

<div>Form 5500</div> <div>Department of the Treasury Internal Revenue Service</div> <div>Department of Labor Employee Benefits Security Administration</div> <div>Pension Benefit Guaranty Corporation</div>	<div>Annual Return/Report of Employee Benefit Plan</div> <div>This form is required to be filed for employee benefit plans under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and sections 6057(b) and 6058(a) of the Internal Revenue Code (the Code).</div> <div>▶ Complete all entries in accordance with the instructions to the Form 5500.</div>	<div>OMB Nos. 1210-0110 1210-0089</div> <div>2022</div> <div>This Form is Open to Public Inspection</div>
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Part I	Annual Report Identification Information
For calendar plan year 2022 or fiscal plan year beginning 01/01/2022 and ending 12/31/2022	
A	This return/report is for: <div><div>☐ a multiemployer plan</div><div>☐ a multiple-employer plan (Filers checking this box must attach a list of participating employer information in accordance with the form instructions.)</div><div>☒ a single-employer plan</div><div>☐ a DFE (specify) _____</div></div>
B	This return/report is: <div><div>☐ the first return/report</div><div>☐ the final return/report</div><div>☐ an amended return/report</div><div>☐ a short plan year return/report (less than 12 months)</div></div>
C	If the plan is a collectively-bargained plan, check here. ▶ ☐
D	Check box if filing under: <div><div>☒ Form 5558</div><div>☐ automatic extension</div><div>☐ the DFVC program</div><div>☐ special extension (enter description)</div></div>
E	If this is a retroactively adopted plan permitted by SECURE Act section 201, check here. ▶ ☐

Part II	Basic Plan Information—enter all requested information				
1a	Name of plan		1b	Three-digit plan number (PN) ▶	004
	DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN				
			1c	Effective date of plan	01/01/2004
			2b	Employer Identification Number (EIN)	59-1995548
			2c	Plan Sponsor's telephone number	202-828-0850
2a	Plan sponsor's name (employer, if for a single-employer plan)		2d	Business code (see instructions)	335900
	Mailing address (include room, apt., suite no. and street, or P.O. Box)				
	City or town, state or province, country, and ZIP or foreign postal code (if foreign, see instructions)				
DANAHER CORPORATION					
2200 PENNSYLVANIA AVE NW STE 800W					
WASHINGTON, DC 20037-1701					

Caution: A penalty for the late or incomplete filing of this return/report will be assessed unless reasonable cause is established.

Under penalties of perjury and other penalties set forth in the instructions, I declare that I have examined this return/report, including accompanying schedules, statements and attachments, as well as the electronic version of this return/report, and to the best of my knowledge and belief, it is true, correct, and complete.

SIGN HERE	Filed with authorized/valid electronic signature.	10/02/2023	CONSTANCE BARBER, DANAHER CORP
	Signature of plan administrator	Date	Enter name of individual signing as plan administrator
SIGN HERE	Filed with authorized/valid electronic signature.	10/02/2023	CONSTANCE BARBER, DANAHER CORP
	Signature of employer/plan sponsor	Date	Enter name of individual signing as employer or plan sponsor
SIGN HERE			
	Signature of DFE	Date	Enter name of individual signing as DFE

3a Plan administrator's name and address ☒ Same as Plan Sponsor		3b Administrator's EIN																				
		3c Administrator's telephone number																				
4 If the name and/or EIN of the plan sponsor or the plan name has changed since the last return/report filed for this plan, enter the plan sponsor's name, EIN, the plan name and the plan number from the last return/report: a Sponsor's name c Plan Name		4b EIN 4d PN																				
5 Total number of participants at the beginning of the plan year		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">5</td> <td style="text-align: right;">42898</td> </tr> </table>	5	42898																		
5	42898																					
6 Number of participants as of the end of the plan year unless otherwise stated (welfare plans complete only lines 6a(1) , 6a(2) , 6b , 6c , and 6d).		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="background-color: #f2f2f2; height: 20px;"></td> </tr> <tr> <td style="width: 10%; text-align: center;">6a(1)</td> <td style="text-align: right;">29923</td> </tr> <tr> <td style="text-align: center;">6a(2)</td> <td style="text-align: right;">29444</td> </tr> <tr> <td style="text-align: center;">6b</td> <td style="text-align: right;">746</td> </tr> <tr> <td style="text-align: center;">6c</td> <td style="text-align: right;">13934</td> </tr> <tr> <td style="text-align: center;">6d</td> <td style="text-align: right;">44124</td> </tr> <tr> <td style="text-align: center;">6e</td> <td style="text-align: right;">145</td> </tr> <tr> <td style="text-align: center;">6f</td> <td style="text-align: right;">44269</td> </tr> <tr> <td style="text-align: center;">6g</td> <td style="text-align: right;">43386</td> </tr> <tr> <td style="text-align: center;">6h</td> <td style="text-align: right;">1414</td> </tr> </table>			6a(1)	29923	6a(2)	29444	6b	746	6c	13934	6d	44124	6e	145	6f	44269	6g	43386	6h	1414
6a(1)	29923																					
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6c	13934																					
6d	44124																					
6e	145																					
6f	44269																					
6g	43386																					
6h	1414																					
a(1) Total number of active participants at the beginning of the plan year																						
a(2) Total number of active participants at the end of the plan year																						
b Retired or separated participants receiving benefits																						
c Other retired or separated participants entitled to future benefits.....																						
d Subtotal. Add lines 6a(2) , 6b , and 6c																						
e Deceased participants whose beneficiaries are receiving or are entitled to receive benefits.																						
f Total. Add lines 6d and 6e																						
g Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item).....																						
h Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested.....																						
7 Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item)		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">7</td> <td></td> </tr> </table>	7																			
7																						
8a If the plan provides pension benefits, enter the applicable pension feature codes from the List of Plan Characteristics Codes in the instructions: 2E 2G 2J 2K 2R 2S 2T 3H																						
b If the plan provides welfare benefits, enter the applicable welfare feature codes from the List of Plan Characteristics Codes in the instructions:																						
9a Plan funding arrangement (check all that apply) (1) ☐ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor	9b Plan benefit arrangement (check all that apply) (1) ☐ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor																					
10 Check all applicable boxes in 10a and 10b to indicate which schedules are attached, and, where indicated, enter the number attached. (See instructions)																						
a Pension Schedules (1) ☒ R (Retirement Plan Information) (2) ☐ MB (Multiemployer Defined Benefit Plan and Certain Money Purchase Plan Actuarial Information) - signed by the plan actuary (3) ☐ SB (Single-Employer Defined Benefit Plan Actuarial Information) - signed by the plan actuary	b General Schedules (1) ☒ H (Financial Information) (2) ☐ I (Financial Information – Small Plan) (3) ☐ A (Insurance Information) (4) ☒ C (Service Provider Information) (5) ☒ D (DFE/Participating Plan Information) (6) ☐ G (Financial Transaction Schedules)																					

Part III Form M-1 Compliance Information (to be completed by welfare benefit plans)

11a If the plan provides welfare benefits, was the plan subject to the Form M-1 filing requirements during the plan year? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

If "Yes" is checked, complete lines 11b and 11c.

11b Is the plan currently in compliance with the Form M-1 filing requirements? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

11c Enter the Receipt Confirmation Code for the 2022 Form M-1 annual report. If the plan was not required to file the 2022 Form M-1 annual report, enter the Receipt Confirmation Code for the most recent Form M-1 that was required to be filed under the Form M-1 filing requirements. (Failure to enter a valid Receipt Confirmation Code will subject the Form 5500 filing to rejection as incomplete.)

Receipt Confirmation Code _____

<div>SCHEDULE C</div> <div>(Form 5500)</div> <div>Department of the Treasury Internal Revenue Service</div> <div>Department of Labor Employee Benefits Security Administration</div> <div>Pension Benefit Guaranty Corporation</div>	<div>Service Provider Information</div> <div>This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA).</div> <div>▶ File as an attachment to Form 5500.</div>	OMB No. 1210-0110
		2022
		This Form is Open to Public Inspection.

For calendar plan year 2022 or fiscal plan year beginning 01/01/2022 and ending 12/31/2022		
A Name of plan DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN	B Three-digit plan number (PN) ▶	004
C Plan sponsor's name as shown on line 2a of Form 5500 DANAHER CORPORATION	D Employer Identification Number (EIN) 59-1995548	

Part I	Service Provider Information (see instructions)
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You must complete this Part, in accordance with the instructions, to report the information required for **each person** who received, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of monetary value) in connection with services rendered to the plan or the person's position with the plan during the plan year. If a person received **only** eligible indirect compensation for which the plan received the required disclosures, you are required to answer line 1 but are not required to include that person when completing the remainder of this Part.

1 Information on Persons Receiving Only Eligible Indirect Compensation

- a Check "Yes" or "No" to indicate whether you are excluding a person from the remainder of this Part because they received only eligible indirect compensation for which the plan received the required disclosures (see instructions for definitions and conditions).. ☐ Yes ☒ No
- b If you answered line 1a "Yes," enter the name and EIN or address of each person providing the required disclosures for the service providers who received only eligible indirect compensation. Complete as many entries as needed (see instructions).

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation
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2. Information on Other Service Providers Receiving Direct or Indirect Compensation. Except for those persons for whom you answered "Yes" to line 1a above, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

STRATEGIC ADVISORS, INC.

04-2654524

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
27	N/A	1025657	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

FIDELITY INV INSTITUTIONAL OP CO IN

04-2647786

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
37 64 65 71	N/A	957230	Yes ☒ No ☐	Yes ☒ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

GROOM LAW GROUP

52-1219029

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
29	N/A	463851	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

2. Information on Other Service Providers Receiving Direct or Indirect Compensation. Except for those persons for whom you answered "Yes" to line 1a above, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

RV KUHNS

93-0910652

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
16	N/A	105051	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

ADP

13-3036745

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
15 16 49	N/A	32533	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes ☐ No ☐	Yes ☐ No ☐		Yes ☐ No ☐

Part I Service Provider Information (continued)

3. If you reported on line 2 receipt of indirect compensation, other than eligible indirect compensation, by a service provider, and the service provider is a fiduciary or provides contract administrator, consulting, custodial, investment advisory, investment management, broker, or recordkeeping services, answer the following questions for (a) each source from whom the service provider received \$1,000 or more in indirect compensation and (b) each source for whom the service provider gave you a formula used to determine the indirect compensation instead of an amount or estimated amount of the indirect compensation. Complete as many entries as needed to report the required information for each source.

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	

Part II Service Providers Who Fail or Refuse to Provide Information

4 Provide, to the extent possible, the following information for each service provider who failed or refused to provide the information necessary to complete this Schedule.

(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
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(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide

Part III Termination Information on Accountants and Enrolled Actuaries (see instructions)
(complete as many entries as needed)

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

SCHEDULE D (Form 5500) <small>Department of the Treasury Internal Revenue Service</small> <small>Department of Labor Employee Benefits Security Administration</small>	DFE/Participating Plan Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). ► File as an attachment to Form 5500.	OMB No. 1210-0110 <div style="text-align: center; font-size: 1.2em; font-weight: bold;">2022</div> This Form is Open to Public Inspection.
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For calendar plan year 2022 or fiscal plan year beginning 01/01/2022 and ending 12/31/2022		
A Name of plan DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN	B Three-digit plan number (PN) ►	004
C Plan or DFE sponsor's name as shown on line 2a of Form 5500 DANAHER CORPORATION	D Employer Identification Number (EIN) 59-1995548	

Part I	Information on interests in MTIAs, CCTs, PSAs, and 103-12 IEs (to be completed by plans and DFEs) (Complete as many entries as needed to report all interests in DFEs)
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a Name of MTIA, CCT, PSA, or 103-12 IE: MANAGED INCOME PORTFOLIO II			
b Name of sponsor of entity listed in (a): FIDELITY MANAGEMENT TRUST COMPANY			
c EIN-PN 04-3022712-025	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 434476069	
a Name of MTIA, CCT, PSA, or 103-12 IE: AB SMALL CAP VALUE CIT			
b Name of sponsor of entity listed in (a): GLOBAL TRUST COMPANY			
c EIN-PN 27-6334452-003	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 109465202	
a Name of MTIA, CCT, PSA, or 103-12 IE: WTC-CIF II SELECT LEADERS (SERIES 2)			
b Name of sponsor of entity listed in (a): WELLINGTON TRUST COMPANY			
c EIN-PN 04-6913417-202	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 145617362	
a Name of MTIA, CCT, PSA, or 103-12 IE: GQG PARTNERS INTERNATIONAL EQUITY			
b Name of sponsor of entity listed in (a): RELIANCE TRUST COMPANY			
c EIN-PN 82-6253445-011	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 63643569	
a Name of MTIA, CCT, PSA, or 103-12 IE: EQUITY INDEX NON-LENDABLE FUND F			
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA			
c EIN-PN 26-4273359-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 548803630	
a Name of MTIA, CCT, PSA, or 103-12 IE: MSCI ACW EX-US IMI NON-LENDABLE F			
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA			
c EIN-PN 27-2094921-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 102263660	
a Name of MTIA, CCT, PSA, or 103-12 IE: RUSSELL 2500 INDEX NON-LENDABLE F			
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA			
c EIN-PN 46-0732081-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 112738872	

a Name of MTIA, CCT, PSA, or 103-12 IE: US DEBT INDEX NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4086131-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 146840403

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2025 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4020456-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 320969740

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2030 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4020542-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 349054902

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2035 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPAN NA		
c EIN-PN 26-4020637-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 335660210

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2040 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4020715-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 277179006

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2045 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4020794-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 245295366

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2050 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 26-4020887-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 192869643

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2055 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 27-1620812-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 129399370

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2060 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 47-2022883-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 56889066

a Name of MTIA, CCT, PSA, or 103-12 IE: LIFEPAATH INDEX 2065 NON-LENDABLE F		
b Name of sponsor of entity listed in (a): BLACKROCK INSTITUTIONAL TRUST COMPANY NA		
c EIN-PN 84-1770109-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 13923401

a Name of MTIA, CCT, PSA, or 103-12 IE: **LIFEPATH INDEX RETIRE NON-LEND F**

b Name of sponsor of entity listed in (a): **BLACKROCK INSTITUTIONAL TRUST COMPANY NA**

c EIN-PN 26-4019464-001	d Entity code C	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 240999038
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a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
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a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
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a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

a Name of MTIA, CCT, PSA, or 103-12 IE:

b Name of sponsor of entity listed in (a):

c EIN-PN	d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)
-----------------	----------------------	---

Part II **Information on Participating Plans (to be completed by DFEs)**

(Complete as many entries as needed to report all participating plans)

a Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN

SCHEDULE H (Form 5500) <small>Department of the Treasury Internal Revenue Service</small> <small>Department of Labor Employee Benefits Security Administration</small> <small>Pension Benefit Guaranty Corporation</small>	Financial Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA), and section 6058(a) of the Internal Revenue Code (the Code). ► File as an attachment to Form 5500.	OMB No. 1210-0110 <div style="border: 1px solid black; padding: 5px; font-size: 1.2em; font-weight: bold;">2022</div> This Form is Open to Public Inspection
For calendar plan year 2022 or fiscal plan year beginning 01/01/2022 and ending 12/31/2022		
A Name of plan DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN	B Three-digit plan number (PN) ►	004
C Plan sponsor's name as shown on line 2a of Form 5500 DANAHER CORPORATION	D Employer Identification Number (EIN) 59-1995548	

Part I	Asset and Liability Statement
--------	-------------------------------

1 Current value of plan assets and liabilities at the beginning and end of the plan year. Combine the value of plan assets held in more than one trust. Report the value of the plan's interest in a commingled fund containing the assets of more than one plan on a line-by-line basis unless the value is reportable on lines 1c(9) through 1c(14). Do not enter the value of that portion of an insurance contract which guarantees, during this plan year, to pay a specific dollar benefit at a future date. **Round off amounts to the nearest dollar.** MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 1b(1), 1b(2), 1c(8), 1g, 1h, and 1i. CCTs, PSAs, and 103-12 IEs also do not complete lines 1d and 1e. See instructions.

