C0. Introduction

(C0.1) Give a general description 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.

(C0.2) State the start and end date of the year for which you are reporting data.

<table>
<thead>
<tr>
<th>Reporting year</th>
<th>Start date</th>
<th>End date</th>
<th>Indicate if you are providing emissions data for past reporting years</th>
<th>Select the number of past reporting years you will be providing emissions data for</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>January 1</td>
<td>December 31</td>
<td>Yes</td>
<td>2 years</td>
</tr>
</tbody>
</table>

C0.3
(C0.3) Select the countries/areas in which you operate.
Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
China
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
Taiwan, China
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam
Zimbabwe

(C0.4) Select the currency used for all financial information disclosed throughout your response.
USD

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.
Operational control
(C0.8) 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>

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

<table>
<thead>
<tr>
<th>Position of individual(s)</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 matters of sustainability and social responsibility (including climate-related issues).</td>
</tr>
</tbody>
</table>

C1.1b

(C1.1b) Provide further details on the board’s oversight of climate-related issues.

<table>
<thead>
<tr>
<th>Frequency with which climate-related issues are a scheduled agenda item</th>
<th>Governance mechanisms into which climate-related issues are integrated</th>
<th>Scope of board-level oversight</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled – some meetings</td>
<td>Reviewing and guiding strategy, reviewing and guiding risk management policies</td>
<td>Not Applicable</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. At the management level, Danaher’s Senior Vice President and General Counsel, who reports directly to our President and CEO, oversees our sustainability program and the Sustainability Committee, and is responsible for reviewing and approving Danaher’s Sustainability Reports. Danaher’s Sustainability Committee is responsible for developing and overseeing the execution of our sustainability strategy. The Committee is comprised of representatives from each of our business platforms, and the human resources (HR), environmental health and safety, D+I, DBS, procurement, finance and legal functions.</td>
</tr>
</tbody>
</table>

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

<table>
<thead>
<tr>
<th>Board member(s) have competence on climate-related issues</th>
<th>Criteria used to assess competence of board member(s) on climate-related issues</th>
<th>Primary reason for no board-level competence on climate-related issues</th>
<th>Explain why your organization does not have at least one board member with competence on climate-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>Not Applicable</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>

C1.2
(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

<table>
<thead>
<tr>
<th>Name of the position(s) and/or committee(s)</th>
<th>Reporting line</th>
<th>Responsibility</th>
<th>Coverage of responsibility</th>
<th>Frequency of reporting to the board on climate-related issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other, please specify (Senior Vice President, Legal and General Counsel)</td>
<td>&lt;Not Applicable&gt;</td>
<td>Both assessing and managing climate-related risks and opportunities</td>
<td>&lt;Not Applicable&gt;</td>
<td>Annually</td>
</tr>
<tr>
<td>Sustainability committee</td>
<td>&lt;Not Applicable&gt;</td>
<td>Both assessing and managing climate-related risks and opportunities</td>
<td>&lt;Not Applicable&gt;</td>
<td>Annually</td>
</tr>
</tbody>
</table>

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

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.

At the management level, Danaher’s Senior Vice President and General Counsel, who reports directly to our President and CEO, oversees our sustainability program and the Sustainability Committee, and is responsible for reviewing and approving Danaher’s Sustainability Reports.

Danaher’s Sustainability Committee is responsible for developing and overseeing the execution of our sustainability strategy. The Committee is comprised of representatives from each of our business platforms, and the human resources (HR), environmental health and safety, D+I, DBS, procurement, finance and legal functions.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

<table>
<thead>
<tr>
<th>Provide incentives for the management of climate-related issues</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Certain of our Operating Companies (OpCo) provide recognition and/or monetary incentives at various levels for management.</td>
</tr>
</tbody>
</table>

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

<table>
<thead>
<tr>
<th>Entitled to incentive</th>
<th>Type of incentive</th>
<th>Activity incentivized</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Monetary reward</td>
<td>Emissions reduction project</td>
<td>At Pall Industrial, objectives to measure progress on emissions and energy reduction projects are included in the annual performance objectives of the OpCo President, VP of Operations, Plant Manager and Facility Manager. Performance objectives tie directly to compensation.</td>
</tr>
<tr>
<td>Environmental, health, and safety manager</td>
<td>Monetary reward</td>
<td>Energy reduction target</td>
<td>At Pall Life Sciences, objectives to measure progress on energy reduction targets are included in the annual performance objectives of the VP, EHS, Director of Sustainability, Facilities Manager, EHS Managers and Manufacturing Technology Engineers. Performance objectives tie directly to compensation.</td>
</tr>
<tr>
<td>Environmental, health, and safety manager</td>
<td>Non-monetary reward</td>
<td>Emissions reduction project</td>
<td>At Beckman Coulter Life Sciences, progress in achieving GHG reductions is reviewed monthly by the OpCo President and Vice Presidents. Direct recognition is given to the Director of EHS and Sustainability, the Global Sustainability Manager and the EHS/Facilities Managers for GHG reductions.</td>
</tr>
</tbody>
</table>

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes
(C2.1a) How does your organization define short-, medium- and long-term time horizons?

<table>
<thead>
<tr>
<th>Time horizon(s) covered</th>
<th>From (years)</th>
<th>To (years)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Medium-term</td>
<td>2</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Long-term</td>
<td>5</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

**Value chain stage(s) covered**
- Direct operations
- Upstream
- Downstream

**Risk management process**
- Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**
- Annually

**Time horizon(s) covered**
- Short-term
- Medium-term
- Long-term

**Description of process**
Danaher's annual Enterprise Risk Management (ERM) program is the key management program that underpins our risk oversight function. The goal of our ERM program is to comprehensively inventory and mitigate key risks across all of Danaher’s platforms and operating companies. The risk data collected is used to support effective business decision-making and assess risk-reward tradeoffs. It also gives our leadership visibility into key existing and emerging business risks and countermeasures and enables us to mitigate risks as dictated by our risk-reward assessment. The result is that Danaher and its operating companies are able to build better, more resilient businesses supported by a risk-based approach. Climate-related risk management is integrated into this company-wide program.

In 2022, Danaher will be piloting a management program to identify, assess and manage climate risks and opportunities based on recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) (the “climate risk and opportunity program”). Danaher anticipates that the 2022 pilot will cover businesses representing approximately 15% of its annual revenues, with further scope expansion planned for 2023.

