

Danaher Corporation - December 2009 Investor Conference

Supplemental Reconciliation of Forecasted Earnings Before Income Taxes to Forecasted Adjusted Earnings Before Taxes - 12/16/09 Forecast

| | <u>Year Ended December 31, 2009 based on 12/16/09 Forecast</u> |
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| Forecasted Earnings Before Taxes per GAAP | \$ 1,395 |
| Restructuring activities (other than restructuring activities originally budgeted for 2009) approved by the Company (included as part of the total forecasted restructuring charges). | 203 |
| 2009 transaction costs associated with completed and pending acquisitions expensed in accordance with the adoption of the new business combination accounting standard and fair value adjustments to recorded inventory and deferred revenue balances related to 2009 acquisitions. | 37 |
| Gain on intellectual property litigation settlement with Align Technology, Inc. | (85) |
| Forecasted Adjusted Earnings Before Taxes (Non-GAAP) | <u>\$ 1,550</u> |

General

We believe that the non-GAAP measures set forth in this presentation, when viewed with and reconciled to the corresponding GAAP measures, provide additional understanding of Danaher's performance and help identify underlying trends in Danaher's business. The non-GAAP measures should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP measures. A general limitation of these non-GAAP measures is that use of these measures (as compared to the related GAAP measures) may reduce comparability with other companies who may define or calculate similar non-GAAP measures differently. Danaher management compensates, and believes that investors should compensate, for these and the other limitations of these measures referenced in this presentation by also considering Danaher's financial performance as determined in accordance with GAAP.

Adjusted Earnings Before Taxes

We use the term adjusted earnings before taxes to refer to GAAP earnings before taxes excluding the items identified in the reconciliation schedule above. These items have been excluded from the non-GAAP measure because items of this nature and/or size occur with inconsistent frequency, for reasons that may be unrelated to Danaher's commercial performance during the period and/or we believe are not indicative of Danaher's ongoing operating costs or gains in a given period. We believe that this measure reflects an additional way of viewing aspects of Danaher's operations that, when viewed with and reconciled to the corresponding GAAP measure, helps us and our investors to better understand the long-term profitability trends of our business, and facilitate easier comparisons of our profitability to prior and future periods and to our peers. We use this measure, and believe that investors use this measure, to (1) generally assess the performance of our operating model, including assessing Danaher's performance against prior period performance, forecasted performance and/or peer company performance, (2) forecast financial results for future periods, (3) identify trends in Danaher's performance, and (4) value Danaher. Danaher's management also uses this measure in making decisions about internal budgets, resource allocation and financial goals for its business units. A particular limitation of this non-GAAP measure is that it excludes charges or gains that can significantly affect Danaher's results of operations and that may recur in the course of Danaher's business (though at times and in amounts that may be difficult to predict).