Assets		(a) Beginning of Year	(b) End of Year
a Total noninterest-bearing cash.....	1a		
b Receivables (less allowance for doubtful accounts):			
(1) Employer contributions.....	1b(1)	8309987	19574127
(2) Participant contributions.....	1b(2)	0	0
(3) Other.....	1b(3)		
c General investments:			
(1) Interest-bearing cash (include money market accounts & certificates of deposit).....	1c(1)		28438535
(2) U.S. Government securities	1c(2)		9801935
(3) Corporate debt instruments (other than employer securities):			
(A) Preferred	1c(3)(A)		
(B) All other	1c(3)(B)		24643033
(4) Corporate stocks (other than employer securities):			
(A) Preferred	1c(4)(A)		
(B) Common.....	1c(4)(B)		759847701
(5) Partnership/joint venture interests	1c(5)		
(6) Real estate (other than employer real property)	1c(6)		
(7) Loans (other than to participants).....	1c(7)		
(8) Participant loans.....	1c(8)	44681946	47774928
(9) Value of interest in common/collective trusts.....	1c(9)		3826088509
(10) Value of interest in pooled separate accounts	1c(10)		
(11) Value of interest in master trust investment accounts.....	1c(11)	7113584870	
(12) Value of interest in 103-12 investment entities	1c(12)		
(13) Value of interest in registered investment companies (e.g., mutual funds).....	1c(13)		137022568
(14) Value of funds held in insurance company general account (unallocated contracts).....	1c(14)		
(15) Other	1c(15)		217645288

1d Employer-related investments:		(a) Beginning of Year	(b) End of Year
(1) Employer securities	1d(1)		799271456
(2) Employer real property	1d(2)		
e Buildings and other property used in plan operation	1e		
f Total assets (add all amounts in lines 1a through 1e)	1f	7166576803	5870108080

Liabilities

g Benefit claims payable	1g		
h Operating payables	1h	48227	35253
i Acquisition indebtedness	1i		
j Other liabilities	1j		
k Total liabilities (add all amounts in lines 1g through 1j)	1k	48227	35253

Net Assets

l Net assets (subtract line 1k from line 1f)	1l	7166528576	5870072827
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Part II Income and Expense Statement

2 Plan income, expenses, and changes in net assets for the year. Include all income and expenses of the plan, including any trust(s) or separately maintained fund(s) and any payments/receipts to/from insurance carriers. Round off amounts to the nearest dollar. MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 2a, 2b(1)(E), 2e, 2f, and 2g.

Income

		(a) Amount	(b) Total
a Contributions:			
(1) Received or receivable in cash from: (A) Employers	2a(1)(A)	204157604	
(B) Participants	2a(1)(B)	301688209	
(C) Others (including rollovers)	2a(1)(C)	54684937	
(2) Noncash contributions	2a(2)		
(3) Total contributions. Add lines 2a(1)(A) , (B) , (C) , and line 2a(2)	2a(3)		560530750
b Earnings on investments:			
(1) Interest:			
(A) Interest-bearing cash (including money market accounts and certificates of deposit)	2b(1)(A)	271363	
(B) U.S. Government securities	2b(1)(B)	820975	
(C) Corporate debt instruments	2b(1)(C)	996987	
(D) Loans (other than to participants)	2b(1)(D)		
(E) Participant loans	2b(1)(E)	2263224	
(F) Other	2b(1)(F)	2659	
(G) Total interest. Add lines 2b(1)(A) through (F)	2b(1)(G)		4355208
(2) Dividends: (A) Preferred stock	2b(2)(A)		
(B) Common stock	2b(2)(B)	10438440	
(C) Registered investment company shares (e.g. mutual funds)	2b(2)(C)	4534970	
(D) Total dividends. Add lines 2b(2)(A) , (B) , and (C)	2b(2)(D)		14973410
(3) Rents	2b(3)		
(4) Net gain (loss) on sale of assets: (A) Aggregate proceeds	2b(4)(A)	378853901	
(B) Aggregate carrying amount (see instructions)	2b(4)(B)	512312431	
(C) Subtract line 2b(4)(B) from line 2b(4)(A) and enter result	2b(4)(C)		-133458530
(5) Unrealized appreciation (depreciation) of assets: (A) Real estate	2b(5)(A)	-504166316	
(B) Other	2b(5)(B)	34166199	
(C) Total unrealized appreciation of assets. Add lines 2b(5)(A) and (B)	2b(5)(C)		-470000117

		(a) Amount	(b) Total
(6) Net investment gain (loss) from common/collective trusts	2b(6)		-645728763
(7) Net investment gain (loss) from pooled separate accounts	2b(7)		
(8) Net investment gain (loss) from master trust investment accounts	2b(8)		
(9) Net investment gain (loss) from 103-12 investment entities.....	2b(9)		
(10) Net investment gain (loss) from registered investment companies (e.g., mutual funds)	2b(10)		-12875939
c Other income	2c		-113747372
d Total income. Add all income amounts in column (b) and enter total	2d		-795951353
Expenses			
e Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers	2e(1)	498449532	
(2) To insurance carriers for the provision of benefits	2e(2)		
(3) Other	2e(3)		
(4) Total benefit payments. Add lines 2e(1) through (3)	2e(4)		498449532
f Corrective distributions (see instructions)	2f		275551
g Certain deemed distributions of participant loans (see instructions)	2g		93057
h Interest expense	2h		
i Administrative expenses: (1) Professional fees	2i(1)		
(2) Contract administrator fees	2i(2)		
(3) Investment advisory and management fees	2i(3)		
(4) Other	2i(4)	2680966	
(5) Total administrative expenses. Add lines 2i(1) through (4)	2i(5)		2680966
j Total expenses. Add all expense amounts in column (b) and enter total	2j		501499106
Net Income and Reconciliation			
k Net income (loss). Subtract line 2j from line 2d	2k		-1297450459
l Transfers of assets:			
(1) To this plan	2l(1)		994710
(2) From this plan	2l(2)		

Part III Accountant's Opinion

3 Complete lines 3a through 3c if the opinion of an independent qualified public accountant is attached to this Form 5500. Complete line 3d if an opinion is not attached.

a The attached opinion of an independent qualified public accountant for this plan is (see instructions):

(1) ☒ Unmodified (2) ☐ Qualified (3) ☐ Disclaimer (4) ☐ Adverse

b Check the appropriate box(es) to indicate whether the IQPA performed an ERISA section 103(a)(3)(C) audit. Check both boxes (1) and (2) if the audit was performed pursuant to both 29 CFR 2520.103-8 and 29 CFR 2520.103-12(d). Check box (3) if pursuant to neither.

(1) ☐ DOL Regulation 2520.103-8 (2) ☐ DOL Regulation 2520.103-12(d) (3) ☒ neither DOL Regulation 2520.103-8 nor DOL Regulation 2520.103-12(d).

c Enter the name and EIN of the accountant (or accounting firm) below:

(1) Name: ERNST & YOUNG LLP

(2) EIN: 34-6565596

d The opinion of an independent qualified public accountant is **not attached** because:

(1) ☐ This form is filed for a CCT, PSA, or MTIA. (2) ☐ It will be attached to the next Form 5500 pursuant to 29 CFR 2520.104-50.

Part IV Compliance Questions

4 CCTs and PSAs do not complete Part IV. MTIAs, 103-12 IEs, and GIAs do not complete lines 4a, 4e, 4f, 4g, 4h, 4k, 4m, 4n, or 5. 103-12 IEs also do not complete lines 4j and 4l. MTIAs also do not complete line 4l.

During the plan year:

a Was there a failure to transmit to the plan any participant contributions within the time period described in 29 CFR 2510.3-102? Continue to answer "Yes" for any prior year failures until fully corrected. (See instructions and DOL's Voluntary Fiduciary Correction Program.)

	Yes	No	Amount
4a		X	

	Yes	No	Amount
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)			
4b		X	
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)			
4c		X	
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)			
4d		X	
e Was this plan covered by a fidelity bond?	X		10000000
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?		X	
4f		X	
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?		X	
4g		X	
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?		X	
4h		X	
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)	X		
4i	X		
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)		X	
4j		X	
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?		X	
4k		X	
l Has the plan failed to provide any benefit when due under the plan?		X	
4l		X	
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)		X	
4m		X	
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			
4n			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year? ☐ Yes ☒ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined
If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

<div>SCHEDULE R (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation</div>	<div>Retirement Plan Information</div> <div>This schedule is required to be filed under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and section 6058(a) of the Internal Revenue Code (the Code).</div> <div>► File as an attachment to Form 5500.</div>	<div>OMB No. 1210-0110</div> <div>2022</div> <div>This Form is Open to Public Inspection.</div>
For calendar plan year 2022 or fiscal plan year beginning 01/01/2022 and ending 12/31/2022		
A Name of plan DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN		B Three-digit plan number (PN) ► 004
C Plan sponsor's name as shown on line 2a of Form 5500 DANAHER CORPORATION		D Employer Identification Number (EIN) 59-1995548
Part I Distributions		
All references to distributions relate only to payments of benefits during the plan year.		
1 Total value of distributions paid in property other than in cash or the forms of property specified in the instructions.....		1
2 Enter the EIN(s) of payor(s) who paid benefits on behalf of the plan to participants or beneficiaries during the year (if more than two, enter EINs of the two payors who paid the greatest dollar amounts of benefits): EIN(s): 04-2647786		
Profit-sharing plans, ESOPs, and stock bonus plans, skip line 3.		
3 Number of participants (living or deceased) whose benefits were distributed in a single sum, during the plan year.....		3 4879
Part II Funding Information (If the plan is not subject to the minimum funding requirements of section 412 of the Internal Revenue Code or ERISA section 302, skip this Part.)		
4 Is the plan administrator making an election under Code section 412(d)(2) or ERISA section 302(d)(2)? ☐ Yes ☐ No ☐ N/A If the plan is a defined benefit plan, go to line 8.		
5 If a waiver of the minimum funding standard for a prior year is being amortized in this plan year, see instructions and enter the date of the ruling letter granting the waiver. Date: Month _____ Day _____ Year _____ If you completed line 5, complete lines 3, 9, and 10 of Schedule MB and do not complete the remainder of this schedule.		
6 a Enter the minimum required contribution for this plan year (include any prior year accumulated funding deficiency not waived).....		6a
b Enter the amount contributed by the employer to the plan for this plan year.....		6b
c Subtract the amount in line 6b from the amount in line 6a. Enter the result (enter a minus sign to the left of a negative amount).....		6c
If you completed line 6c, skip lines 8 and 9.		
7 Will the minimum funding amount reported on line 6c be met by the funding deadline? ☐ Yes ☐ No ☐ N/A		
8 If a change in actuarial cost method was made for this plan year pursuant to a revenue procedure or other authority providing automatic approval for the change or a class ruling letter, does the plan sponsor or plan administrator agree with the change? ☐ Yes ☐ No ☐ N/A		
Part III Amendments		
9 If this is a defined benefit pension plan, were any amendments adopted during this plan year that increased or decreased the value of benefits? If yes, check the appropriate box. If no, check the "No" box..... ☐ Increase ☐ Decrease ☐ Both ☐ No		
Part IV ESOPs (see instructions). If this is not a plan described under section 409(a) or 4975(e)(7) of the Internal Revenue Code, skip this Part.		
10 Were unallocated employer securities or proceeds from the sale of unallocated securities used to repay any exempt loan?..... ☐ Yes ☐ No		
11 a Does the ESOP hold any preferred stock?..... ☐ Yes ☐ No		
b If the ESOP has an outstanding exempt loan with the employer as lender, is such loan part of a "back-to-back" loan? (See instructions for definition of "back-to-back" loan.)..... ☐ Yes ☐ No		
12 Does the ESOP hold any stock that is not readily tradable on an established securities market?..... ☐ Yes ☐ No		
For Paperwork Reduction Act Notice, see the Instructions for Form 5500.		
Schedule R (Form 5500) 2022 v. 220413		

Part V Additional Information for Multiemployer Defined Benefit Pension Plans

13 Enter the following information for each employer that (1) contributed more than 5% of total contributions to the plan during the plan year or (2) was one of the top-ten highest contributors (measured in dollars). See instructions. *Complete as many entries as needed to report all applicable employers.*

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

14	Enter the number of deferred vested and retired participants (inactive participants), as of the beginning of the plan year, whose contributing employer is no longer making contributions to the plan for:		
	a The current plan year. Check the box to indicate the counting method used to determine the number of inactive participants: ☐ last contributing employer ☐ alternative ☐ reasonable approximation (see instructions for required attachment).....	14a	
	b The plan year immediately preceding the current plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment)	14b	
	c The second preceding plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment)	14c	
15	Enter the ratio of the number of participants under the plan on whose behalf no employer had an obligation to make an employer contribution during the current plan year to:		
	a The corresponding number for the plan year immediately preceding the current plan year.....	15a	
	b The corresponding number for the second preceding plan year.....	15b	
16	Information with respect to any employers who withdrew from the plan during the preceding plan year:		
	a Enter the number of employers who withdrew during the preceding plan year	16a	
	b If line 16a is greater than 0, enter the aggregate amount of withdrawal liability assessed or estimated to be assessed against such withdrawn employers.....	16b	
17	If assets and liabilities from another plan have been transferred to or merged with this plan during the plan year, check box and see instructions regarding supplemental information to be included as an attachment ☐		

Part VI	Additional Information for Single-Employer and Multiemployer Defined Benefit Pension Plans
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18	If any liabilities to participants or their beneficiaries under the plan as of the end of the plan year consist (in whole or in part) of liabilities to such participants and beneficiaries under two or more pension plans as of immediately before such plan year, check box and see instructions regarding supplemental information to be included as an attachment ☐
19	<p>If the total number of participants is 1,000 or more, complete lines (a) through (c)</p> <p>a Enter the percentage of plan assets held as: Stock: _____% Investment-Grade Debt: _____% High-Yield Debt: _____% Real Estate: _____% Other: _____%</p> <p>b Provide the average duration of the combined investment-grade and high-yield debt: ☐ 0-3 years ☐ 3-6 years ☐ 6-9 years ☐ 9-12 years ☐ 12-15 years ☐ 15-18 years ☐ 18-21 years ☐ 21 years or more</p> <p>c What duration measure was used to calculate line 19(b)? ☐ Effective duration ☐ Macaulay duration ☐ Modified duration ☐ Other (specify): _____</p>
20	<p>PBGC missed contribution reporting requirements. If this is a multiemployer plan or a single-employer plan that is not covered by PBGC, skip line 20.</p> <p>a Is the amount of unpaid minimum required contributions for all years from Schedule SB (Form 5500) line 40 greater than zero? ☐ Yes ☐ No</p> <p>b If line 20a is "Yes," has PBGC been notified as required by ERISA sections 4043(c)(5) and/or 303(k)(4)? Check the applicable box:</p> <p>☐ Yes.</p> <p>☐ No. Reporting was waived under 29 CFR 4043.25(c)(2) because contributions equal to or exceeding the unpaid minimum required contribution were made by the 30th day after the due date.</p> <p>☐ No. The 30-day period referenced in 29 CFR 4043.25(c)(2) has not yet ended, and the sponsor intends to make a contribution equal to or exceeding the unpaid minimum required contribution by the 30th day after the due date.</p> <p>☐ No. Other. Provide explanation _____</p>

Report of Independent Auditors

Plan Administrator

Opinion

We have audited the financial statements of Danaher Corporation & Subsidiaries Savings Plan (the Plan), an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), which comprise the statements of net assets available for benefits as of December 31, 2022 and 2021, and the related statement of changes in net assets available for benefits for the year ended December 31, 2022, and the related notes (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of Danaher Corporation & Subsidiaries Savings Plan as of December 31, 2022 and 2021, and the changes in its net assets available for benefits for the year ended December 31, 2022, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Danaher Corporation & Subsidiaries Savings Plan and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Danaher Corporation & Subsidiaries Savings Plan’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Management is also responsible for maintaining a current plan instrument, including all plan amendments, administering the Plan, and determining that the Plan's transactions that are presented and disclosed in the financial statements are in conformity with the Plan's provisions, including maintaining sufficient records with respect to each of the participants, to determine the benefits due or which may become due to such participants.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Danaher Corporation & Subsidiaries Savings Plan's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.



- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Danaher Corporation & Subsidiaries Savings Plan's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplemental Schedule Required by ERISA

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplemental schedule of assets (held at year end) as of December 31, 2022 is presented for purposes of additional analysis and is not a required part of the financial statements but is supplementary information required by the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS.

