

Form 5500 Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Annual Return/Report of Employee Benefit Plan 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). ▶ Complete all entries in accordance with the instructions to the Form 5500.	OMB Nos. 1210-0110 1210-0089 2023 This Form is Open to Public Inspection
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Part I	Annual Report Identification Information
For calendar plan year 2023 or fiscal plan year beginning 01/01/2023 and ending 12/31/2023	
A	This return/report is for: ☐ a multiemployer plan ☐ a multiple-employer plan (Filers checking this box must provide participating employer information in accordance with the form instructions.) ☒ a single-employer plan ☐ a DFE (specify) _____ ☐ the first return/report ☐ the final return/report ☐ an amended return/report ☐ a short plan year return/report (less than 12 months)
C	If the plan is a collectively-bargained plan, check here. ▶ ☐
D	Check box if filing under: ☒ Form 5558 ☐ automatic extension ☐ the DFVC program ☐ special extension (enter description)
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 DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
1b	Three-digit plan number (PN) ▶ 004
1c	Effective date of plan 01/01/2004
2a	Plan sponsor's name (employer, if for a single-employer plan) 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
2b	Employer Identification Number (EIN) 59-1995548
2c	Plan Sponsor's telephone number 202-828-0850
2d	Business code (see instructions) 335900

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.	10/11/2024	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.	10/11/2024	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	5 44269
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). 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(1) Number of participants with account balances as of the beginning of the plan year (only defined contribution plans complete this item) g(2) 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.....	6a(1) 29441 6a(2) 23090 6b 749 6c 14240 6d 38079 6e 141 6f 38220 6g(1) 43386 6g(2) 37647 6h 1654
7 Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item).....	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
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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
- (4) ☐ **DCG** (Individual Plan Information) – Number Attached _____
- (5) ☐ **MEP** (Multiple-Employer Retirement Plan Information)

b General Schedules

- (1) ☒ **H** (Financial Information)
- (2) ☐ **I** (Financial Information – Small Plan)
- (3) ☐ **A** (Insurance Information) – Number Attached _____
- (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 2023 Form M-1 annual report. If the plan was not required to file the 2023 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 _____

SCHEDULE C (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Service Provider 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
		2023
		This Form is Open to Public Inspection.

For calendar plan year 2023 or fiscal plan year beginning 01/01/2023 and ending 12/31/2023

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)

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

(b)

Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

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(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

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	1100127	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	745242	Yes ☒ No ☐	Yes ☒ No ☐	0	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	310005	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	113665	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	22882	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
(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
(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) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration	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 2023 This Form is Open to Public Inspection.
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For calendar plan year 2023 or fiscal plan year beginning 01/01/2023 and ending 12/31/2023

A Name of plan <u>DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN</u>	B Three-digit plan number (PN) ▶ <u>004</u>	
C Plan or DFE sponsor's name as shown on line 2a of Form 5500 <u>DANAHER CORPORATION</u>	D Employer Identification Number (EIN) <u>59-1995548</u>	

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)	

a Name of MTIA, CCT, PSA, or 103-12 IE: <u>MANAGED INCOME PORTFOLIO II</u>				
b Name of sponsor of entity listed in (a): <u>FIDELITY MANAGEMENT TRUST COMPANY</u>				
c EIN-PN <u>04-3022712-025</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>311192418</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>AB SMALL CAP VALUE CIT</u>				
b Name of sponsor of entity listed in (a): <u>GLOBAL TRUST COMPANY</u>				
c EIN-PN <u>27-6334452-003</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>108352116</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>WTC-CIF II SELECT LEADERS (SERIES 2</u>				
b Name of sponsor of entity listed in (a): <u>WELLINGTON TRUST COMPANY</u>				
c EIN-PN <u>04-6913417-202</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>142816208</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>GQG PARTNERS INTERNATIONAL EQUITY</u>				
b Name of sponsor of entity listed in (a): <u>RELIANCE TRUST COMPANY</u>				
c EIN-PN <u>82-6253445-011</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>81159898</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>EQUITY INDEX NON-LENDABLE FUND F</u>				
b Name of sponsor of entity listed in (a): <u>BLACKROCK INSTITUTIONAL TRUST COMPANY NA</u>				
c EIN-PN <u>26-4273359-001</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>648960385</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>MSCI ACW EX-US IMI NON-LENDABLE F</u>				
b Name of sponsor of entity listed in (a): <u>BLACKROCK INSTITUTIONAL TRUST COMPANY NA</u>				
c EIN-PN <u>27-2094921-001</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>71991335</u>		
a Name of MTIA, CCT, PSA, or 103-12 IE: <u>RUSSELL 2500 INDEX NON-LENDABLE F</u>				
b Name of sponsor of entity listed in (a): <u>BLACKROCK INSTITUTIONAL TRUST COMPANY NA</u>				
c EIN-PN <u>46-0732081-001</u>	d Entity code <u>C</u>	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) <u>92752672</u>		

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) 124408687

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) 289009250

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) 342047023

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) 353280671

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) 313089475

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) 286398581

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) 236652219

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) 171322887

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) 85282831

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) 26405607

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) 219254563
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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)
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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)
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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)
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Part II **Information on Participating Plans (to be completed by DFEs, other than DCGs)**

(Complete as many entries as needed to report all participating plans. DCGs must report each participating plan using Schedule DCG.)

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) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	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
		2023
		This Form is Open to Public Inspection

For calendar plan year 2023 or fiscal plan year beginning 01/01/2023 and ending 12/31/2023		
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
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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)	19574127	15260649
(2) Participant contributions	1b(2)	0	
(3) Other	1b(3)		
c General investments:			
(1) Interest-bearing cash (include money market accounts & certificates of deposit)	1c(1)	28438535	19020963
(2) U.S. Government securities	1c(2)	9801935	9940901
(3) Corporate debt instruments (other than employer securities):			
(A) Preferred	1c(3)(A)		
(B) All other	1c(3)(B)	24643033	25802224
(4) Corporate stocks (other than employer securities):			
(A) Preferred	1c(4)(A)		
(B) Common	1c(4)(B)	759847701	897433657
(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)	47774928	43240983
(9) Value of interest in common/collective trusts	1c(9)	3826088509	3904376826
(10) Value of interest in pooled separate accounts	1c(10)		
(11) Value of interest in master trust investment accounts	1c(11)		
(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	155966756
(14) Value of funds held in insurance company general account (unallocated contracts)	1c(14)		
(15) Other	1c(15)	217645288	245037684

1d Employer-related investments:		(a) Beginning of Year	(b) End of Year
(1) Employer securities	1d(1)	799271456	492803013
(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	5870108080	5808883656
Liabilities			
g Benefit claims payable	1g		
h Operating payables	1h	35253	60993
i Acquisition indebtedness	1i		
j Other liabilities	1j		
k Total liabilities (add all amounts in lines 1g through 1j)	1k	35253	60993
Net Assets			
l Net assets (subtract line 1k from line 1f)	1l	5870072827	5808822663

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)	199900609	
(B) Participants	2a(1)(B)	299863638	
(C) Others (including rollovers)	2a(1)(C)	43771676	
(2) Noncash contributions	2a(2)		
(3) Total contributions. Add lines 2a(1)(A) , (B) , (C) , and line 2a(2)	2a(3)		543535923
b Earnings on investments:			
(1) Interest:			
(A) Interest-bearing cash (including money market accounts and certificates of deposit)	2b(1)(A)	816089	
(B) U.S. Government securities	2b(1)(B)	875818	
(C) Corporate debt instruments	2b(1)(C)	936436	
(D) Loans (other than to participants)	2b(1)(D)		
(E) Participant loans	2b(1)(E)	2936958	
(F) Other	2b(1)(F)	2678	
(G) Total interest. Add lines 2b(1)(A) through (F)	2b(1)(G)		5567979
(2) Dividends: (A) Preferred stock	2b(2)(A)		
(B) Common stock	2b(2)(B)	10158108	
(C) Registered investment company shares (e.g. mutual funds)	2b(2)(C)	2969255	
(D) Total dividends. Add lines 2b(2)(A) , (B) , and (C)	2b(2)(D)		13127363
(3) Rents	2b(3)		
(4) Net gain (loss) on sale of assets: (A) Aggregate proceeds	2b(4)(A)	596333180	
(B) Aggregate carrying amount (see instructions)	2b(4)(B)	578683640	
(C) Subtract line 2b(4)(B) from line 2b(4)(A) and enter result	2b(4)(C)		17649540
(5) Unrealized appreciation (depreciation) of assets: (A) Real estate	2b(5)(A)		
(B) Other	2b(5)(B)	213100583	
(C) Total unrealized appreciation of assets. Add lines 2b(5)(A) and (B)	2b(5)(C)		

		(a) Amount	(b) Total
(6) Net investment gain (loss) from common/collective trusts.....	2b(6)		585102925
(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)		10387110
c Other income	2c		57848313
d Total income. Add all income amounts in column (b) and enter total	2d		1446319736

Expenses

e Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers	2e(1)	591881646	
(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)		591881646
f Corrective distributions (see instructions)	2f		191141
g Certain deemed distributions of participant loans (see instructions)	2g		181444
h Interest expense	2h		
i Administrative expenses:			
(1) Salaries and allowances	2i(1)		
(2) Contract administrator fees.....	2i(2)		
(3) Recordkeeping fees.....	2i(3)		
(4) IQPA audit fees.....	2i(4)		
(5) Investment advisory and investment management fees	2i(5)		
(6) Bank or trust company trustee/custodial fees	2i(6)		
(7) Actuarial fees	2i(7)		
(8) Legal fees	2i(8)		
(9) Valuation/appraisal fees	2i(9)		
(10) Other trustee fees and expenses	2i(10)		
(11) Other expenses	2i(11)	3133520	
(12) Total administrative expenses. Add lines 2i(1) through (11)	2i(12)		3133520
j Total expenses. Add all expense amounts in column (b) and enter total	2j		595387751

Net Income and Reconciliation

k Net income (loss). Subtract line 2j from line 2d	2k		850931985
l Transfers of assets:			
(1) To this plan	2l(1)		20965828
(2) From this plan	2l(2)		933147977

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** as part of Schedule H because:

(1) ☐ This form is filed for a CCT, PSA, DCG 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. DCGs do not complete lines 4e, 4f, 4k, 4l, and 5, and DCGs generally complete the rest of Part IV collectively for all plans in the DCG, except as otherwise provided (see instructions).