Danaher’s pilot climate risk and opportunity program is designed to run parallel to our annual Enterprise Risk Management (ERM) process and would require each in-scope operating company to identify (and score the severity, probability and velocity of) each key climate-related risk, over short-medium- and long-term time horizons. For each identified risk that exceeds a prescribed score, the operating company would be required to identify the anticipated business and financial impact of the risk and planned countermeasures. Because the climate-related risk assessment uses the same scoring methodology as (and runs parallel to) the Company’s annual ERM process, the relative significance and prioritization of climate-related risks would be assessed relative to wider business risks. The program would also require identification (and scoring) of each key climate-related opportunity, over short-medium- and long-term time horizons. For each identified opportunity that exceeds a prescribed score, the operating company would be required to identify management’s plans (if any) to capitalize on such opportunity.

C2.2a

(C2.2a) Which risk types are considered in your organization’s climate-related risk assessments?

<table>
<thead>
<tr>
<th>Risk type</th>
<th>Relevance &amp; inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current regulation</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Emerging regulation</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Technology</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Legal</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Market</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Reputation</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Acute physical</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
<tr>
<td>Chronic physical</td>
<td>Relevant, always included</td>
<td>Our risk assessment program is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.</td>
</tr>
</tbody>
</table>
C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

<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 be piloting a management program to identify, assess and manage climate risks and opportunities. Danaher anticipates that the 2022 pilot will cover businesses representing approximately 15% of its annual revenues, with further scope expansion planned for 2023. Danaher anticipates reporting on any climate-related risks with the potential to have a substantive financial or strategic impact on the business in our annual Sustainability Report.</td>
</tr>
</tbody>
</table>

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

No

C2.4b

(C2.4b) Why do you not consider your organization to have climate-related opportunities?

<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 be piloting a management program to identify, assess and manage climate risks and opportunities. Danaher anticipates that the 2022 pilot will cover businesses representing approximately 15% of its annual revenues, with further scope expansion planned for 2023. Danaher anticipates reporting on any climate-related opportunities with the potential to have a substantive financial or strategic impact on the business in our annual Sustainability Report.</td>
</tr>
</tbody>
</table>

C3. Business Strategy

C3.1

(C3.1) Does your organization’s strategy include a transition plan that aligns with a 1.5°C world?

<table>
<thead>
<tr>
<th>Row 1</th>
<th>Transition plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a transition plan within two years</td>
<td>Publicly available transition plan &lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Mechanism by which feedback is collected from shareholders on your transition plan &lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Description of feedback mechanism &lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Frequency of feedback collection &lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Attach any relevant documents which detail your transition plan (optional) &lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future While we work to develop a transition plan that aligns with a 1.5°C world, we continue to make progress against our current 2024 goals to reduce our impact on the environment (based on 2019): (1) Reducing energy consumed (on a normalized basis) by 15%; (2) Reducing Scope 1 and Scope 2 GHG emissions (on a normalized basis) by 15%; and (3) Reducing the percentage of non-hazardous/non-regulated waste sent to landfills or incineration by 15%. Explain why climate-related risks and opportunities have not influenced your strategy &lt;Not Applicable&gt;</td>
<td></td>
</tr>
</tbody>
</table>

C3.2
(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

<table>
<thead>
<tr>
<th>Use of climate-related scenario analysis to inform strategy</th>
<th>Primary reason why your organization does not use climate-related scenario analysis to inform its strategy</th>
<th>Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1. No, and we do not anticipate doing so in the next two years</td>
<td>Important but not an immediate priority</td>
<td>Danaher believes the current level of climate risk modeling it undertakes is appropriate in light of its business model.</td>
</tr>
</tbody>
</table>

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

<table>
<thead>
<tr>
<th>Have climate-related risks and opportunities influenced your strategy in this area?</th>
<th>Description of influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products and services</td>
<td>A key climate-related opportunity for Danaher includes the prospect of developing new commercial solutions to address customer's sustainability-related needs. Given that &quot;Customers Talk, We Listen&quot; is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher.</td>
</tr>
<tr>
<td>Supply chain and/or value chain</td>
<td>Danaher maintains an extensive, complex network of supplier relationships that are critical to our success. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. Danaher has implemented a rigorous supply chain risk assessment/risk management program, as well as a sustainability due diligence, assessment and monitoring program, to help mitigate risk, support product quality and drive our sustainability values in our supply chain.</td>
</tr>
<tr>
<td>Investment in R&amp;D</td>
<td>A key climate-related opportunity for Danaher includes the prospect of developing new commercial solutions to address customer's sustainability-related needs. Given that &quot;Customers Talk, We Listen&quot; is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher.</td>
</tr>
<tr>
<td>Operations</td>
<td>Danaher is committed to protecting the environment, and the health and safety of our associates, contractors, customers, and the communities in which we operate. Our stewardship of the environment and precious natural resources for future generations are core to our overall sustainability strategy. In 2020, we announced our goals to reduce our energy consumption and greenhouse gas emissions. To help operationalize these improvements across our businesses, we have broadened the application of our DBB Energy Management Toolkit.</td>
</tr>
</tbody>
</table>

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

<table>
<thead>
<tr>
<th>Financial planning elements that have been influenced</th>
<th>Description of influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1. None of the above</td>
<td>Financial planning has not been significantly influenced by climate-related risks and opportunities.</td>
</tr>
</tbody>
</table>

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

- Target reference number: Int 1
- Year target was set: 2020
- Target coverage: Company-wide
- Scope(s): Scope 1, Scope 2
- Scope 2 accounting method: Location-based
- Scope 3 category(ies): <Not Applicable>
- Intensity metric: Metric tons CO2e per unit revenue
- Base year
2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
0.000007807

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.000011187

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
0.000016994

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
100

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure
<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure
100

Target year
2024

Targeted reduction from base year (%)
15

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
0.0000161449

% change anticipated in absolute Scope 1+2 emissions
12

% change anticipated in absolute Scope 3 emissions
0

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
0.000005802

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
0.000007811

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
0.000013613

% of target achieved relative to base year [auto-calculated]
188.866659646906

Target status in reporting year
Achieved

Is this a science-based target?
No, but we anticipate setting one in the next 2 years

Target ambition
<Not Applicable>

Please explain target coverage and identify any exclusions
In 2020, Danaher set a target to reduce scope 1 and scope 2 greenhouse gas emissions by 15% (normalized to annual revenue from continuing operations). This target is based on 2024 performance compared to 2019 performance and applies to all operations.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target
In order to achieve this target, we leverage our suite of DBS tools, including one designed specifically to reduce energy consumption and GHG emissions. The DBS Energy Management Toolkit guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
Other climate-related target(s)