In forming our opinion on the supplemental schedule, we evaluated whether the supplemental schedule, including its form and content, is presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

In our opinion, the information in the supplemental schedule is fairly stated, in all material respects, in relation to the financial statements as a whole, and the form and content are presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

June 21, 2023

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN

**FINANCIAL STATEMENTS AS OF DECEMBER 31, 2022 AND 2021
AND FOR THE YEAR ENDED DECEMBER 31, 2022,
SUPPLEMENTAL SCHEDULE AS OF DECEMBER 31, 2022 AND
REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

**DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
INDEX
FORM 11-K**

	<u>Page</u>
<u>REPORT OF INDEPENDENT AUDITORS</u>	<u>1</u>
FINANCIAL STATEMENTS	
<u>Statements of Net Assets Available for Benefits as of December 31, 2022 and 2021</u>	<u>4</u>
<u>Statement of Changes in Net Assets Available for Benefits for the Year Ended December 31, 2022</u>	<u>5</u>
<u>Notes to Financial Statements as of December 31, 2022 and 2021 and for the Year Ended December 31, 2022</u>	<u>6</u>
SUPPLEMENTAL SCHEDULE	
<u>Form 5500, Schedule H, Line 4i – Schedule of Assets (Held at End of Year) as of December 31, 2022</u>	<u>12</u>

Report of Independent Auditors

Plan Administrator

Opinion

We have audited the financial statements of Danaher Corporation & Subsidiaries Savings Plan (the Plan), an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), which comprise the statements of net assets available for benefits as of December 31, 2022 and 2021, and the related statement of changes in net assets available for benefits for the year ended December 31, 2022, and the related notes (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of Danaher Corporation & Subsidiaries Savings Plan as of December 31, 2022 and 2021, and the changes in its net assets available for benefits for the year ended December 31, 2022, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Danaher Corporation & Subsidiaries Savings Plan and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Danaher Corporation & Subsidiaries Savings Plan’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Management is also responsible for maintaining a current plan instrument, including all plan amendments, administering the Plan, and determining that the Plan's transactions that are presented and disclosed in the financial statements are in conformity with the Plan's provisions, including maintaining sufficient records with respect to each of the participants, to determine the benefits due or which may become due to such participants.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Danaher Corporation & Subsidiaries Savings Plan's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.



- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Danaher Corporation & Subsidiaries Savings Plan's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplemental Schedule Required by ERISA

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplemental schedule of assets (held at year end) as of December 31, 2022 is presented for purposes of additional analysis and is not a required part of the financial statements but is supplementary information required by the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS.

In forming our opinion on the supplemental schedule, we evaluated whether the supplemental schedule, including its form and content, is presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

In our opinion, the information in the supplemental schedule is fairly stated, in all material respects, in relation to the financial statements as a whole, and the form and content are presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

June 21, 2023

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS
AS OF DECEMBER 31, 2022 AND 2021
(\$ in millions)

	<u>2022</u>	<u>2021</u>
ASSETS		
Investments, at fair value	\$ 5,802.7	\$ 7,113.6
Receivables:		
Employer contributions	19.6	8.3
Notes receivable from participants	49.5	46.2
Total receivables	69.1	54.5
Total assets	<u>5,871.8</u>	<u>7,168.1</u>
LIABILITIES		
Administrative expenses payable	—	0.1
Total liabilities	—	0.1
NET ASSETS AVAILABLE FOR BENEFITS	<u><u>\$ 5,871.8</u></u>	<u><u>\$ 7,168.0</u></u>

See the accompanying Notes to the Financial Statements.

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
FOR THE YEAR ENDED DECEMBER 31, 2022
(\$ in millions)

ADDITIONS	
Contributions:	
Participant	\$ 301.7
Rollovers	54.7
Employer	204.2
Total contributions	560.6
Interest and dividend income	14.5
Interest income on notes receivable from participants	2.4
Total additions	577.5
DEDUCTIONS	
Net depreciation in the fair value of investments	1,373.2
Benefit payments	498.8
Administrative expenses	2.7
Total deductions	1,874.7
NET DECREASE PRIOR TO PLAN TRANSFERS	(1,297.2)
NET TRANSFERS INTO PLAN	1.0
NET DECREASE IN ASSETS AVAILABLE FOR BENEFITS	(1,296.2)
NET ASSETS AVAILABLE FOR BENEFITS:	
Beginning of year	7,168.0
End of year	\$ 5,871.8

See the accompanying Notes to the Financial Statements.

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
NOTES TO FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2022 AND 2021 AND FOR THE YEAR ENDED DECEMBER 31, 2022

NOTE 1. DESCRIPTION OF THE PLAN

General

The Danaher Corporation & Subsidiaries Savings Plan (the "Plan") is a defined contribution plan established for eligible full-time and part-time U.S.-based employees, or employees outside of the U.S. as expatriates paid through U.S. payroll, of Danaher Corporation and its subsidiaries (the "Company"), effective November 30, 2002. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974, as amended ("ERISA"). Danaher Corporation is the plan sponsor (the "Plan Sponsor"). Prior to November 30, 2002, these employees participated in the Danaher Corporation & Subsidiaries Retirement and Savings Plan. Plan participants should refer to the formal legal documents of the Plan and the Summary Plan Description for a more complete description of the Plan's provisions and a full explanation of all limitations, adjustments and special cases in the Plan. Significant provisions related to contributions, benefit payments, and investments are provided below. The Plan is administered through the trustee, Fidelity Management Trust Company ("Fidelity" or the "Plan Administrator").

Effective January 1, 2015, the Plan was amended to include a Roth 401(k) feature, automatic enrollment of new hires, rehires and those otherwise newly eligible (e.g. through acquisitions), automatic annual re-enrollment and annual auto-increase of deferral rates. The first annual cycle of automatic re-enrollment and auto-increase occurred in 2016. In addition, the Plan has been amended such that employees are eligible for employer safe harbor contributions immediately upon participation in the Plan.

Effective January 1, 2022, the Plan was amended to allow for employees not covered by collective bargaining agreements to elect to convert certain portions of their pre-tax, vested account balances to a Roth account in the Plan. This election results in the converted amounts being immediately taxed, but those amounts, and future earnings, are not taxed when made to participants as a qualifying distribution in retirement. Also effective in 2022, the Company amended the Plan to make an employer safe harbor match contribution true-up following the end of the year that considers the total eligible pay and salary deferrals for the entire plan year to determine if an additional match is due to employees not covered by collective bargaining agreements. This change removes the requirement that employees not covered by collective bargaining agreements defer at least 5% of eligible pay each pay period during the plan year to maximize the Company's matching contributions.

In September 2022, the Company announced its intention to spin-off its Environmental & Applied Solutions business into a publicly traded company (the "EAS Separation" or "Veralto"). The Company is targeting to complete the EAS Separation in the fourth quarter of 2023, subject to the satisfaction of certain conditions, including obtaining final approval from the Danaher Board of Directors, satisfactory completion of financing, receipt of tax opinions, receipt of favorable rulings from the Internal Revenue Service ("IRS") and receipt of other regulatory approvals. Prior to the EAS Separation, the Company intends to create a new savings plan and transfer the balances and related assets of the Plan participants who will become employees of Veralto to the new savings plan.

Plan Merger

On January 25, 2022, the Insuperity 401(k) Plan related to the employees of Intabio, Inc. transferred assets of \$1.0 million into the Plan. This asset transfer occurred subsequent to and as a result of Danaher Corporation's acquisition of Intabio, Inc.

On December 31, 2021, the Danaher Corporation & Subsidiaries Retirement & Savings Plan merged into the Plan. The merger of this plan resulted in assets transferred in of approximately \$42.1 million during 2021.

Contributions

Eligible participants may contribute up to 75% of their compensation (traditional pre-tax and Roth after-tax combined), up to IRS and Plan limits. Employee contributions and the earnings or losses thereon are fully vested at all times. Employees whose employment is governed by the terms of a collective bargaining agreement may participate in the Plan to the extent authorized by the terms of the collective bargaining agreement.

The Company immediately matches 100% of each dollar contributed by participants (traditional pre-tax, Roth after-tax or a combination) on the first 3% of eligible pay plus 50% of each dollar contributed on the next 2% of eligible pay for employees not covered by collective bargaining agreements. These matching contributions are considered "safe harbor" matching contributions. Participants are fully vested in the value of the "safe harbor" matching contributions.

In addition to the Company's matching contributions, after certain participants complete one year of continuous service, the Company may make additional retirement contributions on behalf of the participants. This discretionary Company retirement

contribution may equal up to 2% of eligible participants' eligible pay and is contributed each payroll period to the Plan. In addition, for participants that are active on the last day of the Plan year and have annual earnings that exceed the Social Security wage base for the Plan year, an additional retirement contribution of up to 2% of annual eligible earnings above the Social Security wage base and below the maximum eligible wages as determined by the IRS each year may be contributed by the Company to participants' accounts subsequent to the Plan year end. The Company's discretionary retirement contributions are determined at the discretion of the Plan Sponsor. With respect to all discretionary retirement contributions, participants generally become fully vested on the earlier of the date of completion of three years of service, retirement at or after age 65, or complete disability or death.

Approximately 1% of plan participants are covered by collective bargaining agreements. Employees covered by collective bargaining agreements are eligible for Company contributions, per the terms of the applicable collective bargaining agreement. For more details on specific union groups, refer to the formal legal documents of the Plan.

The Company's unilateral and matching contributions for plan participants covered by collective bargaining agreements are determined at the discretion of the Plan Sponsor unless otherwise required by the terms of the collective bargaining agreement applicable to each participant. Generally, participants become fully vested with respect to the employer contributions upon completion of three years of service, attainment of age 65, death, complete disability or as required pursuant to the terms of the applicable collective bargaining agreement.

Benefit Payments

Participants who attain normal retirement age shall be entitled to payment of the balance in their account. Participants who remain employed after attainment of normal retirement age shall continue to participate under the same terms and conditions as applied prior to reaching normal retirement age. Participants are required to begin receiving distributions no later than the April 1 following the later of the year in which they retire from the Company or the year in which the participant turns age 70.5.

The beneficiary or beneficiaries of deceased participants shall be entitled to payment of the participants' account balance within a reasonable period of time after the participants' death.

Upon total and permanent disability, participants shall be entitled to payment of the balance in their account within a reasonable period of time after termination of employment.

Upon participants' termination of employment for reasons other than as specified above, participants are entitled to payment of their vested account balance. If the vested value of the participants' account is \$1,000 (applied separately to Roth and non-Roth balances) or less, payment will automatically be made in a single lump sum. If the vested value of the participants' Roth balances or non-Roth balances is greater than \$1,000 and does not exceed \$5,000, the Plan Administrator will automatically roll over the Roth balances or non-Roth balances to a separate Fidelity IRA. If the vested value of the participants' account is more than \$5,000, the participant must contact the Plan Administrator to request a distribution.

Eligible participants may request a withdrawal of all or a portion of their vested account while still working for the Company in accordance with procedures established by the Plan Administrator, subject to certain limitations and tax penalties. Different withdrawal rules apply to different Plan accounts.

Notes Receivable from Participants

Participants may receive a loan from the Plan in accordance with the policy established by the Plan Sponsor. Any such loan or loans shall not exceed the lesser of 50% of the participants' vested account balance or \$50,000 reduced by the participants' highest outstanding loan balance from the Plan during the one-year period ending on the day before the loan is made. The Plan Administrator shall establish the maximum maturity period that will be permitted to prevent the loan from being treated as a distribution. Plan provisions require that all loans must be paid back within 60 months. The Plan Administrator may require loan payments to be made through payroll deductions.

In April 2020, the Plan adopted several provisions from the Coronavirus Aid, Relief, and Economic Security ("CARES") Act, specifically, allowing CARES Act related distributions and loan deferments throughout the remainder of 2020. The CARES Act allowed Plan participants to withdraw up to \$100,000 due to adverse financial consequences from COVID-19. CARES Act loan deferments allowed impacted participants to delay their 401(k) loan repayments through the remainder of 2020, with loans being re-amortized, and loan repayments restarting in 2021.

Participant Accounts

Each participant account is credited with the participant's contributions, employer safe harbor contributions, employer retirement contributions and an allocation of Plan earnings or losses, and is charged quarterly with administrative expense and

recordkeeping fees. The benefit to which a participant is entitled is the benefit that can be provided from the participant's account.

Administrative Expenses

The Plan's administrative expenses are paid by either the Plan or the Plan Sponsor, as provided by the Plan's provisions. Administrative expenses paid by the Plan include recordkeeping and trustee fees. Expenses relating to purchases, sales or transfers of the Plan's investments are charged to the particular investment fund to which the expenses relate. All other administrative expenses of the Plan are paid by the Plan Sponsor.

A revenue credit program became effective July 1, 2013. When recordkeeping revenue earned in connection with plan services exceeds agreed-upon compensation, the Plan Sponsor can deposit excess revenue, regardless of source, in an unallocated account. The excess revenue credit is reimbursed to participants invested in the single fund providing revenue credit. The calculated revenue credit is funded quarterly in arrears by the Plan Administrator.

Unallocated Accounts

As of both December 31, 2022 and 2021, unallocated non-vested accounts, including forfeited amounts, totaled \$0.2 million and forfeitures used to reduce Company contributions for 2022 were \$2.3 million.

Termination of the Plan

Although the Company, as the Plan Sponsor, has not expressed an intention to do so, the Plan may be terminated at any time. In the event of termination of the Plan, the account balances of participants as of the date of termination shall immediately become nonforfeitable.

NOTE 2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States ("GAAP").

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and judgments that affect the reported amounts of assets, liabilities and changes therein, and the related disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

Risks and Uncertainties

Investment securities are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect participants' account balances and the amounts reported in the Statements of Net Assets Available for Benefits.

Notes Receivable from Participants

Notes receivable from participants represent participant loans that are recorded at their unpaid principal balance plus any accrued but unpaid interest. Interest income on notes receivable from participants is recorded when it is earned. Related fees are recorded as administrative expenses and are expensed when they are incurred. No allowance for credit losses has been recorded as of December 31, 2022 or 2021. If participants cease to make loan repayments and have reached a distributable event, the loan balance is reduced and a benefit payment is recorded.

Investments

Investments are reported at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Refer to Note 3 for discussion of fair value measurements.

Purchases and sales of securities are recorded on a trade date basis. Interest income is recorded on an accrual basis. Dividends are recorded on the ex-dividend date. The income of each fund is reinvested in that fund.

Payment of Benefits

Benefits are recorded when paid.

NOTE 3. FAIR VALUE MEASUREMENTS

Accounting standards define fair value based on an exit price model, establish a framework for measuring fair value where the assets and liabilities are required to be carried at fair value and provide for certain disclosures related to the valuation methods used within a valuation hierarchy as established within the accounting standards. This hierarchy prioritizes the inputs into three broad levels as follows. Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 inputs are quoted prices for similar assets and liabilities in active markets, quoted prices for identical or similar assets in markets that are not active, or other observable characteristics for the asset or liability, including interest rates, yield curves and credit risks, or inputs that are derived principally from, or corroborated by, observable market data through correlation. Level 3 inputs are unobservable inputs based on the Plan's assumptions. A financial asset or liability's classification within the hierarchy is determined based on the lowest level input that is significant to the fair value measurement in its entirety. Certain prior year amounts in the fair value measurements table have been reclassified to conform to the current year presentation.

The fair values of the Plan's investments as of December 31, 2022 and 2021, by asset category were as follows (\$ in millions):

	Quoted Prices in Active Market (Level 1)		Significant Other Observable Inputs (Level 2)		Significant Unobservable Inputs (Level 3)		Total	
	2022	2021	2022	2021	2022	2021	2022	2021
Cash and equivalents	\$ 28.4	\$ 28.3	\$ —	\$ —	\$ —	\$ —	\$ 28.4	\$ 28.3
Common stock	1,559.1	2,237.2	—	—	—	—	1,559.1	2,237.2
Mutual funds	137.0	195.3	—	—	—	—	137.0	195.3
Bonds	—	—	24.6	43.2	—	—	24.6	43.2
U.S. government issued securities	—	—	9.8	20.5	—	—	9.8	20.5
Common/collective trusts	—	—	3,826.1	4,315.1	—	—	3,826.1	4,315.1
Self-directed brokerage account	217.7	274.0	—	—	—	—	217.7	274.0
Total investments, at fair value	<u>\$ 1,942.2</u>	<u>\$ 2,734.8</u>	<u>\$ 3,860.5</u>	<u>\$ 4,378.8</u>	<u>\$ —</u>	<u>\$ —</u>	<u>5,802.7</u>	<u>7,113.6</u>

Following is a description of the valuation techniques and inputs used for each major class of assets measured at fair value. There have been no changes in the methodologies used as of December 31, 2022 and 2021.

Common stock and mutual funds are valued at the quoted closing price reported on the active market on which the individual securities are traded.

