



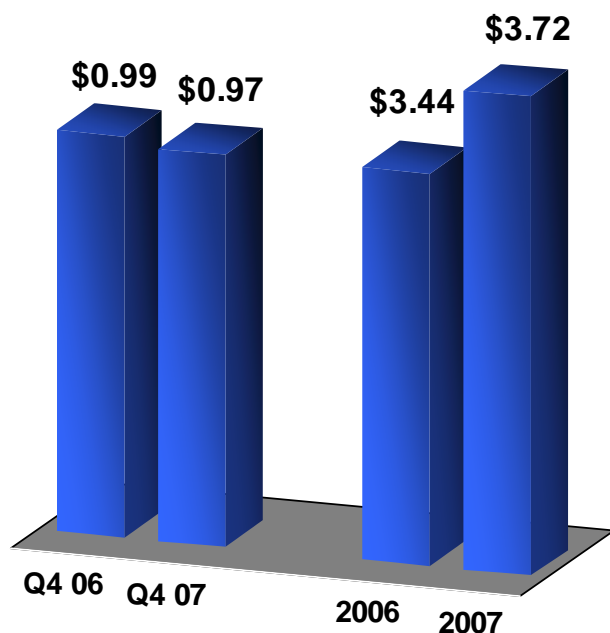
***DANAHER***

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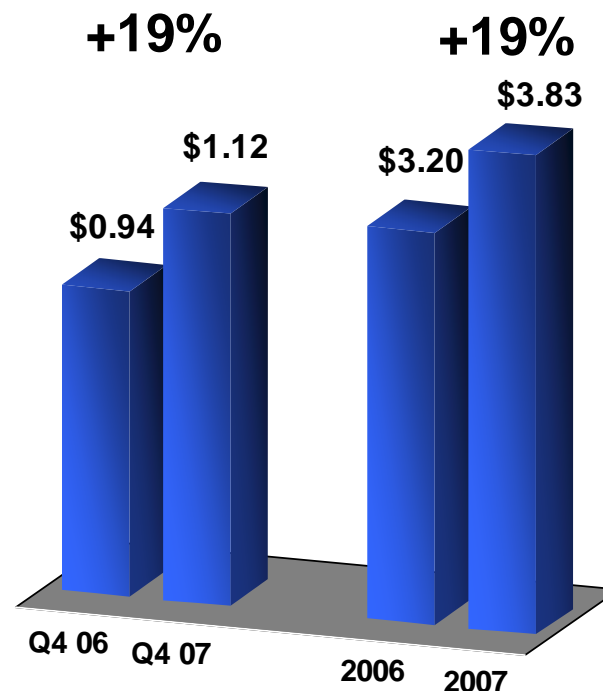
**FOURTH QUARTER 2007 EARNINGS RELEASE  
JANUARY 24, 2008**

Statements in this presentation that are not strictly historical, including 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, the performance of our distribution and other channel partners, our ability to achieve projected efficiencies, cost reductions, sales growth and earnings, economic conditions and regulations 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 Third Quarter 2007 Quarterly Report on Form 10-Q. These forward-looking statements speak only as of the date of this presentation and the Company does not assume any obligation or intend to update any forward-looking statement except as required by law.

## EARNINGS PER SHARE \*



## ADJUSTED EARNINGS PER SHARE \*

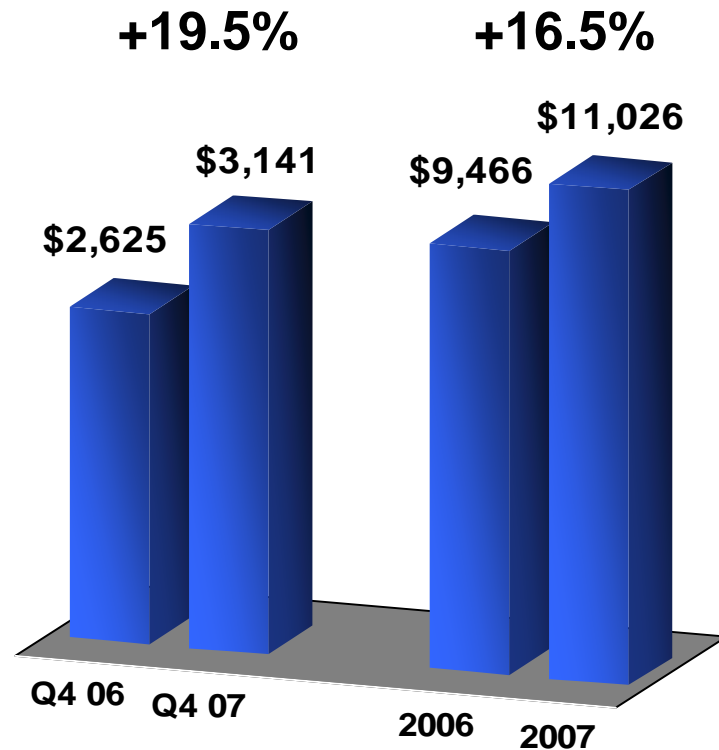


\* From continuing operations

### Adjusted to Exclude:

<b>Q4 07:</b>		<b>2007:</b>	
- Gain from net reduction in income tax reserves	\$0.05	- Gain from indemnity proceeds	\$0.02
- IPR&D and other purchase-accounting charges related to the acquisition of Tektronix	(\$0.20)	- Gain from net reduction in income tax reserves	\$0.07
<b>Q4 06:</b>		- IPR&D and other purchase-accounting charges related to the acquisition of Tektronix	(\$0.20)
- Gain from net reduction in income tax reserves	\$0.05	<b>2006:</b>	
		- Gain on First Technology shares	\$0.03
		- Gain from net reductions in income tax reserves	\$0.21