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.
Target reference number
Oth 1

Year target was set
2020

Target coverage
Company-wide

Target type: absolute or intensity
Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy consumption or efficiency</td>
<td>GJ</td>
</tr>
</tbody>
</table>

Target denominator (intensity targets only)
unit revenue

Base year
2019

Figure or percentage in base year
247.82

Target year
2024

Figure or percentage in target year
210.647

Figure or percentage in reporting year
188.66

% of target achieved relative to base year [auto-calculated]
159.147768541683

Target status in reporting year
Achieved

Is this target part of an emissions target?
No

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions
In 2020, Danaher set a goal to reduce energy consumption by 15% (normalized to annual revenue from continuing operations). This goal is based on 2024 performance compared to 2019 performance and applies to all operations.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the actions which contributed most to achieving this target
In order to achieve this target, we leverage our suite of DBS tools, including one designed specifically to reduce energy consumption and GHG emissions. The DBS Energy Management Toolkit guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions.

Target reference number
Oth 2

Year target was set
2020

Target coverage
Company-wide

Target type: absolute or intensity
Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste management</td>
<td>Other, please specify (Metric Tons of Non-Hazardous/Non-Regulated Waste Sent to Landfills or Incineration)</td>
</tr>
</tbody>
</table>

Target denominator (intensity targets only)
Other, please specify (Metric Tons of Non-Hazardous/Non-Regulated Waste Generated)

Base year
2019

Figure or percentage in base year
40.08

Target year
2024

Figure or percentage in target year
34.07
Figure or percentage in reporting year
30.07

% of target achieved relative to base year [auto-calculated]
166.55740432612

Target status in reporting year
Achieved

Is this target part of an emissions target?
No

Is this target part of an overarching initiative?
No, it’s not part of an overarching initiative

Please explain target coverage and identify any exclusions
In 2020, Danaher set a goal to reduce the percentage of non-hazardous/non-regulated waste sent to landfills or incineration by 15%. This goal is based on 2024 performance compared to 2019 performance and applies to all operations.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the actions which contributed most to achieving this target
In order to achieve this target, we leverage our suite of DBS tools, including one designed specifically to reduce waste. Our facility-level teams use the DBS Waste Minimization Toolkit, to evaluate current-state waste generation and disposal practices, identify opportunities for improvement and implement comprehensive waste minimization strategies. The toolkit follows the waste management hierarchy of controls: avoid, reduce, reuse, recycle, recover energy, treat and dispose. The teams develop and implement waste management action plans based on this framework.

---

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

---

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of initiatives</th>
<th>Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under investigation</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>To be implemented</td>
<td>16</td>
<td>720.48</td>
</tr>
<tr>
<td>Implementation commenced*</td>
<td>20</td>
<td>3103.09</td>
</tr>
<tr>
<td>Implemented*</td>
<td>108</td>
<td>16426.79</td>
</tr>
<tr>
<td>Not to be implemented</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>

---

C4.3b
(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Compressed air</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual CO2e savings (metric tonnes CO2e)</td>
<td>107.47</td>
</tr>
<tr>
<td>Scope(s) or Scope 3 category(ies) where emissions savings occur</td>
<td>Scope 1</td>
</tr>
<tr>
<td>Voluntary/Mandatory</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Annual monetary savings (unit currency – as specified in C0.4)</td>
<td>15094</td>
</tr>
<tr>
<td>Investment required (unit currency – as specified in C0.4)</td>
<td>55200</td>
</tr>
<tr>
<td>Payback period</td>
<td>1-3 years</td>
</tr>
<tr>
<td>Estimated lifetime of the initiative</td>
<td>Please select</td>
</tr>
<tr>
<td>Comment</td>
<td>This is an example of an initiative implemented by our Life Sciences platform.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Motors and drives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual CO2e savings (metric tonnes CO2e)</td>
<td>4.19</td>
</tr>
<tr>
<td>Scope(s) or Scope 3 category(ies) where emissions savings occur</td>
<td>Scope 1</td>
</tr>
<tr>
<td>Voluntary/Mandatory</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Annual monetary savings (unit currency – as specified in C0.4)</td>
<td>4314</td>
</tr>
<tr>
<td>Investment required (unit currency – as specified in C0.4)</td>
<td>500</td>
</tr>
<tr>
<td>Payback period</td>
<td>&lt;1 year</td>
</tr>
<tr>
<td>Estimated lifetime of the initiative</td>
<td>Please select</td>
</tr>
<tr>
<td>Comment</td>
<td>This is an example of an initiative implemented by our Water Quality platform.</td>
</tr>
</tbody>
</table>

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

<table>
<thead>
<tr>
<th>Method</th>
<th>Comment</th>
</tr>
</thead>
</table>
| Other (Opportunity Identification using Danaher Business Systems tools) | The DBS Energy Management Toolkit guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. Our teams use the toolkit to establish a thorough understanding of energy consumption and identify areas for improvement in the form of an “opportunity assessment.” Next, the teams develop energy management action plans based on the following framework (and implement them using a variety of DBS tools):

  Envision: Collect and analyze data relating to electricity and natural gas usage, air line leaks, insulation and types of fuel used. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities.

  Investigate: Go to gemba—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity, natural gas, other forms of fuel or air, or contain insulation. Use the guidelines and checklists in the Toolkit to identify and prioritize opportunities for improvement and develop an action plan.

  Implement: Systematically execute the action plan. Measure the impact and track results.

  Sustain: Monitor performance at regular intervals, keep stakeholders engaged and add new opportunities for impact to the action plan. |

C4.5
(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

Yes, an acquisition

Name of organization(s) acquired, divested from, or merged with

In 2020, Danaher acquired the Biopharma business from General Electric Company’s Life Sciences division. As part of Danaher, the business is called Cytiva.

