2022 Sustainability Interim Updates

In advance of our 2022 Sustainability Report, we share below certain key updates on Danaher's sustainability program ("Danaher" refers to Danaher Corporation and its consolidated subsidiaries). The updates below are not intended to be comprehensive; we will provide a more in-depth overview of our program in our 2022 Sustainability Report which we anticipate publishing later in 2022.

Environment

Assessing Water Risk

Water is critical for sustaining healthy lives and our planet, and as the world's population increases, so does the demand for clean water. Having access to a clean and sufficient supply of water is vital for our operations. Moreover, at Danaher water is a strategic priority. Our Water Quality businesses provide a wide range of products and services that play a crucial role in helping protect the global water supply and ensure environmental stewardship.

Given the essential role Danaher plays in the water ecosystem, assessing water risk in our operations and supply chain is important. We use the World Resource Institute's Aqueduct Water Risk Atlas to assess the level of water risk attendant to each of our sites worldwide. We are also leveraging the power of DBS to develop the Water Stewardship Toolkit, which we are piloting in 2022. The Toolkit is intended to guide facility-level teams in identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use. The Toolkit is also intended to facilitate a business-focused review of water-related market, reputational and operational risks, prioritize sites based on water consumption and water basin risks, and rank potential projects for implementation. In addition, our EcoVadis supplier sustainability assessment platform assesses our in-scope suppliers with respect to, among other topics, their water usage and management practices. In 2022, we anticipate our EcoVadis platform will assess and rate the sustainability practices of suppliers representing approximately 50% of our annual supplier spend, including 100% of Danaher's critical suppliers (which we refer to as "preferred suppliers").

Environmental, Health and Safety (EHS) Audit Program

In 2022, we updated our EHS audit process with the goal of further enhancing our strong foundation of EHS compliance. Our updated audit process uses internal and external EHS auditing expertise and combines focused self-assessments with risk-based, on-site auditing by Danaher and independent third parties. The objective of the audit processes is to identify and correct deficiencies as well as identify and share best practices. The audit process covers jurisdiction-specific environmental, health and safety regulatory requirements. Pursuant to this updated process, approximately 25% of our global "EHS significant sites" (which we define as manufacturing, assembly, laboratory, research, testing, maintenance and/or warehouse facilities (1) with a population of 25 associates or greater, or (2) with particular, inherent EHS hazards) undergo an in-person EHS audit each calendar year. Any observed deficiencies are required to be documented, communicated to site leadership and tracked by corporate EHS to ensure timely closure.

EHS Training and Education

In 2022, we expanded our EHS awareness training to cover a wider variety of EHS topics and target a broader audience of associates (including all associates in the operations/manufacturing, human resources, commercial (service and sales) and facilities/maintenance job categories). This annual training is designed to help ensure an understanding of EHS compliance obligations and actively promote an EHS culture of accountability and engagement and covers EHS topics such as safety as a priority, common hazards, managing risks, workplace violence and incident/accident protocols.

Foundational Elements

Medical Device Product Quality

Overview

Danaher Corporation's subsidiaries make and sell life sciences, medical diagnostics, water quality and product identification products and solutions. Some of these products are medical devices that are regulated by the FDA, and by similar agencies in other countries. Our medical device manufacturing sites are required to adhere to all applicable quality system regulations and requirements, including with respect to the U.S. Current Good Manufacturing Practices (CGMP) requirements set forth in the FDA's Quality Systems Regulation (QSR) and in Europe and other countries around the world, the ISO Medical Devices – Quality Management Standard (ISO 13485) and the Medical Device Single Audit Program (MDSAP).

As of April 2022, Danaher Corporation's subsidiaries had approximately 101 global sites that manufacture and/or design products. 61 of such sites are registered with the FDA and the remaining 40 sites do not manufacture or design medical products and are not registered with the FDA. Of the 61 FDA-registered sites, 49 also hold current ISO 13485 certifications (which includes 100% of sites that are required to be ISO 13485 certified as a result of the geographies where they distribute medical products) and 33 also participate in the MDSAP. 54 of our manufacturing and/or design sites are also certified to ISO 9001 Quality Management Systems Requirements.