## REVENUES\* (\$M)



Core	4.5%	Core	4.5%
Acquisition	10.5%	Acquisition	8.5%
FX	4.5%	FX	3.5%

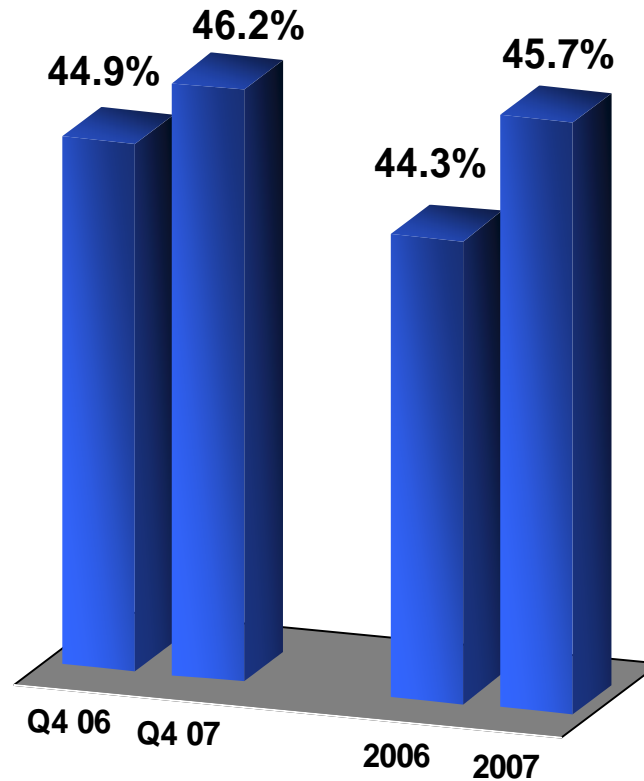
“Core” includes acquired businesses from and after the first anniversary of the acquisition, but excludes currency effect