Details of structural change(s), including completion dates


C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

<table>
<thead>
<tr>
<th>Change(s) in methodology, boundary, and/or reporting year definition?</th>
<th>Details of methodology, boundary, and/or reporting year definition change(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1: Yes, a change in methodology</td>
<td>We updated the emissions factors used in calculating our scope 1 and scope 2 emissions for 2019, 2020 and 2021.</td>
</tr>
</tbody>
</table>

C5.1c

(C5.1c) Have your organization’s base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

<table>
<thead>
<tr>
<th>Base year recalculation</th>
<th>Base year emissions recalculation policy, including significance threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1: Yes</td>
<td>Our base year emissions have been recalculated to include Cytiva, as well as an update to emissions factors. With respect to changes in methodology (i.e., change in emission factors), we recalculate base year data if the change results in a greater than 5% difference.</td>
</tr>
</tbody>
</table>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

138340.979

Comment

In 2019, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for over 85% of our total corporate-wide floor space. We extrapolated the data collected to account for any sources owned or controlled for the full reporting year for which data was not collected to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).
**Scope 2 (location-based)**

<table>
<thead>
<tr>
<th>Base year start</th>
<th>January 1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
<td>December 31 2019</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
<td>198219.59</td>
</tr>
</tbody>
</table>

**Comment**  
In 2019, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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 the Scope 2 GHG emissions from our facility based sources.

**Scope 2 (market-based)**

<table>
<thead>
<tr>
<th>Base year start</th>
<th>January 1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
<td>December 31 2019</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
<td>219165.621</td>
</tr>
</tbody>
</table>

**Comment**  
In 2019, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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 the Scope 2 GHG emissions from our facility based sources.

**Scope 3 category 1: Purchased goods and services**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**

**Scope 3 category 2: Capital goods**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**

**Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**

**Scope 3 category 4: Upstream transportation and distribution**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**

**Scope 3 category 5: Waste generated in operations**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**

**Scope 3 category 6: Business travel**

<table>
<thead>
<tr>
<th>Base year start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base year end</td>
</tr>
<tr>
<td>Base year emissions (metric tons CO2e)</td>
</tr>
</tbody>
</table>

**Comment**
<table>
<thead>
<tr>
<th>Scope 3 category</th>
<th>Base year start</th>
<th>Base year end</th>
<th>Base year emissions (metric tons CO2e)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>7: Employee commuting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8: Upstream leased assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9: Downstream transportation and distribution</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10: Processing of sold products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11: Use of sold products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12: End of life treatment of sold products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13: Downstream leased assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14: Franchises</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15: Investments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (upstream)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

IEA CO2 Emissions from Fuel Combustion
US EPA Emissions & Generation Resource Integrated Database (eGRID)

C6. Emissions data

C6.1

(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

**Reporting year**

**Gross global Scope 1 emissions (metric tons CO2e)**
160825.283

**Start date**
January 1 2021

**End date**
December 31 2021

**Comment**
In 2021, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for over 85% of our total corporate-wide floor space. We extrapolated the data collected to account for any sources owned or controlled for the full reporting year for which data was not collected to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

**Past year 1**

**Gross global Scope 1 emissions (metric tons CO2e)**
141039.865

**Start date**
January 1 2020

**End date**
December 31 2020

**Comment**
In 2020, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for over 85% of our total corporate-wide floor space. We extrapolated the data collected to account for any sources owned or controlled for the full reporting year for which data was not collected to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

**Past year 2**

**Gross global Scope 1 emissions (metric tons CO2e)**
138340.979

**Start date**
January 1 2019

**End date**
December 31 2019

**Comment**
In 2019, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for over 85% of our total corporate-wide floor space. We extrapolated the data collected to account for any sources owned or controlled for the full reporting year for which data was not collected to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).
(C6.2) Describe your organization’s approach to reporting Scope 2 emissions.

**Row 1**

**Scope 2, location-based**
We are reporting a Scope 2, location-based figure

**Scope 2, market-based**
We are reporting a Scope 2, market-based figure

**Comment**

C6.3

(C6.3) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

**Reporting year**

**Scope 2, location-based**
216493.458

**Scope 2, market-based (if applicable)**
226041.802

**Start date**
January 1 2021

**End date**
December 31 2021

**Comment**
In 2021, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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 the Scope 2 GHG emissions from our facility based sources.

**Past year 1**

**Scope 2, location-based**
208641.988

**Scope 2, market-based (if applicable)**
233725.654

**Start date**
January 1 2020

**End date**
December 31 2020

**Comment**
In 2020, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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 the Scope 2 GHG emissions from our facility based sources.

**Past year 2**

**Scope 2, location-based**
198219.59

**Scope 2, market-based (if applicable)**
219165.621

**Start date**
January 1 2019

**End date**
December 31 2019

**Comment**
In 2019, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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 the Scope 2 GHG emissions from our facility based sources.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a
C6.4a Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance of Scope 1 emissions from this source</th>
<th>Relevance of location-based Scope 2 emissions from this source</th>
<th>Relevance of market-based Scope 2 emissions from this source (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fugitive emissions from HVAC, refrigeration equipment or process gases</td>
<td>Emissions are not evaluated</td>
<td>No emissions from this source</td>
<td>No emissions from this source</td>
</tr>
</tbody>
</table>

**Explain why this source is excluded**

We do not currently monitor or measure fugitive emissions from HVAC, refrigeration equipment or process gases.

**Estimated percentage of total Scope 1+2 emissions this excluded source represents**

<Not Applicable>

**Explain how you estimated the percentage of emissions this excluded source represents**

<Not Applicable>

---

C6.5

(C6.5) Account for your organization’s gross global Scope 3 emissions, disclosing and explaining any exclusions.

**Purchased goods and services**

<table>
<thead>
<tr>
<th>Evaluation status</th>
<th>Emissions in reporting year (metric tons CO2e)</th>
<th>Emissions calculation methodology</th>
<th>Percentage of emissions calculated using data obtained from suppliers or value chain partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not evaluated</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

**Please explain**

Scope 3 emissions from purchased goods and services have not been evaluated.

**Capital goods**

<table>
<thead>
<tr>
<th>Evaluation status</th>
<th>Emissions in reporting year (metric tons CO2e)</th>
<th>Emissions calculation methodology</th>
<th>Percentage of emissions calculated using data obtained from suppliers or value chain partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not evaluated</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

**Please explain**

Scope 3 emissions from capital goods have not been evaluated.

**Fuel-and-energy-related activities (not included in Scope 1 or 2)**

<table>
<thead>
<tr>
<th>Evaluation status</th>
<th>Emissions in reporting year (metric tons CO2e)</th>
<th>Emissions calculation methodology</th>
<th>Percentage of emissions calculated using data obtained from suppliers or value chain partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not evaluated</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

**Please explain**

Scope 3 emissions from fuel-and-energy related activities have not been evaluated.
Upstream transportation and distribution

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from upstream transportation and distribution have not been evaluated.