During the plan year:

	Yes	No	Amount
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.)	☒	☐	2925
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.)	☐	☒	
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.)	☐	☒	
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.)	☐	☒	
e Was this plan covered by a fidelity bond?	☒	☐	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?	☐	☒	
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?	☐	☒	
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?	☐	☒	
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)	☒	☐	
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.)	☐	☒	
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?	☐	☒	
l Has the plan failed to provide any benefit when due under the plan?	☐	☒	
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)	☐	☒	
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.	☐	☐	

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)
VERALTO CORPORATION & SUBSIDIARIES SAVINGS PLAN	92-1941413	001

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 _____.

SCHEDULE R (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Retirement Plan Information 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). ▶ File as an attachment to Form 5500.	OMB No. 1210-0110 2023 This Form is Open to Public Inspection.
For calendar plan year 2023 or fiscal plan year beginning 01/01/2023 and ending 12/31/2023		
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 6363
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) 2023 v. 230707		

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

- 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** If the total number of participants is 1,000 or more, complete lines (a) and (b):

a Enter the percentage of plan assets held as:

Public Equity: _____% Private Equity: _____% Investment-Grade Debt and Interest Rate Hedging Assets: _____%

High-Yield Debt: _____% Real Assets: _____% Cash or Cash Equivalents: _____% Other: _____%

b Provide the average duration of the Investment-Grade Debt and Interest Rate Hedging Assets:

☐ 0-5 years ☐ 5-10 years ☐ 10-15 years ☐ 15 years or more

- 20 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.

a Is the amount of unpaid minimum required contributions for all years from Schedule SB (Form 5500) line 40 greater than zero? ☐ Yes ☐ No

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:

☐ Yes.

☐ 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.

☐ 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.

☐ No. Other. Provide explanation. _____

Part VII IRS Compliance Questions

- 21a** Does the plan satisfy the coverage and nondiscrimination tests of Code sections 410(b) and 401(a)(4) by combining this plan with any other plans under the permissive aggregation rules? ☐ Yes ☒ No

- 21b** If this is a Code section 401(k) plan, check all boxes that apply to indicate how the plan is intended to satisfy the nondiscrimination requirements for employee deferrals and employer matching contributions (as applicable) under Code sections 401(k)(3) and 401(m)(2).

☒ Design-based safe harbor method

☐ "Prior year" ADP test

☐ "Current year" ADP test

☐ N/A

- 22** If the plan sponsor is an adopter of a pre-approved plan that received a favorable IRS Opinion Letter, enter the date of the Opinion Letter ____/____/____ (MM/DD/YYYY) and the Opinion Letter serial number _____.

Report of Independent Auditors

To the Plan Participants and Plan Administrator
Danaher Corporation & Subsidiaries Savings Plan

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, 2023 and 2022, and the related statement of changes in net assets available for benefits for the year ended December 31, 2023, 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 the Plan at December 31, 2023 and 2022, and the changes in its net assets available for benefits for the year ended December 31, 2023, 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 the 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 the 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 the 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 the 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 Schedules Required by ERISA

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplemental schedules of delinquent participant contributions for the year ended December 31, 2023 and assets (held at end of year) as of December 31, 2023 (referred to as the "supplemental schedules"), are presented for purposes of additional analysis and are not a required part of the financial statements but are 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 schedules, we evaluated whether the supplemental schedules, including their form and content, are 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 schedules 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.

Ernst & Young LLP

June 7, 2024

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN

FINANCIAL STATEMENTS AS OF DECEMBER 31, 2023 AND 2022
AND FOR THE YEAR ENDED DECEMBER 31, 2023,
SUPPLEMENTAL SCHEDULE AS OF DECEMBER 31, 2023 AND
REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
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Report of Independent Auditors

To the Plan Participants and Plan Administrator
Danaher Corporation & Subsidiaries Savings Plan

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, 2023 and 2022, and the related statement of changes in net assets available for benefits for the year ended December 31, 2023, 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 the Plan at December 31, 2023 and 2022, and the changes in its net assets available for benefits for the year ended December 31, 2023, 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 the 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 the 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 the 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 the 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 Schedules Required by ERISA

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplemental schedules of delinquent participant contributions for the year ended December 31, 2023 and assets (held at end of year) as of December 31, 2023 (referred to as the "supplemental schedules"), are presented for purposes of additional analysis and are not a required part of the financial statements but are 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 schedules, we evaluated whether the supplemental schedules, including their form and content, are 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 schedules 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.

Ernst & Young LLP

June 7, 2024

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS
AS OF DECEMBER 31, 2023 AND 2022
(\$ in millions)

	2023	2022
ASSETS		
Investments, at fair value	\$ 5,750.4	\$ 5,802.7
Receivables:		
Employer contributions	15.3	19.6
Notes receivable from participants	45.0	49.5
Total receivables	60.3	69.1
Total assets	5,810.7	5,871.8
LIABILITIES		
Administrative expenses payable	0.1	—
Total liabilities	0.1	—
NET ASSETS AVAILABLE FOR BENEFITS	\$ 5,810.6	\$ 5,871.8

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, 2023
(\$ in millions)

ADDITIONS	
Contributions:	
Participant	\$ 299.9
Rollovers	43.7
Employer	199.9
Total contributions	543.5
Net appreciation in the fair value of investments	883.1
Interest and dividend income	16.9
Total investment income	900.0
Interest income on notes receivable from participants	3.1
Total additions	1,446.6
DEDUCTIONS	
Benefit payments	592.5
Administrative expenses	3.1
Total deductions	595.6
NET INCREASE PRIOR TO PLAN TRANSFERS	851.0
NET TRANSFERS OUT OF PLAN	(912.2)
NET DECREASE IN ASSETS AVAILABLE FOR BENEFITS	(61.2)
NET ASSETS AVAILABLE FOR BENEFITS:	
Beginning of year	5,871.8
End of year	\$ 5,810.6

See the accompanying Notes to the Financial Statements.

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
NOTES TO FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023 AND 2022 AND FOR THE YEAR ENDED DECEMBER 31, 2023

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.

Environmental & Applied Solutions Separation

On September 30, 2023, the Company completed the separation of Veralto Corporation, its former Environmental & Applied Solutions business ("Veralto" or "Veralto Separation"). Prior to the Veralto Separation, the Company created a new savings plan, the Veralto Corporation and Subsidiaries Savings Plan (the "Veralto Plan"), and transferred approximately \$933.1 million, which was the total amount of the balances and the related assets of the Plan participants who are now employees of Veralto after the Veralto Separation, to the Veralto Plan. This \$933.1 million of net assets transferred includes \$9.4 million of outstanding loan balances.

Plan Merger

On January 26, 2023, the Aldevron Retirement Savings Plan related to the employees of Aldevron, L.L.C. transferred assets of \$20.3 million into the Plan. This asset transfer occurred subsequent to and as a result of Danaher Corporation's acquisition of Aldevron, L.L.C..

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 73.

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.

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 December 31, 2023 and 2022, unallocated non-vested accounts, including forfeited amounts, totaled \$1.4 million and \$0.2 million, respectively, and forfeitures used to reduce Company contributions for 2023 were \$3.6 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, 2023 or 2022. 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.

The fair values of the Plan's investments as of December 31, 2023 and 2022, 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	
	2023	2022	2023	2022	2023	2022	2023	2022
Cash and equivalents	\$ 19.0	\$ 28.4	\$ —	\$ —	\$ —	\$ —	\$ 19.0	\$ 28.4
Common stock	1,390.2	1,559.1	—	—	—	—	1,390.2	1,559.1
Mutual funds	156.0	137.0	—	—	—	—	156.0	137.0
Bonds	—	—	25.8	24.6	—	—	25.8	24.6
U.S. government issued securities	—	—	10.0	9.8	—	—	10.0	9.8
Common/collective trusts	—	—	3,904.4	3,826.1	—	—	3,904.4	3,826.1
Self-directed brokerage account	245.0	217.7	—	—	—	—	245.0	217.7
Total investments, at fair value	<u>\$ 1,810.2</u>	<u>\$ 1,942.2</u>	<u>\$ 3,940.2</u>	<u>\$ 3,860.5</u>	<u>\$ —</u>	<u>\$ —</u>	<u>5,750.4</u>	<u>5,802.7</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, 2023 and 2022.