\* From continuing operations

## GROSS MARGINS

**+130 BPS**

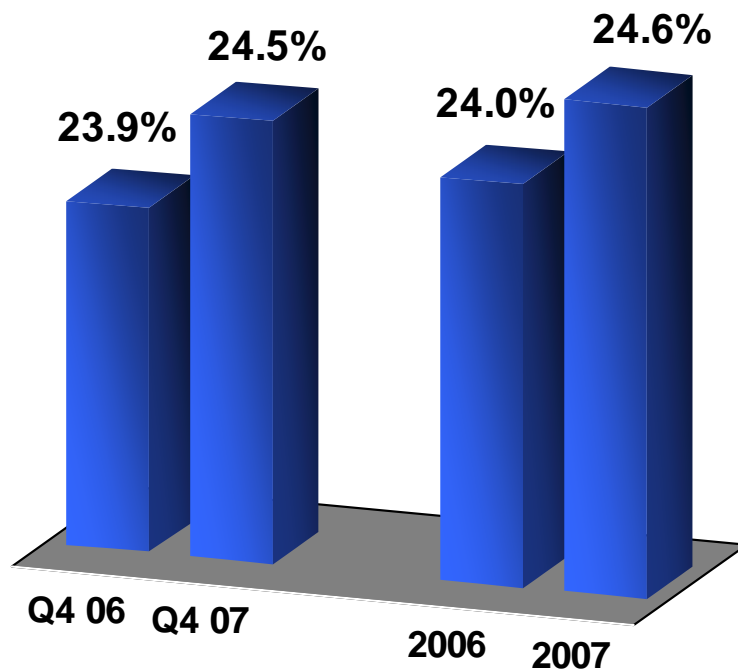
**+140 BPS**



## SG & A

**+60 BPS**

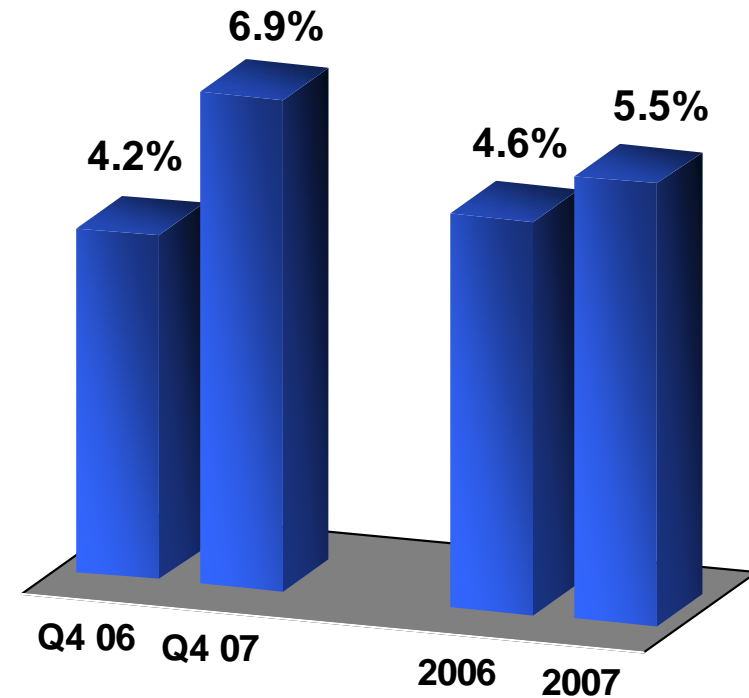
**+60 BPS**



## R & D

**+270 BPS**

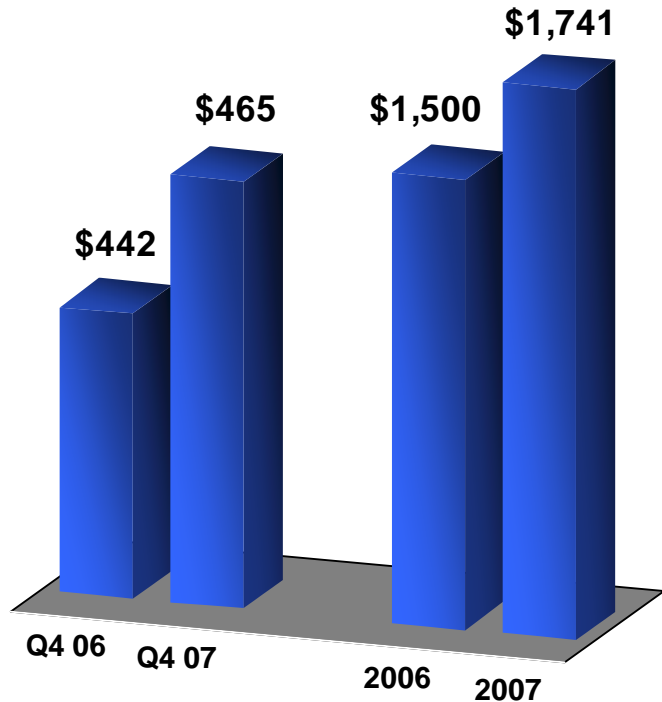
**+90 BPS**



## OPERATING PROFIT\* (\$M)

**+5%**

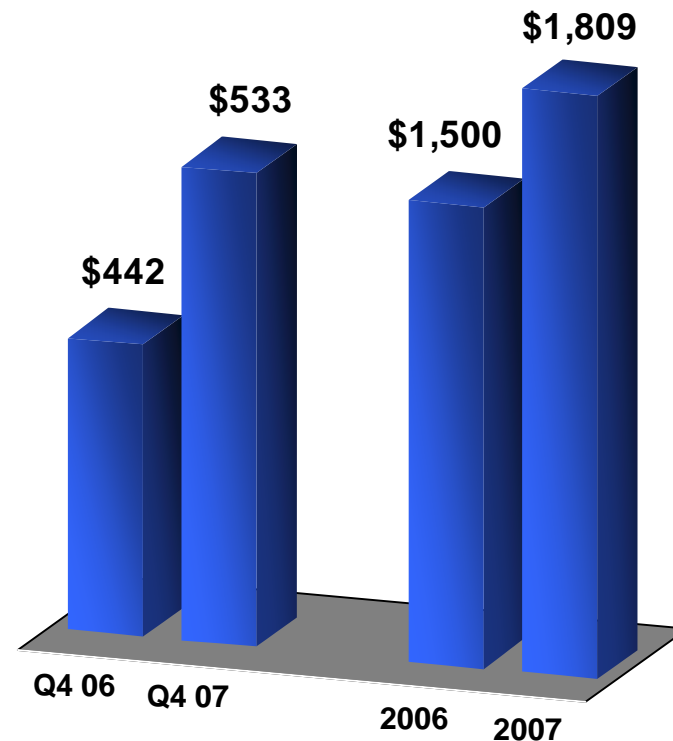
**+16%**



## ADJUSTED OPERATING PROFIT\* (\$M)

**+21%**

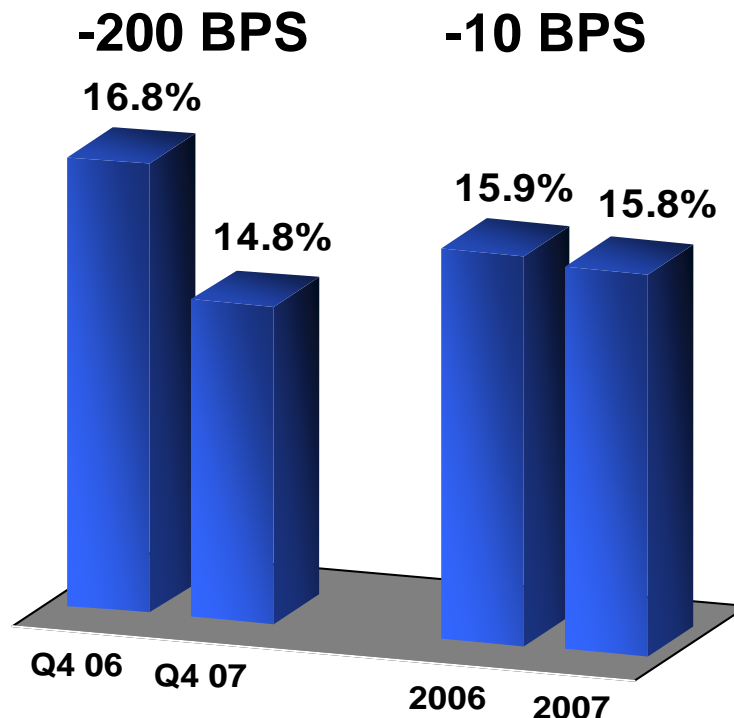
**+21%**



\* From continuing operations

Adjusted to exclude \$68M of non-cash acquisition related charges for Tektronix

## OPERATING MARGINS



Includes Impact of:

