DANAHER CORPORATION

Second Quarter 2018 Earnings Release

July 19, 2018

DANAHER

Forward Looking Statements

Statements in this presentation that are not strictly historical, including any statements regarding the anticipated spin-off of Danaher's Dental business, the expected timetable for completing the transaction, future organic and inorganic investment opportunities for DentalCo, DentalCo's anticipated future growth, margin expansion and other financial and operating performance, DentalCo's anticipated leadership, anticipated benefits and synergies of the transaction, DentalCo's strategic and competitive advantages, Danaher's prospects following the spin-off of DentalCo, Danaher's anticipated financial performance for the third quarter and full year 2018, and any other statements regarding events or developments that we 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 the uncertainty of regulatory approvals, Danaher's ability to satisfy the necessary conditions to consummate the spin-off transaction on a timely basis or at all, Danaher's ability to successfully separate DentalCo and realize the anticipated benefits from the separation (including consummating the transaction on a basis that is tax-free to shareholders), DentalCo's ability to succeed as a stand-alone, publicly traded company, deterioration of or instability in the economy, the markets we serve and the financial markets, developments and uncertainties in U.S. policy stemming from the current administration, such as changes in U.S. trade and tariff policies and the reaction of other countries thereto, contractions or growth rates and cyclicality 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 regulations relating to medical devices and the health care industry), 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 benefits of such acquisitions, contingent liabilities relating to acquisitions, investments and divestitures (including tax-related and other contingent liabilities relating to past and future 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 to use, disclose and license certain intellectual property we license if we fail to commercialize it, risks relating to product, service or software defects, product liability and recalls, risks relating to product manufacturing, the impact of our debt obligations on our operations and liquidity, our relationships with and the performance of our channel partners, uncertainties relating to collaboration arrangements with third parties, commodity costs and surcharges, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, the impact of deregulation on demand for our products and services, labor matters, international economic, political, legal, compliance and business factors (including the impact of the UK's decision to leave the EU), disruptions relating to man-made and natural disasters, and pension plan costs. 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 2017 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the second quarter of 2018. These forward-looking statements speak only as of the date of this presentation 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 of adjusted diluted net earnings per share, core revenue growth, year-over-year core operating margin changes and free cash flow referenced in the following presentation, definitions and the accompanying information required by SEC Regulation G can be found in the "Investors" section of Danaher's web site under the heading "Financial Reports" and subheading "Quarterly Earnings," and can also be found at the end of this presentation. In addition, in addressing various financial metrics the presentation describes certain of the more significant factors that impacted year-over-year performance. For additional factors that impacted year-over-year performance, please refer to our earnings release, Quarterly Report on Form 10-Q for the second quarter of 2018 and the other related presentation materials supplementing today's call, all of which are available in the "Investors" section of Danaher's web site under the heading "Financial Reports" and subheading "Quarterly Earnings". In this presentation, all figures relate to Danaher's continuing operations and revenue amounts are in millions.

Danaher Announces Plan to Spin Off Dental Business

Intend to spin off Dental business into an independent, publicly-traded company ("DentalCo")

Transaction is intended to be tax-free to Danaher shareholders

Expected to complete the spin-off in the second half of 2019

DENTALCO

Nobel Biocare Ormco KAVO Kerr

OUTSTANDING BRANDS & INNOVATION

STRONG GLOBAL GROWTH DRIVERS

- Aging population
- Growth in emerging markets
- Digitization of the dental practice
- Increasing importance of aesthetics

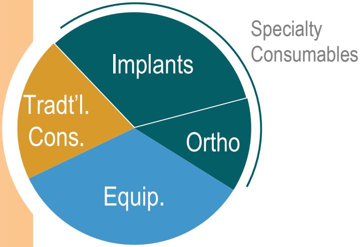
~12,000 ASSOCIATES

HQ IN SOUTHERN CALIFORNIA

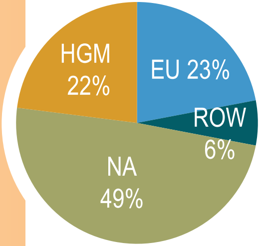
EXPERIENCED DANAHER TEAM TO LEAD DENTALCO, INCLUDING AMIR AGHDAEI AS PRESIDENT & CEO

