



DANAHER

**FOURTH QUARTER 2008 EARNINGS RELEASE
JANUARY 26, 2009**



FORWARD LOOKING STATEMENTS

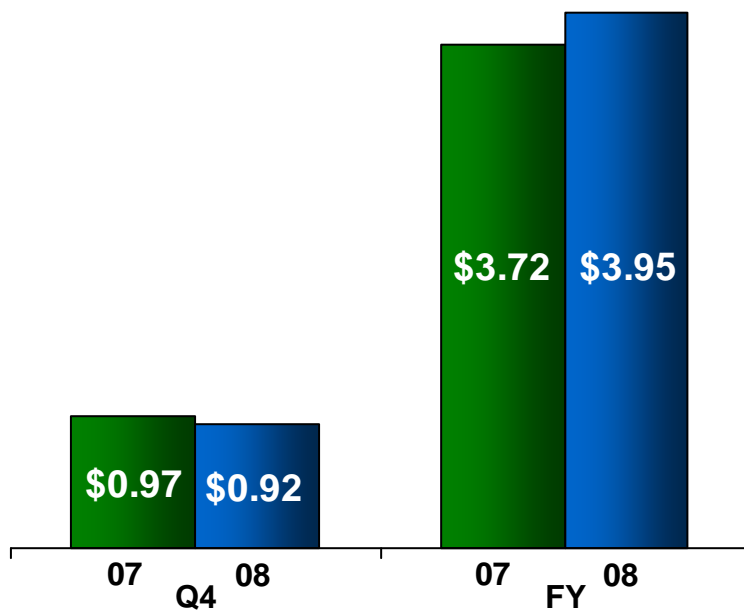
Statements in this presentation that are not strictly historical, including the statements regarding expectations for 2009 and any other statements regarding events or developments that we believe or anticipate will or may occur in the future, may be "forward-looking" statements. There are a number of 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, the current economic recession and the upheaval in the credit markets and financial services industry, competition, our ability to develop and successfully market new products and technologies, our ability to expand our business in new markets, our ability to identify, consummate and integrate appropriate acquisitions, litigation and other contingent liabilities including intellectual property and environmental matters, our compliance with applicable laws and regulations and changes in applicable laws and regulations, tax audits and changes in our tax rate, currency exchange rates, commodity costs and surcharges, our relationships with and the performance of our channel partners, our ability to achieve projected efficiencies, cost reductions, sales growth and earnings, economic and other conditions in the end-markets we sell into, 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 2007 Annual Report on Form 10-K and our quarterly report on Form 10-Q for the third quarter of 2008. These forward-looking statements speak only as of the date of this presentation and the Company does not assume any obligation to, and does not intend to, update any forward-looking statement.

All references in this presentation to earnings, revenues and other company-specific financial metrics relate only to the continuing operations of Danaher's business, unless otherwise noted. 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 subheading "Earnings".

