

The Danaher Business System

While our portfolio continues to evolve, the Danaher Business System (DBS) remains the driving force in our pursuit of a better, stronger Danaher. DBS is our core—it's who we are, and how we do what we do. The team's daily commitment to DBS and our Core Values is what differentiates us. And what unifies us is our Shared Purpose—*Helping Realize Life's Potential*—for our associates, our customers and partners, our communities and ultimately our shareholders. DBS is our competitive advantage and continued to be the primary driver of our strong performance in 2019.

Let's take a closer look at how we lived each of our Core Values this year.

The Best Team Wins

The best team is one that fully reflects who we are and who we want to be. Our people are our greatest asset, and realizing their full potential requires that we build and sustain a culture of inclusion and belonging, where everyone feels empowered to show up to work each day as their authentic self. Our efforts around diversity and inclusion are among the important drivers of associate engagement, and we have made good progress on these fronts: over the last five years, our associate engagement score is up more than 2,000 basis points.

We continue to focus on talent development, investing in our associates' potential as long-term Danaher leaders. Our Associate Resource Groups (ARGs) create opportunities for underrepresented individuals including women and people of color to connect personally and collaborate professionally—all in the spirit of achieving their highest potential. And we are honored to have been named to *Forbes'* list of Best Employers for Women (2019) and Best Employers for Diversity (2018 & 2019).

Another important step toward building *The Best Team* was the addition of two new members to our Board of Directors: Dr. Jessica Mega and Dr. Pardis Sabeti. Both of these women bring diverse scientific expertise and inspiring perspectives to Danaher, and we are privileged to benefit from their valuable insights.

Customers Talk, We Listen and Innovation Defines Our Future

Our potential is inherently linked to that of our customers. An important part of our competitive advantage is the innovative expertise that we bring to bear on our customers' most pressing challenges addressing global health and safety. Together, we are agents of possibility—partnering every day to make a difference in the world.

At Trojan Technologies, we bring more than forty years of experience with ultra-violet (UV) water disinfection to provide our customers with an effective, chemical-free water treatment solution. Each day, more than one billion people around the world enjoy clean water that has been treated by Trojan UV systems. And continuous advancements in our technology now enable our customers to consume up to 30% less energy using the UV disinfection process.

Sepsis affects 30 million people worldwide and has a mortality rate higher than prostate cancer, breast cancer and HIV/AIDS *combined*. It is critical to act quickly with sepsis, but it is very challenging to diagnose. Beckman Coulter Diagnostics' Early Sepsis Indicator (ESId) is a first-in-class FDA-cleared hematology parameter that can provide clinicians with an earlier alert to this life-threatening condition—a significant advancement in the global effort to curb this deadly illness.