**Q4 07:**

-Acquisition impact -260 BPS  
-Shandong fire -10 BPS

**2007:**

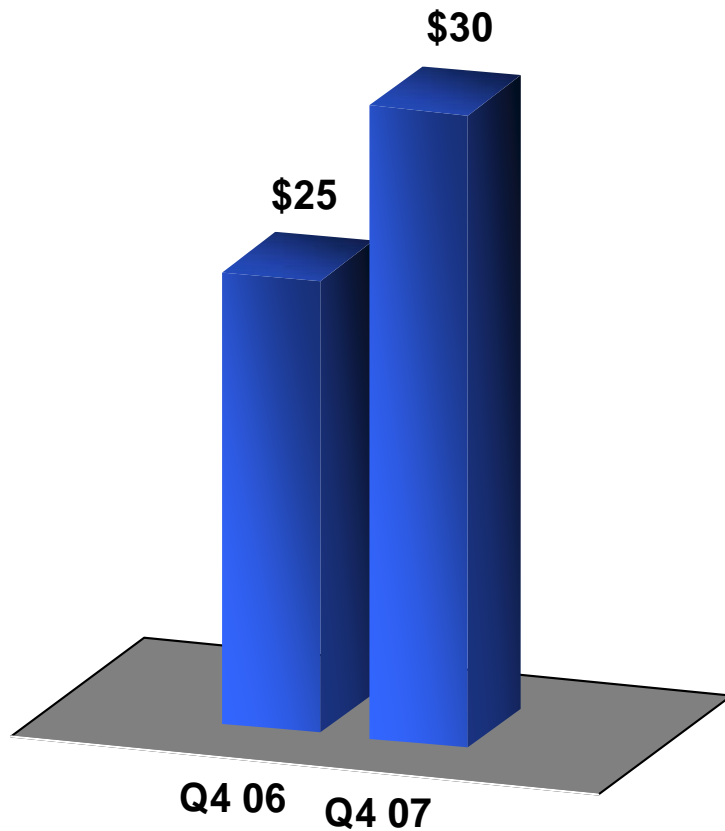
-Acquisition impact -90 BPS  
-JVS impact -10 BPS  
-Gain on indemnity proceeds +10 BPS

**2006:**

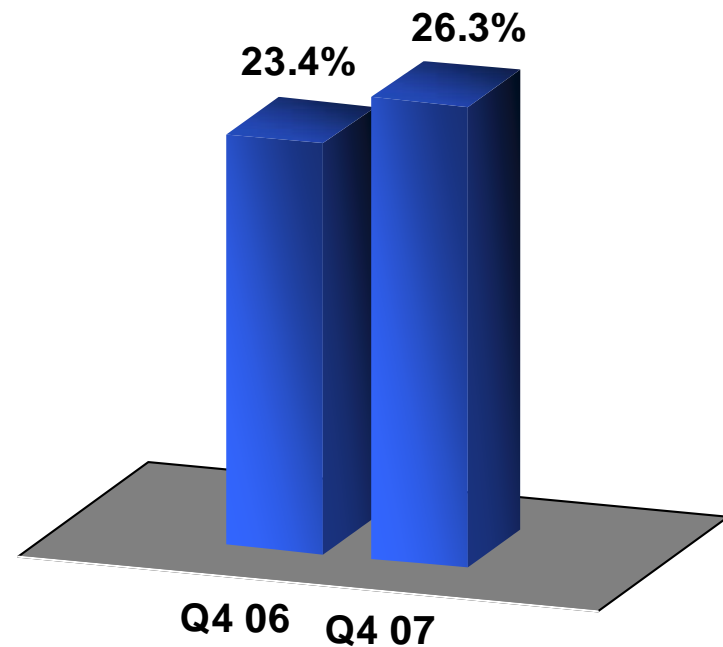
-Impairment charge on JV +5 BPS  
-Gain on previously written off receivables -5 BPS  
-Costs for acquisition related inventory +10 BPS  
-Gain on sale of securities -15 BPS

