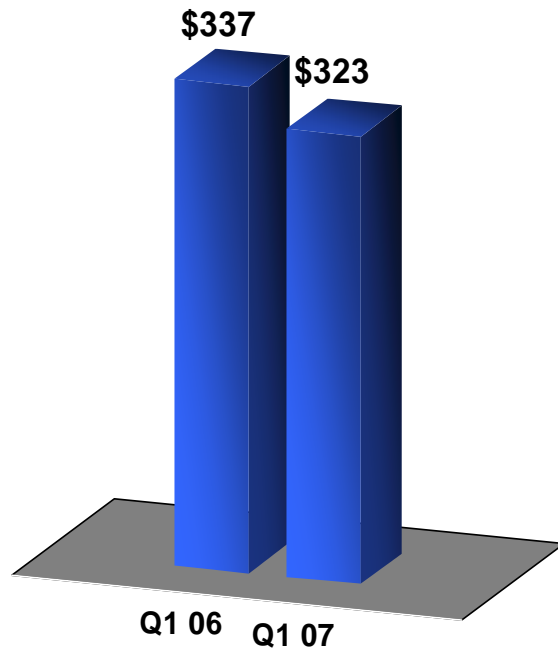


**NET INCOME (\$M)**  
**+18%**



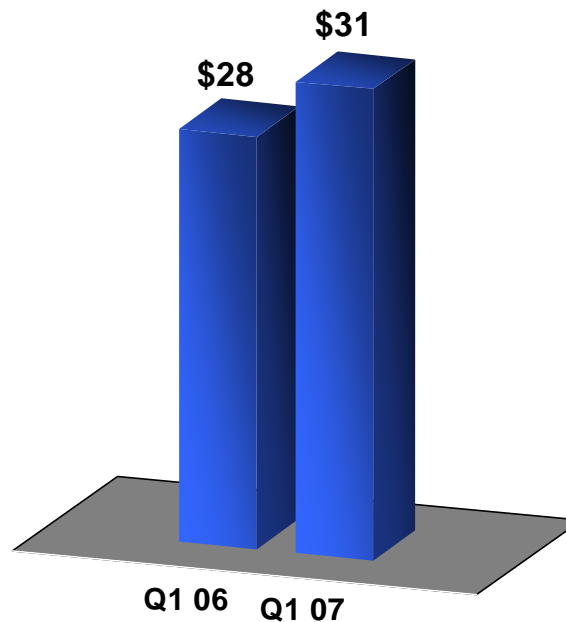
## OPERATING CASH FLOW (\$M)

-4%



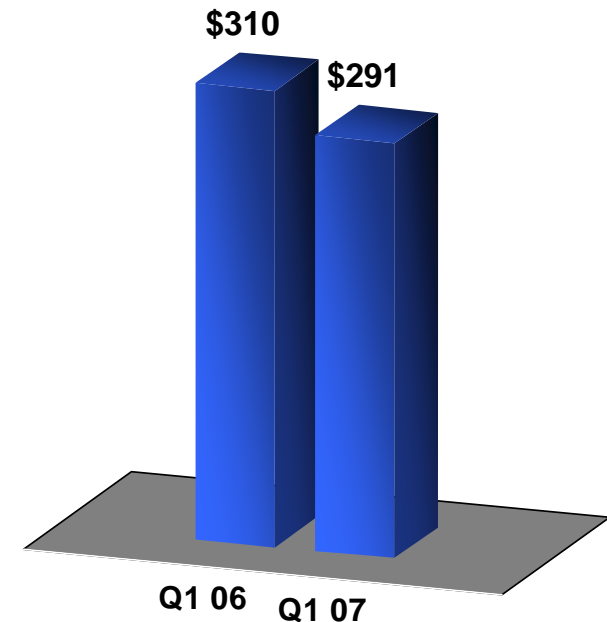
## CAP EX (\$M)

+14%



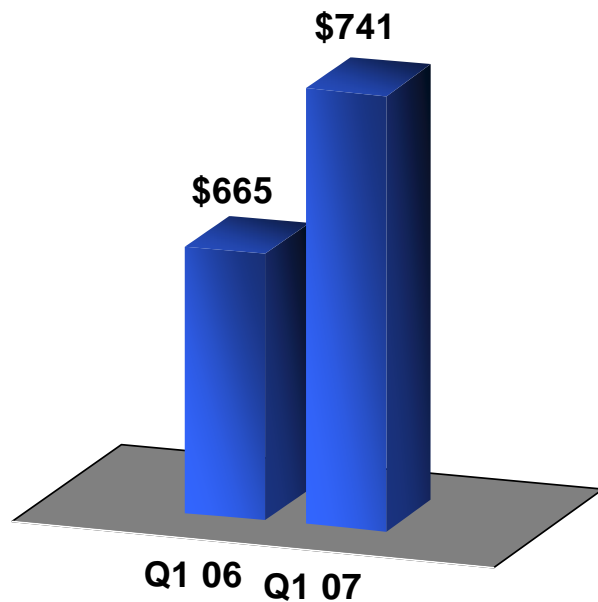
## FREE CASH FLOW (\$M)

