W0.1

(W0.1) Give a general description of and introduction to your organization.

Danaher is a global science and technology innovator committed to helping customers solve complex challenges and improving quality of life around the world. Danaher is comprised of more than 20 operating companies with leadership positions in the life sciences, diagnostics, environmental and applied sectors, organized under three segments (Life Sciences; Diagnostics; and Environmental & Applied Solutions). United by the DANAHER BUSINESS SYSTEM (“DBS”), our businesses are also typically characterized by a high level of products and services that are sold on a recurring basis, primarily through a direct sales model and to a geographically diverse customer base. Our business’ research and development, manufacturing, sales, distribution, service and administrative facilities are located in more than 60 countries. Our businesses advance lifesaving research, improve health and safety, and promote environmental stewardship by protecting our water supply and defending fragile ecosystems.

Danaher operates in three business segments:

1) The Life Sciences segment offers a broad range of research tools that scientists use to study the basic building blocks of life, including genes, proteins, metabolites and cells to understand the causes of disease, identify new therapies and test new drugs and vaccines. We are also a leading provider of filtration, separation and purification technologies to the biopharmaceutical, food and beverage, medical, aerospace, microelectronics and general industrial sectors.

2) The Diagnostics segment offers analytical instruments, reagents, consumables, software and services that hospitals, physicians’ offices, reference laboratories and other critical care settings use to diagnose disease and make treatment decisions. Our clinical lab business is a leading manufacturer and marketer of biomedical testing instruments, systems and related consumables that are used to evaluate and analyse samples made up of body fluids, cells and other substances. Our molecular diagnostics business is a leading manufacturer and marketer of biomedical testing instruments, systems and related consumables that enable DNA-based testing for organisms and genetic-based diseases in both clinical and non-clinical markets. Our critical care diagnostics business is a leading worldwide provider of instruments, software and related consumables and services that are used in both laboratory and point-of-care environments to rapidly measure critical parameters.

3) The Environmental & Applied Solutions segment products and services help protect important resources and keep global food and water supplies safe. Our water quality business provides instrumentation, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, waste, ground, source and ocean water in residential, commercial, industrial and natural resource applications. Our product identification business provides equipment, consumables, software and services for various printing, marking, coding, traceability, packaging, design and color management applications on consumer, pharmaceutical and industrial products.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

<table>
<thead>
<tr>
<th></th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting year</td>
<td>January 1 2021</td>
<td>December 31 2021</td>
</tr>
</tbody>
</table>
(W0.3) Select the countries/areas in which you operate.
Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
Colombia
Croatia
Czechia
Denmark
Ecuador
Egypt
Finland
France
Germany
Greece
Hong Kong SAR, China
Hungary
India
Indonesia
Ireland
Israel
Italy
Japan
Kazakhstan
Kenya
Luxembourg
Malaysia
Mexico
Morocco
Netherlands
New Zealand
Norway
Peru
Philippines
Poland
Portugal
Puerto Rico
Republic of Korea
Romania
Russian Federation
Saudi Arabia
Singapore
Slovakia
Slovenia
South Africa
Spain
Sweden
Switzerland
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam
Zimbabwe

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.
USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.
Companies, entities or groups over which operational control is exercised
W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

No

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

<table>
<thead>
<tr>
<th>Indicate whether you are able to provide a unique identifier for your organization.</th>
<th>Provide your unique identifier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, a Ticker symbol</td>
<td>DHR</td>
</tr>
<tr>
<td>Yes, an ISIN code</td>
<td>US2358511028</td>
</tr>
<tr>
<td>Yes, a CUSIP number</td>
<td>235851102</td>
</tr>
</tbody>
</table>

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

<table>
<thead>
<tr>
<th>Direct use importance rating</th>
<th>Indirect use importance rating</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient amounts of good quality freshwater available for use</td>
<td>Vital</td>
<td>Having sufficient amounts of good quality freshwater available for use is vital to our direct and indirect operations.</td>
</tr>
<tr>
<td>Sufficient amounts of recycled, brackish and/or produced water available for use</td>
<td>Neutral</td>
<td>Having sufficient amounts of recycled, brackish and/or produced water available for direct and indirect use is of neutral importance to our operations.</td>
</tr>
</tbody>
</table>