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

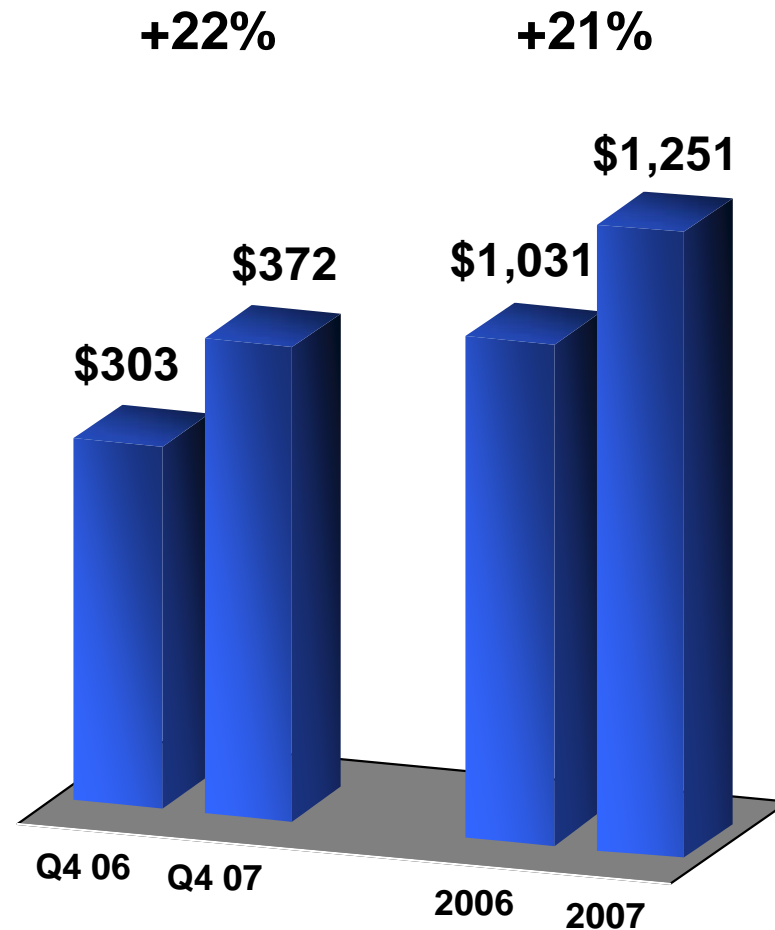
**+20%**



**TAX RATE**



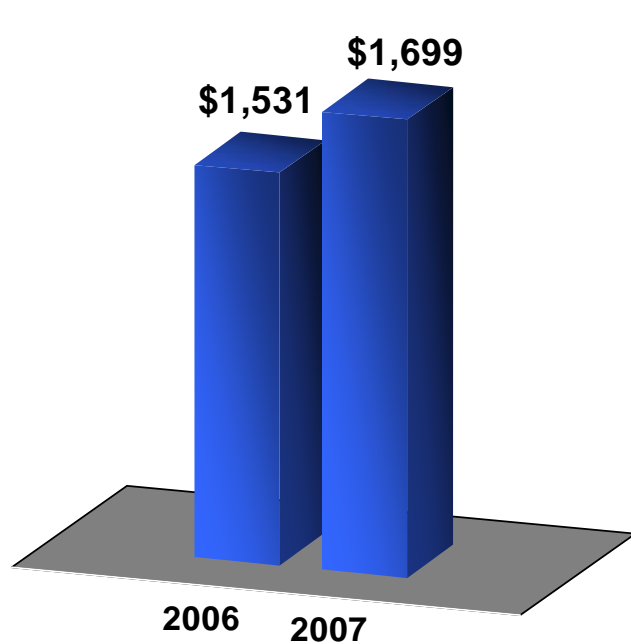
**ADJUSTED NET INCOME (\$M) \***



\* From continuing operations

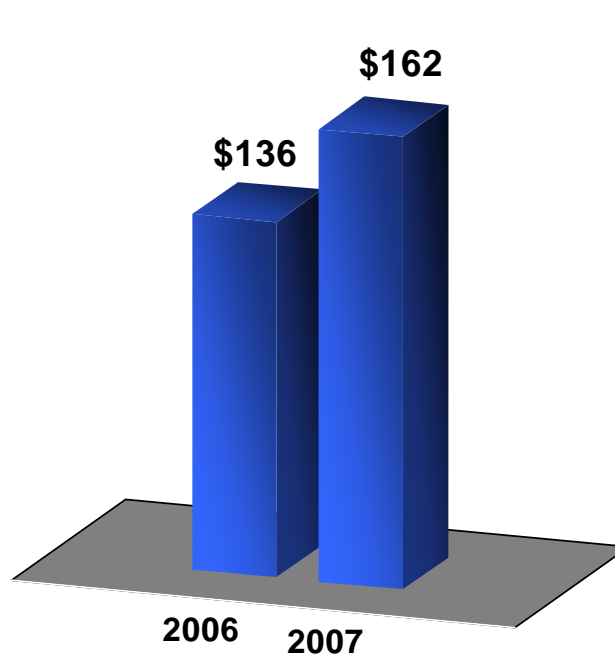
## OPERATING CASH FLOW (\$M)\*

+11%



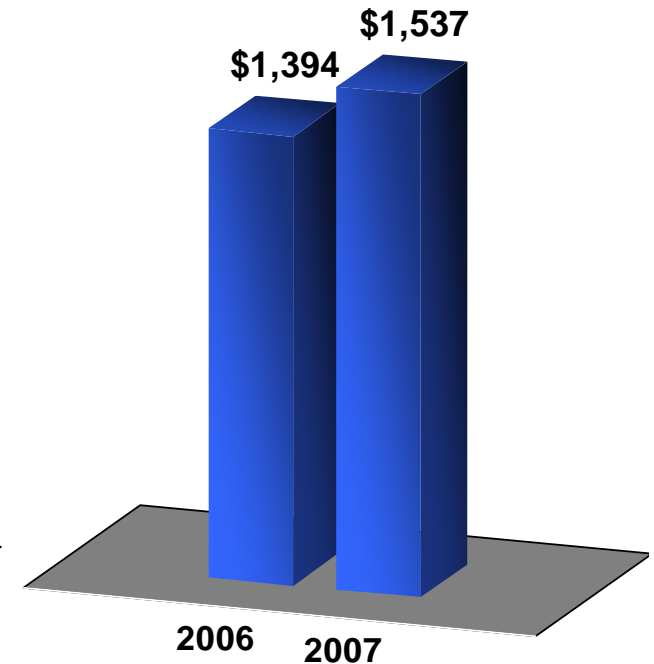
## CAP EX (\$M)