DILUTED EPS

- 5%

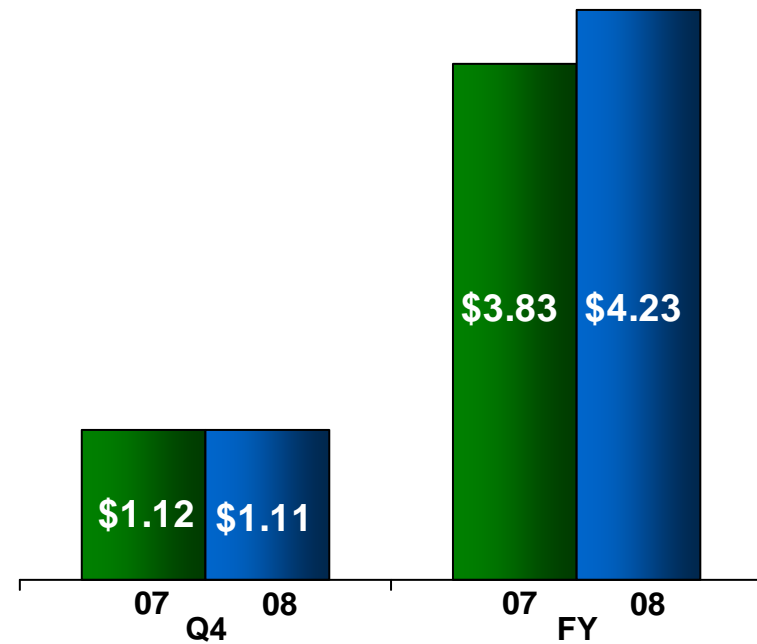
+6%



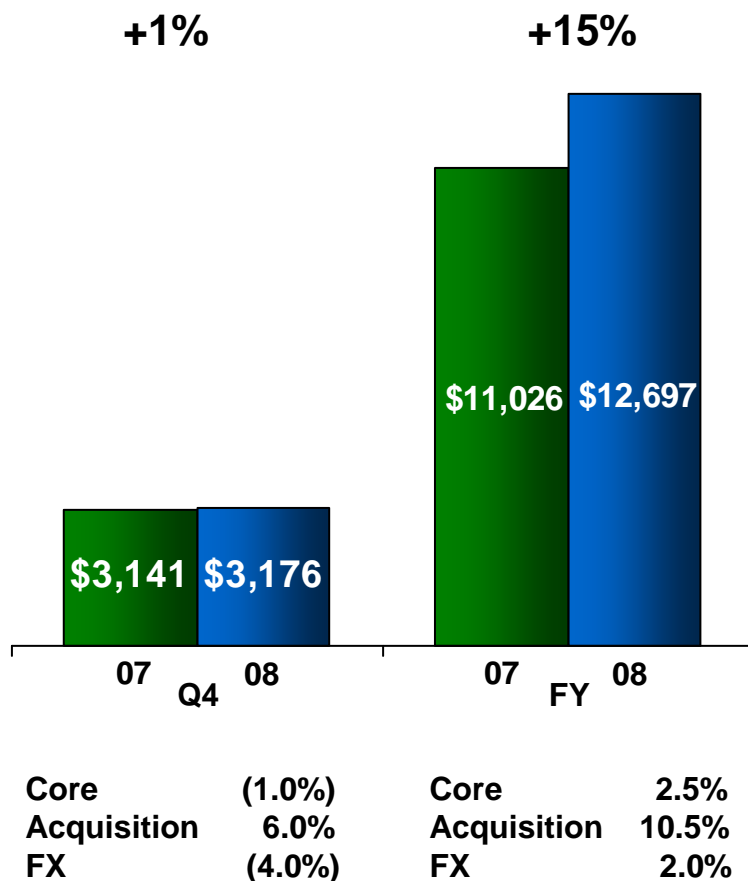
ADJUSTED DILUTED EPS

- 1%

+10.5%



REVENUE (\$M)



GROSS MARGINS

Q4 2007 – 46.2%
Q4 2008 – 45.7%
- 50 bps

SG&A

Q4 2007 – 24.5%
Q4 2008 – 27.1%
+ 260 bps

R&D

Q4 2007 – 6.9%
Q4 2008 – 5.3%
- 160 bps

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

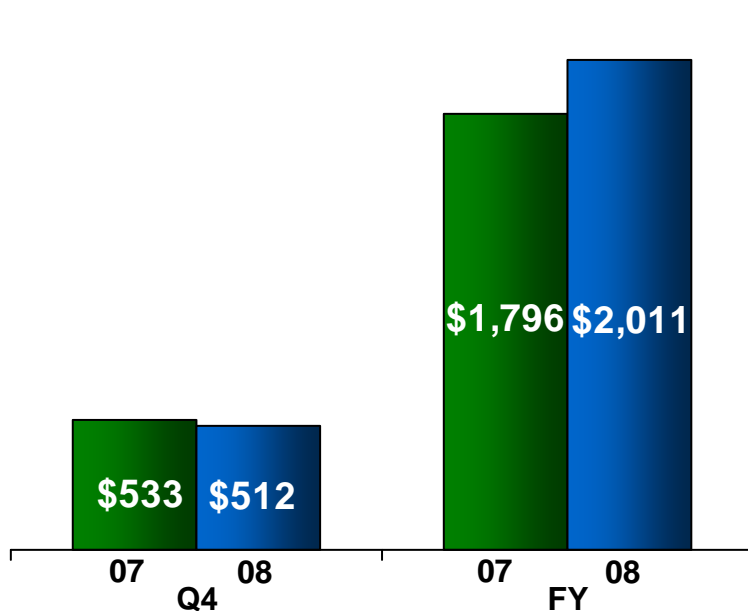


FOURTH QUARTER 2008 PERFORMANCE SUMMARY

ADJUSTED OPERATING PROFIT (\$M)