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

<table>
<thead>
<tr>
<th>% of sites/facilities/operations</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water withdrawals – total volumes</td>
<td>76-99 For reporting year 2021, Danaher collected withdrawal data from facilities that were within our operational control and accounted for approximately 85% of our total owned and leased floor space. We extrapolated the data collected to account for any facilities owned or leased for the full reporting year for which data was not collected to account for 100% of our facilities. We collect this data from facility personnel on an ongoing basis via an online data management platform.</td>
</tr>
<tr>
<td>Water withdrawals – volumes by source</td>
<td>76-99 For reporting year 2021, Danaher collected withdrawal data by source (to include ground water, surface water, municipal sources and other sources) from facilities that were within our operational control and accounted for approximately 85% of our total owned and leased floor space. We extrapolated the data collected to account for any facilities owned or leased for the full reporting year for which data was not collected to account for 100% of our facilities. We collect this data from facility personnel on an ongoing basis via an online data management platform.</td>
</tr>
<tr>
<td>Entrained water associated with your metals &amp; mining sector activities - total volumes [only metals and mining sector]</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Produced water associated with your oil &amp; gas sector activities - total volumes [only oil and gas sector]</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Water withdrawals quality</td>
<td>Not monitored Quality of water withdrawals is not monitored.</td>
</tr>
<tr>
<td>Water discharges – total volumes</td>
<td>Not monitored Total volume of water discharges are not regularly monitored and measured at the corporate level. Certain of our sites report this data voluntarily.</td>
</tr>
<tr>
<td>Water discharges – volumes by destination</td>
<td>Not monitored Volume of water discharges by destination is not monitored.</td>
</tr>
<tr>
<td>Water discharges – volumes by treatment method</td>
<td>Not monitored Volume of water discharges by treatment method is not monitored.</td>
</tr>
<tr>
<td>Water discharge quality – by standard effluent parameters</td>
<td>Not monitored Volume of water discharges by treatment method is not monitored.</td>
</tr>
<tr>
<td>Water discharge quality – temperature</td>
<td>Not monitored Temperature of water discharge is not monitored.</td>
</tr>
<tr>
<td>Water consumption – total volume</td>
<td>Not monitored Total volume of water discharges are not regularly monitored and measured at the corporate level, therefore we do not calculate total volume of water consumption.</td>
</tr>
<tr>
<td>Water recycled/reused</td>
<td>Not monitored Recycled/reused water is not monitored.</td>
</tr>
<tr>
<td>The provision of fully-functioning, safely managed WASH services to all workers</td>
<td>Not monitored The provision of fully-functioning, safely managed WASH services to all workers is not monitored.</td>
</tr>
</tbody>
</table>
(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

<table>
<thead>
<tr>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total withdrawals</td>
<td>6818.69</td>
<td>Higher                                                                                           Compared to 2020, our total water withdrawals in 2021 were approximately 10.09% higher.</td>
</tr>
<tr>
<td>Total discharges</td>
<td>Please select</td>
<td>Total volume of water discharges are not regularly monitored and measured at the corporate level. Certain of our sites report this data voluntarily.</td>
</tr>
<tr>
<td>Total consumption</td>
<td>Please select</td>
<td>Total volume of water discharges are not regularly monitored and measured at the corporate level, therefore we do not calculate total volume of water consumption.</td>
</tr>
</tbody>
</table>

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

<table>
<thead>
<tr>
<th>Withdrawals are from areas with water stress</th>
<th>% withdrawn from areas with water stress</th>
<th>Comparison with previous reporting year</th>
<th>Identification tool</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row</td>
<td>Yes</td>
<td>11-25</td>
<td>This is our first year of measurement</td>
<td>WRI Aqueduct</td>
</tr>
</tbody>
</table>

(W1.2h) Provide total water withdrawal data by source.