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 *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 *self-directed brokerage* consists of common stock, mutual funds, bonds 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 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, 2023 and 2022, the Plan invested in 2.1 million and 3.0 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, 2023, the Plan received \$3.0 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):

	2023	2022
Net assets available for benefits per the financial statements	\$ 5,810.6	\$ 5,871.8
Loans with no post-default payment activity that are deemed distributions	(1.8)	(1.7)
Net assets available for benefits per the Form 5500	<u>\$ 5,808.8</u>	<u>\$ 5,870.1</u>

The following is a reconciliation of the net increase prior to plan transfers per the financial statements to net income per the Form 5500 for the year ended December 31, 2023 (\$ in millions):

Net increase in assets available for benefits prior to plan transfers per the financial statements	\$ 851.0
Loan defaults previously deemed distributed that reached a distributable event	0.1
Interest payments on loans deemed distributed that have had no post-default payment activity	(0.1)
Deemed distributions	(0.1)
Net income per the Form 5500	<u>\$ 850.9</u>

SUPPLEMENTAL SCHEDULES

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4a —
SCHEDULE OF DELINQUENT PARTICIPANT CONTRIBUTIONS
FOR THE YEAR ENDED DECEMBER 31, 2023

Total that Constitute Nonexempt Prohibited Transactions				
Participant Contributions Transferred Late to Plan				
Check Here if Late Participant Loan Repayments are Included: ☒	Contributions Not Corrected	Contributions Corrected Outside VFCP	Contributions Pending Correction in VFCP	Total Fully Corrected Under VFCP and PTE 2002-51
\$ 2,925.20	—	\$ 2,925.20	—	—

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4i — SCHEDULE OF ASSETS (HELD AT END OF YEAR)
AS OF DECEMBER 31, 2023

(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	4,955,470	units	**	\$ 4,955,470
	Brown Brothers Harriman U.S. Government Money Market Fund	12,409,802	units	**	12,409,802
*	PIMCO Private Account Portfolio Series Short-Term Floating NAV Portfolio II	352,337	units	**	1,655,691
					\$ 19,020,963
Common/Collective Trusts					
*	Fidelity Managed Income Portfolio II Class 3 (at FMV)	311,192,418	units	**	\$ 311,192,418
	American Beacon Small Cap Value Institutional Class	5,402,614	units	**	108,352,116
*	Select Leaders Series 2 Portfolio	12,605,138	units	**	142,816,208
	GQG International Equity	5,381,956	units	**	81,159,898
	BlackRock Equity Index Non-Lendable Fund	7,592,638	units	**	648,960,385
	BlackRock MSCI ACW Ex-US IM Non-Lendable Fund	3,694,136	units	**	71,991,335
	BlackRock Russell 2500 Index Non-Lendable Fund	2,966,306	units	**	92,752,672
	BlackRock US Debt Index Non-Lendable Fund	8,255,898	units	**	124,408,687
	LifePath® Index 2025 Non-Lendable Fund F	9,059,879	units	**	289,009,250
	LifePath® Index 2030 Non-Lendable Fund F	9,590,201	units	**	342,047,023
	LifePath® Index 2035 Non-Lendable Fund F	8,900,675	units	**	353,280,671
	LifePath® Index 2040 Non-Lendable Fund F	7,185,524	units	**	313,089,475
	LifePath® Index 2045 Non-Lendable Fund F	6,069,196	units	**	286,398,581
	LifePath® Index 2050 Non-Lendable Fund F	4,745,486	units	**	236,652,219
	LifePath® Index 2055 Non-Lendable Fund F	4,725,769	units	**	171,322,887
	LifePath® Index 2060 Non-Lendable Fund F	4,124,636	units	**	85,282,831
	LifePath® Index 2065 Non-Lendable Fund F	1,785,501	units	**	26,405,607
	LifePath® Index Retirement Non-Lendable Fund F	8,842,293	units	**	219,254,563
					\$ 3,904,376,826
Registered Investment Companies (Mutual Funds)					
	Dodge & Cox International Stock Fund	1,644,658	shares	**	\$ 80,851,375
*	PIMCO All Asset Fund Institutional Class	914,284	shares	**	10,066,269
*	PIMCO Inflation Response Multi-Asset Fund Institutional	1,265,887	shares	**	10,152,411
*	DoubleLine Floating Rate Fund Institutional	226,176	units	**	2,042,371

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*	DoubleLine Global Fund Institutional	89,934	units	**	774,332
*	DoubleLine Infrastructure Income Fund Institutional	240,112	units	**	2,223,433
*	DoubleLine Selective Credit Fund Institutional	724,986	units	**	5,335,894
*	PIMCO Private Account Portfolio Series U.S. Government and Short-Term Inv	1,439,513	units	**	9,342,441
*	PIMCO Private Account Portfolio Series Mortgage and Short-Term Investments	851,958	units	**	6,934,936
*	PIMCO Private Account Portfolio Series Municipal Sector	96,156	units	**	594,247
*	PIMCO Private Account Portfolio Series Real Return Bond	154,982	units	**	1,855,129
*	PIMCO Private Account Portfolio Series Emerging Markets Bond and Short-Term	240,880	units	**	2,134,196
*	PIMCO Private Account Portfolio Series International	502,977	units	**	3,103,368
*	PIMCO Private Account Portfolio Series High Yield & Short-Term Investments	75,844	units	**	536,215
*	PIMCO Private Account Portfolio Series Investment Grade Credit Bond	1,390,611	units	**	12,306,909
*	PIMCO Private Account Portfolio Series Asset-Backed Securities and Short-Term	670,716	units	**	7,713,230
					\$ 155,966,756
Common Stock					
	Aaon Inc	42,689	shares	**	\$ 3,153,806
	Advanced Micro Devices	30,716	shares	**	4,527,846
	Adyen Bv	1,149	shares	**	1,480,705
	Agilysys Inc	16,233	shares	**	1,376,798
	Air Prods & Chems Inc	12,326	shares	**	3,374,859
	Alarm Holdings Inc	33,390	shares	**	2,157,468
	Align Technology Inc	1,531	shares	**	419,494
	Allegiant Travel Co	6,499	shares	**	536,882
	Alphabet Inc Cl A	66,882	shares	**	9,342,747
	Alphabet Inc Cl C	299,617	shares	**	42,225,024
	Altria Group Inc	48,497	shares	**	1,956,167
	Amazon.Com Inc	345,484	shares	**	52,492,839
	Ant Group Buyback Balance Prom Note Pp	449,137	shares	**	439,795
	Apple Inc	30,494	shares	**	5,871,202
	Apple Inc	338,273	shares	**	65,127,701
	ASML Holding NV NY	9,917	shares	**	7,506,376
	Astrazeneca Plc-Spons Adr	23,084	shares	**	1,554,707
	Atlassian Corp-Cl A	10,394	shares	**	2,472,317
	Axos Financial Inc	18,889	shares	**	1,031,449

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	Azenta Inc	13,236	shares	**	862,193
	Balchem Corp	19,396	shares	**	2,885,304
	Barnes Group Inc	17,143	shares	**	559,441
	Berkshire Hathaway Inc De	11,784	shares	**	4,202,881
	Bill Holdings Inc	17,166	shares	**	1,400,574
	Biolife Solutions Inc New	21,528	shares	**	349,846
	Bio-Techne Corp	26,355	shares	**	2,033,397
	Blackbaud Inc	27,573	shares	**	2,390,579
	Blackline Inc	22,074	shares	**	1,378,425
	Blackrock Inc	5,255	shares	**	4,266,009
	Booking Holdings Inc	1,715	shares	**	6,083,482
	Bright Horizons Fam Sol In Del	15,309	shares	**	1,442,814
	Carvana Co	32,990	shares	**	1,746,491
	Carvana Co 144A 20230901 12% 20281201	328,216	shares	**	295,394
	Carvana Co 144A 20230901 13% 20300601	492,755	shares	**	435,267
	Carvana Co 144A 20230901 14% 20310601	583,209	shares	**	525,860
	Casella Waste Systems Inc CI A	25,341	shares	**	2,165,642
	Certara Inc	97,734	shares	**	1,718,912
	Chevron Corp New	19,726	shares	**	2,942,330
	Chipotle Mexican Grill Inc	2,650	shares	**	6,060,444
	Chubb Ltd	29,149	shares	**	6,587,674
	Cincinnati Finl Corp	18,674	shares	**	1,932,012
	Cintas Corp	2,162	shares	**	1,302,951
	Cisco Sys Inc	54,709	shares	**	2,763,747
	Colgate-Palmolive Co	19,900	shares	**	1,586,229
	Comcast Corp New	47,841	shares	**	2,097,916
	Confluent Inc-Class A	31,441	shares	**	735,719
	Constellation Energy	28,261	shares	**	3,303,428
	Construction Partners Inc CI A	81,682	shares	**	3,555,062
	Crowdstrike Holdings Inc - A	5,470	shares	**	1,396,600
	Crown Castle Inc	21,626	shares	**	2,491,099
*	Danaher Corporation	2,130,211	shares	**	492,803,013
	Databricks Ser G Cvt Pfd Stck Pp 19700101 0% 20240102	4,545	shares	**	334,058