- 4%

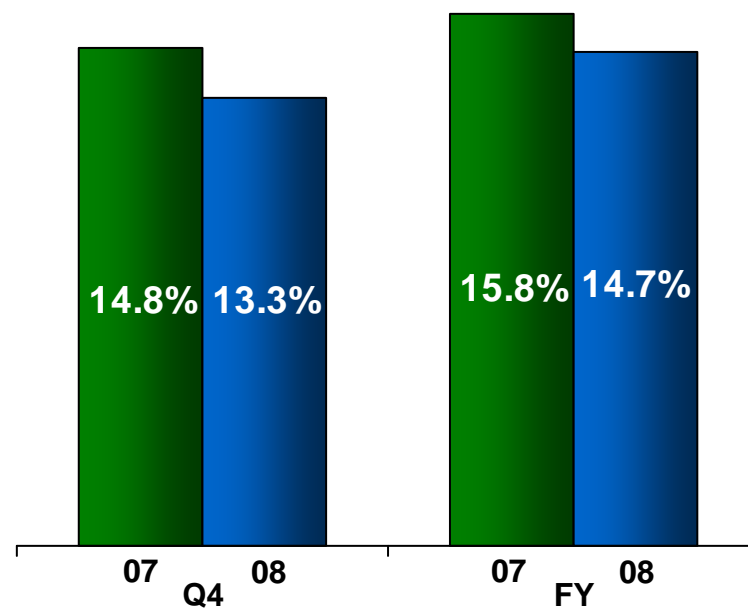
+12%



OPERATING MARGIN

- 150 bps

- 110 bps



Includes Impact of:

Q4 08:

- Businesses owned for less than one-year (90 bps)
- Restructuring actions and related charges (260 bps)
- Impairment of acquired trade name (20 bps)
- '07 plant fire charges, net of '08 insurance proceeds 20 bps
- '07 impact of Tektronix acquisition non-cash charges 190 bps



FOURTH QUARTER 2008 PERFORMANCE SUMMARY

NET INTEREST EXPENSE (\$M)

Q4 2007 – \$33

- 24%

Q4 2008 – \$25

ADJUSTED NET EARNINGS (\$M)