Waste generated in operations

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from waste generated in operations have not been evaluated.

Business travel

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from business travel have not been evaluated.

Employee commuting

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from employee commuting have not been evaluated.

Upstream leased assets

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from upstream leased assets have not been evaluated.
Downstream transportation and distribution

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from downstream transportation and distribution have not been evaluated.

Processing of sold products

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from processing of sold products have not been evaluated.

Use of sold products

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from use of sold products have not been evaluated.

End of life treatment of sold products

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from end of life treatment of sold products have not been evaluated.

Downstream leased assets

Evaluation status
Not evaluated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Scope 3 emissions from downstream leased assets have not been evaluated.
Franchises
Evaluation status
Not evaluated
Emissions in reporting year (metric tons CO2e)
<Not Applicable>
Emissions calculation methodology
<Not Applicable>
Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>
Please explain
Scope 3 emissions from franchises have not been evaluated.

Investments
Evaluation status
Not evaluated
Emissions in reporting year (metric tons CO2e)
<Not Applicable>
Emissions calculation methodology
<Not Applicable>
Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>
Please explain
Scope 3 emissions from investments have not been evaluated.

Other (upstream)
Evaluation status
Not evaluated
Emissions in reporting year (metric tons CO2e)
<Not Applicable>
Emissions calculation methodology
<Not Applicable>
Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>
Please explain
Scope 3 emissions from other upstream sources have not been evaluated.

Other (downstream)
Evaluation status
Not evaluated
Emissions in reporting year (metric tons CO2e)
<Not Applicable>
Emissions calculation methodology
<Not Applicable>
Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>
Please explain
Scope 3 emissions from other downstream sources have not been evaluated.

C6.5a

(C6.5a) Disclose or restate your Scope 3 emissions data for previous years.
Past year 1

Start date

End date

Scope 3: Purchased goods and services (metric tons CO2e)
Scope 3: Capital goods (metric tons CO2e)
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
Scope 3: Upstream transportation and distribution (metric tons CO2e)
Scope 3: Waste generated in operations (metric tons CO2e)
Scope 3: Business travel (metric tons CO2e)
Scope 3: Employee commuting (metric tons CO2e)
Scope 3: Upstream leased assets (metric tons CO2e)
Scope 3: Downstream transportation and distribution (metric tons CO2e)
Scope 3: Processing of sold products (metric tons CO2e)
Scope 3: Use of sold products (metric tons CO2e)
Scope 3: End of life treatment of sold products (metric tons CO2e)
Scope 3: Downstream leased assets (metric tons CO2e)
Scope 3: Franchises (metric tons CO2e)
Scope 3: Investments (metric tons CO2e)
Scope 3: Other (upstream) (metric tons CO2e)
Scope 3: Other (downstream) (metric tons CO2e)

Comment

Past year 2

Start date

End date

Scope 3: Purchased goods and services (metric tons CO2e)
Scope 3: Capital goods (metric tons CO2e)
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
Scope 3: Upstream transportation and distribution (metric tons CO2e)
Scope 3: Waste generated in operations (metric tons CO2e)
Scope 3: Business travel (metric tons CO2e)
Scope 3: Employee commuting (metric tons CO2e)
Scope 3: Upstream leased assets (metric tons CO2e)
Scope 3: Downstream transportation and distribution (metric tons CO2e)
Scope 3: Processing of sold products (metric tons CO2e)
Scope 3: Use of sold products (metric tons CO2e)
Scope 3: End of life treatment of sold products (metric tons CO2e)
Scope 3: Downstream leased assets (metric tons CO2e)
Scope 3: Franchises (metric tons CO2e)
Scope 3: Investments (metric tons CO2e)
Scope 3: Other (upstream) (metric tons CO2e)
Scope 3: Other (downstream) (metric tons CO2e)

Comment

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10
(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure
0.00001281

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
377318.74

Metric denominator
unit total revenue

Metric denominator: Unit total
29453000000

Scope 2 figure used
Location-based

% change from previous year
1.84

Direction of change
Decreased

Reason for change
Emissions intensity reduced by 1.84% from 2020 to 2021 as a result of the emissions reduction activities driven by our DBS tools to improve energy efficiency and reduce emissions in our operations.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Scope 1 emissions (metric tons CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>104.22</td>
</tr>
<tr>
<td>Austria</td>
<td>1130.957</td>
</tr>
<tr>
<td>Belgium</td>
<td>628.023</td>
</tr>
<tr>
<td>Brazil</td>
<td>10.873</td>
</tr>
<tr>
<td>Canada</td>
<td>738.277</td>
</tr>
<tr>
<td>Chile</td>
<td>83.64</td>
</tr>
<tr>
<td>China</td>
<td>1672.519</td>
</tr>
<tr>
<td>Colombia</td>
<td>88.248</td>
</tr>
<tr>
<td>France</td>
<td>2823.136</td>
</tr>
<tr>
<td>Germany</td>
<td>21336.931</td>
</tr>
<tr>
<td>India</td>
<td>37.155</td>
</tr>
<tr>
<td>Ireland</td>
<td>389.937</td>
</tr>
<tr>
<td>Japan</td>
<td>457.475</td>
</tr>
<tr>
<td>Netherlands</td>
<td>842.659</td>
</tr>
<tr>
<td>New Zealand</td>
<td>6.741</td>
</tr>
<tr>
<td>Norway</td>
<td>2.847</td>
</tr>
<tr>
<td>Poland</td>
<td>324.02</td>
</tr>
<tr>
<td>Singapore</td>
<td>0.327</td>
</tr>
<tr>
<td>Sweden</td>
<td>57.331</td>
</tr>
<tr>
<td>Switzerland</td>
<td>87.442</td>
</tr>
<tr>
<td>Taiwan, China</td>
<td>0.044</td>
</tr>
<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>4192.121</td>
</tr>
<tr>
<td>United States of America</td>
<td>39707.415</td>
</tr>
<tr>
<td>North America</td>
<td>39896.571</td>
</tr>
<tr>
<td>Mobile/aviation sources in US and Canada</td>
<td></td>
</tr>
<tr>
<td>Other, please specify (Mobile sources in ROW)</td>
<td>46206.371</td>
</tr>
</tbody>
</table>