All financial metrics based on FY 2017 and all pie chart percentages are % of 2017 revenues

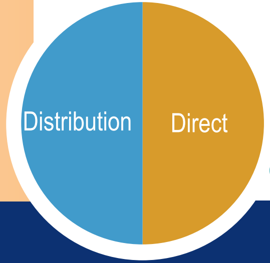
Revenue By Mix



By Geography



Direct vs. Distribution



~$2.8B REVENUE

~55% GROSS MARGIN

High-teens EBITDA MARGIN

A leading global player covering entire dental workflow

DANAHER

Dental Platform: Recent Financial Highlights

IMPROVED COST STRUCTURE
and benefiting from platform integration

POSITIONED TO ACCELERATE GROWTH
through re-investment

EXECUTING WELL in HGM; solid growth in specialty businesses (implants & orthodontics), and improving performance in traditional consumables/equipment

>100BPS GROSS MARGIN EXPANSION SINCE 2015

+100BPS R&D AS A % OF SALES SINCE 2015

MSD CORE REVENUE GROWTH IN SPECIALTY CONSUMABLES

DD REVENUE GROWTH IN HGM

All financial metrics refer to FY 2017 unless otherwise indicated

Good relative performance – with ample upside

Strategic Rationale for DentalCo Spin

Our Dental business can be more effective as a strategically focused, standalone company

Greater opportunities for further organic & inorganic investments — especially around M&A

Our Dental business is in a better position today given recent growth investments & cost saving initiatives

We believe that today's announcement will drive greater shareholder value for both Danaher & DentalCo going forward

Danaher Post-Spin

TOTAL ADJUSTED 2017 REVENUE **~$15.5B**

DIAGNOSTICS	~$5.8B
LIFE SCIENCES	~$5.7B
ENVIRONMENTAL & APPLIED SOLUTIONS *WATER QUALITY* *PRODUCT ID*	~$4.0B

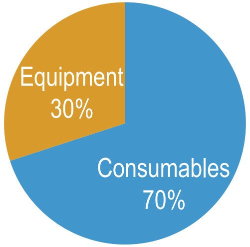
~55% ADJUSTED GROSS MARGIN

>20% ADJUSTED EBITDA MARGIN

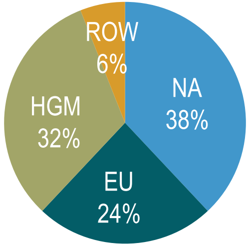
All financial metrics based on FY 2017 and all pie chart percentages are % of 2017 revenues - in each case adjusted to exclude the results of the Dental segment

ADJUSTED

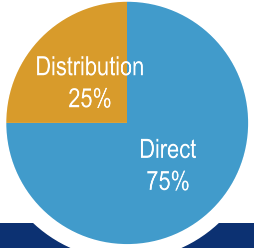
Revenue By Mix



By Geography



Direct vs. Distribution



STRONG PORTFOLIO UNITED BY COMMON BUSINESS MODEL

- Outstanding brands with market-leading positions
- Extensive installed base
- Strong 'captive' recurring revenues
- High level of customer intimacy

Second Quarter 2018 Performance Summary

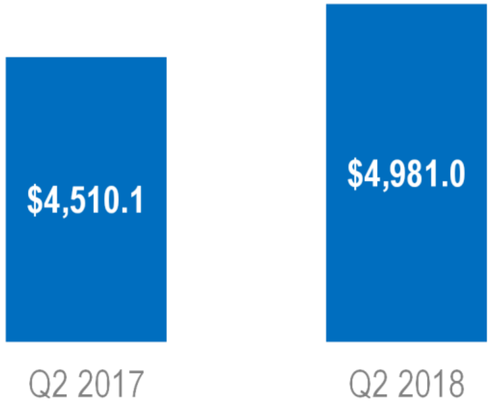
ADJUSTED DILUTED NET EARNINGS PER SHARE

+16.0%

REVENUE

+10.5%

Core +6.0%
Acquisitions +2.0%
FX +2.5%



($ millions)