Flat

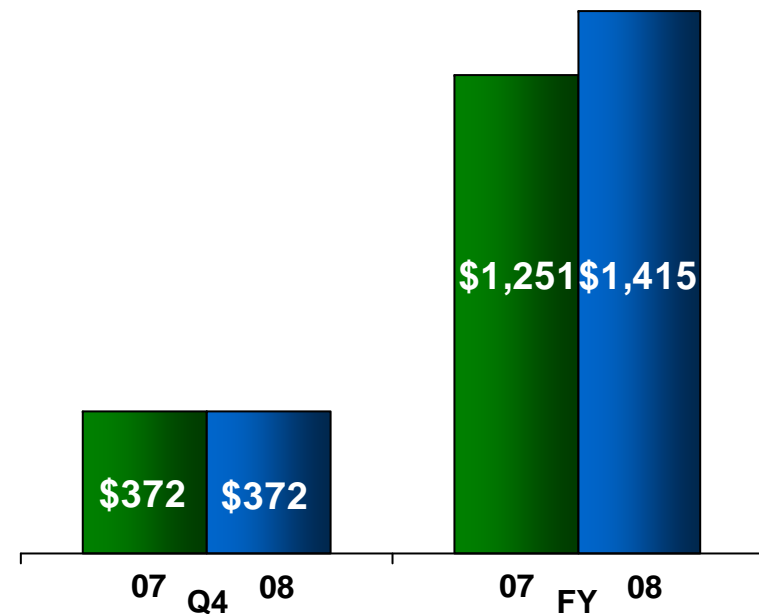
+13%

TAX RATE

Q4 2007 – 26.3%

- 230 bps

Q4 2008 – 24%





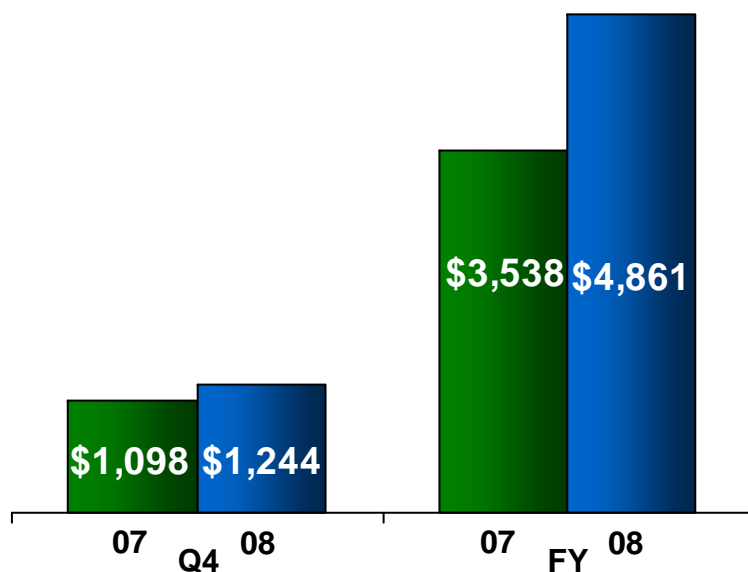
FOURTH QUARTER 2008 PERFORMANCE SUMMARY

	<u>Q4 2007</u>	<u>Q4 2008</u>	<u>2007</u>	<u>2008</u>
OPERATING CASH FLOW (\$M)	\$571	\$509	\$1,699	\$1,859
CAP EX (\$M)	62	76	162	194
FREE CASH FLOW (\$M)	\$509	\$433	\$1,537	\$1,665

REVENUES (\$M)

+13.5%

+37.5%



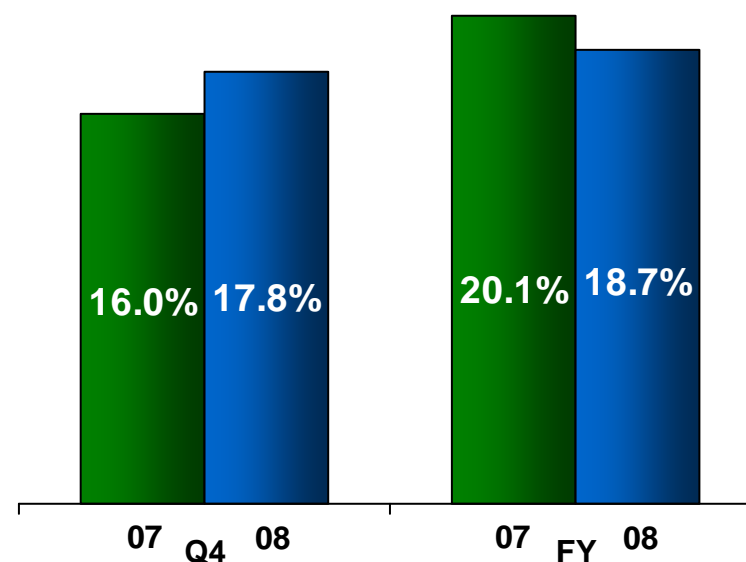
Core	2.5%
Acquisition	15.0%
FX	(4.0%)

Core	4.0%
Acquisition	32.0%
FX	1.5%

OPERATING MARGIN

+180 bps

- 140 bps



Includes Impact of:

Q4 08:

- Businesses owned for less than one-year (225 bps)
- Restructuring actions and related charges (230 bps)
- Impairment of acquired trade name (45 bps)
- '07 impact of Tektronix acquisition non-cash charges 550 bps