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	Datadog Inc - Class A	11,252	shares	**	1,365,768
	Descartes Systems Group Inc	37,403	shares	**	3,144,348
	Diageo Plc	17,682	shares	**	2,575,560
	Digi International Inc	36,641	shares	**	952,796
	Dollar General Corp	30,655	shares	**	4,167,547
	Dominion Energy Inc	43,247	shares	**	2,032,609
	Donaldson Inc	18,780	shares	**	1,227,404
	Doordash Inc - A	16,435	shares	**	1,625,257
	Dorman Prods Inc	15,299	shares	**	1,276,173
	Doubleverify Holdings Inc	49,324	shares	**	1,814,100
	Elevance Health Inc	5,888	shares	**	2,776,545
	Eli Lilly & Co	32,535	shares	**	18,965,302
	Envestnet Inc	28,099	shares	**	1,391,462
	Eplus Inc	40,172	shares	**	3,207,492
	Esco Technologies Inc	22,621	shares	**	2,647,453
	Exlservice Holdings Inc	107,139	shares	**	3,304,282
	Exponent Inc	39,476	shares	**	3,475,467
	Fair Isaac Corp	2,485	shares	**	2,892,565
	Fastenal Co	47,750	shares	**	3,093,091
	Fidelity Natl Information	47,369	shares	**	2,845,576
	Fiserv Inc	10,682	shares	**	1,418,997
	Fortinet Inc	8,454	shares	**	494,813
	Fox Factory Holding Corp	29,360	shares	**	1,981,145
	General Electric Co	26,679	shares	**	3,405,041
	Globus Med Inc Cl A	36,936	shares	**	1,968,479
	Goldman Sachs Group Inc	4,653	shares	**	1,794,988
	Grocery Outlet Holding Corp	36,300	shares	**	978,675
	Healthequity Inc	21,144	shares	**	1,401,847
	Humana Inc	8,368	shares	**	3,830,954
	I3 Verticals Inc Cl A	48,252	shares	**	1,021,474
	Intuit Inc	12,346	shares	**	7,716,620
	Intuitive Surgical Inc	28,555	shares	**	9,633,315
	J & J Snack Foods Corp	13,295	shares	**	2,222,126

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	Johnson & Johnson	23,423	shares	**	3,671,321
	Kinsale Cap Group Inc	10,716	shares	**	3,588,896
	Lam Research Corp	1,350	shares	**	1,057,401
	Lemaitre Vascular Inc	23,359	shares	**	1,325,687
	Linde Plc	7,494	shares	**	3,077,861
	Lowes Cos Inc	17,460	shares	**	3,885,723
	Lululemon Athletica Inc	6,647	shares	**	3,398,545
	Marsh & McLennan Cos	21,027	shares	**	3,983,986
	Marten Transport Ltd	86,098	shares	**	1,806,861
	Mastercard Inc - A	39,469	shares	**	16,833,923
	Merck & Co Inc	32,374	shares	**	3,529,632
	Mesa Laboratories Inc	5,090	shares	**	533,279
	Meta Platforms Inc-Class A	102,634	shares	**	36,328,331
	Microsoft Corp	11,529	shares	**	4,335,365
	Microsoft Corp	240,364	shares	**	90,386,479
	Mondelez International Inc	24,638	shares	**	1,784,530
	Mongoddb Inc	8,986	shares	**	3,673,926
	Monolithic Power Systems Inc	6,070	shares	**	3,828,835
	Morgan Stanley	33,511	shares	**	3,124,901
	MSCI Inc	1,224	shares	**	692,356
	Neogen Corp	55,862	shares	**	1,123,365
	Nestle S A	18,197	shares	**	2,104,119
	Netflix Inc	19,652	shares	**	9,568,166
	Nike Inc -CI B	17,215	shares	**	1,869,033
	Nintendo Ltd	171,678	shares	**	2,230,058
	Norfolk Southn Corp	17,432	shares	**	4,120,576
	Northrop Grumman Corp	6,344	shares	**	2,969,880
	Novanta Inc	19,985	shares	**	3,365,674
	NV5 Global Inc	11,678	shares	**	1,297,659
	Nvidia Corp	81,454	shares	**	40,337,650
	Old Dominion Freight Line	6,250	shares	**	2,533,313
	Ollies Bargain Outlet Holdings In	26,313	shares	**	1,996,894
	Omniceil	25,617	shares	**	964,043

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	Onto Innovation Inc	29,796	shares	**	4,555,808
	Palomar Holdings Inc	9,029	shares	**	501,109
	Paychex Inc	24,187	shares	**	2,881,033
	Perficient Inc	24,926	shares	**	1,640,498
	Philip Morris Intl Inc	40,960	shares	**	3,853,705
	Procter & Gamble Co/The	10,300	shares	**	1,509,362
	Progressive Corp	19,805	shares	**	3,154,540
	RBC Bearings Inc	14,893	shares	**	4,242,867
	Roper Technologies Inc	8,790	shares	**	4,792,044
	Ross Stores Inc	29,692	shares	**	4,109,076
	S&P Global Inc	8,021	shares	**	3,533,411
	Schlumberger Ltd	40,874	shares	**	2,127,083
	Schwab (Charles) Corp	35,728	shares	**	2,458,086
	Schwab Charles Corp	52,307	shares	**	3,598,928
	Sea Ltd Adr	27,780	shares	**	1,125,090
	Servicenow Inc	22,111	shares	**	15,621,200
	Sherwin-Williams Co/The	9,608	shares	**	2,996,735
	Shopify Inc - Class A	54,386	shares	**	4,236,669
	Siteone Landscape Supply Inc	14,526	shares	**	2,360,475
	Snowflake Inc	7,292	shares	**	1,451,108
	SPS Commerce Inc	11,847	shares	**	2,296,422
	SPX Technologies Inc	12,094	shares	**	1,221,716
	Staar Surgical Co	24,527	shares	**	765,488
	Starbucks Corp	34,830	shares	**	3,344,220
	Stryker Corp	12,054	shares	**	3,609,691
	Synopsys Inc	15,222	shares	**	7,837,960
	Taiwan Semiconductor-Sp Adr	20,563	shares	**	2,138,552
	TE Connectivity Ltd	7,620	shares	**	1,070,610
	Teleflex Inc	3,390	shares	**	845,263
	Tesla Inc	64,542	shares	**	16,037,396
	Texas Instrs Inc	24,674	shares	**	4,206,101
	Texas Instruments Inc	8,274	shares	**	1,410,386
	Texas Roadhouse Inc	24,794	shares	**	3,030,693

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	Thermo Fisher Scientific Inc	14,365	shares	**	7,624,798
	TJX Companies Inc	31,218	shares	**	2,928,561
	T-Mobile Us Inc	40,699	shares	**	6,525,271
	Transdigm Group Inc	1,637	shares	**	1,655,989
	Trex Co Inc	33,600	shares	**	2,782,075
	Tyler Technologies Inc	3,641	shares	**	1,522,375
	UFP Technologies Inc	2,123	shares	**	365,241
	United Parcel Service Inc	18,915	shares	**	2,974,005
	Unitedhealth Group Inc	39,610	shares	**	20,853,477
	Veeva Systems Inc Cl A	7,430	shares	**	1,430,424
	Veralto Corporation	670,034	shares	**	55,116,997
	Vericel Corp	13,048	shares	**	464,568
	Verizon Communications In	46,553	shares	**	1,755,124
	Visa Inc-Class A Shares	80,270	shares	**	20,898,295
	WD 40 Co	5,656	shares	**	1,352,180
	Zoetis Inc	19,068	shares	**	3,763,451
					\$ 1,390,236,670
Bonds					
	AbbVie Inc	4.70%	5/14/2045	**	\$ 148,608
	ACHV ABS TRUST 2023-3PL	7.17%	8/19/2030	**	250,842
	AdaptHealth LLC	5.13%	3/1/2030	**	15,969
	Advanced Drainage Systems Inc	6.38%	6/15/2030	**	57,064
	AEP Transmission Co LLC	5.40%	3/15/2053	**	31,709
	Aethon United BR LP / Aethon United Finance Corp	8.25%	2/15/2026	**	15,558
	Air Lease Corp	1.88%	8/15/2026	**	64,921
	Alexandria Real Estate Equities Inc	3.00%	5/18/2051	**	79,613
	Alliant Holdings Intermediate LLC / Alliant Holdings Co-Issuer	6.75%	10/15/2027	**	25,294
	Allied Universal Holdco LLC / Allied Universal Finance Corp	6.63%	7/15/2026	**	30,787
	Allied Universal Holdco LLC / Allied Universal Finance Corp	9.75%	7/15/2027	**	20,520
	American Airlines Inc	8.50%	5/15/2029	**	26,575
	American Airlines Inc/AAdvantage Loyalty IP Ltd	5.75%	4/20/2029	**	49,362
	American Express Co	5.85%	11/5/2027	**	73,664
	American Tower Corp	5.55%	7/15/2033	**	74,806