+19%



## FREE CASH FLOW (\$M)\*

+10%



\* From continuing operations

## REVENUES (\$M)

**+37%**

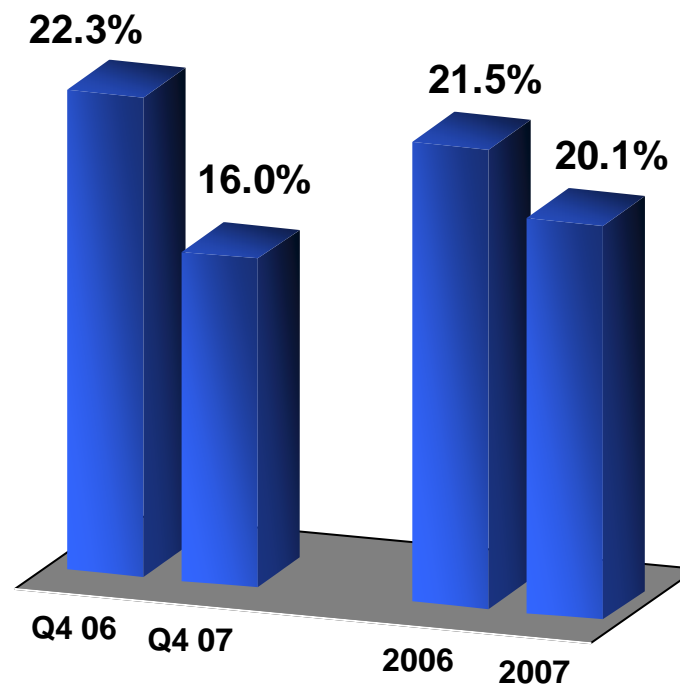
**+22%**



## OPERATING MARGINS

**-630 BPS**

**-140 BPS**



Includes Impact of:

Core	5.5%	Core	6.5%
Acquisition	26.5%	Acquisition	12.0%
FX	5.0%	FX	3.5%

Q4 07:	
-Acquisition impact	-690 BPS
2007	
-Acquisition impact	-260 BPS
-Gain on sale of real estate	-5 BPS
-2006 gain on previously written off receivables	-10 BPS