C7.3
C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Scope 2, location-based (metric tons CO2e)</th>
<th>Scope 2, market-based (metric tons CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>1631.28</td>
<td>1464.444</td>
</tr>
<tr>
<td>Austria</td>
<td>583.489</td>
<td>583.489</td>
</tr>
<tr>
<td>Belgium</td>
<td>1107.862</td>
<td>1367.75</td>
</tr>
<tr>
<td>Brazil</td>
<td>63.739</td>
<td>63.739</td>
</tr>
<tr>
<td>Canada</td>
<td>296.581</td>
<td>524.605</td>
</tr>
<tr>
<td>China</td>
<td>283.717</td>
<td>309.475</td>
</tr>
<tr>
<td>Chile</td>
<td>19229.173</td>
<td>19229.173</td>
</tr>
<tr>
<td>Colombia</td>
<td>47.164</td>
<td>28.345</td>
</tr>
<tr>
<td>Czechia</td>
<td>875.805</td>
<td>934.995</td>
</tr>
<tr>
<td>Denmark</td>
<td>3036.798</td>
<td>5486.267</td>
</tr>
<tr>
<td>Finland</td>
<td>1195.058</td>
<td>1674.806</td>
</tr>
<tr>
<td>France</td>
<td>246.598</td>
<td>273.442</td>
</tr>
<tr>
<td>Germany</td>
<td>9570.554</td>
<td>14298.431</td>
</tr>
<tr>
<td>India</td>
<td>806.368</td>
<td>806.368</td>
</tr>
<tr>
<td>Ireland</td>
<td>1717.143</td>
<td>2442.947</td>
</tr>
<tr>
<td>Italy</td>
<td>404.352</td>
<td>556.458</td>
</tr>
<tr>
<td>Japan</td>
<td>6733.682</td>
<td>6733.682</td>
</tr>
<tr>
<td>Mexico</td>
<td>707.151</td>
<td>750.616</td>
</tr>
<tr>
<td>Netherlands</td>
<td>1737.98</td>
<td>2134.501</td>
</tr>
<tr>
<td>New Zealand</td>
<td>46.681</td>
<td>0</td>
</tr>
<tr>
<td>Norway</td>
<td>3.716</td>
<td>131.729</td>
</tr>
<tr>
<td>Poland</td>
<td>380.935</td>
<td>3897.576</td>
</tr>
<tr>
<td>Russian Federation</td>
<td>6.57</td>
<td>6.57</td>
</tr>
<tr>
<td>Singapore</td>
<td>6952.879</td>
<td>6313.981</td>
</tr>
<tr>
<td>South Africa</td>
<td>703.755</td>
<td>690.948</td>
</tr>
<tr>
<td>Sweden</td>
<td>28097.519</td>
<td>30616.935</td>
</tr>
<tr>
<td>Switzerland</td>
<td>5.109</td>
<td>8.009</td>
</tr>
<tr>
<td>Taiwan, China</td>
<td>298.359</td>
<td>298.359</td>
</tr>
<tr>
<td>Thailand</td>
<td>546.231</td>
<td>546.231</td>
</tr>
<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>652.325</td>
<td>1067.597</td>
</tr>
<tr>
<td>United States of America</td>
<td>125103.886</td>
<td>122612.332</td>
</tr>
</tbody>
</table>

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Please select

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased
(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

<table>
<thead>
<tr>
<th>Change in emissions (metric tons CO2e)</th>
<th>Direction of change</th>
<th>Emissions value (percentage)</th>
<th>Please explain calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in renewable energy consumption</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other emissions reduction activities</td>
<td>Decreased</td>
<td>4.1675</td>
<td>Decrease from ongoing initiatives to reduce emissions at the site level.</td>
</tr>
<tr>
<td>Divestment</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisitions</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mergers</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in output</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in methodology</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in boundary</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in physical operating conditions</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unidentified</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

Don't know

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

<table>
<thead>
<tr>
<th>Indicate whether your organization undertook this energy-related activity in the reporting year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstocks)</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
</tr>
<tr>
<td>Generation of electricity, heat, steam, or cooling</td>
</tr>
</tbody>
</table>

C8.2a

(C8.2a) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

<table>
<thead>
<tr>
<th>Heating value</th>
<th>MWh from renewable sources</th>
<th>MWh from non-renewable sources</th>
<th>Total (renewable and non-renewable) MWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstock)</td>
<td>Unable to confirm heating value</td>
<td>0</td>
<td>680115.65</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
<td>&lt;Not Applicable&gt;</td>
<td>105522.81</td>
<td>632275.05</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
<td>&lt;Not Applicable&gt;</td>
<td>0</td>
<td>41766.43</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
<td>&lt;Not Applicable&gt;</td>
<td>0</td>
<td>96609.1</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of self-generated non-fuel renewable energy</td>
<td>&lt;Not Applicable&gt;</td>
<td>1804.26</td>
<td>1804.26</td>
</tr>
<tr>
<td>Total energy consumption</td>
<td>&lt;Not Applicable&gt;</td>
<td>107327.07</td>
<td>1452570.5</td>
</tr>
</tbody>
</table>

C8.2b
(C8.2b) Select the applications of your organization's consumption of fuel.

<table>
<thead>
<tr>
<th>Fuel Application</th>
<th>Indicate whether your organization undertakes this fuel application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel for the generation of electricity</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of fuel for the generation of heat</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of fuel for the generation of steam</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of fuel for the generation of cooling</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of fuel for co-generation or tri-generation</td>
<td>Yes</td>
</tr>
</tbody>
</table>

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

**Sustainable biomass**

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Other biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment
Coal

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
0

Comment

Oil

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
322777.49

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
0

Comment

Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
357338.16

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
23439.85

Comment
Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Total fuel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
680115.65

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
23469.85

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

<table>
<thead>
<tr>
<th></th>
<th>Total Gross generation (MWh)</th>
<th>Generation that is consumed by the organization (MWh)</th>
<th>Gross generation from renewable sources (MWh)</th>
<th>Generation from renewable sources that is consumed by the organization (MWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>1804.26</td>
<td>1804.26</td>
<td>1804.26</td>
<td>1804.26</td>
</tr>
<tr>
<td>Heat</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Steam</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cooling</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