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	Amgen Inc	5.25%	3/2/2030	**	36,604
	AmWINS Group Inc	4.88%	6/30/2029	**	18,781
	Antero Midstream Partners LP / Antero Midstream Finance Corp	5.75%	3/1/2027	**	18,217
	Arivo Acceptance Auto Loan Receivables Trust 2021-1	2.02%	2/16/2027	**	287,375
	AT&T Inc	3.50%	9/15/2053	**	76,631
	AthenaHealth Group Inc	6.50%	2/15/2030	**	18,661
	Athene Global Funding	5.92%	8/19/2024	**	70,222
	Athene Holding Ltd	5.88%	1/15/2034	**	76,003
	Avolon Holdings Funding Ltd	3.25%	2/15/2027	**	126,620
	BANK 2017-BNK6	0.77%	7/1/2060	**	59,914
	BANK 2019-BNK20	0.81%	9/1/2062	**	81,694
	BANK 2022-BNK39	3.18%	2/1/2055	**	82,868
	Bank of America Corp	2.48%	9/21/2036	**	119,918
	Bank of Montreal	3.80%	12/15/2032	**	73,809
	Bank of Nova Scotia/The	3.45%	4/11/2025	**	143,090
	Barings CLO Ltd 2017-I	9.26%	7/18/2029	**	510,639
	Bausch & Lomb Escrow Corp	8.38%	10/1/2028	**	48,492
	Bausch Health Cos Inc	6.13%	2/1/2027	**	14,032
	BBCMS Mortgage Trust 2021-C12	2.69%	11/1/2054	**	85,362
	BBCMS Mortgage Trust 2021-C9	2.30%	2/1/2054	**	84,191
	BBCMS Mortgage Trust 2022-C16	4.60%	6/1/2055	**	97,769
	BC Ltd	9.00%	1/30/2028	**	3,041
	BCPE Empire Holdings Inc	7.63%	5/1/2027	**	39,120
	Becton Dickinson & Co	4.69%	2/13/2028	**	66,484
	Benchmark 2020-B19 Mortgage Trust	1.69%	9/1/2053	**	91,769
	Benchmark 2020-B19 Mortgage Trust	2.15%	9/1/2053	**	75,072
	Benchmark 2021-B31 Mortgage Trust	2.67%	12/1/2054	**	84,532
	Benchmark 2022-B32 Mortgage Trust	3.41%	1/1/2055	**	80,095
	BHP Billiton Finance USA Ltd	5.25%	9/8/2030	**	73,715
	Boeing Co/The	2.95%	2/1/2030	**	73,115
	Bombardier Inc	7.88%	4/15/2027	**	40,710
	Bombardier Inc	8.75%	11/15/2030	**	26,916
	BP Capital Markets America Inc	4.89%	9/11/2033	**	77,467

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	Broadcom Inc	3.50%	2/15/2041	**	153,289
	Builders FirstSource Inc	6.38%	6/15/2032	**	35,877
	Caesars Entertainment Inc	4.63%	10/15/2029	**	18,260
	Callon Petroleum Co	7.50%	6/15/2030	**	35,452
	Carnival Corp	5.75%	3/1/2027	**	64,698
	Carrier Global Corp	6.20%	3/15/2054	**	5,813
	CCO Holdings LLC / CCO Holdings Capital Corp	4.25%	1/15/2034	**	16,671
	CCO Holdings LLC / CCO Holdings Capital Corp	4.75%	2/1/2032	**	36,116
	Centene Corp	2.50%	3/1/2031	**	75,857
	Central Parent LLC / CDK Global II LLC / CDK Financing Co Inc	8.00%	6/15/2029	**	26,202
	Charter Communications Operating LLC / Charter Communications Operating Capital	4.91%	7/23/2025	**	146,827
	Cheniere Energy Inc	4.63%	10/15/2028	**	73,994
	Chesapeake Energy Corp	5.88%	2/1/2029	**	30,166
	CHS/Community Health Systems Inc	6.00%	1/15/2029	**	23,223
	Citigroup Commercial Mortgage Trust 2020-555	3.50%	12/1/2041	**	76,162
	Citigroup Commercial Mortgage Trust 2022-GC48	4.58%	5/1/2054	**	98,052
	Citigroup Inc	3.06%	1/25/2033	**	112,680
	Civitas Resources Inc	8.38%	7/1/2028	**	38,064
	Clarivate Science Holdings Corp	4.88%	7/1/2029	**	24,097
	CNX Resources Corp	6.00%	1/15/2029	**	34,562
	Comcast Corp	3.40%	4/1/2030	**	75,590
	COMM 2014-LC17 Mortgage Trust	4.19%	10/1/2047	**	146,422
	COMM 2015-LC21 Mortgage Trust	0.63%	7/1/2048	**	23,795
	CommScope Inc	4.75%	9/1/2029	**	13,764
	Constellation Brands Inc	3.15%	8/1/2029	**	75,463
	Coty Inc/HFC Prestige Products Inc/HFC Prestige International US LLC	6.63%	7/15/2030	**	58,105
	Crown Castle Inc	3.65%	9/1/2027	**	72,282
	CSAIL 2017-CX9 Commercial Mortgage Trust	0.61%	9/1/2050	**	32,848
	CSMC 2021-B33	3.64%	10/1/2043	**	80,289
	CSX Corp	3.80%	11/1/2046	**	79,670
	CVS Health Corp	5.13%	2/21/2030	**	20,692
	CVS Health Corp	5.30%	6/1/2033	**	72,174
	Diamond Infrastructure Funding LLC	2.36%	4/15/2049	**	438,742

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	Directv Financing LLC / Directv Financing Co-Obligor Inc	5.88%	8/15/2027	**	19,252
	DISH DBS Corp	5.75%	12/1/2028	**	20,107
	Dollar Tree Inc	4.00%	5/15/2025	**	143,213
	Duke Energy Carolinas LLC	3.55%	3/15/2052	**	23,353
	Duke Energy Corp	5.00%	8/15/2052	**	23,866
	Elevance Health Inc	2.38%	1/15/2025	**	63,865
	Elevance Health Inc	4.55%	5/15/2052	**	22,985
	Energy Transfer LP	4.75%	1/15/2026	**	71,110
	EQM Midstream Partners LP	4.75%	1/15/2031	**	23,847
	Equinix Inc	2.95%	9/15/2051	**	47,456
	Equinix Inc	3.90%	4/15/2032	**	37,493
	Essential Utilities Inc	2.70%	4/15/2030	**	74,845
	Exelon Corp	5.15%	3/15/2028	**	46,457
	Expedia Group Inc	5.00%	2/15/2026	**	71,283
	Expedia Group Inc	3.25%	2/15/2030	**	74,369
	Fannie Mae Pool	3.00%	7/1/2043	**	262,224
	Fannie Mae Pool	2.50%	8/1/2051	**	365,349
	Fannie Mae Pool	2.46%	4/1/2032	**	249,519
	Fannie Mae Pool	3.00%	11/1/2051	**	190,534
	Fannie Mae Pool	3.50%	3/1/2052	**	345,217
	Fannie Mae Pool	6.00%	5/1/2053	**	169,666
	Fannie Mae Pool	6.00%	10/1/2053	**	264,141
	Fannie Mae Pool	4.00%	6/1/2049	**	192,109
	Fannie Mae Pool	4.00%	5/1/2049	**	216,093
	Fannie Mae Pool	2.50%	12/1/2051	**	262,996
	Fannie Mae Pool	3.00%	12/1/2048	**	259,783
	Fannie Mae Pool	2.50%	3/1/2052	**	314,669
	Fannie Mae Pool	2.50%	4/1/2052	**	315,365
	Fannie Mae Pool	5.00%	7/1/2052	**	198,857
	Fannie Mae REMICS	5.95%	9/25/2042	**	539,716
	Fannie Mae REMICS	1.50%	10/1/2027	**	31,282
	Fannie Mae REMICS	—%	4/1/2048	**	119,788
	Fannie Mae REMICS	—%	8/25/2051	**	7,074

(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
	Fannie Mae REMICS	2.50%	12/1/2051	**	828,526
	Fannie Mae REMICS	2.50%	12/1/2051	**	619,526
	Fannie Mae REMICS	2.00%	8/1/2050	**	522,765
	Ferrellgas LP / Ferrellgas Finance Corp	5.38%	4/1/2026	**	19,861
	Fertitta Entertainment LLC / Fertitta Entertainment Finance Co Inc	6.75%	1/15/2030	**	18,205
	Ford Motor Co	3.25%	2/12/2032	**	38,010
	Fortrea Holdings Inc	7.50%	7/1/2030	**	15,998
	Fortress Transportation and Infrastructure Investors LLC	7.88%	12/1/2030	**	31,544
	Freddie Mac Gold Pool	4.00%	10/1/2048	**	32,659
	Freddie Mac Pool	3.00%	3/1/2052	**	391,044
	Freddie Mac Pool	5.00%	5/1/2053	**	559,453
	Freddie Mac Pool	2.00%	4/1/2051	**	161,582
	Freddie Mac Pool	5.00%	6/1/2053	**	339,385
	Freddie Mac Pool	4.50%	9/1/2052	**	405,279
	Freddie Mac Pool	2.00%	2/1/2052	**	345,093
	Freddie Mac Pool	5.50%	9/1/2053	**	450,448
	Frontier Communications Holdings LLC	5.00%	5/1/2028	**	23,336
	Garda World Security Corp	6.00%	6/1/2029	**	36,098
	General Motors Financial Co Inc	2.40%	10/15/2028	**	75,959
	GFL Environmental Inc	6.75%	1/15/2031	**	10,362
	Gilbert Park CLO Ltd	8.61%	10/15/2030	**	498,505
	Gilead Sciences Inc	5.55%	10/15/2053	**	22,018
	Glencore Funding LLC	1.63%	4/27/2026	**	41,864
	Global Aircraft Leasing Co Ltd	6.50%	9/15/2024	**	56,604
	Goldman Sachs Group Inc/The	6.17%	9/10/2027	**	142,746
	Goodyear Tire & Rubber Co/The	5.25%	7/15/2031	**	23,319
	Griffon Corp	5.75%	3/1/2028	**	35,103
	GTCR AP Finance Inc	8.00%	5/15/2027	**	25,543
	HCA Inc	4.13%	6/15/2029	**	71,896
	Hess Midstream Operations LP	4.25%	2/15/2030	**	23,430
	Hilcorp Energy I LP / Hilcorp Finance Co	5.75%	2/1/2029	**	24,769
	Hilcorp Energy I LP / Hilcorp Finance Co	8.38%	11/1/2033	**	5,367
	Host Hotels & Resorts LP	3.50%	9/15/2030	**	76,775