## Q4 07 vs. Q4 06

Revenue Growth 22.5%

### Breakdown:

Core 5.5%

Acquisition 12.0%

FX 5.0%

## 2007 vs. 2006

Revenue Growth 16.5%

### Breakdown:

Core 6.0%

Acquisition 7.0%

FX 3.5%



## Q4 07 vs. Q4 06

Revenue Growth 64.5%

### Breakdown:

Core 5.5%

Acquisition 54.0%

FX 5.0%



## 2007 vs. 2006

Revenue Growth 31.5%

### Breakdown:

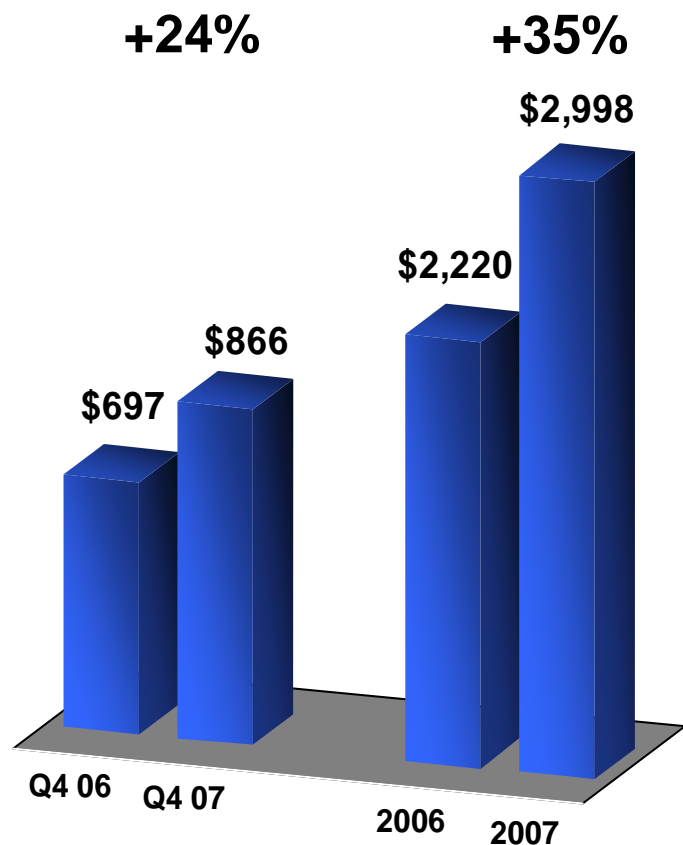
Core 8.0%

Acquisition 20.0%

FX 3.5%

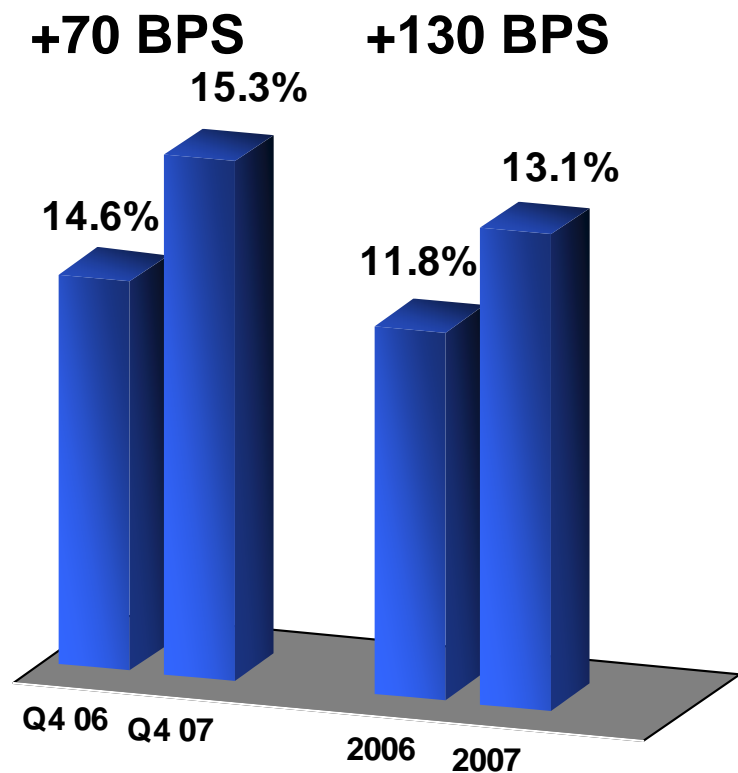


## REVENUES (\$M)



Core	9.5%	Core	8.0%
Acquisition	7.5%	Acquisition	22.0%
FX	7.0%	FX	5.0%

## OPERATING MARGINS



Includes Impact of:

Q4 07:	
-Acquisition impact	-120 BPS
2007	
-Acquisition impact	-40 BPS
-2006 impairment charge on JV	+20 BPS
-2006 costs for acquisition related inventory	+50 BPS



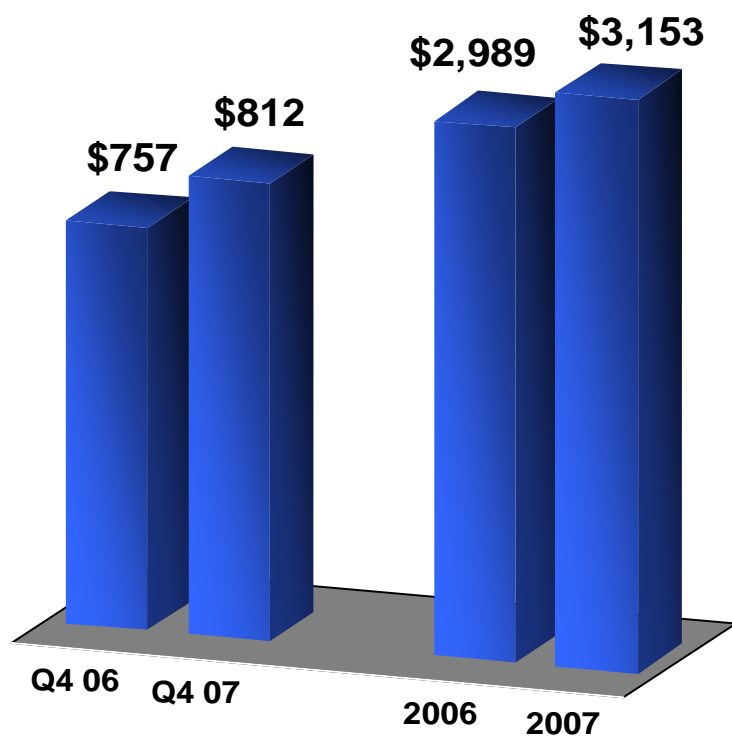
KaVo. Dental Excellence.



## REVENUES (\$M)

+7%

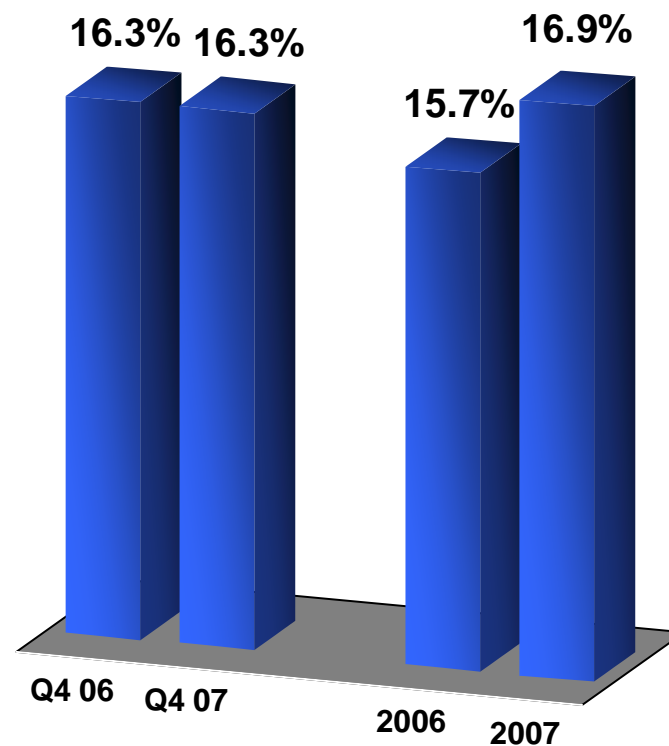
+5%



## OPERATING MARGINS

Flat

+120 BPS



Includes Impact of:

Core	2.5%	Core	1.5%
Acquisition	0.5%	Acquisition	0.5%
FX	4.0%	FX	3.0%

Q4 07:	
-Acquisition impact	-20 BPS
2007	
-Acquisition impact	- 10 BPS
-Gain on sale of real estate	+5 BPS
-Gain on indemnity proceeds	+40 BPS