Bonds and U.S. government issued securities that are not traded on an active market are valued at quoted prices reported by investment brokers and dealers based on the underlying terms of the security and comparison to similar securities traded on an active market.

The *self-directed brokerage* consists of common stock, mutual funds and other investments, which are valued at the last reported sales price on the last business day of the year, and uninvested cash, which is recorded at carrying value as maturities are less than three months.

The *common/collective trusts* are valued based on the Plan's interest, represented by investment units, in the underlying investments held within the trust that are traded in an active market by the trustee. The unit value is not quoted in active public markets.

The methods described above may produce a fair value estimate that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Plan believes the valuation methods are appropriate and consistent with the methods used by other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

NOTE 4. TAX STATUS OF THE PLAN

The Plan received a determination letter from the IRS dated April 6, 2023, stating that the Plan is qualified under Section 401(a) of the Internal Revenue Code (the "Code"). The Plan has been further amended subsequent to the amendments covered in this determination letter. Once qualified, the Plan is required to operate in conformity with the Code to maintain its qualification. The Plan Sponsor believes that the Plan is being operated in compliance with the applicable requirements of the Code and,

therefore, believes that the Plan is qualified and tax-exempt. If an operational issue is discovered, the Plan Sponsor has indicated that it will take any necessary steps to bring the Plan's operations into compliance with the Code.

Accounting standards require plan management to evaluate uncertain tax positions taken by the Plan. The financial statement effects of a tax position are recognized when the position is more likely than not, based on the technical merits, to be sustained upon examination by the IRS. The Plan Sponsor has analyzed the tax positions taken by the Plan, and has concluded that there are no uncertain positions taken or expected to be taken. The Plan has recognized no interest or penalties related to uncertain tax positions. The Plan is subject to routine audits by taxing jurisdictions; however, there are currently no audits of the Plan for any tax periods in progress.

NOTE 5. RELATED PARTY TRANSACTIONS AND PARTIES IN INTEREST TRANSACTIONS

Certain investments are held in shares of mutual funds managed by Fidelity. Fidelity is the trustee as defined by the Plan and, therefore, these qualify as party in interest transactions.

Additionally, as of December 31, 2022 and 2021, the Plan invested in 3.0 million and 3.1 million shares, respectively, of Danaher Corporation common stock as part of the Danaher Corporation Stock Fund ("Danaher Common Stock"). During the year ended December 31, 2022, the Plan received \$2.9 million of cash dividends on shares of Danaher Common Stock.

NOTE 6. RECONCILIATION OF FINANCIAL STATEMENTS TO FORM 5500

Notes receivable from participants in the accompanying financial statements include all loans in the plan as of the end of the year. The participant loans in the Form 5500 only include loans that are active or deemed loans with post-default payments remitted during the year. The difference between these two amounts represents a reconciling item.

The following is a reconciliation of net assets available for benefits per the financial statements as of December 31 to the Form 5500 (\$ in millions):

	2022	2021
Net assets available for benefits per the financial statements	\$ 5,871.8	\$ 7,168.0
Loans with no post-default payment activity that are deemed distributions	(1.7)	(1.5)
Net assets available for benefits per the Form 5500	<u>\$ 5,870.1</u>	<u>\$ 7,166.5</u>

The following is a reconciliation of the net decrease prior to plan transfers per the financial statements to net income per the Form 5500 for the year ended December 31, 2022 (\$ in millions):

Net decrease in assets available for benefits prior to plan transfers per the financial statements	\$ (1,297.2)
Interest payments on loans deemed distributed that have had no post-default payment activity	(0.1)
Deemed distributions	(0.1)
Net loss per the Form 5500	<u>\$ (1,297.4)</u>

SUPPLEMENTAL SCHEDULE

DANAHER CORPORATION & SUBSIDIARIES PENSION PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4i — SCHEDULE OF ASSETS (HELD AT END OF YEAR)
AS OF THE YEAR ENDED DECEMBER 31, 2022

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value	(d) Cost	(e) Current value
Cash Equivalents				
*	Fidelity® Investments Money Market Government Portfolio - Institutional Class	8,780,794 units	**	\$ 8,780,794
	Brown Brothers Harriman U.S. Government Money Market Fund	10,969,555 units	**	12,113,552
*	PIMCO Private Account Portfolio Series Short-Term Floating NAV Portfolio II	754,042 units	**	7,544,189
				\$ 28,438,535
Common/Collective Trusts				
*	Fidelity Managed Income Portfolio II Class 3 (at FMV)	434,476,069 units	**	\$ 434,476,069
	American Beacon Small Cap Value Institutional Class	6,372,592 units	**	109,465,202
*	Select Leaders Series 2 Portfolio	15,602,667 units	**	145,617,362
	GQG International Equity	5,136,688 units	**	63,643,569
	BlackRock Equity Index Non-Lendable Fund	8,112,609 units	**	548,803,630
	BlackRock MSCI ACW Ex-US IM Non-Lendable Fund	6,053,219 units	**	102,263,660
	BlackRock Russell 2500 Index Non-Lendable Fund	4,229,628 units	**	112,738,872
	BlackRock US Debt Index Non-Lendable Fund	10,290,218 units	**	146,840,403
	LifePath® Index 2025 Non-Lendable Fund F	11,282,135 units	**	320,969,740
	LifePath® Index 2030 Non-Lendable Fund F	11,195,316 units	**	349,054,902
	LifePath® Index 2035 Non-Lendable Fund F	9,833,592 units	**	335,660,210
	LifePath® Index 2040 Non-Lendable Fund F	7,528,058 units	**	277,179,006
	LifePath® Index 2045 Non-Lendable Fund F	6,244,126 units	**	245,295,366
	LifePath® Index 2050 Non-Lendable Fund F	4,687,993 units	**	192,869,643
	LifePath® Index 2055 Non-Lendable Fund F	4,333,323 units	**	129,399,370
	LifePath® Index 2060 Non-Lendable Fund F	3,333,551 units	**	56,889,066
	LifePath® Index 2065 Non-Lendable Fund F	1,135,307 units	**	13,923,401
	LifePath® Index Retirement Non-Lendable Fund F	10,805,925 units	**	240,999,038
				\$ 3,826,088,509
Registered Investment Companies (Mutual Funds)				
	Dodge & Cox International Stock Fund	1,477,294 shares	**	\$ 63,686,162
*	PIMCO All Asset Fund Institutional Class	1,077,492 shares	**	11,324,438
*	PIMCO Inflation Response Multi-Asset Fund Institutional	1,517,039 shares	**	11,438,477
*	DoubleLine Floating Rate Fund Institutional	292,727 units	**	2,596,486

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*	DoubleLine Global Fund Institutional	66,815	units	**	548,747
*	DoubleLine Infrastructure Income Fund Institutional	274,864	units	**	2,421,550
*	DoubleLine Selective Credit Fund Institutional	771,055	units	**	5,597,859
*	PIMCO Private Account Portfolio Series U.S. Government and Short-Term Inv	1,224,873	units	**	7,557,469
*	PIMCO Private Account Portfolio Series Mortgage and Short-Term Investments	860,355	units	**	6,805,406
*	PIMCO Private Account Portfolio Series Municipal Sector	95,294	units	**	568,906
*	PIMCO Private Account Portfolio Series Real Return Bond	53,038	units	**	213,745
*	PIMCO Private Account Portfolio Series Emerging Markets Bond and Short-Term	247,113	units	**	2,083,160
*	PIMCO Private Account Portfolio Series International	519,983	units	**	3,130,299
*	PIMCO Private Account Portfolio Series High Yield & Short-Term Investments	70,401	units	**	494,922
*	PIMCO Private Account Portfolio Series Investment Grade Credit Bond	1,405,947	units	**	11,894,313
*	PIMCO Private Account Portfolio Series Asset-Backed Securities and Short-Term	586,323	units	**	6,660,629
Common Stock					\$ 137,022,568

Aaon Inc	33,517	shares	**	\$	2,524,199
Advanced Micro Devices	70,915	shares	**		4,593,165
Adyen Bv	1,039	shares	**		1,428,668
Affirm Holdings Inc	27,338	shares	**		264,358
Air Prods & Chems Inc Com	20,324	shares	**		6,265,076
Alarm Holdings Inc	39,306	shares	**		1,944,910
Align Technology Inc	2,841	shares	**		599,167
Allegiant Travel Co	11,249	shares	**		764,820
Alphabet Inc Cl A	58,035	shares	**		5,120,428
Alphabet Inc Cl C	397,676	shares	**		35,285,791
Altria Group Inc Com	80,071	shares	**		3,660,045
Amazon.Com Inc	421,747	shares	**		35,426,748
Ant Group Co Ltd Pp	325,808	shares	**		661,390
Apple Inc	393,677	shares	**		51,150,453
Apple Inc Com	56,514	shares	**		7,343,254
Asml Holding Nv Ny	13,800	shares	**		7,540,320
Astrazeneca Plc-Spons Adr	32,084	shares	**		2,175,295
Atlassian Corp-Cl A	16,693	shares	**		2,148,055
Avid Bioservices Inc	58,079	shares	**		799,858

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	Axos Financial Inc	29,378	shares	**		1,122,827
	Azenta Inc	23,175	shares	**		1,349,248
	Balchem Corp	22,832	shares	**		2,788,138
	Barnes Group Inc	20,184	shares	**		824,557
	Berkshire Hathaway Inc De	19,421	shares	**		5,999,147
	Bill.Com Holdings Inc	19,927	shares	**		2,171,246
	Biolife Solutions Inc New	47,608	shares	**		866,538
	Bio-Techne Corp	31,026	shares	**		2,571,269
	Blackbaud Inc	27,474	shares	**		1,617,237
	Blackline Inc	25,991	shares	**		1,748,347
	Blackrock Inc Com	8,669	shares	**		6,143,113
	Block Inc-A	30,103	shares	**		1,891,673
	Booking Holdings Inc	1,979	shares	**		3,988,239
	Bright Horizons Fam Sol In Del	18,024	shares	**		1,137,314
	Carvana Co 144A 20220506 10.25% 20300501	1,475,000	shares	**		729,510
	Certara Inc	36,451	shares	**		585,864
	Chevron Corp New Com	32,576	shares	**		5,847,246
	Chipotle Mexican Grill Inc	3,691	shares	**		5,121,226
	Chubb Ltd	28,466	shares	**		6,279,600
	Cincinnati Finl Corp Com	30,826	shares	**		3,156,274
	Cintas Corp	2,510	shares	**		1,133,566
	Cisco Sys Inc Com	90,309	shares	**		4,302,750
	Comcast Corp New Cl A	78,993	shares	**		2,762,595
	Confluent Inc-Class A	31,171	shares	**		693,243
	Construction Partners Inc Cl A	83,207	shares	**		2,220,635
	Crowdstrike Holdings Inc - A	6,920	shares	**		728,607
	Crown Castle Inc Com	35,638	shares	**		4,833,803
*	Danaher Corporation	3,011,346	shares	**		799,271,456
	Databricks Ser G Cvt Pfd Sick Pp 19700101 0% 20240102	4,545	shares	**		272,700
	Datadog Inc - Class A	13,062	shares	**		960,057
	Descartes Systems Group Inc	44,040	shares	**		3,067,247
	Diageo Plc Spon Adr New	29,195	shares	**		5,202,257
	Dollar General Corp	25,480	shares	**		6,274,450

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	Dominion Energy Inc Com	71,387	shares	**	4,377,328
	Donaldson Inc	22,110	shares	**	1,301,733
	Doordash Inc - A	21,651	shares	**	1,057,002
	Dorman Prods Inc	18,014	shares	**	1,456,873
	Elevance Health Inc	6,902	shares	**	3,540,519
	Eli Lilly & Co	35,500	shares	**	12,987,320
	Envestnet Inc	33,083	shares	**	2,041,098
	Eplus Inc	47,293	shares	**	2,094,311
	Esco Technologies Inc	26,633	shares	**	2,331,453
	Evo Pmts Inc Cl A	59,676	shares	**	2,019,504
	Evoqua Water Technologies Corp	53,586	shares	**	2,121,808
	Exlservice Holdings Inc	25,218	shares	**	4,272,855
	Exponent Inc	42,171	shares	**	4,178,526
	Fair Isaac Corp	8,060	shares	**	4,824,555
	Fastenal Co Com	78,845	shares	**	3,731,324
	Fidelity Natl Information	78,061	shares	**	5,296,439
	Fortinet Inc	11,965	shares	**	584,969
	Fox Factory Holding Corp	34,562	shares	**	3,153,274
	GE Healthcare Technologies Inc Wi	8,423	shares	**	491,754
	General Electric Co Wi	25,270	shares	**	1,627,388
	Globus Med Inc Cl A	43,488	shares	**	3,229,854
	Goldman Sachs Group Inc	19,719	shares	**	6,771,110
	Healthequity Inc	24,891	shares	**	1,534,343
	Humana Inc	11,673	shares	**	5,978,794
	I3 Verticals Inc Cl A	56,805	shares	**	1,382,634
	Intuit Inc	23,472	shares	**	9,135,772
	Intuitive Surgical Inc	36,458	shares	**	9,674,130
	J & J Snack Foods Corp	13,129	shares	**	1,965,543
	Johnson & Johnson Com	38,676	shares	**	6,831,939
	Kinsale Cap Group Inc	16,878	shares	**	4,413,935
	Lam Research Corp	2,032	shares	**	854,050
	Lemaire Vascular Inc	27,498	shares	**	1,265,412
	Linde Plc	10,299	shares	**	3,359,328

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	Lowes Cos Inc Com	28,847	shares	**		5,747,676
	Lululemon Athletica Inc	11,878	shares	**		3,805,474
	Marsh & McLennan Cos	23,908	shares	**		3,956,296
	Marten Transport Ltd	101,424	shares	**		2,005,751
	Marvell Technology Inc	48,193	shares	**		1,785,069
	Masimo Corp	9,310	shares	**		1,377,414
	Mastercard Inc - A	47,514	shares	**		16,522,043
	Merck & Co Inc Com	53,460	shares	**		5,931,276
	Mesa Laboratories Inc	5,990	shares	**		995,598
	Meta Platforms Inc-Class A	73,191	shares	**		8,807,805
	Microsoft Corp	288,065	shares	**		69,083,748
	Microsoft Corp Com	19,005	shares	**		4,557,779
	MongodB Inc	12,390	shares	**		2,438,848
	Monolithic Power Systems Inc	8,483	shares	**		2,999,674
	Msci Inc	2,159	shares	**		1,004,302
	Neogen Corp	50,083	shares	**		762,840
	Nestle S A Sponsored Adr	30,053	shares	**		3,466,428
	Netflix Inc	19,021	shares	**		5,608,912
	Nike Inc -Cl B	42,836	shares	**		5,012,240
	Nintendo Ltd Unspoon Ads	283,408	shares	**		2,953,309
	Norfolk Southn Corp Com	17,373	shares	**		4,281,055
	Novanta Inc	20,046	shares	**		2,723,514
	Nv5 Global Inc	11,848	shares	**		1,567,727
	Nvidia Corp	99,237	shares	**		14,502,495
	Old Dominion Freight Line	7,326	shares	**		2,078,972
	Ollies Bargain Outlet Holdings In	22,988	shares	**		1,076,758
	Omicell	30,167	shares	**		1,520,919
	Onto Innovation Inc	37,883	shares	**		2,579,385
	Pacific Premier Bancorp	35,734	shares	**		1,127,702
	Palomar Holdings Inc	10,631	shares	**		480,051
	Paychex Inc Com	39,944	shares	**		4,615,698
	Paycom Software Inc	1,859	shares	**		576,866
	Paypal Holdings Inc	15,426	shares	**		1,098,640