FLUKE®



Environmental Q4 08 vs. Q4 07

Revenue Growth	7.5%
Core	6.5%
Acquisition	6.0%
FX	(5.0%)

2008 vs. 2007

Revenue Growth	15.5%
Core	6.5%
Acquisition	7.5%
FX	1.5%

Test & Measurement Q4 08 vs. Q4 07

Revenue Growth	20.5%
Core	(3.5%)
Acquisition	27.0%
FX	(3.0%)

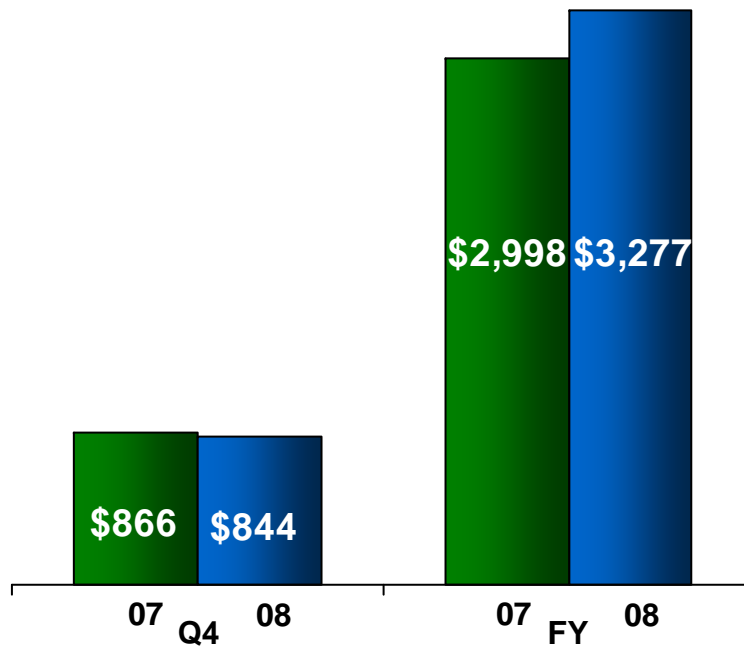
2008 vs. 2007

Revenue Growth	70.5%
Core	Flat
Acquisition	68.5%
FX	2.0%

REVENUES (\$M)

- 2.5%

+9.5%



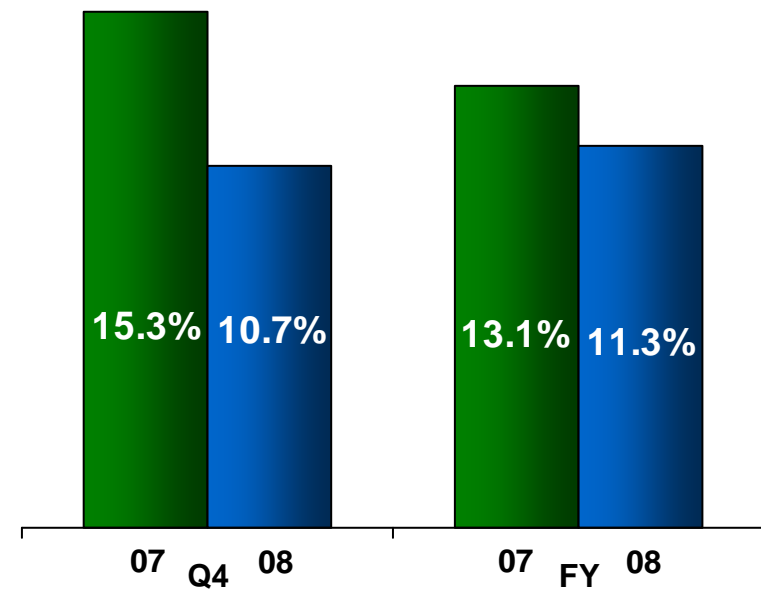
Core	(0.5%)
Acquisition	3.5%
FX	(5.5%)

Core	4.5%
Acquisition	2.0%
FX	3.0%

OPERATING MARGIN

- 460 bps

- 180 bps



Includes Impact of:

Q4 08:

- Businesses owned less than one-year (70 bps)
- Restructuring actions and related charges (310 bps)