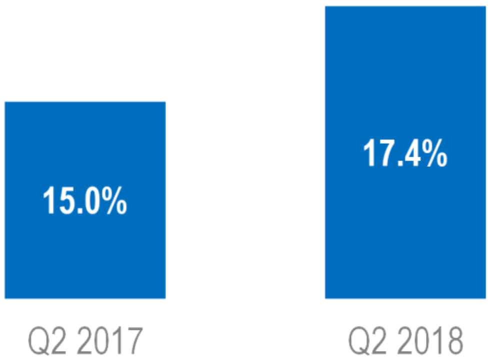
Throughout this presentation, with respect to revenue performance, for the definitions of "Acquisitions," "Core," and "FX," please refer to the accompanying information required by Regulation G, located at the end of this presentation and on the "Investors" section of Danaher's website. For the definition of Adjusted Diluted Net Earnings Per Share, please refer to the accompanying information required by Regulation G, located at the end of this presentation and on the "Investors" section of Danaher's website.

Second Quarter 2018 Performance Summary

OPERATING PROFIT MARGIN

+240 bps

Core +105 bps
Acquisitions -20 bps
Other +155 bps



GROSS MARGINS

Q2 2018 – 56.6%

Q2 2017 – 55.0%

+160 BPS

SG&A (as a % of Revenue)

Q2 2018 – 32.9%

Q2 2017 – 33.8%

-90 BPS

R&D (as a % of Revenue)

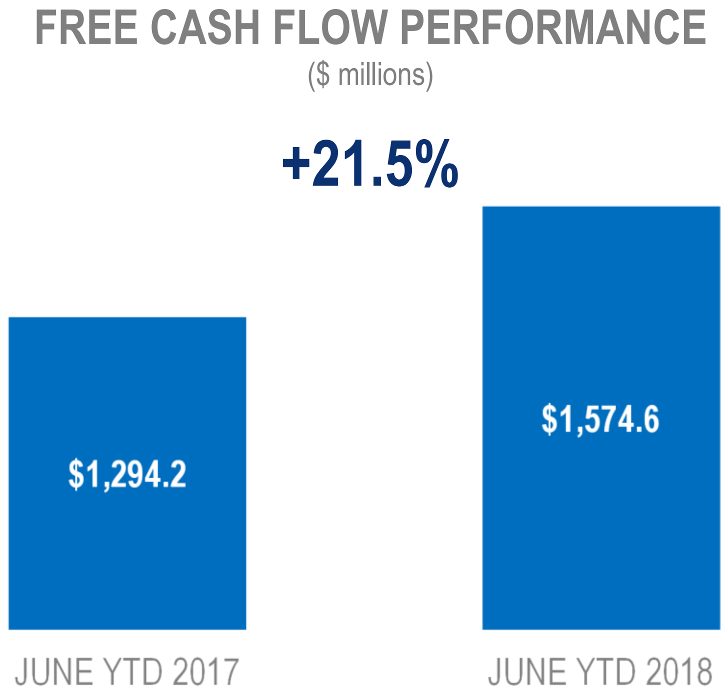
Q2 2018 – 6.3%

Q2 2017 – 6.3%

Flat

Throughout this presentation when referred to in connection with operating profit margins, “Acquisitions” refers to the impact of businesses owned for less than one year or disposed of during such period and not treated as discontinued operations, “Other” refers to certain acquisition-specific charges and gains and the impact of the 2017 discontinuation of a product line in our Diagnostics segment, and “Core” refers to all other year-over-year operating profit margin changes; for further description of these items, please refer to the accompanying information required by Regulation G, located at the end of this presentation and on the "Investors" section of Danaher's website.