(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
	HUB International Ltd	7.25%	6/15/2030	**	15,902
	Hyundai Capital America	5.68%	6/26/2028	**	56,143
	Illuminate Buyer LLC / Illuminate Holdings IV Inc	9.00%	7/1/2028	**	30,072
	Intuit Inc	5.50%	9/15/2053	**	77,757
	Invitation Homes Operating Partnership LP	2.70%	1/15/2034	**	77,628
	IQVIA Inc	6.25%	2/1/2029	**	52,546
	Iron Mountain Inc	4.50%	2/15/2031	**	18,491
	Iron Mountain Inc	7.00%	2/15/2029	**	37,536
	John Deere Capital Corp	4.70%	6/10/2030	**	71,367
	JP Morgan Chase Commercial Mortgage Securities Trust 2011-C3	5.53%	2/1/2046	**	61,517
	JP Morgan Chase Commercial Mortgage Securities Trust 2013-LC11	3.22%	4/1/2046	**	60,811
	JPMBB Commercial Mortgage Securities Trust 2015-C27	3.90%	2/1/2048	**	92,519
	JPMBB Commercial Mortgage Securities Trust 2015-C28	3.53%	10/1/2048	**	95,830
	JPMorgan Chase & Co	2.96%	1/25/2033	**	147,921
	JPMorgan Chase & Co	4.85%	7/25/2028	**	35,763
	Kinder Morgan Energy Partners LP	6.95%	1/15/2038	**	73,539
	LCCM 2017-LC26	4.71%	7/3/2050	**	162,145
	Legacy LifePoint Health LLC	4.38%	2/15/2027	**	18,817
	Level 3 Financing Inc	10.50%	5/15/2030	**	24,601
	Light & Wonder International Inc	7.25%	11/15/2029	**	15,512
	Lowe's Cos Inc	5.63%	4/15/2053	**	21,224
	Macquarie Group Ltd	5.11%	8/9/2026	**	86,406
	Madison IAQ LLC	4.13%	6/30/2028	**	18,618
	Marriott International Inc/MD	3.13%	6/15/2026	**	72,208
	Marvell Technology Inc	5.95%	9/15/2033	**	75,474
	Mattamy Group Corp	4.63%	3/1/2030	**	37,729
	McDonald's Corp	3.60%	7/1/2030	**	38,682
	McGraw-Hill Education Inc	5.75%	8/1/2028	**	24,731
	Medline Borrower LP	5.25%	10/1/2029	**	38,282
	Meta Platforms Inc	3.85%	8/15/2032	**	72,456
	Metis Merger Sub LLC	6.50%	5/15/2029	**	22,843
	MetLife Inc	5.25%	1/15/2054	**	78,978
	Michaels Cos Inc/The	5.25%	5/1/2028	**	16,002

(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
	Midwest Gaming Borrower LLC / Midwest Gaming Finance Corp	4.88%	5/1/2029	**	32,873
	ModivCare Escrow Issuer Inc	5.00%	10/1/2029	**	54,026
	Monongahela Power Co	5.40%	12/15/2043	**	103,316
	Morgan Stanley	2.48%	9/16/2036	**	136,058
	Morgan Stanley Bank of America Merrill Lynch Trust 2016-C31	4.26%	11/1/2049	**	168,683
	Mosaic Solar Loan Trust 2020-2	2.21%	8/20/2046	**	40,781
	MSBAM Commercial Mortgage Securities Trust 2012- CKSV	4.16%	10/1/2030	**	88,739
	MVW 2021-1W LLC	1.94%	1/22/2041	**	86,083
	Nationstar Mortgage Holdings Inc	5.75%	11/15/2031	**	32,941
	Navient Corp	5.00%	3/15/2027	**	14,717
	NCL Corp Ltd	5.88%	2/15/2027	**	30,426
	NetApp Inc	1.88%	6/22/2025	**	71,424
	News Corp	5.13%	2/15/2032	**	19,395
	NGL Energy Operating LLC / NGL Energy Finance Corp	7.50%	2/1/2026	**	46,892
	NRG Energy Inc	3.63%	2/15/2031	**	34,963
	NXP BV / NXP Funding LLC / NXP USA Inc	3.88%	6/18/2026	**	141,528
	Octagon Investment Partners 34 Ltd	8.18%	1/20/2030	**	491,099
	OneMain Finance Corp	6.63%	1/15/2028	**	36,430
	ONEOK Inc	6.63%	9/1/2053	**	40,032
	Oracle Corp	3.80%	11/15/2037	**	17,113
	Oracle Corp	6.25%	11/9/2032	**	32,919
	Owens & Minor Inc	6.63%	4/1/2030	**	24,316
	Owens Corning	4.40%	1/30/2048	**	80,246
	Pacific Gas and Electric Co	2.50%	2/1/2031	**	75,265
	Packaging Corp of America	3.00%	12/15/2029	**	72,594
	Pactiv Evergreen Group Issuer LLC / Pactiv Evergreen Group Issuer Inc	4.38%	10/15/2028	**	18,903
	Park Intermediate Holdings LLC / PK Domestic Property LLC / PK Finance Co-Issuer	4.88%	5/15/2029	**	32,654
	Parker-Hannifin Corp	4.25%	9/15/2027	**	35,153
	Parkland Corp	4.50%	10/1/2029	**	37,162
	PennyMac Financial Services Inc	4.25%	2/15/2029	**	18,346
	PennyMac Financial Services Inc	7.88%	12/15/2029	**	15,528
	Penske Truck Leasing Co Lp / PTL Finance Corp	4.20%	4/1/2027	**	73,335
	Permian Resources Operating LLC	7.00%	1/15/2032	**	15,804

(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
	Pfizer Investment Enterprises Pte Ltd	4.75%	5/19/2033	**	55,448
	Philip Morris International Inc	5.50%	9/7/2030	**	84,369
	Pike Corp	8.63%	1/31/2031	**	15,878
	Premier Entertainment Sub LLC / Premier Entertainment Finance Corp	5.63%	9/1/2029	**	12,296
	Quanta Services Inc	2.35%	1/15/2032	**	75,506
	Realogy Group LLC / Realogy Co-Issuer Corp	5.25%	4/15/2030	**	15,174
	Sabine Pass Liquefaction LLC	5.00%	3/15/2027	**	66,266
	Santander Holdings USA Inc	2.49%	1/6/2028	**	74,271
	Scientific Games Holdings LP/Scientific Games US FinCo Inc	6.63%	3/1/2030	**	53,278
	Scripps Escrow II Inc	3.88%	1/15/2029	**	18,067
	SFO Commercial Mortgage Trust 2021-555	7.88%	5/15/2038	**	83,033
	SG Commercial Mortgage Securities Trust 2016-C5	1.86%	10/1/2048	**	19,963
	Sitio Royalties Operating Partnership LP / Sitio Finance Corp	7.88%	11/1/2028	**	10,563
	Smithfield Foods Inc	4.25%	2/1/2027	**	130,805
	SoFi Professional Loan Program 2017-D LLC	3.61%	9/25/2040	**	686,839
	Sonic Automotive Inc	4.63%	11/15/2029	**	36,687
	Southern Co/The	3.75%	9/15/2051	**	73,924
	Spirit AeroSystems Inc	9.75%	11/15/2030	**	16,306
	SRS Distribution Inc	4.63%	7/1/2028	**	29,188
	Standard Industries Inc/NJ	4.38%	7/15/2030	**	37,590
	Staples Inc	7.50%	4/15/2026	**	9,471
	State of California	7.55%	4/1/2039	**	44,938
	STWD 2019-FL1 Ltd	6.88%	7/15/2038	**	96,356
	STWD 2021-FL2 Ltd	6.67%	4/18/2038	**	98,180
	Suburban Propane Partners LP/Suburban Energy Finance Corp	5.00%	6/1/2031	**	22,806
	SunCoke Energy Inc	4.88%	6/30/2029	**	27,766
	Sunoco LP / Sunoco Finance Corp	4.50%	5/15/2029	**	14,037
	Superior Plus LP / Superior General Partner Inc	4.50%	3/15/2029	**	23,536
	Synchrony Financial	2.88%	10/28/2031	**	125,058
	Sysco Corp	5.95%	4/1/2030	**	75,502
	Tenet Healthcare Corp	6.13%	6/15/2030	**	45,678
	Tenet Healthcare Corp	6.25%	2/1/2027	**	15,475
	T-Mobile USA Inc	2.25%	2/15/2026	**	71,757