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance</th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainfall, water from wetlands, rivers, and lakes</td>
<td>Relevant</td>
<td>1511.01</td>
<td>Higher</td>
<td>The volume reported here includes surface and ground water. 2021 water withdrawals from this source have increased approximately 10% compared to 2020.</td>
</tr>
<tr>
<td>Brackish surface water/Seawater</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>Our operations do not withdrawal water from this source.</td>
</tr>
<tr>
<td>Groundwater – renewable</td>
<td>Relevant but volume unknown</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>Surface and ground water withdrawals are combined in our facilities’ data reporting, so we do not have separate totals for these sources.</td>
</tr>
<tr>
<td>Groundwater – non-renewable</td>
<td>Relevant but volume unknown</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>Surface and ground water withdrawals are combined in our facilities’ data reporting, so we do not have separate totals for these sources.</td>
</tr>
<tr>
<td>Produced/Entrained water</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>Our operations do not withdrawal water from this source.</td>
</tr>
<tr>
<td>Third party sources</td>
<td>Relevant</td>
<td>5307.68</td>
<td>Higher</td>
<td>2021 water withdrawals from this source have increased approximately 11% compared to 2020.</td>
</tr>
</tbody>
</table>

(W1.3) Provide a figure for your organization’s total water withdrawal efficiency.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Total water withdrawal volume (megaliters)</th>
<th>Total water withdrawal efficiency</th>
<th>Anticipated forward trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>29453000000</td>
<td>5803.72</td>
<td>5074848.5454157</td>
</tr>
</tbody>
</table>

(W1.4) Do you engage with your value chain on water-related issues?
Yes, our suppliers
Yes, our customers or other value chain partners
What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

Row 1

% of suppliers by number
1-25

% of total procurement spend
26-50

Rationale for this coverage
In 2021, we partnered with the EcoVadis supplier sustainability assessment platform to assess and monitor our direct and indirect supplier sustainability performance. 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 “preferred suppliers” (“preferred suppliers” are suppliers whom Danaher’s subsidiaries have targeted for growth because they offer the opportunity for a high level of strategic and operational value).

Impact of the engagement and measures of success
EcoVadis’ supplier assessments and ratings platform collects data to include, among other topics, supplier water consumption and management practices. EcoVadis requires verifiable, objective evidence to support its ratings, including documentary evidence of policies, implementation of measures and actions (such as training and procedures) and tracking of key performance indicators; the supplier’s endorsement of key, external sustainability initiatives; and third-party certifications of the supplier (such as ISO certifications). A numerical rating is assigned to each in-scope supplier for each topical area and on an aggregated basis. The EcoVadis rating a Danaher supplier receives could impact the frequency of subsequent EcoVadis assessments or could require the supplier to develop a Corrective Action Plan targeting specific improvement, among other impacts.

Comment

W1.4b

(W1.4b) Provide details of any other water-related supplier engagement activity.

Type of engagement
No other supplier engagements

Details of engagement
<Not Applicable>

% of suppliers by number
<Not Applicable>

% of total procurement spend
<Not Applicable>

Rationale for the coverage of your engagement
<Not Applicable>

Impact of the engagement and measures of success
<Not Applicable>

Comment
<Not Applicable>

W1.4c

(W1.4c) What is your organization’s rationale and strategy for prioritizing engagements with customers or other partners in its value chain?

Our Water Quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world’s water across environmental, municipal, commercial and industrial applications.

Examples of how our Operating Companies are engaging with their customers and/or partners in their value chain are below:

Trojan Technologies’ products and services play a vital role in improving the efficiency and sustainability of the water treatment process. Today, over 150,000 Trojan ultraviolet (UV) treatment systems are installed in industrial applications worldwide and over 11,000 systems are installed in municipalities. Collectively, these systems treat over 70 billion gallons of drinking water and wastewater every day. Orange County, CA’s Groundwater Replenishment System uses Trojan technology to provide purified recycled water for aquifer recharge to replenish supplies and prevent seawater intrusion. It is the largest indirect potable reuse project of its kind in the world. Outfitted with microfiltration, reverse osmosis and TrojanUVPhox UV advanced oxidation systems, the Advanced Water Purification Facility treats up to 100 million gallons of water per day to a standard that surpasses what is required for drinking water.