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	Perficient Inc	29,343	shares	**		2,048,952
	Pfizer Inc Com	106,688	shares	**		5,466,591
	Philip Morris Intl Inc Co	35,932	shares	**		3,636,880
	Progressive Corp Com	49,747	shares	**		6,452,554
	Q2 Holdings Inc	23,782	shares	**		639,049
	Rbc Bearings Inc	17,533	shares	**		3,670,534
	Roper Technologies Inc	10,496	shares	**		4,535,217
	Ross Stores Inc	60,161	shares	**		6,982,887
	S&P Global Inc	11,211	shares	**		3,755,012
	Schwab (Charles) Corp	60,374	shares	**		5,026,739
	Sea Ltd Adr	45,310	shares	**		2,357,479
	Semtech Corp	19,402	shares	**		556,643
	Servicenow Inc	31,712	shares	**		12,312,818
	Sherwin-Williams Co/The	13,618	shares	**		3,231,960
	Shopify Inc - Class A	66,486	shares	**		2,307,729
	Siteone Landscape Supply Inc	15,571	shares	**		1,826,790
	Snowflake Inc	8,465	shares	**		1,215,066
	Sps Commerce Inc	13,948	shares	**		1,791,342
	Staar Surgical Co Par \$0.01	28,878	shares	**		1,401,641
	Starbucks Corp Com	57,389	shares	**		5,693,286
	Stryker Corp	17,997	shares	**		4,400,087
	Synopsys Inc	20,092	shares	**		6,415,175
	Taiwan Semiconductor- Sp Adr	23,863	shares	**		1,777,555
	Target Corp Com	27,075	shares	**		4,035,258
	TE Connectivity Ltd	10,104	shares	**		1,159,939
	Techtarget Inc	21,189	shares	**		933,587
	Teleflex Inc	3,935	shares	**		982,294
	Tencent Holdings Ltd	52,700	shares	**		2,255,210
	Tesla Inc	50,252	shares	**		6,190,041
	Texas Instrs Inc Com	40,744	shares	**		6,731,558
	Texas Instruments Inc	22,184	shares	**		3,665,240
	Texas Roadhouse Inc	24,835	shares	**		2,258,652
	Thermo Fisher Scientific Inc	10,866	shares	**		5,983,798

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	TJX Companies Inc	15,129	shares	**	1,204,268
	T-Mobile Us Inc	39,820	shares	**	5,574,800
	Transunion	10,600	shares	**	601,550
	Trex Co Inc	35,572	shares	**	1,505,636
	Tyler Technologies Inc	2,955	shares	**	952,722
	United Parcel Service Inc	31,227	shares	**	5,428,502
	Unitedhealth Group Inc	50,260	shares	**	26,646,847
	Veeva Systems Inc Cl A	8,625	shares	**	1,391,903
	Verizon Communications In	99,226	shares	**	3,909,780
	Visa Inc-Class A Shares	95,770	shares	**	19,897,175
	Walt Disney Co/The	18,589	shares	**	1,615,012
	WD 40 Co	5,513	shares	**	888,751
	Zoetis Inc	23,934	shares	**	3,507,528
					\$ 1,559,119,157
Bonds					
	AbbVie Inc	4.70%	5/14/2045	**	\$ 148,374
	ACRE Commercial Mortgage 2021-FL4 Ltd	5.74%	12/18/2037	**	96,745
	AdaptHealth LLC	5.13%	3/1/2030	**	43,484
	Air Lease Corp	1.88%	8/15/2026	**	70,148
	Alexandria Real Estate Equities Inc	3.00%	5/18/2051	**	73,613
	Alliant Holdings Intermediate LLC / Alliant Holdings Co- Issuer	6.75%	10/15/2027	**	22,882
	Allied Universal Holdco LLC / Allied Universal Finance Corp	6.63%	7/15/2026	**	23,690
	American Airlines Inc/AA Advantage Loyalty IP Ltd	5.75%	4/20/2029	**	64,897
	American Express Co	5.85%	11/5/2027	**	78,870
	AmWINS Group Inc	4.88%	6/30/2029	**	34,958
	Anheuser-Busch Cos LLC / Anheuser-Busch InBev Worldwide Inc	4.90%	2/1/2046	**	74,763
	Antero Midstream Partners LP / Antero Midstream Finance Corp	5.75%	3/1/2027	**	17,392
	Arivo Acceptance Auto Loan Receivables Trust 2021-1	2.02%	2/16/2027	**	277,218
	A T&T Inc	3.50%	9/15/2053	**	126,912
	AthenaHealth Group Inc	6.50%	2/15/2030	**	30,535
	Athene Global Funding	4.73%	8/19/2024	**	201,155
	Avolon Holdings Funding Ltd	3.25%	2/15/2027	**	134,756
	BANK 2017-BNK5	4.19%	6/1/2060	**	85,254

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	BANK 2017-BNK6	0.77%	7/1/2060	**	80,174
	BANK 2019-BNK20	0.81%	9/1/2062	**	93,882
	BANK 2022-BNK39	3.18%	2/1/2055	**	82,053
	Bank of America Corp	2.48%	9/21/2036	**	141,351
	Bank of Montreal	3.80%	12/15/2032	**	75,125
	Bank of Nova Scotia/The	3.45%	4/11/2025	**	155,339
	Barings CLO Ltd 2017-I	7.79%	7/18/2029	**	483,920
	Bausch Health Cos Inc	6.13%	2/1/2027	**	17,910
	Bausch Health Cos Inc	11.00%	9/30/2028	**	4,063
	Bausch Health Cos Inc	14.00%	10/15/2030	**	634
	BBCMS Mortgage Trust 2022-C16	4.60%	6/1/2055	**	96,812
	BC Ltd	9.00%	1/30/2028	**	3,005
	BCPE Empire Holdings Inc	7.63%	5/1/2027	**	36,430
	Benchmark 2018-B2 Mortgage Trust	4.23%	2/1/2051	**	83,599
	Benchmark 2020-B19 Mortgage Trust	2.15%	9/1/2053	**	77,942
	Benchmark 2022-B32 Mortgage Trust	3.41%	1/1/2055	**	81,892
	Boeing Co/The	2.95%	2/1/2030	**	73,220
	BP Capital Markets America Inc	2.94%	6/4/2051	**	69,847
	Broadcom Inc	3.50%	2/15/2041	**	149,010
	Brooklyn Union Gas Co/The	4.49%	3/4/2049	**	74,396
	Callon Petroleum Co	7.50%	6/15/2030	**	27,589
	Carnival Corp	5.75%	3/1/2027	**	69,819
	Castlelake Aircraft Structured Trust 2021-1	3.47%	1/15/2046	**	260,531
	CCO Holdings LLC / CCO Holdings Capital Corp	4.25%	1/15/2034	**	26,586
	CCO Holdings LLC / CCO Holdings Capital Corp	4.75%	2/1/2032	**	33,301
	Centene Corp	2.50%	3/1/2031	**	75,309
	Charter Communications Operating LLC / Charter Communications Operating Capital	4.91%	7/23/2025	**	155,404
	Chesapeake Energy Corp	5.88%	2/1/2029	**	48,670
	CHS/Community Health Systems Inc	6.00%	1/15/2029	**	25,963
	CHS/Community Health Systems Inc	6.88%	4/15/2029	**	10,607
	Citigroup Commercial Mortgage Trust 2020-555	3.50%	12/1/2041	**	73,667
	Citigroup Commercial Mortgage Trust 2022-GC48	4.58%	5/1/2054	**	96,961
	Citigroup Inc	3.06%	1/25/2033	**	115,196

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	Clarivate Science Holdings Corp	4.88%	7/1/2029	**		21,295
	Clear Channel Outdoor Holdings Inc	7.50%	6/1/2029	**		18,560
	CNX Resources Corp	6.00%	1/15/2029	**		42,718
	CNX Resources Corp	7.38%	1/15/2031	**		19,587
	Comcast Corp	3.40%	4/1/2030	**		87,660
	COMM 2015-LC21 Mortgage Trust	0.65%	7/1/2048	**		45,701
	COMM 2017-PANW Mortgage Trust	3.93%	10/1/2029	**		86,347
	CommScope Inc	4.75%	9/1/2029	**		24,717
	Constellation Brands Inc	3.15%	8/1/2029	**		89,160
	Crown Castle Inc	3.65%	9/1/2027	**		80,124
	CSAIL 2016-C6 Commercial Mortgage Trust	4.92%	1/1/2049	**		77,663
	CSAIL 2017-CX9 Commercial Mortgage Trust	0.66%	9/1/2050	**		51,703
	CSMC 2021-B33	3.64%	10/1/2043	**		83,588
	CSX Corp	3.80%	11/1/2046	**		71,647
	Dealer Tire LLC / DT Issuer LLC	8.00%	2/1/2028	**		27,444
	Diamond Infrastructure Funding LLC	2.36%	4/15/2049	**		409,755
	Dick's Sporting Goods Inc	3.15%	1/15/2032	**		71,772
	Directv Financing LLC / Directv Financing Co-Obligor Inc	5.88%	8/15/2027	**		27,563
	Discover Financial Services	4.10%	2/9/2027	**		105,448
	DISH DBS Corp	5.13%	6/1/2029	**		9,769
	DISH DBS Corp	5.75%	12/1/2028	**		24,144
	Dollar Tree Inc	4.00%	5/15/2025	**		152,254
	DTE Energy Co	4.22%	11/1/2024	**		39,628
	Duke Energy Carolinas LLC	3.55%	3/15/2052	**		19,058
	Duke Energy Corp	4.30%	3/15/2028	**		44,136
	Elevance Health Inc	2.38%	1/15/2025	**		72,074
	Elevance Health Inc	4.55%	5/15/2052	**		22,000
	Energizer Holdings Inc	4.75%	6/15/2028	**		17,406
	Energy Transfer LP	4.75%	1/15/2026	**		74,779
	EQM Midstream Partners LP	4.75%	1/15/2031	**		50,481
	Essential Utilities Inc	2.70%	4/15/2030	**		76,202
	Exelon Corp	4.10%	3/15/2052	**		24,494
	Expedia Group Inc	5.00%	2/15/2026	**		85,583

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	Expedia Group Inc	3.25%	2/15/2030	**		73,334
	Fannie Mae Pool	3.00%	7/1/2043	**		285,554
	Fannie Mae Pool	2.46%	4/1/2032	**		245,956
	Fannie Mae Pool	4.00%	6/1/2049	**		215,151
	Fannie Mae Pool	4.00%	5/1/2049	**		236,224
	Fannie Mae Pool	2.50%	12/1/2051	**		275,859
	Fannie Mae Pool	3.00%	12/1/2048	**		278,037
	Fannie Mae Pool	3.50%	7/1/2051	**		390,372
	Fannie Mae Pool	2.50%	5/1/2051	**		273,201
	Fannie Mae Pool	4.00%	7/1/2052	**		228,800
	Fannie Mae Pool	5.00%	7/1/2052	**		212,443
	Fannie Mae REMICS	1.50%	10/1/2027	**		60,699
	Fannie Mae REMICS	3.00%	9/1/2043	**		3,922
	Fannie Mae REMICS	—%	4/1/2048	**		129,385
	Fannie Mae REMICS	—%	8/25/2051	**		7,395
	Fannie Mae REMICS	2.50%	12/1/2051	**		800,317
	Fannie Mae REMICS	2.50%	12/1/2051	**		597,532
	Fannie Mae REMICS	2.00%	8/1/2050	**		494,643
	Ferrellgas LP / Ferrellgas Finance Corp	5.38%	4/1/2026	**		32,352
	Fertitta Entertainment LLC / Fertitta Entertainment Finance Co Inc	6.75%	1/15/2030	**		33,584
	Ford Motor Co	3.25%	2/12/2032	**		49,678
	Freddie Mac Gold Pool	4.00%	10/1/2048	**		35,480
	Freddie Mac Pool	3.00%	3/1/2052	**		415,711
	Freddie Mac Pool	2.00%	4/1/2051	**		173,520
	Freddie Mac Pool	3.50%	6/1/2052	**		308,337
	Freddie Mac Pool	4.50%	9/1/2052	**		425,138
	Freddie Mac Pool	4.50%	8/1/2052	**		237,149
	Freddie Mac Pool	4.00%	6/1/2052	**		318,385
	Frontier Communications Holdings LLC	5.00%	5/1/2028	**		22,059
	Frontier Communications Holdings LLC	6.00%	1/15/2030	**		28,509
	FS Rialto 2022-F14 Issuer LLC	6.21%	1/19/2039	**		95,832
	Garda World Security Corp	6.00%	6/1/2029	**		40,942
	General Motors Financial Co Inc	2.40%	10/15/2028	**		75,248

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value			(d) Cost	(e) Current value
	Gilbert Park CLO Ltd	7.03%	10/15/2030	**		475,657
	Glencore Funding LLC	1.63%	4/27/2026	**		53,108
	Glencore Funding LLC	3.38%	9/23/2051	**		36,412
	Global Aircraft Leasing Co Ltd	7.25%	9/15/2024	**		33,931
	Goldman Sachs Group Inc/The	5.11%	9/10/2027	**		157,526
	Goodyear Tire & Rubber Co/The	5.25%	7/15/2031	**		29,521
	Griffon Corp	5.75%	3/1/2028	**		70,179
	GS Mortgage Securities Corp II	4.41%	7/1/2051	**		84,138
	GTCR AP Finance Inc	8.00%	5/15/2027	**		43,636
	HCA Inc	4.13%	6/15/2029	**		87,099
	Hess Midstream Operations LP	4.25%	2/15/2030	**		65,424
	Hilcorp Energy I LP / Hilcorp Finance Co	6.25%	11/1/2028	**		32,102
	Hilcorp Energy I LP / Hilcorp Finance Co	5.75%	2/1/2029	**		22,887
	Hilton USA Trust 2016-HHV	4.19%	11/1/2038	**		133,218
	Icahn Enterprises LP / Icahn Enterprises Finance Corp	5.25%	5/15/2027	**		18,490
	Illuminate Buyer LLC / Illuminate Holdings IV Inc	9.00%	7/1/2028	**		26,516
	Invitation Homes Operating Partnership LP	2.70%	1/15/2034	**		78,176
	Iron Mountain Inc	4.50%	2/15/2031	**		67,296
	ITE Rail Fund Levered LP	2.25%	2/28/2051	**		191,955
	JP Morgan Chase Commercial Mortgage Securities Trust 2011-C3	5.53%	2/1/2046	**		66,105
	JPMBB Commercial Mortgage Securities Trust 2015-C27	3.90%	2/1/2048	**		92,803
	JPMBB Commercial Mortgage Securities Trust 2015-C28	3.53%	10/1/2048	**		94,015
	JPMorgan Chase & Co	2.96%	1/25/2033	**		153,429
	JPMorgan Chase & Co	4.85%	7/25/2028	**		39,898
	Kinder Morgan Energy Partners LP	6.95%	1/15/2038	**		71,125
	Kronos Acquisition Holdings Inc / KIK Custom Products Inc	5.00%	12/31/2026	**		8,914
	Kronos Acquisition Holdings Inc / KIK Custom Products Inc	7.00%	12/31/2027	**		8,589
	LCCM 2017-LC26	4.71%	7/3/2050	**		170,622
	Lions Gate Capital Holdings LLC	5.50%	4/15/2029	**		17,781
	Lowe's Cos Inc	5.63%	4/15/2053	**		29,419
	Macquarie Group Ltd	5.11%	8/9/2026	**		96,610
	Marriott International Inc/MD	3.13%	6/15/2026	**		89,184
	Mattamy Group Corp	4.63%	3/1/2030	**		33,107

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	McDonald's Corp	3.60%	7/1/2030	**	75,010
	McGraw-Hill Education Inc	5.75%	8/1/2028	**	21,645
	Medline Borrower LP	5.25%	10/1/2029	**	44,505
	Metis Merger Sub LLC	6.50%	5/15/2029	**	38,209
	Michaels Cos Inc/The	5.25%	5/1/2028	**	24,435
	ModivCare Escrow Issuer Inc	5.00%	10/1/2029	**	55,712
	Monongahela Power Co	5.40%	12/15/2043	**	101,917
	Morgan Stanley	2.48%	9/16/2036	**	139,581
	Morgan Stanley Bank of America Merrill Lynch Trust 2016-C31	4.27%	11/1/2049	**	174,239
	Morgan Stanley Capital I 2017-HR2	4.34%	12/1/2050	**	85,263
	Mosaic Solar Loan Trust 2020-2	2.21%	8/20/2046	**	49,120
	MSBAM Commercial Mortgage Securities Trust 2012- CKSV	4.16%	10/1/2030	**	114,649
	MVW 2021-1W LLC	1.94%	1/22/2041	**	127,673
	Nationstar Mortgage Holdings Inc	5.75%	11/15/2031	**	47,169
	Navient Corp	5.00%	3/15/2027	**	13,378
	NBC Funding LLC	2.99%	7/30/2051	**	210,732
	NCL Corp Ltd	5.88%	2/15/2027	**	26,689
	NetApp Inc	1.88%	6/22/2025	**	87,385
	News Corp	5.13%	2/15/2032	**	18,616
	NGL Energy Operating LLC / NGL Energy Finance Corp	7.50%	2/1/2026	**	32,318
	NRG Energy Inc	3.63%	2/15/2031	**	46,543
	NXP BV / NXP Funding LLC / NXP USA Inc	3.88%	6/18/2026	**	152,421
	Occidental Petroleum Corp	6.45%	9/15/2036	**	20,825
	Occidental Petroleum Corp	6.63%	9/1/2030	**	15,866
	Occidental Petroleum Corp	6.13%	1/1/2031	**	20,835
	Octagon Investment Partners 34 Ltd	6.74%	1/20/2030	**	437,114
	OneMain Finance Corp	6.63%	1/15/2028	**	38,125
	OPG Trust 2021-PORT	5.45%	10/15/2036	**	70,476
	Oracle Corp	3.80%	11/15/2037	**	20,005
	Oracle Corp	3.60%	4/1/2050	**	72,077
	Oracle Corp	6.25%	11/9/2032	**	31,764
	Owens & Minor Inc	6.63%	4/1/2030	**	35,091
	Owens Corning	4.40%	1/30/2048	**	71,782

