Form **8937**(December 2017) Department of the Treasury

Report of Organizational Actions Affecting Basis of Securities

OMB No. 1545-0123

► See separate instructions.

Part I Reporting Issuer		
1 Issuer's name	Table Committee Table Appears 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2 Issuer's employer identification number (EIN)
Danaher Corporation		59-1995548
3 Name of contact for additional information	4 Telephone No. of contact	5 Email address of contact
in the state of th	200 000 0000	investor.relations@danaher.com
Matt Gugino 6 Number and street (or P.O. box if mail is no	202-828-0850 t delivered to street address) of contact	7 City, town, or post office, state, and ZIP code of contact
William Street (Str. 1987) That is the		
200 Pennsylvania Avenue, N.W., Suite 800W		Washington, D.C., 20037-1701
8 Date of action	9 Classification and description	
December 18, 2019	Common Stock	,
10 CUSIP number 11 Serial number	(s) 12 Ticker symbol	13 Account number(s)
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Part I Organizational Action Atta	ch additional statements if needed. See	back of form for additional questions.
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Provide :	any other information necessary to	implement the adjustment, such as the	reportable tax year ▶ Please see attached.
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Delpt	your name > Brett A Cornell		Title► Senior VP Tax
Paid	Print/Type preparer's name	Preparer's signature	Date Check if self-employed
Preparer	First years		Firm's EIN ►
Use Only	Firm's name		Phone no.

Send Form 8937 (including accompanying statements) to: Department of the Treasury, Internal Revenue Service, Ogden, UT 84201-0054

Firm's address ▶

Danaher Corporation EIN: 59-1995548

Attachment to Form 8937 – Report of Organizational Actions Affecting Basis of Securities Part II – Organizational Action

14. Describe the organizational action and, if applicable, the date of the action or the date against which shareholders' ownership is measured for the action.

On November 15, 2019, Danaher Corporation ("Danaher") commenced an exchange offer ("Split-off", the "Exchange Offer"), which expired on December 13, 2019, related to its remaining interest in Envista Holdings Corporation ("Envista"). Envista completed its initial public offering (IPO) in September 2019, with Danaher retaining an 80.6 percent ownership interest in Envista. In the Exchange Offer, Danaher stockholders have the option to exchange all, some or none of their shares of Danaher common stock for shares of Envista common stock owned by Danaher, subject to the terms of the offer.

On December 13, 2019, the final exchange ratio was announced. Pursuant to the Exchange Offer, for each \$100 of Danaher Common Stock accepted in the Exchange Offer, Danaher shareholders will receive approximately \$107.53 of Envista Common Stock, subject to an upper limit of 5.5784 shares of Envista Common Stock per share of Danaher Common Stock. The Exchange Offer does not provide for a lower limit or minimum exchange ratio. Because the upper limit was in effect, the exchange ratio has been fixed at that limit, and Danaher stockholders will receive 5.5784 shares of Envista Common Stock per share of Danaher Common Stock accepted in the Exchange Offer.

15. Describe the quantitative effect of the organizational action on the basis of the security in the hands of a U.S. taxpayer as an adjustment per share or as a percentage of old basis.

Danaher shareholders participating in the Split-off surrendered their Danaher shares ("Redeemed Shares") received only Envista shares. The basis and holding period of the Redeemed Shares carried over to the Envista shares received. Therefore, 100% of the basis in the Redeemed Shares was allocated to the Envista shares received.

16. Describe the calculation of the change in basis and the data that supports the calculation, such as market value of securities and the valuation dates.

See response to 15 above, for 100% of the basis in the Redeemed Shares being allocated to the Envista shares received by the Danaher shareholders participating in the Split-off. In general, if more than one share of stock is received in exchange for one share of stock surrendered, the basis of the share surrendered is allocated among the shares received in proportion to the fair market value of the shares received. Because the shares issued by Envista stock to participating Danaher shareholders have uniform value, the allocation of basis in Danaher shares surrendered is allocated based on the number of Envista shares received.

In general, if surrendered shares of stock were purchased or acquired on different dates or at different prices and the shareholder is unable to identify which particular share (or allocable portion of a share) is received (or deemed received) in exchange for, or with respect to, a particular share surrendered, the shareholder may designate which share is received in exchange for, or with respect to, a particular share surrendered, provided such designation is consistent with the terms of the exchange or distribution and applicable rules. In the case of a designation with respect to the Split-off, the designation must be made on or before the first date on which the basis of either the remaining Danaher shares (if any) or applicable Envista shares is relevant.

17. List the applicable Internal Revenue Code section(s) and subsection(s) upon which the tax treatment is based.

The applicable Internal Revenue Code sections upon which the tax treatment is based are sections 355, 358 and 368.

18. Can any resulting loss be recognized?

The Split-off is treated as qualifying for non-reorganization treatment under sections 355 and 368(a)(1)(D) of the Internal Revenue Code. Assuming that this characterization is respected, Danaher shareholders generally will not recognize any loss for participating in the Split-off for U.S. federal income tax purposes (except to the extent that a loss may be recognized with respect to any cash received in lieu of fractional shares of Envista common stock).

19. Provide any other information necessary to implement the adjustment, such as the reportable tax year.

The Split-off was completed in December 18, 2019. As a result, the basis adjustments in the shares of Danaher common stock and Envista common stock should be reported in the taxable year that includes this date. In the case of shareholders who are calendar year taxpayers, the transaction is reportable in the tax year ending December 31, 2019.