C8.2e
C8.2e Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

<table>
<thead>
<tr>
<th>Sourcing method</th>
<th>Purchase from an on-site installation owned by a third party</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy carrier</strong></td>
<td>Heat, steam and cooling combined</td>
</tr>
<tr>
<td><strong>Low-carbon technology type</strong></td>
<td>Fossil-fuel plants fitted with CCS</td>
</tr>
<tr>
<td><strong>Country/area of low-carbon energy consumption</strong></td>
<td>Germany</td>
</tr>
<tr>
<td><strong>Tracking instrument used</strong></td>
<td>No instrument used</td>
</tr>
<tr>
<td><strong>Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)</strong></td>
<td>915.83</td>
</tr>
<tr>
<td><strong>Country/area of origin (generation) of the low-carbon energy or energy attribute</strong></td>
<td>Germany</td>
</tr>
<tr>
<td><strong>Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)</strong></td>
<td>Comment</td>
</tr>
</tbody>
</table>

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

<table>
<thead>
<tr>
<th>Country/area</th>
<th>Consumption of electricity (MWh)</th>
<th>Consumption of heat, steam, and cooling (MWh)</th>
<th>Total non-fuel energy consumption (MWh) [Auto-calculated]</th>
<th>Is this consumption excluded from your RE100 commitment?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>1578.19</td>
<td>0</td>
<td>1578.19</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Austria</td>
<td>3192.91</td>
<td>397.22</td>
<td>3590.13</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Belgium</td>
<td>6159.42</td>
<td>0</td>
<td>6159.42</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Brazil</td>
<td>733.31</td>
<td>0</td>
<td>733.31</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Country/area</td>
<td>Total non-fuel energy consumption (MWh) [Auto-calculated]</td>
<td>Is this consumption excluded from your RE100 commitment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------------</td>
<td>------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>733.31</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chile</td>
<td>9925.08</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>29658.25</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia</td>
<td>182.35</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Czechia</td>
<td>1888.72</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denmark</td>
<td>6710.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country/Area</td>
<td>Consumption of electricity (MWh)</td>
<td>Consumption of heat, steam, and cooling (MWh)</td>
<td>Total non-fuel energy consumption (MWh) [Auto-calculated]</td>
<td>Is this consumption excluded from your RE100 commitment?</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Finland</td>
<td>6835.42</td>
<td></td>
<td>13545.8</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>2346.14</td>
<td>3079.28</td>
<td>5425.42</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>34568</td>
<td>1000.22</td>
<td>35568.22</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>969.65</td>
<td>0</td>
<td>969.65</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ireland</td>
<td>5881.57</td>
<td>0</td>
<td>5881.57</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country/area</td>
<td>Consumption of electricity (MWh)</td>
<td>Consumption of heat, steam, and cooling (MWh)</td>
<td>Total non-fuel energy consumption (MWh) [Auto-calculated]</td>
<td>Is this consumption excluded from your RE100 commitment?</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------------------------</td>
<td>---------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Japan</td>
<td>1160.75</td>
<td>0</td>
<td>1160.75</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Mexico</td>
<td>11329.65</td>
<td>0</td>
<td>11329.65</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Netherlands</td>
<td>4112.22</td>
<td>0</td>
<td>4112.22</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>New Zealand</td>
<td>623.78</td>
<td>0</td>
<td>623.78</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Norway</td>
<td>283.01</td>
<td>0</td>
<td>283.01</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Country/area</td>
<td>Consumption of electricity (MWh)</td>
<td>Consumption of heat, steam, and cooling (MWh)</td>
<td>Total non-fuel energy consumption (MWh) [Auto-calculated]</td>
<td>Is this consumption excluded from your RE100 commitment?</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
</tr>
<tr>
<td>Poland</td>
<td>4091.7</td>
<td>0</td>
<td>4091.7</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Russian Federation</td>
<td>17.21</td>
<td>0</td>
<td>17.21</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Singapore</td>
<td>12834.93</td>
<td>0</td>
<td>12834.93</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>South Africa</td>
<td>633.89</td>
<td>0</td>
<td>633.89</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Sweden</td>
<td>49831.88</td>
<td>105300.76</td>
<td>155132.64</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Switzerland</td>
<td>367.95</td>
<td>0</td>
<td>367.95</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Country/area</td>
<td>Consumption of electricity (MWh)</td>
<td>Consumption of heat, steam, and cooling (MWh)</td>
<td>Total non-fuel energy consumption (MWh) [Auto-calculated]</td>
<td>Is this consumption excluded from your RE100 commitment?</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------------</td>
<td>----------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Taiwan, China</td>
<td>458.51</td>
<td>0</td>
<td>458.51</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Thailand</td>
<td>935.7</td>
<td>0</td>
<td>935.7</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>34472.44</td>
<td>0</td>
<td>34472.44</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>United States of America</td>
<td>308554.35</td>
<td>0</td>
<td>308554.35</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1
(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Verification/assurance status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>No third-party verification or assurance</td>
</tr>
<tr>
<td>Scope 2 (location-based or market-based)</td>
<td>No third-party verification or assurance</td>
</tr>
<tr>
<td>Scope 3</td>
<td>No emissions data provided</td>
</tr>
</tbody>
</table>

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

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

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

- EU ETS
- Sweden carbon tax
- UK carbon price floor

C11.1b

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.

<table>
<thead>
<tr>
<th>EU ETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Scope 1 emissions covered by the ETS</td>
</tr>
<tr>
<td>% of Scope 2 emissions covered by the ETS</td>
</tr>
<tr>
<td>Period start date</td>
</tr>
<tr>
<td>Period end date</td>
</tr>
<tr>
<td>Allowances allocated</td>
</tr>
<tr>
<td>Allowances purchased</td>
</tr>
<tr>
<td>Verified Scope 1 emissions in metric tons CO2e</td>
</tr>
<tr>
<td>Verified Scope 2 emissions in metric tons CO2e</td>
</tr>
<tr>
<td>Details of ownership</td>
</tr>
<tr>
<td>Comment</td>
</tr>
</tbody>
</table>
(C11.1c) Complete the following table for each of the tax systems you are regulated by.

<table>
<thead>
<tr>
<th>Sweden carbon tax</th>
<th>Period start date</th>
<th>Period end date</th>
<th>% of total Scope 1 emissions covered by tax</th>
<th>Total cost of tax paid</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK carbon price floor</td>
<td>Period start date</td>
<td>Period end date</td>
<td>% of total Scope 1 emissions covered by tax</td>
<td>Total cost of tax paid</td>
<td>Comment</td>
</tr>
</tbody>
</table>

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Compliance with these systems is managed directly by the Operating Company being regulated.

