

Danaher Corporation



Computershare Trust Company, N.A.
150 Royall St Suite V
Canton MA 02021

MR A SAMPLE
DESIGNATION (IF ANY)
ADD 1
ADD 2
ADD 3
ADD 4
ADD 5
ADD 6



Tax ID certification on file: <Certified Y/N>

TOTAL SHARES 12345678901234

TIME IS CRITICAL. PLEASE COMPLETE AND RETURN PROMPTLY IN ACCORDANCE WITH THE ENCLOSED INSTRUCTIONS.
EXCHANGE FORM AND LETTER OF TRANSMITTAL

To accompany original certificates of common stock of Danaher Corporation ("Danaher"), par value \$0.01 per share ("Danaher Common Stock"), that are validly tendered and not validly withdrawn.

This Exchange Form and Letter of Transmittal may be used to make tender only with respect to certain shares of Danaher Common Stock you hold. You may receive additional Exchange Forms and/or Letters of Transmittal with respect to shares of Danaher Common Stock held by you in another manner or in another name. The deadline for submitting exchange forms is 12:00 midnight, New York City time, at the end of the day on December 13, 2019, unless the Exchange Offer (as defined below) is extended or terminated. Exchange forms must be RECEIVED by the Exchange Agent no later than 12:00 midnight, New York City time, at the end of the day on the expiration date of the Exchange Offer.

Complete the box(es) on the reverse side to make tender to receive shares of common stock of Envista Holdings Corporation ("Envista"), par value \$0.01 per share ("Envista Common Stock"), which is subject to proration, adjustment and certain limitations as set forth in the prospectus, dated November 15, 2019 (the "Prospectus"). Capitalized terms used but not defined herein will have the meanings ascribed to them in the Prospectus.

Your Danaher Corporation Stock Certificates:
Locate the listed certificates.

Certificate Numbers	Shares	Certificate Numbers	Shares
XXXX12345678	12345678901234	XXXX12345678	12345678901234
XXXX12345678	12345678901234	XXXX12345678	12345678901234
XXXX12345678	12345678901234	XXXX12345678	12345678901234
XXXX12345678	12345678901234	XXXX12345678	12345678901234
XXXX12345678	12345678901234	XXXX12345678	12345678901234

If you hold more than 10 certificates, not all certificates can be listed on this form.

Other Certificate Total	Total Certificated Shares	Shares Held By Us	Total Shares
12345678901234	12345678901234	12345678901234	12345678901234



1 2 3 4 5 6 7 8 9 0 1 2 3 4 2 E L C

C O Y C C L S



ELECTION CHOICES



MARK THE BOX BELOW UNDER STOCK ELECTION TO PARTICIPATE IN THE EXCHANGE OFFER STOCK ELECTION

☐

Mark this box to elect to make a stock election with respect to ALL of your shares of Danaher Common Stock.

☐

Mark this box to elect to make a stock election with respect to the following number of your shares of Danaher Common Stock. You must indicate the number of shares of Danaher Common Stock you wish to elect on in the boxes to the right.

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ODD LOT

In the event the Exchange Offer is oversubscribed and Danaher is unable to accept all tenders of Danaher Common Stock at the exchange ratio, all shares of Danaher Common Stock that are validly tendered and not validly withdrawn will generally be accepted for exchange on a pro rata basis in proportion to the total number of shares tendered, which is referred to as "proration." Stockholders who directly or beneficially own fewer than 100 shares of Danaher Common Stock who wish to tender all of their shares of Danaher Common Stock will receive preferential treatment if the Exchange Offer is oversubscribed, in that all such shares of Danaher Common Stock tendered will be accepted for exchange and will not be subject to proration. Direct or beneficial holders of more than 100 shares of Danaher Common Stock, and those who own fewer than 100 shares of Danaher Common Stock but do not tender all of their shares, will be subject to proration.

☐

Mark this box if you own an aggregate of fewer than 100 shares of Danaher Common Stock and are tendering all such shares.

LOST OR DESTROYED CERTIFICATE(S)

If your certificate(s) representing shares of Danaher Common Stock have been mutilated, destroyed, lost or stolen and you wish to tender your shares, please contact Computershare at (800) 546-5141 regarding the requirements for replacement of the certificate(s). Replacement shares will be issued in book-entry form via DRS. You may be asked to post a surety bond for your lost shares of Danaher Common Stock. Your shares of Danaher Common Stock will not be included in the Exchange Offer unless you satisfy the requirements for replacement of your lost or destroyed certificate(s). You are urged to call Computershare immediately to ensure timely processing of the documentation.