Second Quarter 2018 Performance Summary



For the definition of Free Cash Flow, please refer to the accompanying information required by Regulation G, located at the end of this presentation and on the "Investors" section of Danaher's website.

Second Quarter 2018: Life Sciences

REVENUE

+16.0%

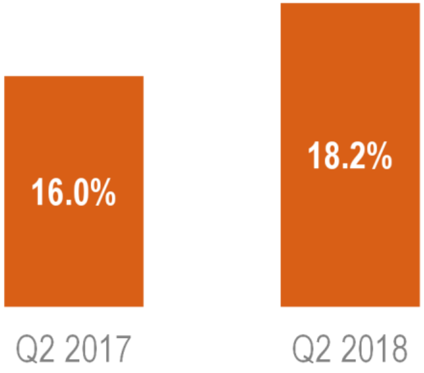
Core +7.5%
Acquisitions +6.0%
FX +2.5%

($ millions)

OPERATING PROFIT MARGIN

+220 BPS

Core +290 bps
Acquisitions -25 bps
Other -45 bps



BECKMAN COULTER Life Sciences
SCIEX
Leica MICROSYSTEMS
MOLECULAR DEVICES
PALL
phenomenex®
IDT INTEGRATED DNA TECHNOLOGIES

Second Quarter 2018: Diagnostics

REVENUE

+7.5%

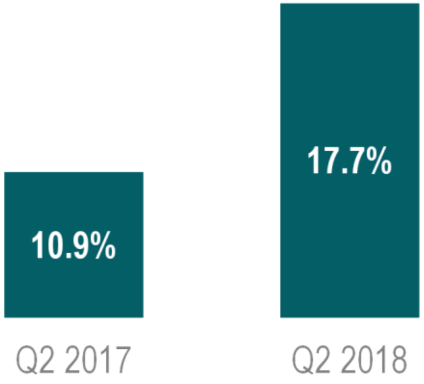
Core +5.0%
Acquisitions —%
FX +2.5%

($ millions)

OPERATING PROFIT MARGIN

+680 BPS

Core +150 bps
Acquisitions — bps
Other +530 bps



BECKMAN COULTER
Leica BIOSYSTEMS
RADIOMETER
Cepheid.

Second Quarter 2018: Dental

REVENUE

+4.5%

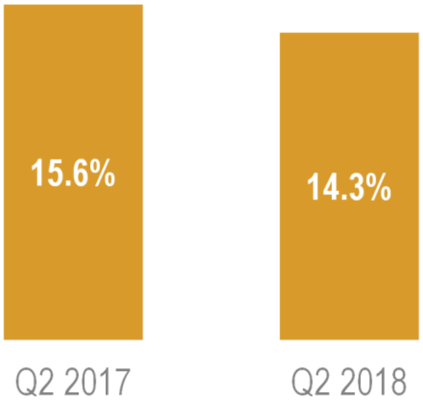
Core +2.0%
Acquisitions —%
FX +2.5%

($ millions)

OPERATING PROFIT MARGIN

-130 BPS

Core -125 bps
Acquisitions -5 bps



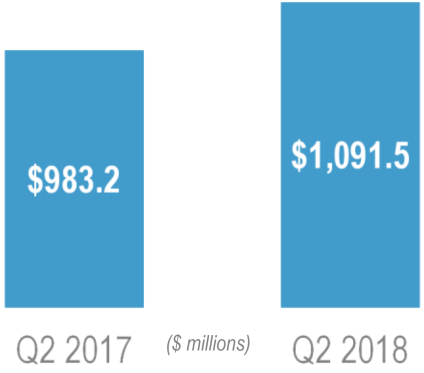
KAVO Kerr
Ormco
Nobel Biocare
IMPLANT DIRECT