ChemTreat’s water treatment programs help industrial customers conserve vast amounts of water and energy every day. A pharmaceutical customer recently implemented ChemTreat’s FlexPro green chemistry solution for cooling towers, resulting in a 90% reduction in phosphorous discharges and an 18% reduction in potable water consumption.
W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?
No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?
No

W3. Procedures

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?
Yes, water-related risks are assessed

W3.3a
Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage
Direct operations

Coverage
Full

Risk assessment procedure
Water risks are assessed as part of an established enterprise risk management framework

Frequency of assessment
Annually

How far into the future are risks considered?
1 to 3 years

Type of tools and methods used
Enterprise risk management

Tools and methods used
Enterprise Risk Management

Contextual issues considered
Other, please specify (Enterprise Risk Management Framework)

Stakeholders considered
Customers
Employees
Water utilities at a local level

Comment

Value chain stage
Supply chain

Coverage
Partial

Risk assessment procedure
Water risks are assessed in an environmental risk assessment

Frequency of assessment
Annually

How far into the future are risks considered?
Unknown

Type of tools and methods used
Tools on the market

Tools and methods used
EcoVadis

Contextual issues considered
Implications of water on your key commodities/raw materials

Stakeholders considered
Suppliers

Comment

W3.3b
Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Any material water-related risks would be identified pursuant to Danaher’s multi-disciplinary, company-wide enterprise risk management (ERM) process. Danaher’s ERM program specifically prompts consideration of potential risks related to climate change, including acute or chronic physical facility risks attributable to climate change, such as increased severity of extreme weather events (e.g., flooding, hurricane) and longer-term shifts in climate patterns (e.g., prolonged drought). Danaher’s businesses are increasingly focusing on improving efficiency across our production and distribution processes, production assets, buildings and transport/mobility, particular in relation to energy efficiency but also including broader water and waste management. The ERM program includes an inventory and classification of key risk areas and key risk topics to be assessed; a methodology for scoring identified risks based on the risk’s probability, severity and velocity of impact, and for trending key risks; a framework for developing countermeasures for key risks; a process for assigning responsibility and deadlines for the implementation of such countermeasures, and re-assessing such risks following implementation of the applicable countermeasures; and a timeline for collection and synthesis of the risk assessment data and reporting of key risks and countermeasures to the Danaher Risk Committee and the Danaher Board of Directors. The program also incorporates ERM-specific DBS tools, including an action plan template and a “bowler” methodology used to break down risks to their fundamental elements, establish the relevant “jumping off point” and track actual improvements against planned improvements on a monthly basis.

We respect to our Supply Chain, we have partnered with EcoVadis supplier sustainability assessment platform to assess our in-scope suppliers with respect to, among other topics, their water usage and management practices to identify, assess and respond to water-related risks. 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 “preferred suppliers” (“preferred suppliers” are suppliers whom Danaher’s subsidiaries have targeted for growth because they offer the opportunity for a high level of strategic and operational value). A numerical rating is assigned to each in-scope supplier for each topical area and on an aggregated basis. The EcoVadis rating a Danaher supplier receives could impact the frequency of subsequent EcoVadis assessments or could require the supplier to develop a Corrective Action Plan targeting specific improvement, among other impacts.

**W4. Risks and opportunities**

**W4.1**

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

**W4.1a**

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

**W4.2b**

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation in progress</td>
<td>In 2022, Danaher will begin piloting a management program to identify, assess and manage climate risks and opportunities.</td>
</tr>
</tbody>
</table>

**W4.2c**

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation in progress</td>
<td>In 2022, Danaher will begin piloting a management program to identify, assess and manage climate risks and opportunities.</td>
</tr>
</tbody>
</table>

**W4.3**

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

**W4.3a**
(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

**Type of opportunity**
Products and services

**Primary water-related opportunity**
Increased sales of existing products/services

**Company-specific description & strategy to realize opportunity**
The world's supply of clean water is under substantial stress due to industrialization, increasing demand, and rising biological and chemical contamination. The one-third of our global population lacking access to clean drinking water is a significant long-term growth drivers for our Water Quality platform. Trojan Technologies', a Danaher Operating Company, products and services play a vital role in improving the efficiency and sustainability of the water treatment process. Today, over 150,000 Trojan ultraviolet (UV) treatment systems are installed in industrial applications worldwide and over 11,000 systems are installed in municipalities. Collectively, these systems treat over 70 billion gallons of drinking water and wastewater every day.