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value			(d) Cost	(e) Current value
	Pacific Gas and Electric Co	2.50%	2/1/2031	**	**	78,858
	Packaging Corp of America	3.00%	12/15/2029	**	**	73,033
	Parker-Hannifin Corp	4.25%	9/15/2027	**	**	49,752
	Parkland Corp/Alberta	4.50%	10/1/2029	**	**	33,838
	PennyMac Financial Services Inc	4.25%	2/15/2029	**	**	39,872
	Penske Truck Leasing Co Lp / PTL Finance Corp	4.20%	4/1/2027	**	**	71,269
	Performance Food Group Inc	4.25%	8/1/2029	**	**	30,993
	Pike Corp	5.50%	9/1/2028	**	**	62,594
	Post Holdings Inc	4.63%	4/15/2030	**	**	6,122
	Premier Entertainment Sub LLC / Premier Entertainment Finance Corp	5.63%	9/1/2029	**	**	18,936
	Prudential Financial Inc	3.91%	12/7/2047	**	**	72,341
	Qorvo Inc	1.75%	12/15/2024	**	**	36,921
	Quanta Services Inc	2.35%	1/15/2032	**	**	73,401
	Raytheon Technologies Corp	3.03%	3/15/2052	**	**	82,999
	Realogy Group LLC / Realogy Co-Issuer Corp	5.25%	4/15/2030	**	**	22,257
	Royalty Pharma PLC	3.30%	9/2/2040	**	**	70,847
	RP Escrow Issuer LLC	5.25%	12/15/2025	**	**	19,181
	Sabine Pass Liquefaction LLC	5.00%	3/15/2027	**	**	64,790
	Santander Holdings USA Inc	2.49%	1/6/2028	**	**	78,427
	Scientific Games Holdings LP/Scientific Games US FinCo Inc	6.63%	3/1/2030	**	**	47,745
	Scientific Games International Inc	7.25%	11/15/2029	**	**	29,132
	Scripps Escrow II Inc	3.88%	1/15/2029	**	**	36,983
	SFO Commercial Mortgage Trust 2021-555	6.72%	5/15/2038	**	**	86,816
	SG Commercial Mortgage Securities Trust 2016-C5	1.88%	10/1/2048	**	**	29,294
	SK Invictus Intermediate II Sarl	5.00%	10/30/2029	**	**	37,340
	Smithfield Foods Inc	4.25%	2/1/2027	**	**	168,262
	Sofi Professional Loan Program 2017-D LLC	3.61%	9/25/2040	**	**	652,865
	Sonic Automotive Inc	4.63%	11/15/2029	**	**	32,317
	Southern Co/The	3.75%	9/15/2051	**	**	77,994
	Southwestern Energy Co	4.75%	2/1/2032	**	**	39,434
	SRS Distribution Inc	4.63%	7/1/2028	**	**	50,098
	Staples Inc	7.50%	4/15/2026	**	**	35,143
	State of California	7.55%	4/1/2039	**	**	44,556

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value			(d) Cost	(e) Current value
	STWD 2021-FL2 Ltd	5.53%	4/18/2038	**		96,961
	Suburban Propane Partners LP/Suburban Energy Finance Corp	5.00%	6/1/2031	**		38,494
	SunCoke Energy Inc	4.88%	6/30/2029	**		38,692
	Sunoco LP / Sunoco Finance Corp	4.50%	5/15/2029	**		13,228
	Synchrony Financial	2.88%	10/28/2031	**		124,422
	Sysco Corp	5.95%	4/1/2030	**		73,661
	Tenet Healthcare Corp	6.25%	2/1/2027	**		14,829
	Tenet Healthcare Corp	6.13%	6/15/2030	**		43,077
	T-Mobile USA Inc	2.25%	2/15/2026	**		78,201
	Toronto-Dominion Bank/The	4.69%	9/15/2027	**		256,049
	TotalEnergies Capital International SA	3.39%	6/29/2060	**		63,130
	TransDigm Inc	5.50%	11/15/2027	**		33,184
	Transocean Poseidon Ltd	6.88%	2/1/2027	**		43,896
	Triton Container International Ltd / TAL International Container Corp	3.25%	3/15/2032	**		66,560
	Uber Technologies Inc	4.50%	8/15/2029	**		35,605
	UBS Commercial Mortgage Trust 2017-C1	4.04%	6/1/2050	**		89,983
	UBS Commercial Mortgage Trust 2017-C2	3.99%	8/1/2050	**		87,526
	UBS Commercial Mortgage Trust 2017-C2	4.30%	8/1/2050	**		119,517
	UBS Commercial Mortgage Trust 2018-C14	5.23%	12/1/2051	**		123,581
	United Natural Foods Inc	6.75%	10/15/2028	**		34,184
	UnitedHealth Group Inc	4.95%	5/15/2062	**		28,462
	Upstart Pass-Through Trust Series 2021-ST4	2.00%	7/20/2027	**		111,027
	USA Compression Partners LP / USA Compression Finance Corp	6.88%	9/1/2027	**		19,190
	Verizon Communications Inc	5.71%	5/15/2025	**		76,193
	Verizon Communications Inc	3.88%	3/1/2052	**		23,286
	Victoria's Secret & Co	4.63%	7/15/2029	**		28,270
	Viking Cruises Ltd	5.88%	9/15/2027	**		100,085
	Virginia Electric and Power Co	3.75%	5/15/2027	**		33,624
	Warnermedia Holdings Inc	3.76%	3/15/2027	**		73,041
	WASH Multifamily Acquisition Inc	5.75%	4/15/2026	**		47,790
	Weatherford International Ltd	6.50%	9/15/2028	**		40,035
	Wells Fargo & Co	4.65%	11/4/2044	**		72,560
	Wells Fargo & Co	4.81%	7/25/2028	**		29,975

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value		(d) Cost	(e) Current value
	Wells Fargo Commercial Mortgage Trust 2015-SG1	4.05%	9/1/2048	**	79,331
	Wells Fargo Commercial Mortgage Trust 2017-C38	0.97%	7/1/2050	**	76,819
	Wells Fargo Commercial Mortgage Trust 2021-C59	1.54%	4/1/2054	**	70,259
	Welltower Inc	2.05%	1/15/2029	**	78,233
	Western Union Co/The	2.75%	3/15/2031	**	130,480
	Westpac Banking Corp	3.02%	11/18/2036	**	78,684
	Willis North America Inc	4.50%	9/15/2028	**	86,182
	Wind River 2021-3 CLO Ltd	7.59%	7/20/2033	**	455,430
	WR Grace Holdings LLC	5.63%	8/15/2029	**	20,776
	WRKCo Inc	3.75%	3/15/2025	**	93,009
					\$ 24,643,033
U.S. Government Issued Securities					
	Ginnie Mae II Pool	2.50%	11/1/2051	**	\$ 311,813
	Government National Mortgage Association	2.00%	12/1/2050	**	38,441
	Government National Mortgage Association	3.50%	6/1/2051	**	25,019
	United States Treasury Bill	—%	4/20/2023	**	34,544
	United States Treasury Bill	—%	2/21/2023	**	248,587
	United States Treasury Note/Bond	1.25%	5/15/2050	**	3,829,721
	United States Treasury Note/Bond	2.25%	5/15/2041	**	90,627
	United States Treasury Note/Bond	2.88%	5/15/2052	**	80,530
	United States Treasury Note/Bond	3.25%	5/15/2042	**	149,839
	United States Treasury Note/Bond	3.00%	8/15/2052	**	100,269
	United States Treasury Note/Bond	4.00%	11/15/2052	**	45,311
	United States Treasury Note/Bond	4.00%	11/15/2042	**	24,614
	United States Treasury Note/Bond	1.25%	3/31/2028	**	104,708
	United States Treasury Note/Bond	0.25%	9/30/2023	**	48,371
	United States Treasury Note/Bond	2.88%	5/15/2032	**	2,869,384
	United States Treasury Note/Bond	3.25%	6/30/2029	**	29,206
	United States Treasury Note/Bond	3.25%	6/30/2027	**	39,344
	United States Treasury Note/Bond	3.00%	6/30/2024	**	39,650
	United States Treasury Note/Bond	3.00%	7/15/2025	**	44,217
	United States Treasury Note/Bond	2.75%	7/31/2027	**	23,944
	United States Treasury Note/Bond	2.63%	7/31/2029	**	335,527

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value		(d) Cost	(e) Current value
	United States Treasury Note/Bond	3.13%	8/15/2025	**	44,227
	United States Treasury Note/Bond	3.25%	8/31/2024	**	336,702
	United States Treasury Note/Bond	4.13%	9/30/2027	**	20,287
	United States Treasury Note/Bond	4.13%	10/31/2027	**	283,028
	United States Treasury Note/Bond	4.13%	11/15/2032	**	148,783
	United States Treasury Note/Bond	4.50%	11/15/2025	**	445,286
	United States Treasury Note/Bond	3.88%	12/31/2029	**	9,956
					\$ 9,801,935
Self-Directed Brokerage Account					
	Brokeragelink	Combination of common stock, bonds, mutual funds, and ETFs		**	\$ 217,645,288
Participant Loans					
	Participant loans	Interest rates range from 3.25% to 9.50% with maturity at various dates		**	\$ 47,774,928
Total Investments (Held at End of Year)					\$ 5,850,533,953

* Party-in-Interest

** Historical cost not required to be presented as all investments are participant-directed.

DANAHER CORPORATION & SUBSIDIARIES PENSION PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4i — SCHEDULE OF ASSETS (HELD AT END OF YEAR)
AS OF THE YEAR ENDED DECEMBER 31, 2022

(a)	(b) Identity of issue, borrower, lessor or similar party	(c) Description of investment including maturity date, rate of interest, collateral, par, or maturity value		(d) Cost	(e) Current value
Cash Equivalents					
*	Fidelity® Investments Money Market Government Portfolio - Institutional Class	8,780,794	units	**	\$ 8,780,794
	Brown Brothers Harriman U.S. Government Money Market Fund	10,969,555	units	**	12,113,552
*	PIMCO Private Account Portfolio Series Short-Term Floating NAV Portfolio II	754,042	units	**	7,544,189
					\$ 28,438,535
Common/Collective Trusts					
*	Fidelity Managed Income Portfolio II Class 3 (at FMV)	434,476,069	units	**	\$ 434,476,069
	American Beacon Small Cap Value Institutional Class	6,372,592	units	**	109,465,202
*	Select Leaders Series 2 Portfolio	15,602,667	units	**	145,617,362
	GQG International Equity	5,136,688	units	**	63,643,569
	BlackRock Equity Index Non-Lendable Fund	8,112,609	units	**	548,803,630
	BlackRock MSCI ACW Ex-US IM Non-Lendable Fund	6,053,219	units	**	102,263,660
	BlackRock Russell 2500 Index Non-Lendable Fund	4,229,628	units	**	112,738,872
	BlackRock US Debt Index Non-Lendable Fund	10,290,218	units	**	146,840,403
	LifePath® Index 2025 Non-Lendable Fund F	11,282,135	units	**	320,969,740
	LifePath® Index 2030 Non-Lendable Fund F	11,195,316	units	**	349,054,902
	LifePath® Index 2035 Non-Lendable Fund F	9,833,592	units	**	335,660,210
	LifePath® Index 2040 Non-Lendable Fund F	7,528,058	units	**	277,179,006
	LifePath® Index 2045 Non-Lendable Fund F	6,244,126	units	**	245,295,366
	LifePath® Index 2050 Non-Lendable Fund F	4,687,993	units	**	192,869,643
	LifePath® Index 2055 Non-Lendable Fund F	4,333,323	units	**	129,399,370
	LifePath® Index 2060 Non-Lendable Fund F	3,333,551	units	**	56,889,066
	LifePath® Index 2065 Non-Lendable Fund F	1,135,307	units	**	13,923,401
	LifePath® Index Retirement Non-Lendable Fund F	10,805,925	units	**	240,999,038
					\$ 3,826,088,509
Registered Investment Companies (Mutual Funds)					
	Dodge & Cox International Stock Fund	1,477,294	shares	**	\$ 63,686,162
*	PIMCO All Asset Fund Institutional Class	1,077,492	shares	**	11,324,438
*	PIMCO Inflation Response Multi-Asset Fund Institutional	1,517,039	shares	**	11,438,477
*	DoubleLine Floating Rate Fund Institutional	292,727	units	**	2,596,486

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*	DoubleLine Global Fund Institutional	66,815	units	**	548,747
*	DoubleLine Infrastructure Income Fund Institutional	274,864	units	**	2,421,550
*	DoubleLine Selective Credit Fund Institutional	771,055	units	**	5,597,859
*	PIMCO Private Account Portfolio Series U.S. Government and Short-Term Inv	1,224,873	units	**	7,557,469
*	PIMCO Private Account Portfolio Series Mortgage and Short-Term Investments	860,355	units	**	6,805,406
*	PIMCO Private Account Portfolio Series Municipal Sector	95,294	units	**	568,906
*	PIMCO Private Account Portfolio Series Real Return Bond	53,038	units	**	213,745
*	PIMCO Private Account Portfolio Series Emerging Markets Bond and Short-Term	247,113	units	**	2,083,160
*	PIMCO Private Account Portfolio Series International	519,983	units	**	3,130,299
*	PIMCO Private Account Portfolio Series High Yield & Short-Term Investments	70,401	units	**	494,922
*	PIMCO Private Account Portfolio Series Investment Grade Credit Bond	1,405,947	units	**	11,894,313
*	PIMCO Private Account Portfolio Series Asset-Backed Securities and Short-Term	586,323	units	**	6,660,629
					\$ 137,022,568
Common Stock					
	Aaon Inc	33,517	shares	**	\$ 2,524,199
	Advanced Micro Devices	70,915	shares	**	4,593,165
	Adyen Bv	1,039	shares	**	1,428,668
	Affirm Holdings Inc	27,338	shares	**	264,358
	Air Prods & Chems Inc Com	20,324	shares	**	6,265,076
	Alarm Holdings Inc	39,306	shares	**	1,944,910
	Align Technology Inc	2,841	shares	**	599,167
	Allegiant Travel Co	11,249	shares	**	764,820
	Alphabet Inc Cl A	58,035	shares	**	5,120,428
	Alphabet Inc Cl C	397,676	shares	**	35,285,791
	Altria Group Inc Com	80,071	shares	**	3,660,045
	Amazon.Com Inc	421,747	shares	**	35,426,748
	Ant Group Co Ltd Pp	325,808	shares	**	661,390
	Apple Inc	393,677	shares	**	51,150,453
	Apple Inc Com	56,514	shares	**	7,343,254
	Asml Holding Nv Ny	13,800	shares	**	7,540,320
	Astrazeneca Plc-Spons Adr	32,084	shares	**	2,175,295
	Atlassian Corp-Cl A	16,693	shares	**	2,148,055
	Avid Bioservices Inc	58,079	shares	**	799,858