Second Quarter 2018: Environmental & Applied Solutions

REVENUE

+11.0%

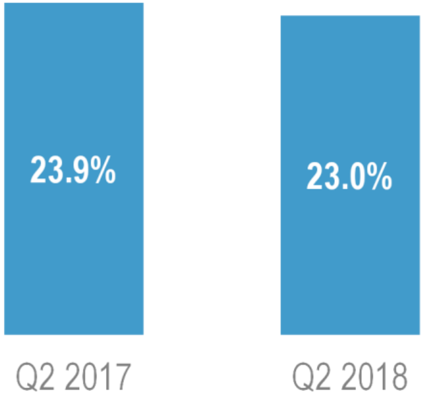
Core +7.0%
Acquisitions +1.5%
FX +2.5%



OPERATING PROFIT MARGIN

-90 BPS

Core -50 bps
Acquisitions -40 bps



GUIDANCE

Q & A

DANAHER

Non-GAAP Reconciliations

Adjusted Diluted Net Earnings Per Share from Continuing Operations

	Three-Month Period Ended	
	June 29, 2018	June 30, 2017
Diluted Net Earnings Per Share from Continuing Operations (GAAP)	**$ 0.95**	**$ 0.79**
Pretax amortization of acquisition-related intangible assets [A]	0.26	0.22
Pretax acquisition-related transaction costs deemed significant and fair value adjustments to inventory, in each case related to the acquisition of IDT and incurred in the second quarter of 2018 [B]	0.02	-
Pretax gain on resolution of acquisition-related matters recognized in the second quarter of 2018 [C]	(0.01)	-
Pretax restructuring, impairment and other related charges recorded in the second quarter of 2017 [D]	-	0.11
Tax effect of all adjustments reflected above [E]	(0.06)	(0.08)
Discrete tax adjustments and other tax-related adjustments [F]	(0.01)	(0.05)
Adjusted Diluted Net Earnings Per Share from Continuing Operations (Non-GAAP)	**$ 1.15**	**$ 0.99**

Reconciliation of Operating Cash Flows from Continuing Operations (GAAP) to Free Cash Flow from Continuing Operations (Non-GAAP)

	Six-Month Period Ended		Year-over-Year Change
Free Cash Flow from Continuing Operations ($ in millions):	June 29, 2018	June 30, 2017	
Operating Cash Flows from Continuing Operations (GAAP)	$ 1,864.9	$ 1,570.7	18.5%
Less: payments for additions to property, plant & equipment (capital expenditures) from continuing operations (GAAP)	(291.7)	(306.5)	
Plus: proceeds from sales of property, plant & equipment (capital disposals) from continuing operations (GAAP)	1.4	30.0	
Free Cash Flow from Continuing Operations (Non-GAAP)	$ 1,574.6	$ 1,294.2	21.5%

[A] Amortization of acquisition-related intangible assets in the following historical and forecasted periods ($ in millions) (only the pretax amounts set forth below are reflected in the amortization line item above):

	Three-Month Period Ended		Six-Month Period Ended		Forecasted	
					Three-Month Period Ending	Year Ending
	June 29, 2018	June 30, 2017	June 29, 2018	June 30, 2017	September 28, 2018	December 31, 2018
Pretax	$ 181.1	$ 160.3	$ 353.4	$ 326.4	$ 181.1	$ 716.6
After-tax	144.3	127.4	281.3	259.5	144.9	571.9

[B] Acquisition-related transaction costs deemed significant ($15 million pretax as presented in this line item, $13 million after-tax), and fair value adjustments to inventory ($1 million pretax as presented in this line item, $0.8 million after-tax), in each case related to the acquisition of IDT and incurred in the three and six-month periods ended June 29, 2018. The Company deems acquisition-related transaction costs incurred in a given period to be significant (generally relating to the Company's larger acquisitions) if it determines that such costs exceed the range of acquisition-related transaction costs typical for Danaher in a given period.

[C] Net gains on resolution of acquisition-related matters in the Life Sciences segments ($9 million pretax as presented in this line item, $7 million after-tax) for the three and six-month periods ended June 29, 2018.