-6%



## REVENUES (\$M)

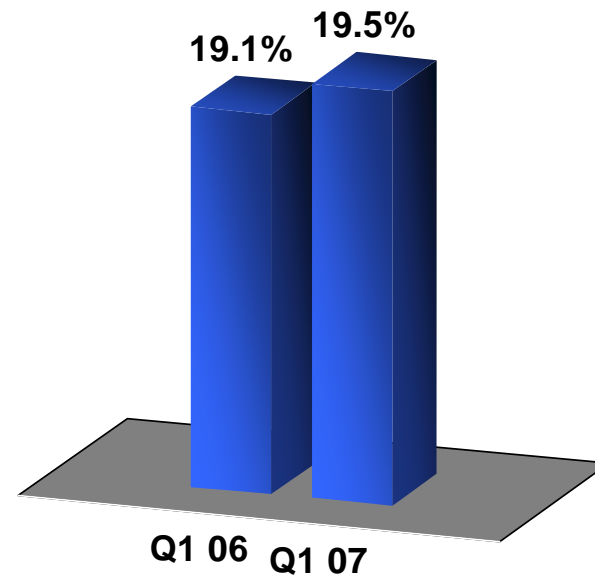
**+11.5%**



Core	5.0%
Acquisition	3.0%
FX	3.5%

## OPERATING MARGINS

**+40 BPS**



Q1 07: Acquisition Impact (10) BPS



Q1 07 vs. Q1 06  
Revenue Growth 8.5%



Breakdown:  
Core 4.5%  
Acquisition 0.5%  
FX 3.5%





## Q1 07 vs. Q1 06

**Revenue Growth 17.5%**

### Breakdown:

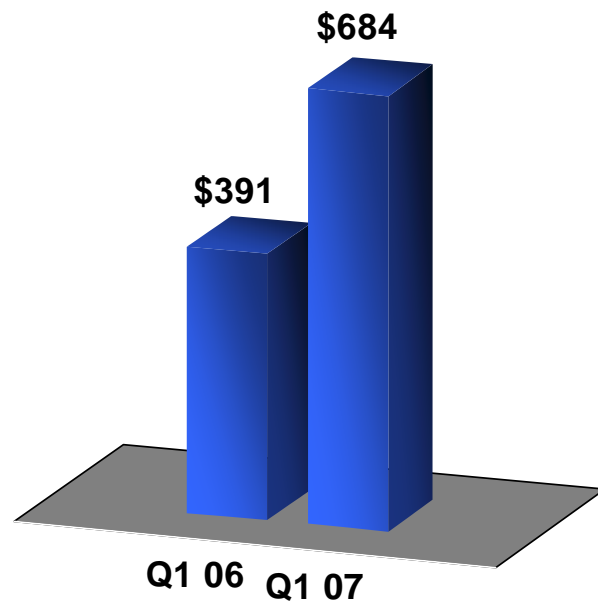
**Core 7.5%**

**Acquisition 6.5%**

**FX 3.5%**

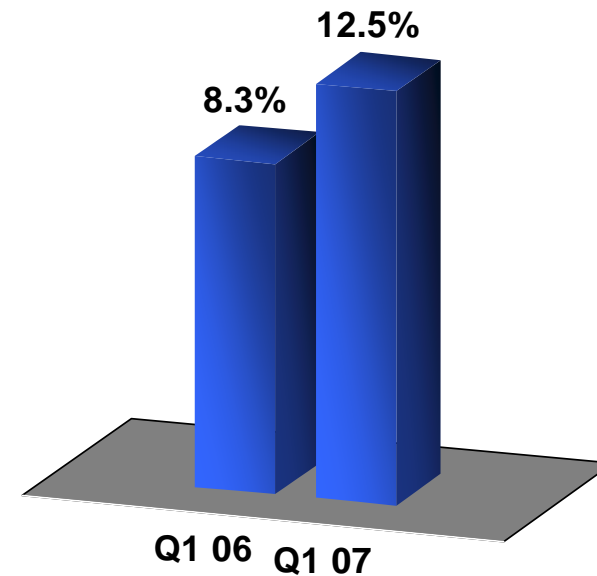


## REVENUES (\$M) +75%



Core	8.5%
Acquisition	61.5%
FX	5.0%

## OPERATING MARGINS +420 BPS



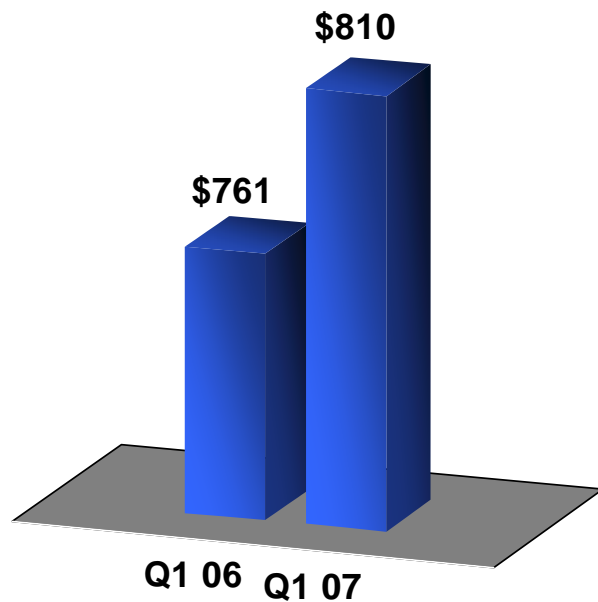
Q1 07: Acquisition Impact	+230 BPS
Write Down of Minority Interest	+110 BPS



KaVo. Dental Excellence.