FOURTH QUARTER 2008 MEDICAL TECHNOLOGIES

Y-O-Y CORE REVENUE GROWTH

Q4 2008

2008



MID-SINGLE DIGIT

MID-SINGLE DIGIT



HIGH-SINGLE DIGIT

HIGH-SINGLE DIGIT



DOWN

FLAT



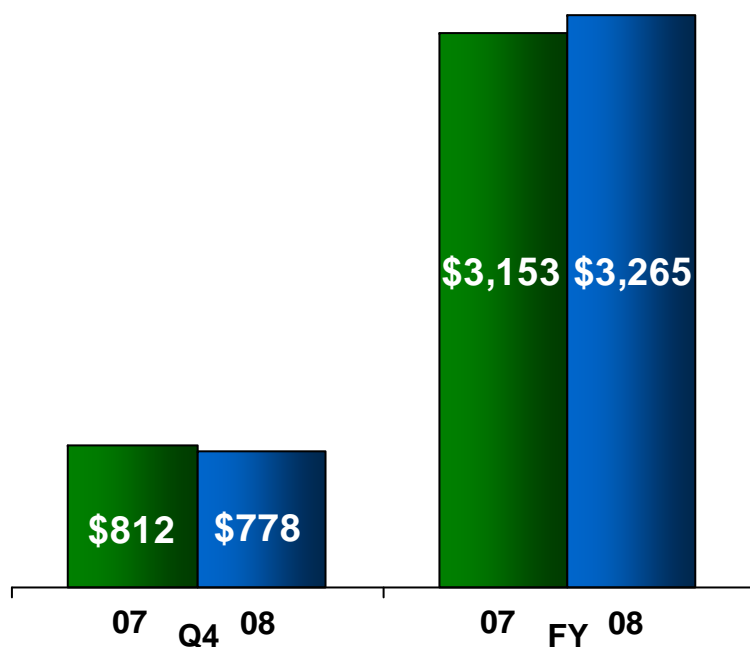
MID-SINGLE DIGIT



REVENUES (\$M)

- 4.5%

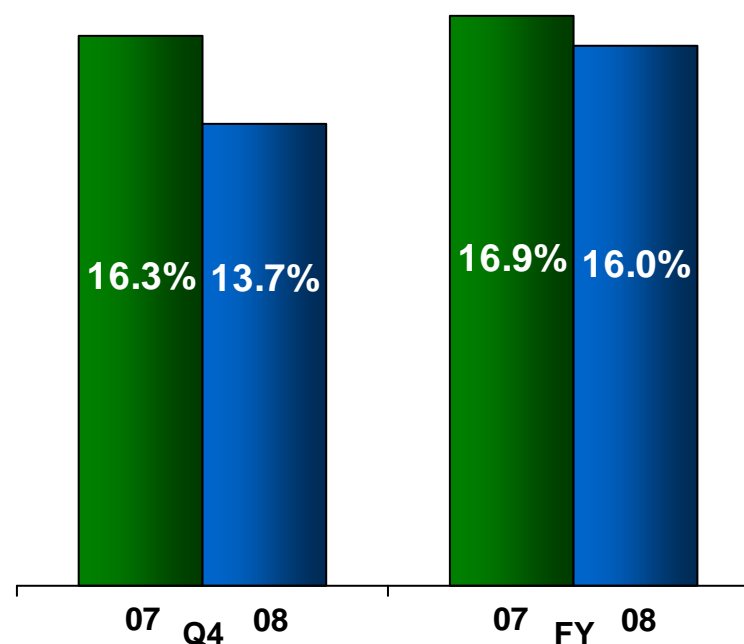
+3.5%



OPERATING MARGIN

-260 bps

- 90 bps



Includes Impact of:

Core	Flat	Core	1.5%
FX	(4.5%)	FX	2.0%

Q4 08:

- Businesses owned less than one-year (40 bps)
- Restructuring actions and related charges (300 bps)



KOLLMORGEN

THOMSON



Portescap

Product Identification

Q4 08 vs. Q4 07

Revenue Decline	(14.0%)
Core	(8.0%)
FX	(6.0%)