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	Axos Financial Inc	29,378	shares	**	1,122,827
	Azenta Inc	23,175	shares	**	1,349,248
	Balchem Corp	22,832	shares	**	2,788,138
	Barnes Group Inc	20,184	shares	**	824,557
	Berkshire Hathaway Inc De	19,421	shares	**	5,999,147
	Bill.Com Holdings Inc	19,927	shares	**	2,171,246
	Biolife Solutions Inc New	47,608	shares	**	866,538
	Bio-Techne Corp	31,026	shares	**	2,571,269
	Blackbaud Inc	27,474	shares	**	1,617,237
	Blackline Inc	25,991	shares	**	1,748,347
	Blackrock Inc Com	8,669	shares	**	6,143,113
	Block Inc-A	30,103	shares	**	1,891,673
	Booking Holdings Inc	1,979	shares	**	3,988,239
	Bright Horizons Fam Sol In Del	18,024	shares	**	1,137,314
	Carvana Co 144A 20220506 10.25% 20300501	1,475,000	shares	**	729,510
	Certara Inc	36,451	shares	**	585,864
	Chevron Corp New Com	32,576	shares	**	5,847,246
	Chipotle Mexican Grill Inc	3,691	shares	**	5,121,226
	Chubb Ltd	28,466	shares	**	6,279,600
	Cincinnati Finl Corp Com	30,826	shares	**	3,156,274
	Cintas Corp	2,510	shares	**	1,133,566
	Cisco Sys Inc Com	90,309	shares	**	4,302,750
	Comcast Corp New Cl A	78,993	shares	**	2,762,595
	Confluent Inc-Class A	31,171	shares	**	693,243
	Construction Partners Inc Cl A	83,207	shares	**	2,220,635
	Crowdstrike Holdings Inc - A	6,920	shares	**	728,607
	Crown Castle Inc Com	35,638	shares	**	4,833,803
*	Danaher Corporation	3,011,346	shares	**	799,271,456
	Databricks Ser G Cvt Pfd Stck Pp 19700101 0% 20240102	4,545	shares	**	272,700
	Datadog Inc - Class A	13,062	shares	**	960,057
	Descartes Systems Group Inc	44,040	shares	**	3,067,247
	Diageo Plc Spon Adr New	29,195	shares	**	5,202,257
	Dollar General Corp	25,480	shares	**	6,274,450

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	Dominion Energy Inc Com	71,387	shares	**	4,377,328
	Donaldson Inc	22,110	shares	**	1,301,733
	Doordash Inc - A	21,651	shares	**	1,057,002
	Dorman Prods Inc	18,014	shares	**	1,456,873
	Elevance Health Inc	6,902	shares	**	3,540,519
	Eli Lilly & Co	35,500	shares	**	12,987,320
	Envestnet Inc	33,083	shares	**	2,041,098
	Eplus Inc	47,293	shares	**	2,094,311
	Esco Technologies Inc	26,633	shares	**	2,331,453
	Evo Pmts Inc Cl A	59,676	shares	**	2,019,504
	Evoqua Water Technologies Corp	53,586	shares	**	2,121,808
	Exlservice Holdings Inc	25,218	shares	**	4,272,855
	Exponent Inc	42,171	shares	**	4,178,526
	Fair Isaac Corp	8,060	shares	**	4,824,555
	Fastenal Co Com	78,845	shares	**	3,731,324
	Fidelity Natl Information	78,061	shares	**	5,296,439
	Fortinet Inc	11,965	shares	**	584,969
	Fox Factory Holding Corp	34,562	shares	**	3,153,274
	GE Healthcare Technologies Inc Wi	8,423	shares	**	491,754
	General Electric Co Wi	25,270	shares	**	1,627,388
	Globus Med Inc Cl A	43,488	shares	**	3,229,854
	Goldman Sachs Group Inc	19,719	shares	**	6,771,110
	Healthequity Inc	24,891	shares	**	1,534,343
	Humana Inc	11,673	shares	**	5,978,794
	I3 Verticals Inc Cl A	56,805	shares	**	1,382,634
	Intuit Inc	23,472	shares	**	9,135,772
	Intuitive Surgical Inc	36,458	shares	**	9,674,130
	J & J Snack Foods Corp	13,129	shares	**	1,965,543
	Johnson & Johnson Com	38,676	shares	**	6,831,939
	Kinsale Cap Group Inc	16,878	shares	**	4,413,935
	Lam Research Corp	2,032	shares	**	854,050
	Lemaitre Vascular Inc	27,498	shares	**	1,265,412
	Linde Plc	10,299	shares	**	3,359,328

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	Lowes Cos Inc Com	28,847	shares	**	5,747,676
	Lululemon Athletica Inc	11,878	shares	**	3,805,474
	Marsh & McLennan Cos	23,908	shares	**	3,956,296
	Marten Transport Ltd	101,424	shares	**	2,005,751
	Marvell Technology Inc	48,193	shares	**	1,785,069
	Masimo Corp	9,310	shares	**	1,377,414
	Mastercard Inc - A	47,514	shares	**	16,522,043
	Merck & Co Inc Com	53,460	shares	**	5,931,276
	Mesa Laboratories Inc	5,990	shares	**	995,598
	Meta Platforms Inc-Class A	73,191	shares	**	8,807,805
	Microsoft Corp	288,065	shares	**	69,083,748
	Microsoft Corp Com	19,005	shares	**	4,557,779
	Mongodb Inc	12,390	shares	**	2,438,848
	Monolithic Power Systems Inc	8,483	shares	**	2,999,674
	Msci Inc	2,159	shares	**	1,004,302
	Neogen Corp	50,083	shares	**	762,840
	Nestle S A Sponsored Adr	30,053	shares	**	3,466,428
	Netflix Inc	19,021	shares	**	5,608,912
	Nike Inc -Cl B	42,836	shares	**	5,012,240
	Nintendo Ltd Unspn Ads	283,408	shares	**	2,953,309
	Norfolk Southn Corp Com	17,373	shares	**	4,281,055
	Novanta Inc	20,046	shares	**	2,723,514
	Nv5 Global Inc	11,848	shares	**	1,567,727
	Nvidia Corp	99,237	shares	**	14,502,495
	Old Dominion Freight Line	7,326	shares	**	2,078,972
	Ollies Bargain Outlet Holdings In	22,988	shares	**	1,076,758
	Omnicell	30,167	shares	**	1,520,919
	Onto Innovation Inc	37,883	shares	**	2,579,385
	Pacific Premier Bancorp	35,734	shares	**	1,127,702
	Palomar Holdings Inc	10,631	shares	**	480,051
	Paychex Inc Com	39,944	shares	**	4,615,698
	Paycom Software Inc	1,859	shares	**	576,866
	Paypal Holdings Inc	15,426	shares	**	1,098,640

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	Perficient Inc	29,343	shares	**	2,048,952
	Pfizer Inc Com	106,688	shares	**	5,466,591
	Philip Morris Intl Inc Co	35,932	shares	**	3,636,880
	Progressive Corp Com	49,747	shares	**	6,452,554
	Q2 Holdings Inc	23,782	shares	**	639,049
	Rbc Bearings Inc	17,533	shares	**	3,670,534
	Roper Technologies Inc	10,496	shares	**	4,535,217
	Ross Stores Inc	60,161	shares	**	6,982,887
	S&P Global Inc	11,211	shares	**	3,755,012
	Schwab (Charles) Corp	60,374	shares	**	5,026,739
	Sea Ltd Adr	45,310	shares	**	2,357,479
	Semtech Corp	19,402	shares	**	556,643
	Servicenow Inc	31,712	shares	**	12,312,818
	Sherwin-Williams Co/The	13,618	shares	**	3,231,960
	Shopify Inc - Class A	66,486	shares	**	2,307,729
	Siteone Landscape Supply Inc	15,571	shares	**	1,826,790
	Snowflake Inc	8,465	shares	**	1,215,066
	Sps Commerce Inc	13,948	shares	**	1,791,342
	Staar Surgical Co Par \$0.01	28,878	shares	**	1,401,641
	Starbucks Corp Com	57,389	shares	**	5,693,286
	Stryker Corp	17,997	shares	**	4,400,087
	Synopsys Inc	20,092	shares	**	6,415,175
	Taiwan Semiconductor-Sp Adr	23,863	shares	**	1,777,555
	Target Corp Com	27,075	shares	**	4,035,258
	TE Connectivity Ltd	10,104	shares	**	1,159,939
	Techtarget Inc	21,189	shares	**	933,587
	Teleflex Inc	3,935	shares	**	982,294
	Tencent Holdings Ltd	52,700	shares	**	2,255,210
	Tesla Inc	50,252	shares	**	6,190,041
	Texas Instrs Inc Com	40,744	shares	**	6,731,558
	Texas Instruments Inc	22,184	shares	**	3,665,240
	Texas Roadhouse Inc	24,835	shares	**	2,258,652
	Thermo Fisher Scientific Inc	10,866	shares	**	5,983,798

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	TJX Companies Inc	15,129	shares	**	1,204,268
	T-Mobile Us Inc	39,820	shares	**	5,574,800
	Transunion	10,600	shares	**	601,550
	Trex Co Inc	35,572	shares	**	1,505,636
	Tyler Technologies Inc	2,955	shares	**	952,722
	United Parcel Service Inc	31,227	shares	**	5,428,502
	Unitedhealth Group Inc	50,260	shares	**	26,646,847
	Veeva Systems Inc Cl A	8,625	shares	**	1,391,903
	Verizon Communications In	99,226	shares	**	3,909,780
	Visa Inc-Class A Shares	95,770	shares	**	19,897,175
	Walt Disney Co/The	18,589	shares	**	1,615,012
	WD 40 Co	5,513	shares	**	888,751
	Zoetis Inc	23,934	shares	**	3,507,528
					\$ 1,559,119,157
Bonds					
	AbbVie Inc	4.70%	5/14/2045	**	\$ 148,374
	ACRE Commercial Mortgage 2021-FL4 Ltd	5.74%	12/18/2037	**	96,745
	AdaptHealth LLC	5.13%	3/1/2030	**	43,484
	Air Lease Corp	1.88%	8/15/2026	**	70,148
	Alexandria Real Estate Equities Inc	3.00%	5/18/2051	**	73,613
	Alliant Holdings Intermediate LLC / Alliant Holdings Co- Issuer	6.75%	10/15/2027	**	22,882
	Allied Universal Holdco LLC / Allied Universal Finance Corp	6.63%	7/15/2026	**	23,690
	American Airlines Inc/AAdvantage Loyalty IP Ltd	5.75%	4/20/2029	**	64,897
	American Express Co	5.85%	11/5/2027	**	78,870
	AmWINS Group Inc	4.88%	6/30/2029	**	34,958
	Anheuser-Busch Cos LLC / Anheuser-Busch InBev Worldwide Inc	4.90%	2/1/2046	**	74,763
	Antero Midstream Partners LP / Antero Midstream Finance Corp	5.75%	3/1/2027	**	17,392
	Arivo Acceptance Auto Loan Receivables Trust 2021-1	2.02%	2/16/2027	**	277,218
	AT&T Inc	3.50%	9/15/2053	**	126,912
	AthenaHealth Group Inc	6.50%	2/15/2030	**	30,535
	Athene Global Funding	4.73%	8/19/2024	**	201,155
	Avolon Holdings Funding Ltd	3.25%	2/15/2027	**	134,756
	BANK 2017-BNK5	4.19%	6/1/2060	**	85,254

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	BANK 2017-BNK6	0.77%	7/1/2060	**	80,174
	BANK 2019-BNK20	0.81%	9/1/2062	**	93,882
	BANK 2022-BNK39	3.18%	2/1/2055	**	82,053
	Bank of America Corp	2.48%	9/21/2036	**	141,351
	Bank of Montreal	3.80%	12/15/2032	**	75,125
	Bank of Nova Scotia/The	3.45%	4/11/2025	**	155,339
	Barings CLO Ltd 2017-I	7.79%	7/18/2029	**	483,920
	Bausch Health Cos Inc	6.13%	2/1/2027	**	17,910
	Bausch Health Cos Inc	11.00%	9/30/2028	**	4,063
	Bausch Health Cos Inc	14.00%	10/15/2030	**	634
	BBCMS Mortgage Trust 2022-C16	4.60%	6/1/2055	**	96,812
	BC Ltd	9.00%	1/30/2028	**	3,005
	BCPE Empire Holdings Inc	7.63%	5/1/2027	**	36,430
	Benchmark 2018-B2 Mortgage Trust	4.23%	2/1/2051	**	83,599
	Benchmark 2020-B19 Mortgage Trust	2.15%	9/1/2053	**	77,942
	Benchmark 2022-B32 Mortgage Trust	3.41%	1/1/2055	**	81,892
	Boeing Co/The	2.95%	2/1/2030	**	73,220
	BP Capital Markets America Inc	2.94%	6/4/2051	**	69,847
	Broadcom Inc	3.50%	2/15/2041	**	149,010
	Brooklyn Union Gas Co/The	4.49%	3/4/2049	**	74,396
	Callon Petroleum Co	7.50%	6/15/2030	**	27,589
	Carnival Corp	5.75%	3/1/2027	**	69,819
	Castlelake Aircraft Structured Trust 2021-1	3.47%	1/15/2046	**	260,531
	CCO Holdings LLC / CCO Holdings Capital Corp	4.25%	1/15/2034	**	26,586
	CCO Holdings LLC / CCO Holdings Capital Corp	4.75%	2/1/2032	**	33,301
	Centene Corp	2.50%	3/1/2031	**	75,309
	Charter Communications Operating LLC / Charter Communications Operating Capital	4.91%	7/23/2025	**	155,404
	Chesapeake Energy Corp	5.88%	2/1/2029	**	48,670
	CHS/Community Health Systems Inc	6.00%	1/15/2029	**	25,963
	CHS/Community Health Systems Inc	6.88%	4/15/2029	**	10,607
	Citigroup Commercial Mortgage Trust 2020-555	3.50%	12/1/2041	**	73,667
	Citigroup Commercial Mortgage Trust 2022-GC48	4.58%	5/1/2054	**	96,961
	Citigroup Inc	3.06%	1/25/2033	**	115,196

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	Clarivate Science Holdings Corp	4.88%	7/1/2029	**	21,295
	Clear Channel Outdoor Holdings Inc	7.50%	6/1/2029	**	18,560
	CNX Resources Corp	6.00%	1/15/2029	**	42,718
	CNX Resources Corp	7.38%	1/15/2031	**	19,587
	Comcast Corp	3.40%	4/1/2030	**	87,660
	COMM 2015-LC21 Mortgage Trust	0.65%	7/1/2048	**	45,701
	COMM 2017-PANW Mortgage Trust	3.93%	10/1/2029	**	86,347
	CommScope Inc	4.75%	9/1/2029	**	24,717
	Constellation Brands Inc	3.15%	8/1/2029	**	89,160
	Crown Castle Inc	3.65%	9/1/2027	**	80,124
	CSAIL 2016-C6 Commercial Mortgage Trust	4.92%	1/1/2049	**	77,663
	CSAIL 2017-CX9 Commercial Mortgage Trust	0.66%	9/1/2050	**	51,703
	CSMC 2021-B33	3.64%	10/1/2043	**	83,588
	CSX Corp	3.80%	11/1/2046	**	71,647
	Dealer Tire LLC / DT Issuer LLC	8.00%	2/1/2028	**	27,444
	Diamond Infrastructure Funding LLC	2.36%	4/15/2049	**	409,755
	Dick's Sporting Goods Inc	3.15%	1/15/2032	**	71,772
	Directv Financing LLC / Directv Financing Co-Obligor Inc	5.88%	8/15/2027	**	27,563
	Discover Financial Services	4.10%	2/9/2027	**	105,448
	DISH DBS Corp	5.13%	6/1/2029	**	9,769
	DISH DBS Corp	5.75%	12/1/2028	**	24,144
	Dollar Tree Inc	4.00%	5/15/2025	**	152,254
	DTE Energy Co	4.22%	11/1/2024	**	39,628
	Duke Energy Carolinas LLC	3.55%	3/15/2052	**	19,058
	Duke Energy Corp	4.30%	3/15/2028	**	44,136
	Elevance Health Inc	2.38%	1/15/2025	**	72,074
	Elevance Health Inc	4.55%	5/15/2052	**	22,000
	Energizer Holdings Inc	4.75%	6/15/2028	**	17,406
	Energy Transfer LP	4.75%	1/15/2026	**	74,779
	EQM Midstream Partners LP	4.75%	1/15/2031	**	50,481
	Essential Utilities Inc	2.70%	4/15/2030	**	76,202
	Exelon Corp	4.10%	3/15/2052	**	24,494
	Expedia Group Inc	5.00%	2/15/2026	**	85,583