**Estimated timeframe for realization**
More than 6 years

**Magnitude of potential financial impact**
Medium

Are you able to provide a potential financial impact figure?
No, we do not have this figure

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

**Explanation of financial impact**
Danaher's portfolio of business includes a multi-billion dollar water quality business. Our water quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world's water across environmental, municipal, commercial and industrial applications. The world's need for access to clean water is a significant long-term growth driver for these businesses.

---

**Type of opportunity**
Efficiency

**Primary water-related opportunity**
Improved water efficiency in operations

**Company-specific description & strategy to realize opportunity**
With tighter regulations and increasing operating cost pressures, industrial wastewater operators are being asked to achieve more with fewer resources, while working towards aggressive sustainability goals. ChemTreat’s water treatment programs help industrial customers conserve vast amounts of water and energy every day. A pharmaceutical customer recently implemented ChemTreat’s FlexPro green chemistry solution for cooling towers, resulting in a 90% reduction in phosphorous discharges (that can contribute to toxic algae blooms) and an 18% reduction in potable water consumption.

**Estimated timeframe for realization**
More than 6 years

**Magnitude of potential financial impact**
Medium

Are you able to provide a potential financial impact figure?
No, we do not have this figure

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

**Explanation of financial impact**
Danaher's portfolio of business includes a multi-billion dollar water quality business. Our water quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world's water across environmental, municipal, commercial and industrial applications. The world's need for access to clean water is a significant long-term growth driver for these businesses.
(W6.1a) Select the options that best describe the scope and content of your water policy.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Content</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Company-wide</td>
<td>Other, please specify (Commitment to monitor and measure water consumption)</td>
</tr>
<tr>
<td></td>
<td>The Danaher Sustainability Policy articulates our commitments with respect to Climate, Waste and Water.</td>
<td></td>
</tr>
</tbody>
</table>

(W6.2) Is there board level oversight of water-related issues within your organization?
Yes

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

<table>
<thead>
<tr>
<th>Position of individual</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board-level committee</td>
<td>At the Board level, Danaher’s Nominating and Governance Committee oversees our sustainability program as set forth in the committee’s charter. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program at least annually.</td>
</tr>
</tbody>
</table>

(W6.2b) Provide further details on the board’s oversight of water-related issues.

<table>
<thead>
<tr>
<th>Frequency that water-related issues are a scheduled agenda item</th>
<th>Governance mechanisms into which water-related issues are integrated</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled - some meetings</td>
<td>Reviewing and guiding risk management policies</td>
<td>Danaher’s Nominating and Governance Committee oversees our sustainability program as set forth in the committee’s charter. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program at least annually.</td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding corporate responsibility strategy</td>
<td></td>
</tr>
</tbody>
</table>

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

<table>
<thead>
<tr>
<th>Board member(s) have competence on water-related issues</th>
<th>Criteria used to assess competence of board member(s) on water-related issues</th>
<th>Primary reason for no board-level competence on water-related issues</th>
<th>Explain why your organization does not have at least one board member with competence on water-related issues and any plans to address board-level competence in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to address this within the next two years</td>
<td>&lt;Not Applicable&gt;</td>
<td>Important but not an immediate priority</td>
<td>We do not plan to address this within the next two years.</td>
</tr>
</tbody>
</table>

(W6.3)
(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)
Corporate responsibility committee
Responsibility
Assessing future trends in water demand
Assessing water-related risks and opportunities
Managing water-related risks and opportunities
Frequency of reporting to the board on water-related issues
As important matters arise
Please explain
Danaher’s Sustainability Committee comprises representatives from each of the Company’s business platforms and from the human resources, EHS, DBS, procurement, communications, investor relations and legal functions. The Committee is responsible for developing, and overseeing the execution of, the Company’s sustainability strategy, and reports to Danaher’s Senior Vice President and General Counsel.