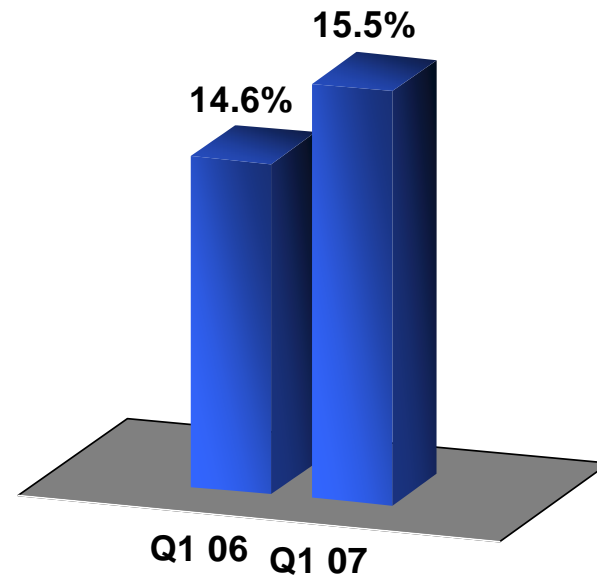


## REVENUES (\$M) +6.5%



Core	2.0%
Acquisition	1.5%
FX	3.0%

## OPERATING MARGINS +90 BPS



Q1 07: Acquisition Impact +10 BPS



## Q1 07 vs. Q1 06

Revenue Growth 1.0%

### Breakdown:

Core (5.0%)

Acquisition 3.0%

FX 3.0%

## KOLLMORGEN

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### Q1 07 vs. Q1 06

Revenue Growth 5.5%

#### Breakdown:

Core 2.0%

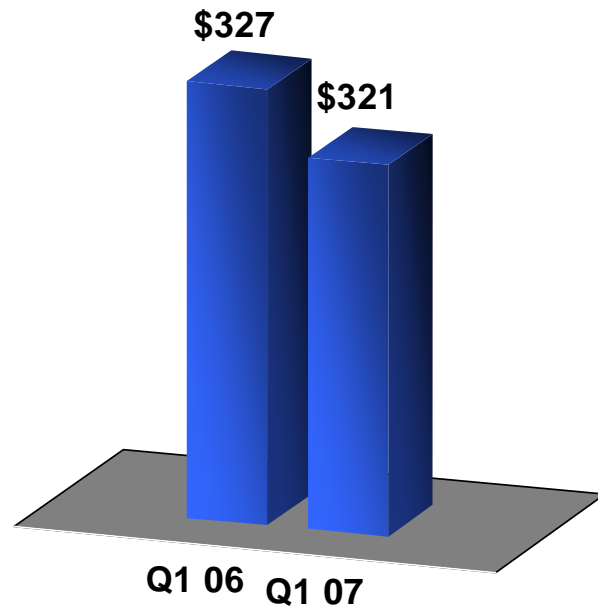
FX 3.5%



## Portescap

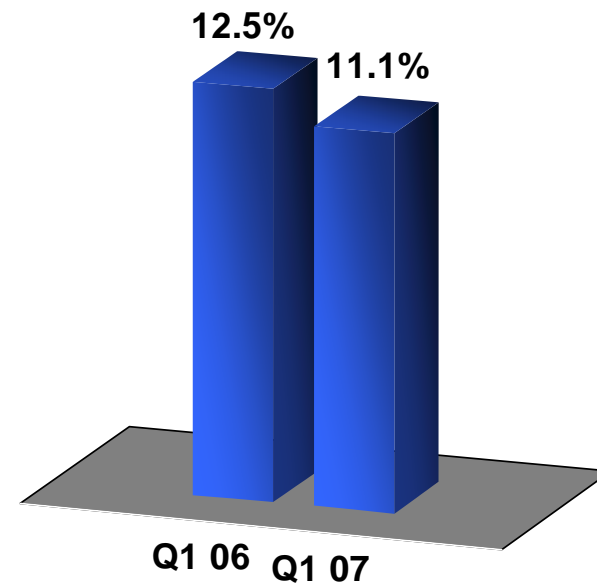
A Danaher Motion Company

## REVENUES (\$M) (2.0%)



Core (1.0%)  
Divestiture (1.0%)

## OPERATING MARGINS -140 BPS



Divestiture +10 BPS  
Impact of JVS (200) BPS



## Q1 07 vs. Q1 06

Revenue Growth 2.5%

Breakdown:

Core 2.5%

# Guidance

# Q & A



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