2008 vs. 2007

Revenue Decline	(1.5%)
Core	(3.5%)
Acquisition	0.5%
FX	1.5%

Motion

Q4 08 vs. Q4 07

Revenue Decline	(3.5%)
Core	1.0%
FX	(4.5%)

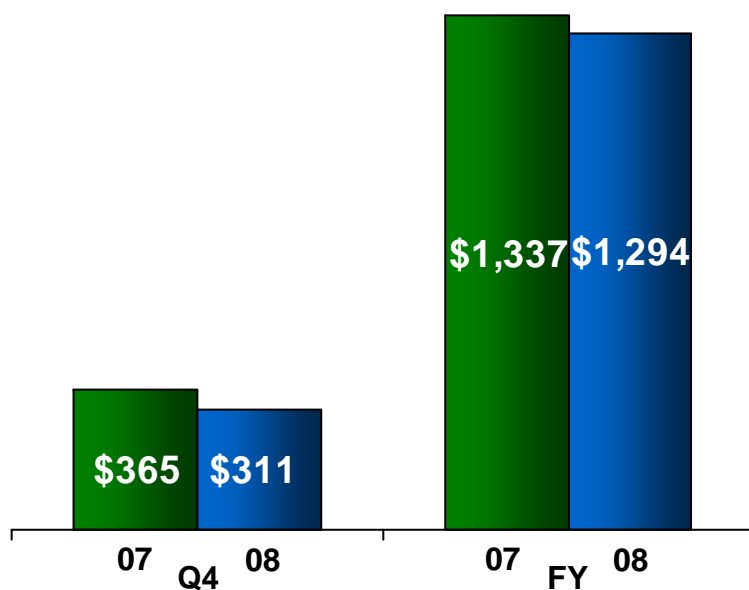
2008 vs. 2007

Revenue Growth	4.0%
Core	1.0%
FX	3.0%

REVENUES (\$M)

- 15%

- 3%

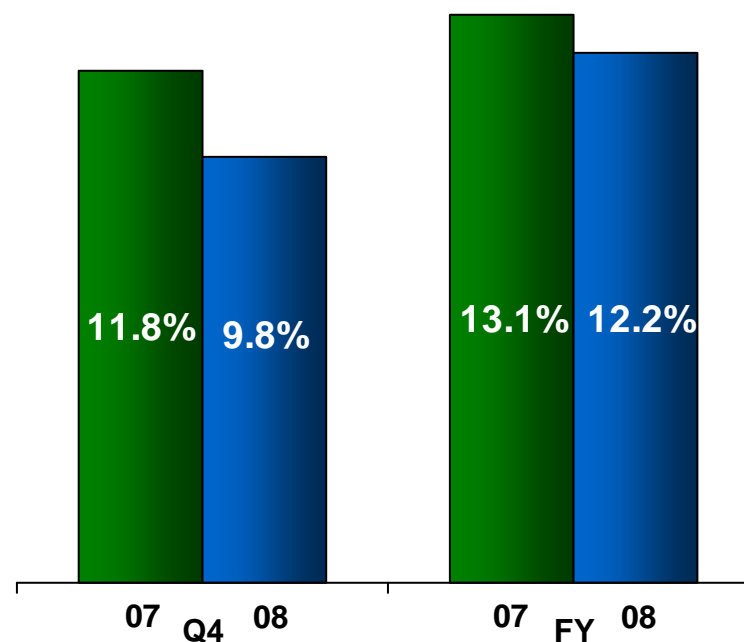


Core	(14.5%)	Core	(3.5%)
FX	(0.5%)	FX	0.5%

OPERATING MARGIN

- 200 bps

- 90 bps



Includes Impact of:

- Q4 08:
- Restructuring actions and related charges (130 bps)
 - '07 plant fire charges, net of '08 insurance proceeds 190 bps



FOURTH QUARTER 2008 MECHANICS' HAND TOOLS



Q4 08 vs. Q4 07

Revenue Decline	(14.5%)
Core	(14.5%)

2008 vs. 2007

Revenue Decline	(5.5%)
Core	(6.0%)
FX	0.5%

Guidance

Q & A



DANAHER
