



CERTIFICATION OF DANAHER CORPORATION STANDARDS OF CONDUCT

I certify that I have read, understand and will comply with the Danaher Corporation Standards of Conduct (accessible at <http://www.danaher.com/how-we-work/integrity-and-compliance> and select your language to read a copy of the Standards) and all of my responsibilities under the Standards (in each case as the Standards have been in effect from time to time). If already an employee of Danaher or a Danaher operating company, I further certify that I have been in compliance with the Standards since the earlier of the date of my last certification or the date I joined Danaher or a Danaher operating company. Additionally, I understand the rights reserved to Danaher as a result of my usage of the networks and systems of Danaher and its operating companies, as such rights are described and qualified in the section titled "Using Company Computer Systems and Other Technologies as Tools to Drive Innovation in All Aspects of Business," and consent to Danaher's exercise of such rights.

I acknowledge and consent that all relevant information about any alleged violation of the Standards by me may be reported to any of the officers or other personnel identified in the Standards, whether situated within or outside my country of residence.

I recognize that any violation of the Standards will be subject to disciplinary measures up to and including termination without notice (subject to applicable laws, rules and regulations and any employment agreement which governs my employment). If I have any questions, I will discuss them with my supervisor, my local Human Resources leader, or with Danaher Corporation's Senior Vice President-Human Resources.

I understand and agree that the Danaher Corporation Standards of Conduct is not an employment contract between Danaher or any Danaher operating company and me, unless and except to the extent the Standards are incorporated (by operation of applicable law or otherwise) into any employment agreement which governs my employment.

{signature_new_associate}

Signature

John Smith

Printed Name

6/1/2019

Date

{name_of_danaher_company_location}

Name of Danaher Company / Location