(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
	Toronto-Dominion Bank/The	4.69%	9/15/2027	**	147,081
	Townsquare Media Inc	6.88%	2/1/2026	**	25,230
	Transocean Inc	8.00%	2/1/2027	**	15,140
	Transocean Poseidon Ltd	6.88%	2/1/2027	**	15,388
	Trident TPI Holdings Inc	12.75%	12/31/2028	**	40,456
	Triton Container International Ltd / TAL International Container Corp	3.25%	3/15/2032	**	69,020
	TRTX 2021-FL4 Issuer Ltd	6.68%	3/15/2038	**	72,827
	UBS Commercial Mortgage Trust 2017-C4	3.30%	10/1/2050	**	85,674
	UBS Commercial Mortgage Trust 2018-C14	5.21%	12/1/2051	**	117,708
	United Natural Foods Inc	6.75%	10/15/2028	**	16,502
	UnitedHealth Group Inc	4.95%	5/15/2062	**	29,824
	UnitedHealth Group Inc	5.05%	4/15/2053	**	56,199
	Univision Communications Inc	7.38%	6/30/2030	**	20,708
	Upstart Pass-Through Trust Series 2021-ST4	2.00%	7/20/2027	**	58,143
	US Foods Inc	7.25%	1/15/2032	**	15,949
	Venture Global LNG Inc	8.13%	6/1/2028	**	20,352
	Venture Global LNG Inc	8.38%	6/1/2031	**	25,199
	Venture Global LNG Inc	9.88%	2/1/2032	**	10,606
	Victoria's Secret & Co	4.63%	7/15/2029	**	12,868
	Viking Cruises Ltd	9.13%	7/15/2031	**	66,730
	Vistra Operations Co LLC	7.75%	10/15/2031	**	21,196
	VT Topco Inc	8.50%	8/15/2030	**	16,121
	WASH Multifamily Acquisition Inc	5.75%	4/15/2026	**	14,633
	Weatherford International Ltd	8.63%	4/30/2030	**	10,522
	Wells Fargo & Co	4.81%	7/25/2028	**	30,420
	Wells Fargo & Co	5.57%	7/25/2029	**	94,123
	Wells Fargo Commercial Mortgage Trust 2015-SG1	4.05%	9/1/2048	**	80,390
	Wells Fargo Commercial Mortgage Trust 2017-C38	0.93%	7/1/2050	**	56,199
	Wells Fargo Commercial Mortgage Trust 2021-C59	1.52%	4/1/2054	**	63,278
	Wells Fargo Commercial Mortgage Trust 2021-C60	2.06%	8/1/2054	**	102,891
	Welltower OP LLC	2.05%	1/15/2029	**	75,616
	Westpac Banking Corp	3.02%	11/18/2036	**	73,582
	Willis North America Inc	4.50%	9/15/2028	**	74,134

(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
	Wind River 2021-3 CLO Ltd	9.03%	7/20/2033	**	469,884
	Workday Inc	3.70%	4/1/2029	**	72,723
	WR Grace Holdings LLC	5.63%	8/15/2029	**	18,047
	WRKCo Inc	3.75%	3/15/2025	**	69,506
	XPO Inc	7.13%	6/1/2031	**	36,477
					\$ 25,802,224
U.S. Government Issued Securities					
	Ginnie Mae II Pool	3.00%	11/1/2051	**	\$ 394,892
	Ginnie Mae II Pool	2.50%	11/1/2051	**	292,284
	Ginnie Mae II Pool	3.00%	4/1/2052	**	258,052
	Ginnie Mae II Pool	3.50%	7/1/2051	**	547,490
	Government National Mortgage Association	2.00%	12/1/2050	**	33,916
	Government National Mortgage Association	3.50%	6/1/2051	**	33,817
	United States Treasury Note/Bond	3.88%	5/15/2043	**	(5)
	United States Treasury Note/Bond	4.75%	11/15/2053	**	4,494,178
	United States Treasury Note/Bond	4.75%	11/15/2043	**	2,260,725
	United States Treasury Note/Bond	4.63%	2/28/2025	**	(1)
	United States Treasury Note/Bond	3.75%	6/30/2030	**	40,404
	United States Treasury Note/Bond	4.63%	9/30/2030	**	26,361
	United States Treasury Note/Bond	4.63%	9/30/2028	**	41,763
	United States Treasury Note/Bond	5.00%	9/30/2025	**	(4)
	United States Treasury Note/Bond	4.63%	10/15/2026	**	40,993
	United States Treasury Note/Bond	4.50%	11/15/2033	**	316,790
	United States Treasury Note/Bond	4.63%	11/15/2026	**	71,537
	United States Treasury Note/Bond	4.88%	11/30/2025	**	40,590
	United States Treasury Note/Bond	4.38%	11/30/2028	**	51,366
	United States Treasury Note/Bond	3.75%	12/31/2028	**	995,753
					\$ 9,940,901
Self-Directed Brokerage Account					
	Brokeragelink	Combination of common stock, bonds, mutual funds, and ETFs		**	\$ 245,037,684

Participant Loans

(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
	Participant loans	Interest rates range from 3.25% to 9.50% with maturity at various dates	**	\$ 43,240,983
Total Investments (Held at End of Year)				\$ 5,793,623,007

* Party-in-Interest

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

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4a —
SCHEDULE OF DELINQUENT PARTICIPANT CONTRIBUTIONS
FOR THE YEAR ENDED DECEMBER 31, 2023

Total that Constitute Nonexempt Prohibited Transactions				
Participant Contributions Transferred Late to Plan				
Check Here if Late Participant Loan Repayments are Included: ✓	Contributions Not Corrected	Contributions Corrected Outside VFCP	Contributions Pending Correction in VFCP	Total Fully Corrected Under VFCP and PTE 2002-51
\$ 2,925.20	—	\$ 2,925.20	—	—

DANAHER CORPORATION & SUBSIDIARIES SAVINGS PLAN
EIN: 59-1995548, PLAN NO. 004
FORM 5500, SCHEDULE H, LINE 4i — SCHEDULE OF ASSETS (HELD AT END OF YEAR)
AS OF DECEMBER 31, 2023

(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	4,955,470	units	**	\$ 4,955,470
	Brown Brothers Harriman U.S. Government Money Market Fund	12,409,802	units	**	12,409,802
*	PIMCO Private Account Portfolio Series Short-Term Floating NAV Portfolio II	352,337	units	**	1,655,691
					\$ 19,020,963
Common/Collective Trusts					
*	Fidelity Managed Income Portfolio II Class 3 (at FMV)	311,192,418	units	**	\$ 311,192,418
	American Beacon Small Cap Value Institutional Class	5,402,614	units	**	108,352,116
*	Select Leaders Series 2 Portfolio	12,605,138	units	**	142,816,208
	GQG International Equity	5,381,956	units	**	81,159,898
	BlackRock Equity Index Non-Lendable Fund	7,592,638	units	**	648,960,385
	BlackRock MSCI ACW Ex-US IM Non-Lendable Fund	3,694,136	units	**	71,991,335
	BlackRock Russell 2500 Index Non-Lendable Fund	2,966,306	units	**	92,752,672
	BlackRock US Debt Index Non-Lendable Fund	8,255,898	units	**	124,408,687
	LifePath® Index 2025 Non-Lendable Fund F	9,059,879	units	**	289,009,250
	LifePath® Index 2030 Non-Lendable Fund F	9,590,201	units	**	342,047,023
	LifePath® Index 2035 Non-Lendable Fund F	8,900,675	units	**	353,280,671
	LifePath® Index 2040 Non-Lendable Fund F	7,185,524	units	**	313,089,475
	LifePath® Index 2045 Non-Lendable Fund F	6,069,196	units	**	286,398,581
	LifePath® Index 2050 Non-Lendable Fund F	4,745,486	units	**	236,652,219
	LifePath® Index 2055 Non-Lendable Fund F	4,725,769	units	**	171,322,887
	LifePath® Index 2060 Non-Lendable Fund F	4,124,636	units	**	85,282,831
	LifePath® Index 2065 Non-Lendable Fund F	1,785,501	units	**	26,405,607
	LifePath® Index Retirement Non-Lendable Fund F	8,842,293	units	**	219,254,563
					\$ 3,904,376,826
Registered Investment Companies (Mutual Funds)					
	Dodge & Cox International Stock Fund	1,644,658	shares	**	\$ 80,851,375
*	PIMCO All Asset Fund Institutional Class	914,284	shares	**	10,066,269
*	PIMCO Inflation Response Multi-Asset Fund Institutional	1,265,887	shares	**	10,152,411
*	DoubleLine Floating Rate Fund Institutional	226,176	units	**	2,042,371

(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
*	DoubleLine Global Fund Institutional	89,934	units	**	774,332
*	DoubleLine Infrastructure Income Fund Institutional	240,112	units	**	2,223,433
*	DoubleLine Selective Credit Fund Institutional	724,986	units	**	5,335,894
*	PIMCO Private Account Portfolio Series U.S. Government and Short-Term Inv	1,439,513	units	**	9,342,441
*	PIMCO Private Account Portfolio Series Mortgage and Short-Term Investments	851,958	units	**	6,934,936
*	PIMCO Private Account Portfolio Series Municipal Sector	96,156	units	**	594,247
*	PIMCO Private Account Portfolio Series Real Return Bond	154,982	units	**	1,855,129
*	PIMCO Private Account Portfolio Series Emerging Markets Bond and Short-Term	240,880	units	**	2,134,196
*	PIMCO Private Account Portfolio Series International	502,977	units	**	3,103,368
*	PIMCO Private Account Portfolio Series High Yield & Short-Term Investments	75,844	units	**	536,215
*	PIMCO Private Account Portfolio Series Investment Grade Credit Bond	1,390,611	units	**	12,306,909
*	PIMCO Private Account Portfolio Series Asset-Backed Securities and Short-Term	670,716	units	**	7,713,230
					\$ 155,966,756
Common Stock					
	Aaon Inc	42,689	shares	**	\$ 3,153,806
	Advanced Micro Devices	30,716	shares	**	4,527,846
	Adyen Bv	1,149	shares	**	1,480,705
	Agilysys Inc	16,233	shares	**	1,376,798
	Air Prods & Chems Inc	12,326	shares	**	3,374,859
	Alarm Holdings Inc	33,390	shares	**	2,157,468
	Align Technology Inc	1,531	shares	**	419,494
	Allegiant Travel Co	6,499	shares	**	536,882
	Alphabet Inc Cl A	66,882	shares	**	9,342,747
	Alphabet Inc Cl C	299,617	shares	**	42,225,024
	Altria Group Inc	48,497	shares	**	1,956,167
	Amazon.Com Inc	345,484	shares	**	52,492,839
	Ant Group Buyback Balance Prom Note Pp	449,137	shares	**	439,795
	Apple Inc	30,494	shares	**	5,871,202
	Apple Inc	338,273	shares	**	65,127,701
	ASML Holding NV NY	9,917	shares	**	7,506,376
	Astrazeneca Plc-Spons Adr	23,084	shares	**	1,554,707
	Atlassian Corp-Cl A	10,394	shares	**	2,472,317
	Axos Financial Inc	18,889	shares	**	1,031,449