Name of the position(s) and/or committee(s)
Other, please specify (Senior Vice President, Legal and General Counsel)
Responsibility
Other, please specify (General oversight responsibility with respect to matters of sustainability)
Frequency of reporting to the board on water-related issues
Annually
Please explain
At the management level, Danaher’s Senior Vice President and General Counsel, who reports directly to our President and CEO, has general oversight responsibility with respect to matters of sustainability, and is responsible for reviewing and approving Danaher’s sustainability reports.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

<table>
<thead>
<tr>
<th>Provide incentives for management of water-related issues</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to introduce them in the next two years</td>
<td></td>
</tr>
</tbody>
</table>

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

No, and we have no plans to do so

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

<table>
<thead>
<tr>
<th>Are water-related issues integrated?</th>
<th>Long-term business objectives</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, water-related issues are integrated</td>
<td>Long-term business objectives are integrated</td>
<td>Danaher’s portfolio of business includes a multi-billion dollar water quality business. Our water quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world’s water across environmental, municipal, commercial and industrial applications. The world’s need for access to clean water is a significant long-term growth driver for these businesses.</td>
</tr>
</tbody>
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<th>Are water-related issues integrated?</th>
<th>Strategy for achieving long-term objectives</th>
<th>Please explain</th>
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<th>Are water-related issues integrated?</th>
<th>Financial planning</th>
<th>Please explain</th>
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</tr>
</tbody>
</table>
W7.2

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

Anticipated forward trend for CAPEX (+/- % change)

Water-related OPEX (+/- % change)

Anticipated forward trend for OPEX (+/- % change)

Please explain

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

<table>
<thead>
<tr>
<th>Use of scenario analysis</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>No, and we do not plan to do so within the next two years Danaher believes the current level of climate risk modeling it undertakes is appropriate in light of its business model.</td>
</tr>
</tbody>
</table>

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water? No, and we do not anticipate doing so within the next two years

Please explain Danaher does not anticipate using an internal price on water within the next two years.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

<table>
<thead>
<tr>
<th>Products and/or services classified as low water impact</th>
<th>Definition used to classify low water impact</th>
<th>Primary reason for not classifying any of your current products and/or services as low water impact</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes</td>
<td>For the examples provided, we consider low water impact product and/or services as those that reduce the quantity of water used by customer's existing processes or products.</td>
<td>'Not Applicable.' The following are examples of low water impact products/services offered by our Operating Companies: Pall Life Sciences offers single-use technologies to support the bioprocessing workflow. Life cycle analysis studies have shown that single use systems reduce water use by a factor of 8. ChemTreat’s water treatment programs help industrial customers conserve vast amounts of water and energy every day. ChemTreat’s FlexPro green chemistry solution for cooling towers reduces a customer’s potable water consumption.</td>
</tr>
</tbody>
</table>

W8. Targets

W8.1
Describe your approach to setting and monitoring water-related targets and/or goals.

<table>
<thead>
<tr>
<th>Levels for targets and/or goals</th>
<th>Monitoring at corporate level</th>
<th>Approach to settling and monitoring targets and/or goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business level specific targets and/or goals</td>
<td>None are monitored at corporate level</td>
<td>Danaher Corporation does not set or monitor a company-wide, water-related target or goal. Certain of Danaher's Operating Companies have set water-related goals. The following are examples of water-related goals set by our Operating Companies: Pall Corporation has set a goal to reduce water consumption by 15% (normalized to revenue) at the three Pall sites that fall within the top 40% of water risk. This water reduction goal has a baseline year of 2020 and an end year of 2024. Cytiva has set a target for 15% improvement in water efficiency across operations by 2025, with a baseline year of 2019. All Operating Companies within the Environmental and Applied Solutions platform (Esko, Linx, Videojet, X-Rite, ChemTreat, Hach, McCrometer and OTT Hydromet) have set targets to reduce water consumption by 3% year over year, with a baseline year of 2019.</td>
</tr>
<tr>
<td>Site/facility specific targets and/or goals</td>
<td>None are monitored at corporate level</td>
<td></td>
</tr>
</tbody>
</table>

W9. Verification

W9.1

Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

No, but we are actively considering verifying within the next two years

W10. Sign off

W-FI

Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W10.1

Provide details for the person that has signed off (approved) your CDP water response.

<table>
<thead>
<tr>
<th>Job title</th>
<th>Corresponding job category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President, Deputy General Counsel and Corporate Secretary</td>
<td>Other, please specify (The Vice President, Deputy General Counsel and Corporate Secretary is also the Chair of the Danaher Sustainability Steering Committee.)</td>
</tr>
</tbody>
</table>