[D] During the three-month period ended June 30, 2017, the Company recorded $76 million of pretax restructuring, impairment and other related charges ($51 million after-tax) primarily related to the Company's strategic decision to discontinue certain product development efforts in its Diagnostics segment. As a result, the Company incurred noncash charges for the impairment of certain technology-related intangibles as well as related inventory and plant, property, and equipment with no further use totaling $49 million. In addition, the Company incurred cash restructuring costs primarily related to employee severance and related charges totaling $27 million. This is addressed in more detail in the "Statement Regarding Non-GAAP Measures."

[E] This line item reflects the aggregate tax effect of all nontax adjustments reflected in the preceding line items of the table. In addition, the footnote above indicates the after-tax amount of each individual adjustment item. Danaher estimates the tax effect of each adjustment item by applying Danaher's overall estimated effective tax rate to the pretax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment, in which case the tax effect of such item is estimated by applying such specific tax rate or tax treatment.

[F] Represents (1) discrete income tax gains, primarily related to expiration of statute of limitations ($9 million in the three and six-month periods ended June 29, 2018 and $35 million in the three and six-month periods ended June 30, 2017, respectively) and (2) equity compensation-related excess tax benefits ($16 million in the six-month period ended June 30, 2017). On January 1, 2017, Danaher adopted the updated accounting guidance required by ASU 2016-09, *Compensation—Stock Compensation* , which requires income statement recognition of all excess tax benefits and deficiencies related to equity compensation. We exclude from Adjusted Diluted Net EPS any excess tax benefits that exceed the levels we believe are representative of historical experience. In the first quarter of 2017, we anticipated $10 million of equity compensation-related excess tax benefits and realized $26 million of excess tax benefits, and therefore, we have excluded $16 million of these benefits in the calculation of Adjusted Diluted Net Earnings per Share. In the other periods presented, realized equity compensation-related excess tax benefits approximated the anticipated benefit and no adjustment was required.

Non-GAAP Reconciliations

Revenue Performance

	Three-Month Period Ended June 29, 2018 vs. Comparable 2017 Period
Total Revenue Growth from Continuing Operations (GAAP)	**10.5%**
Less the impact of:	
Acquisitions	(2.0%)
Currency exchange rates	(2.5%)
Core Revenue Growth from Continuing Operations (Non-GAAP) [2]	6.0%

[2] We use the term "core revenue" to refer to GAAP revenue from continuing operations excluding (1) sales from acquired businesses recorded prior to the first anniversary of the acquisition less the amount of sales attributable to divested businesses or product lines not considered discontinued operations ("acquisition sales") and (2) the impact of currency translation. The portion of GAAP revenue from continuing operations attributable to currency translation is calculated as the difference between (a) the period-to-period change in revenue (excluding acquisition sales) and (b) the period-to-period change in revenue (excluding acquisition sales) after applying current period foreign exchange rates to the prior year period. We use the term "core revenue growth" to refer to the measure of comparing current period core revenue with the corresponding period of the prior year.

Danaher Adjusted Revenue/Adjusted Gross Margin as % of Sales Excluding the Dental Segment

($ in Billions)

	Year Ended December 31, 2017		
	Total Danaher (GAAP)	Dental Segment	Danaher Excluding Dental Segment (Non-GAAP)
Net Sales	$ 18.3	$ 2.8	$ 15.5
Gross Margin as a percentage of sales (Non-GAAP)	≈55%	≈55%	≈55%