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	Expedia Group Inc	3.25%	2/15/2030	**	73,334
	Fannie Mae Pool	3.00%	7/1/2043	**	285,554
	Fannie Mae Pool	2.46%	4/1/2032	**	245,956
	Fannie Mae Pool	4.00%	6/1/2049	**	215,151
	Fannie Mae Pool	4.00%	5/1/2049	**	236,224
	Fannie Mae Pool	2.50%	12/1/2051	**	275,859
	Fannie Mae Pool	3.00%	12/1/2048	**	278,037
	Fannie Mae Pool	3.50%	7/1/2051	**	390,372
	Fannie Mae Pool	2.50%	5/1/2051	**	273,201
	Fannie Mae Pool	4.00%	7/1/2052	**	228,800
	Fannie Mae Pool	5.00%	7/1/2052	**	212,443
	Fannie Mae REMICS	1.50%	10/1/2027	**	60,699
	Fannie Mae REMICS	3.00%	9/1/2043	**	3,922
	Fannie Mae REMICS	—%	4/1/2048	**	129,385
	Fannie Mae REMICS	—%	8/25/2051	**	7,395
	Fannie Mae REMICS	2.50%	12/1/2051	**	800,317
	Fannie Mae REMICS	2.50%	12/1/2051	**	597,532
	Fannie Mae REMICS	2.00%	8/1/2050	**	494,643
	Ferrellgas LP / Ferrellgas Finance Corp	5.38%	4/1/2026	**	32,352
	Fertitta Entertainment LLC / Fertitta Entertainment Finance Co Inc	6.75%	1/15/2030	**	33,584
	Ford Motor Co	3.25%	2/12/2032	**	49,678
	Freddie Mac Gold Pool	4.00%	10/1/2048	**	35,480
	Freddie Mac Pool	3.00%	3/1/2052	**	415,711
	Freddie Mac Pool	2.00%	4/1/2051	**	173,520
	Freddie Mac Pool	3.50%	6/1/2052	**	308,337
	Freddie Mac Pool	4.50%	9/1/2052	**	425,138
	Freddie Mac Pool	4.50%	8/1/2052	**	237,149
	Freddie Mac Pool	4.00%	6/1/2052	**	318,385
	Frontier Communications Holdings LLC	5.00%	5/1/2028	**	22,059
	Frontier Communications Holdings LLC	6.00%	1/15/2030	**	28,509
	FS Rialto 2022-FI4 Issuer LLC	6.21%	1/19/2039	**	95,832
	Garda World Security Corp	6.00%	6/1/2029	**	40,942
	General Motors Financial Co Inc	2.40%	10/15/2028	**	75,248

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	Gilbert Park CLO Ltd	7.03%	10/15/2030	**	475,657
	Glencore Funding LLC	1.63%	4/27/2026	**	53,108
	Glencore Funding LLC	3.38%	9/23/2051	**	36,412
	Global Aircraft Leasing Co Ltd	7.25%	9/15/2024	**	33,931
	Goldman Sachs Group Inc/The	5.11%	9/10/2027	**	157,526
	Goodyear Tire & Rubber Co/The	5.25%	7/15/2031	**	29,521
	Griffon Corp	5.75%	3/1/2028	**	70,179
	GS Mortgage Securities Corp II	4.41%	7/1/2051	**	84,138
	GTCR AP Finance Inc	8.00%	5/15/2027	**	43,636
	HCA Inc	4.13%	6/15/2029	**	87,099
	Hess Midstream Operations LP	4.25%	2/15/2030	**	65,424
	Hilcorp Energy I LP / Hilcorp Finance Co	6.25%	11/1/2028	**	32,102
	Hilcorp Energy I LP / Hilcorp Finance Co	5.75%	2/1/2029	**	22,887
	Hilton USA Trust 2016-HHV	4.19%	11/1/2038	**	133,218
	Icahn Enterprises LP / Icahn Enterprises Finance Corp	5.25%	5/15/2027	**	18,490
	Illuminate Buyer LLC / Illuminate Holdings IV Inc	9.00%	7/1/2028	**	26,516
	Invitation Homes Operating Partnership LP	2.70%	1/15/2034	**	78,176
	Iron Mountain Inc	4.50%	2/15/2031	**	67,296
	ITE Rail Fund Levered LP	2.25%	2/28/2051	**	191,955
	JP Morgan Chase Commercial Mortgage Securities Trust 2011-C3	5.53%	2/1/2046	**	66,105
	JPMBB Commercial Mortgage Securities Trust 2015-C27	3.90%	2/1/2048	**	92,803
	JPMBB Commercial Mortgage Securities Trust 2015-C28	3.53%	10/1/2048	**	94,015
	JPMorgan Chase & Co	2.96%	1/25/2033	**	153,429
	JPMorgan Chase & Co	4.85%	7/25/2028	**	39,898
	Kinder Morgan Energy Partners LP	6.95%	1/15/2038	**	71,125
	Kronos Acquisition Holdings Inc / KIK Custom Products Inc	5.00%	12/31/2026	**	8,914
	Kronos Acquisition Holdings Inc / KIK Custom Products Inc	7.00%	12/31/2027	**	8,589
	LCCM 2017-LC26	4.71%	7/3/2050	**	170,622
	Lions Gate Capital Holdings LLC	5.50%	4/15/2029	**	17,781
	Lowe's Cos Inc	5.63%	4/15/2053	**	29,419
	Macquarie Group Ltd	5.11%	8/9/2026	**	96,610
	Marriott International Inc/MD	3.13%	6/15/2026	**	89,184
	Mattamy Group Corp	4.63%	3/1/2030	**	33,107

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	McDonald's Corp	3.60%	7/1/2030	**	75,010
	McGraw-Hill Education Inc	5.75%	8/1/2028	**	21,645
	Medline Borrower LP	5.25%	10/1/2029	**	44,505
	Metis Merger Sub LLC	6.50%	5/15/2029	**	38,209
	Michaels Cos Inc/The	5.25%	5/1/2028	**	24,435
	ModivCare Escrow Issuer Inc	5.00%	10/1/2029	**	55,712
	Monongahela Power Co	5.40%	12/15/2043	**	101,917
	Morgan Stanley	2.48%	9/16/2036	**	139,581
	Morgan Stanley Bank of America Merrill Lynch Trust 2016-C31	4.27%	11/1/2049	**	174,239
	Morgan Stanley Capital I 2017-HR2	4.34%	12/1/2050	**	85,263
	Mosaic Solar Loan Trust 2020-2	2.21%	8/20/2046	**	49,120
	MSBAM Commercial Mortgage Securities Trust 2012- CKSV	4.16%	10/1/2030	**	114,649
	MVW 2021-1W LLC	1.94%	1/22/2041	**	127,673
	Nationstar Mortgage Holdings Inc	5.75%	11/15/2031	**	47,169
	Navient Corp	5.00%	3/15/2027	**	13,378
	NBC Funding LLC	2.99%	7/30/2051	**	210,732
	NCL Corp Ltd	5.88%	2/15/2027	**	26,689
	NetApp Inc	1.88%	6/22/2025	**	87,385
	News Corp	5.13%	2/15/2032	**	18,616
	NGL Energy Operating LLC / NGL Energy Finance Corp	7.50%	2/1/2026	**	32,318
	NRG Energy Inc	3.63%	2/15/2031	**	46,543
	NXP BV / NXP Funding LLC / NXP USA Inc	3.88%	6/18/2026	**	152,421
	Occidental Petroleum Corp	6.45%	9/15/2036	**	20,825
	Occidental Petroleum Corp	6.63%	9/1/2030	**	15,866
	Occidental Petroleum Corp	6.13%	1/1/2031	**	20,835
	Octagon Investment Partners 34 Ltd	6.74%	1/20/2030	**	437,114
	OneMain Finance Corp	6.63%	1/15/2028	**	38,125
	OPG Trust 2021-PORT	5.45%	10/15/2036	**	70,476
	Oracle Corp	3.80%	11/15/2037	**	20,005
	Oracle Corp	3.60%	4/1/2050	**	72,077
	Oracle Corp	6.25%	11/9/2032	**	31,764
	Owens & Minor Inc	6.63%	4/1/2030	**	35,091
	Owens Corning	4.40%	1/30/2048	**	71,782

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	Pacific Gas and Electric Co	2.50%	2/1/2031	**	78,858
	Packaging Corp of America	3.00%	12/15/2029	**	73,033
	Parker-Hannifin Corp	4.25%	9/15/2027	**	49,752
	Parkland Corp/Alberta	4.50%	10/1/2029	**	33,838
	PennyMac Financial Services Inc	4.25%	2/15/2029	**	39,872
	Penske Truck Leasing Co Lp / PTL Finance Corp	4.20%	4/1/2027	**	71,269
	Performance Food Group Inc	4.25%	8/1/2029	**	30,993
	Pike Corp	5.50%	9/1/2028	**	62,594
	Post Holdings Inc	4.63%	4/15/2030	**	6,122
	Premier Entertainment Sub LLC / Premier Entertainment Finance Corp	5.63%	9/1/2029	**	18,936
	Prudential Financial Inc	3.91%	12/7/2047	**	72,341
	Qorvo Inc	1.75%	12/15/2024	**	36,921
	Quanta Services Inc	2.35%	1/15/2032	**	73,401
	Raytheon Technologies Corp	3.03%	3/15/2052	**	82,999
	Realogy Group LLC / Realogy Co-Issuer Corp	5.25%	4/15/2030	**	22,257
	Royalty Pharma PLC	3.30%	9/2/2040	**	70,847
	RP Escrow Issuer LLC	5.25%	12/15/2025	**	19,181
	Sabine Pass Liquefaction LLC	5.00%	3/15/2027	**	64,790
	Santander Holdings USA Inc	2.49%	1/6/2028	**	78,427
	Scientific Games Holdings LP/Scientific Games US FinCo Inc	6.63%	3/1/2030	**	47,745
	Scientific Games International Inc	7.25%	11/15/2029	**	29,132
	Scripps Escrow II Inc	3.88%	1/15/2029	**	36,983
	SFO Commercial Mortgage Trust 2021-555	6.72%	5/15/2038	**	86,816
	SG Commercial Mortgage Securities Trust 2016-C5	1.88%	10/1/2048	**	29,294
	SK Invictus Intermediate II Sarl	5.00%	10/30/2029	**	37,340
	Smithfield Foods Inc	4.25%	2/1/2027	**	168,262
	SoFi Professional Loan Program 2017-D LLC	3.61%	9/25/2040	**	652,865
	Sonic Automotive Inc	4.63%	11/15/2029	**	32,317
	Southern Co/The	3.75%	9/15/2051	**	77,994
	Southwestern Energy Co	4.75%	2/1/2032	**	39,434
	SRS Distribution Inc	4.63%	7/1/2028	**	50,098
	Staples Inc	7.50%	4/15/2026	**	35,143
	State of California	7.55%	4/1/2039	**	44,556

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	STWD 2021-FL2 Ltd	5.53%	4/18/2038	**	96,961
	Suburban Propane Partners LP/Suburban Energy Finance Corp	5.00%	6/1/2031	**	38,494
	SunCoke Energy Inc	4.88%	6/30/2029	**	38,692
	Sunoco LP / Sunoco Finance Corp	4.50%	5/15/2029	**	13,228
	Synchrony Financial	2.88%	10/28/2031	**	124,422
	Sysco Corp	5.95%	4/1/2030	**	73,661
	Tenet Healthcare Corp	6.25%	2/1/2027	**	14,829
	Tenet Healthcare Corp	6.13%	6/15/2030	**	43,077
	T-Mobile USA Inc	2.25%	2/15/2026	**	78,201
	Toronto-Dominion Bank/The	4.69%	9/15/2027	**	256,049
	TotalEnergies Capital International SA	3.39%	6/29/2060	**	63,130
	TransDigm Inc	5.50%	11/15/2027	**	33,184
	Transocean Poseidon Ltd	6.88%	2/1/2027	**	43,896
	Triton Container International Ltd / TAL International Container Corp	3.25%	3/15/2032	**	66,560
	Uber Technologies Inc	4.50%	8/15/2029	**	35,605
	UBS Commercial Mortgage Trust 2017-C1	4.04%	6/1/2050	**	89,983
	UBS Commercial Mortgage Trust 2017-C2	3.99%	8/1/2050	**	87,526
	UBS Commercial Mortgage Trust 2017-C2	4.30%	8/1/2050	**	119,517
	UBS Commercial Mortgage Trust 2018-C14	5.23%	12/1/2051	**	123,581
	United Natural Foods Inc	6.75%	10/15/2028	**	34,184
	UnitedHealth Group Inc	4.95%	5/15/2062	**	28,462
	Upstart Pass-Through Trust Series 2021-ST4	2.00%	7/20/2027	**	111,027
	USA Compression Partners LP / USA Compression Finance Corp	6.88%	9/1/2027	**	19,190
	Verizon Communications Inc	5.71%	5/15/2025	**	76,193
	Verizon Communications Inc	3.88%	3/1/2052	**	23,286
	Victoria's Secret & Co	4.63%	7/15/2029	**	28,270
	Viking Cruises Ltd	5.88%	9/15/2027	**	100,085
	Virginia Electric and Power Co	3.75%	5/15/2027	**	33,624
	Warnermedia Holdings Inc	3.76%	3/15/2027	**	73,041
	WASH Multifamily Acquisition Inc	5.75%	4/15/2026	**	47,790
	Weatherford International Ltd	6.50%	9/15/2028	**	40,035
	Wells Fargo & Co	4.65%	11/4/2044	**	72,560
	Wells Fargo & Co	4.81%	7/25/2028	**	29,975

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	Wells Fargo Commercial Mortgage Trust 2015-SG1	4.05%	9/1/2048	**	79,331
	Wells Fargo Commercial Mortgage Trust 2017-C38	0.97%	7/1/2050	**	76,819
	Wells Fargo Commercial Mortgage Trust 2021-C59	1.54%	4/1/2054	**	70,259
	Welltower Inc	2.05%	1/15/2029	**	78,233
	Western Union Co/The	2.75%	3/15/2031	**	130,480
	Westpac Banking Corp	3.02%	11/18/2036	**	78,684
	Willis North America Inc	4.50%	9/15/2028	**	86,182
	Wind River 2021-3 CLO Ltd	7.59%	7/20/2033	**	455,430
	WR Grace Holdings LLC	5.63%	8/15/2029	**	20,776
	WRKCo Inc	3.75%	3/15/2025	**	93,009
					\$ 24,643,033
U.S. Government Issued Securities					
	Ginnie Mae II Pool	2.50%	11/1/2051	**	\$ 311,813
	Government National Mortgage Association	2.00%	12/1/2050	**	38,441
	Government National Mortgage Association	3.50%	6/1/2051	**	25,019
	United States Treasury Bill	—%	4/20/2023	**	34,544
	United States Treasury Bill	—%	2/21/2023	**	248,587
	United States Treasury Note/Bond	1.25%	5/15/2050	**	3,829,721
	United States Treasury Note/Bond	2.25%	5/15/2041	**	90,627
	United States Treasury Note/Bond	2.88%	5/15/2052	**	80,530
	United States Treasury Note/Bond	3.25%	5/15/2042	**	149,839
	United States Treasury Note/Bond	3.00%	8/15/2052	**	100,269
	United States Treasury Note/Bond	4.00%	11/15/2052	**	45,311
	United States Treasury Note/Bond	4.00%	11/15/2042	**	24,614
	United States Treasury Note/Bond	1.25%	3/31/2028	**	104,708
	United States Treasury Note/Bond	0.25%	9/30/2023	**	48,371
	United States Treasury Note/Bond	2.88%	5/15/2032	**	2,869,384
	United States Treasury Note/Bond	3.25%	6/30/2029	**	29,206
	United States Treasury Note/Bond	3.25%	6/30/2027	**	39,344
	United States Treasury Note/Bond	3.00%	6/30/2024	**	39,650
	United States Treasury Note/Bond	3.00%	7/15/2025	**	44,217
	United States Treasury Note/Bond	2.75%	7/31/2027	**	23,944
	United States Treasury Note/Bond	2.63%	7/31/2029	**	335,527

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	United States Treasury Note/Bond	3.13%	8/15/2025	**	44,227
	United States Treasury Note/Bond	3.25%	8/31/2024	**	336,702
	United States Treasury Note/Bond	4.13%	9/30/2027	**	20,287
	United States Treasury Note/Bond	4.13%	10/31/2027	**	283,028
	United States Treasury Note/Bond	4.13%	11/15/2032	**	148,783
	United States Treasury Note/Bond	4.50%	11/15/2025	**	445,286
	United States Treasury Note/Bond	3.88%	12/31/2029	**	9,956
					\$ 9,801,935
Self-Directed Brokerage Account					
	Brokeragelink	Combination of common stock, bonds, mutual funds, and ETFs		**	\$ 217,645,288
Participant Loans					
	Participant loans	Interest rates range from 3.25% to 9.50% with maturity at various dates		**	\$ 47,774,928
Total Investments (Held at End of Year)					\$ 5,850,533,953

* Party-in-Interest

** Historical cost not required to be presented as all investments are participant-directed.