Regulatory, Quality and Clinical Affairs KPIs

We require our medical device operating companies to track and report on a regular cadence, key performance indicators (KPIs) designed to provide transparency, drive accountability, and measure the health of our Quality Management System (QMS). These required KPIs focus on pre-market and post-market product and QMS performance, covering areas such as internal and external audits (including tracking and trending of audit observations), supplier and internal corrective and preventive actions (CAPA) (including the timeliness and effectiveness of the CAPA process), complaints and external defects (including the number of complaints received and defects identified, and the amount of time before such matters are addressed), and recalls and adverse events (including quantity and trending). KPI-related goals are established annually for each medical device operating company, and we leverage our suite of DBS tools to help us meet these goals. Danaher's executive leadership reviews our regulatory, quality and clinical affairs KPIs on a regular basis, in addition to established QMS reviews by our operating company leadership. Danaher (including its subsidiaries) also participates in a variety of quality and regulatory industry associations at the company and individual levels, including memberships in the Regulatory Affairs Professional Society and the American Society for Quality.

Ethical Marketing, Advertising and Sales

Danaher's Product Marketing, Advertising and Promotion Policy applies globally to all Danaher medical device and life sciences businesses. The policy requires that marketing, advertising, promotional, scientific and sales ("MAPSS") materials be reviewed and approved before use in accordance with the policy and applicable law; comply with all applicable laws; include only accurate and substantiated information about Danaher and competitor products; avoid information that is false, deceptive, or misleading; promote only the intended use of the product as legally authorized; and avoid off-label claims. Danaher's Code of Conduct reinforces these requirements by mandating that we promote our medical products solely based on their approved labeling, that we sell our products through accurate and truthful communications, and that all information provided to others about our medical products be truthful, balanced and supported by data and relevant experience.

The MAPSS policy also requires that all associates of Danaher medical device and life sciences businesses in marketing, advertising, promotional, scientific or sales roles be periodically trained on ethical marketing, as set forth in the policy and applicable laws (as noted above, Danaher deploys such training annually). In particular, all in-scope associates are trained annually on the then-current regulations applicable to MAPSS materials (and are tested to ensure retention of the training material) as well as content specific to the associate's particular job function. In addition, the MAPSS policy also requires Danaher's corporate staff to audit all our medical device manufacturing and/or design facilities for compliance with the MAPSS policy and applicable law at approximately 18-month intervals (although certain facilities may be audited more or less frequently based on status, importance to the business and audit history). Each Danaher Executive Vice President with oversight responsibility for one or more of our medical device or life sciences businesses has managerial responsibility for their business' compliance with the MAPSS requirements described above.

Supply Chain Sustainability Industry Participation

Danaher is a longstanding member of the Supply Chain Council of the Manufacturers Alliance, which facilitates best practice sharing, benchmarking and networking with peers on key supply chain sustainability topics.

Other Important Information About This Document

- Certain statements included or incorporated by reference in this document are "forward-looking statements" within the meaning of the United States federal securities laws. All statements other than historical factual information are forward-looking statements. Forward-looking statements are based on assumptions and assessments made by our management in light of their experience and perceptions of historical trends, current conditions, expected future developments and other factors. Forward-looking statements are not guarantees of future performance and actual results may differ materially from the results, developments and business decisions contemplated by our forward-looking statements. Accordingly, you should not place undue reliance on any such forward-looking statements. Important factors that in some cases have affected us in the past and that in the future could cause actual results to differ materially from those envisaged in our forward-looking statements are described in Danaher's filings with the U.S. Securities and Exchange Commission. The forward-looking statements included in this document speak only as of the date of this document, and except to the extent required by applicable law, we do 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.

- Please note that the inclusion of information in this document is not an indication that such information is necessarily material as defined under the U.S. federal securities laws and the applicable regulations thereunder.
- Unless otherwise noted, all data in this document is as of June 8, 2022.
- Uncertainties are inherent in collecting data from a wide range of facilities and operations in a global company such as Danaher. The data included in this document are good faith estimates and have not been externally assured. We expect our data collection systems to evolve and we seek to continually improve our processes for collecting and disclosing accurate, meaningful and consistent data.