## Q4 07 vs. Q4 06

Revenue Growth 9.0%

### Breakdown:

Core 3.5%

Acquisition 0.5%

FX 5.0%

## 2007 vs. 2006

Revenue Growth 3.5%

### Breakdown:

Core (1.0%)

Acquisition 1.0%

FX 3.5%

## KOLLMORGEN

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**Portescap**  
A Danaher Motion Company

### Q4 07 vs. Q4 06

Revenue Growth 5.5%

#### Breakdown:

Core 0.5%

FX 5.0%

### 2007 vs. 2006

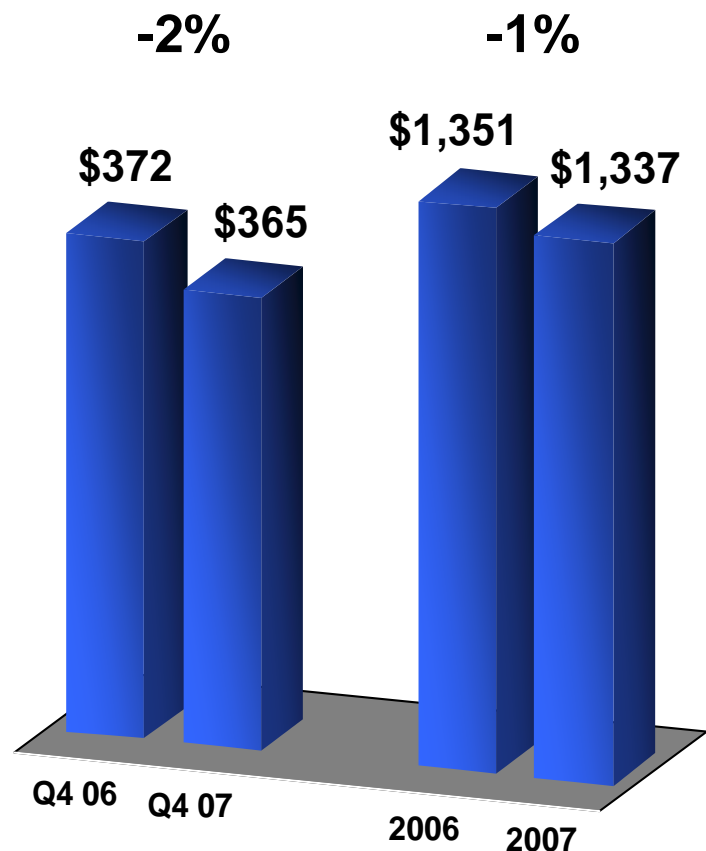
Revenue Growth 2.5%

#### Breakdown:

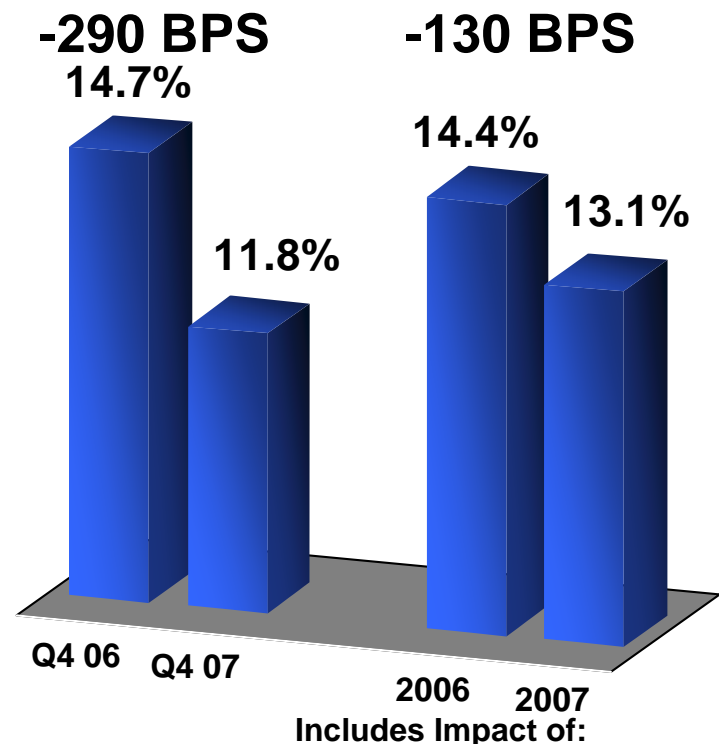
Core (1.0%)

FX 3.5%

## REVENUES (\$M)



## OPERATING MARGINS



Includes Impact of:

Q4 07:	
- Shandong fire	-75 BPS
- JVS impact	-65 BPS
- 2006 divestiture impact	+65 BPS
2007	
- Shandong fire	-20 BPS
- 2006 divestiture impact	+30 BPS
- JVS impact	-85 BPS
- Gain on sale of real estate	-5 BPS

Core	(1.5%)	Core	(0.5%)
Product line divestiture	(1.0%)	Product line divestiture	(1.0%)
FX	0.5%	FX	0.5%



## Q4 07 vs. Q4 06

Revenue Decline (1.5%)

### Breakdown:

Core (2.0%)

FX 0.5%

## 2007 vs. 2006

Revenue Growth 1.0%

### Breakdown:

Core 0.5%

FX 0.5%

# Guidance

# Q & A



***DANAHER***

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