To be effective, this Exchange Form and Letter of Transmittal must be properly completed, signed and delivered to the Exchange Agent at the appropriate address listed in the Instruction Booklet to the Letter of Transmittal, together with your original stock certificate(s), confirmation of book-entry transfer or a properly completed Notice of Guaranteed Delivery, prior to the expiration on December 13, 2019. Do not send your election materials to Danaher, the Information Agent or Envista.

This Letter of Transmittal relates to the offer (the "Exchange Offer") by Danaher to exchange up to an aggregate of 127,868,000 shares of Envista Common Stock, owned by Danaher, for outstanding shares of Danaher Common Stock, that are validly tendered and not validly withdrawn prior to the expiration of this Exchange Offer. Such exchange shall be consummated at a ratio of shares of Envista Common Stock for each share of Danaher Common Stock tendered, upon the terms and subject to the conditions set forth herein and in the Prospectus. The Exchange Offer will expire and related withdrawal rights shall terminate at 12:00 midnight, New York City time, at the end of the day on December 13, 2019, unless extended or terminated in accordance with applicable law and the terms of the Exchange Offer. The term "expiration date" means the latest time and date at which the Exchange Offer, whether or not extended, will expire.

Although Danaher has mailed the Prospectus to the extent required by U.S. law, including to stockholders located outside the United States, the Prospectus is not an offer to buy, sell or exchange and it is not a solicitation of an offer to buy or sell any shares of Danaher Common Stock or shares of Envista Common Stock in any jurisdiction in which such offer, sale or exchange is not permitted. Countries outside the United States generally have their own legal requirements that govern securities offerings made to persons resident in those countries and often impose stringent requirements about the form and content of offers made to the general public. None of Danaher or Envista has taken any action under non-U.S. regulations to facilitate a public offer to exchange the shares of Danaher Common Stock or Envista Common Stock outside the United States. Accordingly, the ability of any non-U.S. person to tender shares of Danaher Common Stock in the Exchange Offer will depend on whether there is an exemption available under the laws of such person's home country that would permit the person to participate in the Exchange Offer without the need for Danaher or Envista to take any action to facilitate a public offering in that country or otherwise. For example, some countries exempt transactions from the rules governing public offerings if they involve persons who meet certain eligibility requirements relating to their status as sophisticated or professional investors. Non-U.S. stockholders should consult their advisors in considering whether they may participate in the Exchange Offer in accordance with the laws of their home countries and, if they do participate, whether there are any restrictions or limitations on transactions in the shares of Danaher Common Stock or Envista Common Stock that may apply in their home countries. None of Danaher or Envista can provide any assurance about whether such limitations may exist.

SIGNATURE(S) REQUIRED. Signature of Registered Holder(s) or Agent

Signature of Registered Holder(s) or Agent must be signed by the registered holder(s) EXACTLY as name(s) appear(s) on stock certificate(s). If signature is by a trustee, executor, administrator, guardian, attorney-in-fact, officer for a corporation in a fiduciary or representative capacity, or other person, please set forth full title. Please refer to the Instruction Booklet to the Letter of Transmittal, Signature Guarantees.

Upon the terms and subject to the conditions of the Exchange Offer, by signing the below, I hereby irrevocably appoint Danaher's designees as my attorneys-in-fact and proxies, each with full power of substitution, to the full extent of my rights with respect to my shares of Danaher Common Stock validly tendered and accepted for exchange by Danaher and with respect to any and all other shares of Danaher Common Stock and other securities issued or issuable in respect of the tendered shares of Danaher Common Stock on or after the expiration of the Exchange Offer. That appointment is effective when and only to the extent that Danaher deposits the shares of Envista Common Stock for the shares of Danaher Common Stock that I have validly tendered with the Exchange Agent. All such proxies shall be considered coupled with an interest in the validly tendered shares of Danaher Common Stock and therefore shall not be revocable. Upon the effectiveness of such appointment, all prior proxies that I have given will be revoked and I may not give any subsequent proxies (and, if given, they will not be deemed effective). Danaher's designees will, with respect to the shares of Danaher Common Stock for which the appointment is effective, be empowered, among other things, to exercise all of my voting and other rights as they, in their sole discretion, deem proper. Danaher reserves the right to require that, in order for shares of Danaher Common Stock to be deemed validly tendered, immediately upon Danaher's acceptance for exchange of those shares of Danaher Common Stock, Danaher must be able to exercise full voting rights with respect to such shares.