Year-Over-Year Core Operating Margin Changes

		Segments			
	Total Company	Life Sciences	Diagnostics	Dental	Environmental and Applied Solutions
Three-Month Period Ended June 30, 2017 Operating Profit Margins from Continuing Operations (GAAP)	**15.00%**	**16.00%**	**10.90%**	**15.60%**	**23.90%**
Second quarter 2018 impact from operating profit margins of businesses that have been owned for less than one year or were disposed of during the past year and did not qualify as discontinued operations	(0.20)	(0.25)	-	(0.05)	(0.40)
Acquisition-related transaction costs deemed significant and fair value adjustments to inventory, in each case related to the acquisition of IDT and incurred in the second quarter of 2018.	(0.35)	(1.00)	-	-	-
Second quarter 2018 gain on resolution of acquisition-related matters	0.20	0.55	-	-	-
Second quarter 2017 impact of restructuring, impairment and related charges related to the discontinuation of a product line in the Diagnostics segment	1.70	-	5.30	-	-
Year-over year core operating profit margin changes for second quarter 2018 (defined as all year-over-year operating profit margin changes other than the changes identified in the lines above) (non-GAAP)	1.05	2.90	1.50	(1.25)	(0.50)
Three-Month Period Ended June 29, 2018 Operating Profit Margins from Continuing Operations (GAAP)	**17.40%**	**18.20%**	**17.70%**	**14.30%**	**23.00%**

Note: The Company deems acquisition-related transaction costs incurred in a given period to be significant (generally relating to the Company's larger acquisitions) if it determines that such costs exceed the range of acquisition-related transaction costs typical for Danaher in a given period.

Non-GAAP Reconciliations

Statement Regarding Non-GAAP Measures

Each of the non-GAAP measures set forth above should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP measure, and may not be comparable to similarly titled measures reported by other companies. Management believes that these measures provide useful information to investors by offering additional ways of viewing Danaher Corporation's ("Danaher" or the "Company") results that, when reconciled to the corresponding GAAP measure, help our investors to:

- with respect to Adjusted Diluted Net EPS, understand the long-term profitability trends of our business and compare our profitability to prior and future periods and to our peers;
- with respect to core revenue, identify underlying growth trends in our business and compare our revenue performance with prior and future periods and to our peers; and
- with respect to free cash flow (the "FCF Measure"), understand Danaher's ability to generate cash without external financings, strengthen its balance sheet, invest in its business and grow its business through acquisitions and other strategic opportunities (although a limitation of free cash flow is that it does not take into account the Company's debt service requirements and other non-discretionary expenditures, and as a result the entire free cash flow amount is not necessarily available for discretionary expenditures).

Management uses these non-GAAP measures to measure the Company's operating and financial performance, and uses non-GAAP measures similar to Adjusted Diluted Net EPS and the FCF Measure in the Company's executive compensation program.

The items excluded from the non-GAAP measures set forth above have been excluded for the following reasons:

- With respect to Adjusted Diluted Net EPS:
  - We exclude the amortization of acquisition-related intangible assets because the amount and timing of such charges are significantly impacted by the timing, size, number and nature of the acquisitions we consummate. While we have a history of significant acquisition activity we do not acquire businesses on a predictable cycle, and the amount of an acquisition's purchase price allocated to intangible assets and related amortization term are unique to each acquisition and can vary significantly from acquisition to acquisition. Exclusion of this amortization expense facilitates more consistent comparisons of operating results over time between our newly acquired and long-held businesses, and with both acquisitive and non-acquisitive peer companies. We believe however that it is important for investors to understand that such intangible assets contribute to revenue generation and that intangible asset amortization related to past acquisitions will recur in future periods until such intangible assets have been fully amortized.
  - With respect to the other items excluded from Adjusted Diluted Net EPS, we exclude these items because they are of a nature and/or size that occur with inconsistent frequency, occur for reasons that may be unrelated to Danaher's commercial performance during the period and/or we believe that such items may obscure underlying business trends and make comparisons of long-term performance difficult.
- With respect to core revenue, (1) we exclude the impact of currency translation because it is not under management's control, is subject to volatility and can obscure underlying business trends, and (2) we exclude the effect of acquisitions and divested product lines because the timing, size, number and nature of such transactions can vary significantly from period-to-period and between us and our peers, which we believe may obscure underlying business trends and make comparisons of long-term performance difficult.
- With respect to the FCF Measure, we exclude payments for additions to property, plant and equipment (net of the proceeds from capital disposals) to demonstrate the amount of operating cash flow for the period that remains after accounting for the Company's capital expenditure requirements.

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