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

<table>
<thead>
<tr>
<th>Credit origination or credit purchase</th>
<th>Credit origination</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Project type</th>
<th>Energy efficiency: industry</th>
</tr>
</thead>
</table>

| Project identification | Credit origination by Pall Life Sciences, a Danaher operating company. |

<table>
<thead>
<tr>
<th>Verified to which standard</th>
<th>VCS (Verified Carbon Standard)</th>
</tr>
</thead>
</table>

| Number of credits (metric tonnes CO2e) | 268 |

| Number of credits (metric tonnes CO2e): Risk adjusted volume |  |
| Credits cancelled | No |

| Purpose, e.g. compliance | Voluntary Offsetting |

Credit origination or credit purchase

<table>
<thead>
<tr>
<th>Credit purchase</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Project type</th>
<th>Hydro</th>
</tr>
</thead>
</table>

| Project identification | Credit purchase by Leica Microsystems, a Danaher operating company. |

<table>
<thead>
<tr>
<th>Verified to which standard</th>
<th>Other, please specify (First Climate)</th>
</tr>
</thead>
</table>

| Number of credits (metric tonnes CO2e) | 1500 |

| Number of credits (metric tonnes CO2e): Risk adjusted volume |  |
| Credits cancelled | No |
C11.3

(C11.3) Does your organization use an internal price on carbon?
No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers/clients
Type of engagement
Information collection (understanding supplier behavior)

Details of engagement
Collect climate change and carbon information at least annually from suppliers

% of suppliers by number
4

% total procurement spend (direct and indirect)
50

% of supplier-related Scope 3 emissions as reported in C6.5
0

Rationale for the coverage of your engagement
We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our supplier sustainability performance. In 2021, we initially targeted to assess and rate suppliers representing more than 40% of our annual supplier spend in EcoVadis. 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 engagement, including measures of success
EcoVadis’ supplier assessments and ratings platform collects data to include energy consumption and GHG emissions; water consumption; biodiversity; supplier environmental practices; product use and product end-of-life; customer health and safety; employee health and safety; working conditions; career management and training; child labor, forced labor and human trafficking; diversity, discrimination and harassment; supplier social practices; human rights; corruption; anticompetitive practices; and responsible information management. 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

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

<table>
<thead>
<tr>
<th>Type of engagement</th>
<th>Details of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration &amp; innovation</td>
<td>Other, please specify (Engage customers for feedback regarding sustainability requirements)</td>
</tr>
</tbody>
</table>

% of customers by number

% of customer - related Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement
A key climate-related opportunity for Danaher includes the prospect of developing new commercial solutions to address customers’ sustainability-related needs. Given that “Customers Talk, We Listen” is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher. Our leading-edge products and solutions give true meaning to our Shared Purpose—Helping Realize Life’s Potential—by enhancing quality of life today and setting the foundation for a better world for future generations. Customers are engaged across all Danaher operating companies.

Innovation at Danaher is driven by the DBS Innovation Engine, a rigorous management program that is part of a larger suite of integrated, function-specific DBS management programs and tools. The Innovation Engine is a holistic program encompassing tools that facilitate innovation, process, strategy, organization, talent and culture.

A key element of the DBS Innovation Engine, among others, is a tool that prioritize the identification of high-value customer problems and support the development of products, services and technologies to solve them.

Impact of engagement, including measures of success
Below are just a few examples of the impact of engagements between our Operating Companies and customers:

The extensive offerings of our Life Sciences platform across the bioprocessing workflow position us exceptionally well to help customers bring vaccines and therapies to market faster. In addition to our leading filtration, chromatography and single-use technologies, the innovative teams at Pall and Cytiva provide customers with deep technical expertise to enable breakthrough development and production capabilities. Pall’s Process Development Services team is helping customers scale up their COVID-19 vaccine production processes significantly faster—in one instance, accomplishing in just a few weeks what typically takes months or even years. Life cycle analysis has shown a significant reduction in energy use as a result of these technologies.

OTT HydroMet’s Pluvio² L is an all-weather precipitation gauge that measures the amount and intensity of rain, snow and hail, providing valuable insights to help inform water and weather experts’ decision-making. The Pluvio series was specifically designed for deployment in extreme weather conditions. In Antarctica, climate science researchers from the University of Colorado Boulder and the US National Center for Atmospheric Research are using Pluvio to investigate methods to measure accumulating snowfall, temperature and windspeed. These measurements provide crucial insights regarding the potential for rising sea levels caused by climate change.
C12.2 Do your suppliers have to meet climate-related requirements as part of your organization’s purchasing process?

No, but we plan to introduce climate-related requirements within the next two years

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
No

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
<Not Applicable>

Attach commitment or position statement(s)
<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Danaher’s Sustainability Committee is responsible for developing, and overseeing the execution of, the Company’s sustainability strategy and 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 reports to Danaher’s Senior Vice President and General Counsel.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
Lack of internal resources

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
Danaher does not engage in activities that could directly or indirectly influence policy, law or regulation that may impact the climate.

C12.4

(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication
In voluntary sustainability report

Status
Underway – previous year attached

Attach the document
2021-Danaher-Sustainability-Report.pdf

Page/Section reference
page 84; 90

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

<table>
<thead>
<tr>
<th>Board-level oversight and/or executive management-level responsibility for biodiversity-related issues</th>
<th>Description of oversight and objectives relating to biodiversity</th>
<th>Scope of board-level oversight</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to have both within the next two years</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

C15.2
### (C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

<table>
<thead>
<tr>
<th>Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity</th>
<th>Biodiversity-related public commitments</th>
<th>Initiatives endorsed</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to do so within the next 2 years</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

### C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

<table>
<thead>
<tr>
<th>Does your organization assess the impact of its value chain on biodiversity?</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to assess biodiversity-related impacts within the next two years</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

### C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

<table>
<thead>
<tr>
<th>Have you taken any actions in the reporting period to progress your biodiversity-related commitments?</th>
<th>Type of action taken to progress biodiversity-related commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, and we do not plan to undertake any biodiversity-related actions</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

### C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

<table>
<thead>
<tr>
<th>Does your organization use indicators to monitor biodiversity performance?</th>
<th>Indicators used to monitor biodiversity performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>Please select</td>
</tr>
</tbody>
</table>

### C15.6

(C15.6) Have you published information about your organization’s response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

<table>
<thead>
<tr>
<th>Report type</th>
<th>Content elements</th>
<th>Attach the document and indicate where in the document the relevant biodiversity information is located</th>
</tr>
</thead>
</table>

### C16. Signoff

(C-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.

<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>

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.