



2021 Total Compensation Statement

Abhilash Alwandi (Abhilash Alwandi (Abhi))

| Base Salary | |
|---|------------------|
| Starting Total Base Pay Salary (INR): | 1,450,000 |
| New Total Base Pay Salary (INR): | 1,618,200 |
| Merit Increase Percent: | 11.60% |
| Effective Date: | April 1, 2021 |
| 2020 Incentive Compensation Award | |
| Eligible Earnings (INR): | 1,450,000 |
| Personal Performance Factor: | 1.00 |
| 2020 Danaher Corporate ICP Bonus Plan | |
| Company Financial Factor: | 1.33 |
| Percentage of Year in Plan: | 39.34% |
| 2020 Incentive Compensation Target Percent: | 10.00% |
| 2020 Incentive Compensation Award (INR): | 75,875 |
| 2021 Incentive Compensation Target Award | |
| 2021 Incentive Compensation Target Percent: | 10.00% |
| 2021 Incentive Compensation Target (INR): | 161,820 |
| | |
| 2021 Total Target Compensation (INR) | 1,780,020 |
| | |
| 2021 Total Target Compensation (USD) | 24,039 |

Currency Rate: 1 INR = 0.013505 USD

Total Target Compensation = New Total Base Pay + 2021 Incentive Target Amount