By signing below, I represent and warrant as follows:

- (1) I have full power and authority to tender, sell, assign and transfer the shares of Danaher Common Stock represented by the stock certificate(s) surrendered herewith or transferred in book-entry form, or covered by a guarantee of delivery. When Danaher accepts such shares for exchange pursuant to the Exchange Offer, Danaher will acquire good, marketable and unencumbered title to such shares, free and clear of all liens, restrictions, changes and encumbrances and not subject to any adverse claims. I will, upon request, execute and deliver any additional documents reasonably deemed by the Exchange Agent to be appropriate or necessary to complete the tender, sale, assignment and transfer of my shares of Danaher Common Stock, and all authority I have conferred or agreed to confer in the Letter of Transmittal and all of my obligations hereunder shall be binding upon my successors, assigns, heirs, executors, administrators, trustees in bankruptcy and legal representatives, and shall survive and not be affected by my death or incapacity.
- (2) (a) I have a net long position equal to or greater than the amount of (1) shares of Danaher Common Stock tendered or (2) other securities immediately convertible into or exchangeable or exercisable for the shares of Danaher Common Stock tendered and I will acquire such shares for tender by conversion, exchange or exercise; and (b) I will cause such shares to be delivered in accordance with the terms of the Prospectus.
- (3) My participation in the Exchange Offer and tender of such shares complies with Rule 14e-4 and the applicable laws of both the jurisdiction where I received the materials relating to the Exchange Offer and the jurisdiction from which the tender is being made.
- (4) I understand that neither surrender nor an election is made in acceptable form until receipt by the Exchange Agent of this Letter of Transmittal, duly completed and manually signed, together with any stock certificate(s) representing shares of Danaher Common Stock and all accompanying evidences of authority. I agree that all questions as to validity, form and eligibility of any surrender of the shares of Danaher Common Stock will be determined by the Exchange Agent.
- (5) I understand that, pending the completion of the offer, I may not and shall not sell or otherwise transfer the shares of Danaher Common Stock subject to this Letter of Transmittal unless the offer is terminated or I properly revoke this election prior to the Election Deadline.
- (6) I acknowledge that, until I properly surrender the certificate(s) representing the shares of Danaher Common Stock to which this Letter of Transmittal relates or properly transfer such shares of Danaher Common Stock in book-entry form, I will not receive any consideration issuable or payable in connection with the offer. Delivery of such certificate(s) will be effected, and risk of loss and title to such certificate(s) will pass, only upon proper delivery thereof to the Exchange Agent in the appropriate manner to one of the addresses listed in the Instruction Booklet to the Letter of Transmittal.
- (7) **FOR NON-U.S. PERSONS:** I acknowledge that Danaher has advised me that it has not taken any action under the laws of any country outside the United States to qualify or otherwise facilitate a public offer to exchange Danaher Common Stock for Envista Common Stock in that country; that there may be restrictions that apply in other countries, including with respect to transactions in Danaher Common Stock or Envista Common Stock in my home country; that, if I am located outside the United States, my ability to tender Danaher Common Stock in the Exchange Offer will depend on whether there is an exemption available under the laws of my home country that would permit me to participate in the Exchange Offer without the need for Danaher or Envista to take any action to qualify or otherwise facilitate a public offering in that country or otherwise; that Danaher will rely on my representation that my participation in the Exchange Offer is made pursuant to and in compliance with the applicable laws in the jurisdiction in which I am resident or from which I am tendering my shares and in a manner that will not require Danaher or Envista to take any action to qualify or otherwise facilitate a public offering in that country or otherwise; and that Danaher will rely on my representations concerning the legality of my participation in the Exchange Offer in determining to accept any shares that I am tendering for exchange.

Sign and provide your tax ID number on the IRS Form W-9 provided herein (or the appropriate IRS Form W-8 if you are a non-U.S. stockholder, a copy of which can be obtained at www.irs.gov).

Signature of owner

Signature of co-owner, if any

Area Code/Phone Number

SIGNATURE(S) GUARANTEED (IF REQUIRED) See Instruction 6.

Unless the shares were tendered by the registered holder(s) of the common stock, or for the account of a member of a Eligible Institution, your signature(s) must be guaranteed by an Eligible Institution.

Authorized Signature

Name of Firm

Address of Firm – Please Print



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