(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
	Azenta Inc	13,236	shares	**	862,193
	Balchem Corp	19,396	shares	**	2,885,304
	Barnes Group Inc	17,143	shares	**	559,441
	Berkshire Hathaway Inc De	11,784	shares	**	4,202,881
	Bill Holdings Inc	17,166	shares	**	1,400,574
	Biolife Solutions Inc New	21,528	shares	**	349,846
	Bio-Techne Corp	26,355	shares	**	2,033,397
	Blackbaud Inc	27,573	shares	**	2,390,579
	Blackline Inc	22,074	shares	**	1,378,425
	Blackrock Inc	5,255	shares	**	4,266,009
	Booking Holdings Inc	1,715	shares	**	6,083,482
	Bright Horizons Fam Sol In Del	15,309	shares	**	1,442,814
	Carvana Co	32,990	shares	**	1,746,491
	Carvana Co 144A 20230901 12% 20281201	328,216	shares	**	295,394
	Carvana Co 144A 20230901 13% 20300601	492,755	shares	**	435,267
	Carvana Co 144A 20230901 14% 20310601	583,209	shares	**	525,860
	Casella Waste Systems Inc CI A	25,341	shares	**	2,165,642
	Certara Inc	97,734	shares	**	1,718,912
	Chevron Corp New	19,726	shares	**	2,942,330
	Chipotle Mexican Grill Inc	2,650	shares	**	6,060,444
	Chubb Ltd	29,149	shares	**	6,587,674
	Cincinnati Finl Corp	18,674	shares	**	1,932,012
	Cintas Corp	2,162	shares	**	1,302,951
	Cisco Sys Inc	54,709	shares	**	2,763,747
	Colgate-Palmolive Co	19,900	shares	**	1,586,229
	Comcast Corp New	47,841	shares	**	2,097,916
	Confluent Inc-Class A	31,441	shares	**	735,719
	Constellation Energy	28,261	shares	**	3,303,428
	Construction Partners Inc CI A	81,682	shares	**	3,555,062
	Crowdstrike Holdings Inc - A	5,470	shares	**	1,396,600
	Crown Castle Inc	21,626	shares	**	2,491,099
*	Danaher Corporation	2,130,211	shares	**	492,803,013
	Databricks Ser G Cvt Pfd Stck Pp 19700101 0% 20240102	4,545	shares	**	334,058

(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
	Datadog Inc - Class A	11,252	shares	**	1,365,768
	Descartes Systems Group Inc	37,403	shares	**	3,144,348
	Diageo Plc	17,682	shares	**	2,575,560
	Digi International Inc	36,641	shares	**	952,796
	Dollar General Corp	30,655	shares	**	4,167,547
	Dominion Energy Inc	43,247	shares	**	2,032,609
	Donaldson Inc	18,780	shares	**	1,227,404
	Doordash Inc - A	16,435	shares	**	1,625,257
	Dorman Prods Inc	15,299	shares	**	1,276,173
	Doubleverify Holdings Inc	49,324	shares	**	1,814,100
	Elevance Health Inc	5,888	shares	**	2,776,545
	Eli Lilly & Co	32,535	shares	**	18,965,302
	Envestnet Inc	28,099	shares	**	1,391,462
	Eplus Inc	40,172	shares	**	3,207,492
	Esco Technologies Inc	22,621	shares	**	2,647,453
	Exlservice Holdings Inc	107,139	shares	**	3,304,282
	Exponent Inc	39,476	shares	**	3,475,467
	Fair Isaac Corp	2,485	shares	**	2,892,565
	Fastenal Co	47,750	shares	**	3,093,091
	Fidelity Natl Information	47,369	shares	**	2,845,576
	Fiserv Inc	10,682	shares	**	1,418,997
	Fortinet Inc	8,454	shares	**	494,813
	Fox Factory Holding Corp	29,360	shares	**	1,981,145
	General Electric Co	26,679	shares	**	3,405,041
	Globus Med Inc Cl A	36,936	shares	**	1,968,479
	Goldman Sachs Group Inc	4,653	shares	**	1,794,988
	Grocery Outlet Holding Corp	36,300	shares	**	978,675
	Healthequity Inc	21,144	shares	**	1,401,847
	Humana Inc	8,368	shares	**	3,830,954
	I3 Verticals Inc Cl A	48,252	shares	**	1,021,474
	Intuit Inc	12,346	shares	**	7,716,620
	Intuitive Surgical Inc	28,555	shares	**	9,633,315
	J & J Snack Foods Corp	13,295	shares	**	2,222,126

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	Johnson & Johnson	23,423	shares	**	3,671,321
	Kinsale Cap Group Inc	10,716	shares	**	3,588,896
	Lam Research Corp	1,350	shares	**	1,057,401
	Lemaitre Vascular Inc	23,359	shares	**	1,325,687
	Linde Plc	7,494	shares	**	3,077,861
	Lowes Cos Inc	17,460	shares	**	3,885,723
	Lululemon Athletica Inc	6,647	shares	**	3,398,545
	Marsh & McLennan Cos	21,027	shares	**	3,983,986
	Marten Transport Ltd	86,098	shares	**	1,806,861
	Mastercard Inc - A	39,469	shares	**	16,833,923
	Merck & Co Inc	32,374	shares	**	3,529,632
	Mesa Laboratories Inc	5,090	shares	**	533,279
	Meta Platforms Inc-Class A	102,634	shares	**	36,328,331
	Microsoft Corp	11,529	shares	**	4,335,365
	Microsoft Corp	240,364	shares	**	90,386,479
	Mondelez International Inc	24,638	shares	**	1,784,530
	Mongoddb Inc	8,986	shares	**	3,673,926
	Monolithic Power Systems Inc	6,070	shares	**	3,828,835
	Morgan Stanley	33,511	shares	**	3,124,901
	MSCI Inc	1,224	shares	**	692,356
	Neogen Corp	55,862	shares	**	1,123,365
	Nestle S A	18,197	shares	**	2,104,119
	Netflix Inc	19,652	shares	**	9,568,166
	Nike Inc -CI B	17,215	shares	**	1,869,033
	Nintendo Ltd	171,678	shares	**	2,230,058
	Norfolk Southn Corp	17,432	shares	**	4,120,576
	Northrop Grumman Corp	6,344	shares	**	2,969,880
	Novanta Inc	19,985	shares	**	3,365,674
	NV5 Global Inc	11,678	shares	**	1,297,659
	Nvidia Corp	81,454	shares	**	40,337,650
	Old Dominion Freight Line	6,250	shares	**	2,533,313
	Ollies Bargain Outlet Holdings In	26,313	shares	**	1,996,894
	Omniceil	25,617	shares	**	964,043

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	Onto Innovation Inc	29,796	shares	**	4,555,808
	Palomar Holdings Inc	9,029	shares	**	501,109
	Paychex Inc	24,187	shares	**	2,881,033
	Perficient Inc	24,926	shares	**	1,640,498
	Philip Morris Intl Inc	40,960	shares	**	3,853,705
	Procter & Gamble Co/The	10,300	shares	**	1,509,362
	Progressive Corp	19,805	shares	**	3,154,540
	RBC Bearings Inc	14,893	shares	**	4,242,867
	Roper Technologies Inc	8,790	shares	**	4,792,044
	Ross Stores Inc	29,692	shares	**	4,109,076
	S&P Global Inc	8,021	shares	**	3,533,411
	Schlumberger Ltd	40,874	shares	**	2,127,083
	Schwab (Charles) Corp	35,728	shares	**	2,458,086
	Schwab Charles Corp	52,307	shares	**	3,598,928
	Sea Ltd Adr	27,780	shares	**	1,125,090
	Servicenow Inc	22,111	shares	**	15,621,200
	Sherwin-Williams Co/The	9,608	shares	**	2,996,735
	Shopify Inc - Class A	54,386	shares	**	4,236,669
	Siteone Landscape Supply Inc	14,526	shares	**	2,360,475
	Snowflake Inc	7,292	shares	**	1,451,108
	SPS Commerce Inc	11,847	shares	**	2,296,422
	SPX Technologies Inc	12,094	shares	**	1,221,716
	Staar Surgical Co	24,527	shares	**	765,488
	Starbucks Corp	34,830	shares	**	3,344,220
	Stryker Corp	12,054	shares	**	3,609,691
	Synopsys Inc	15,222	shares	**	7,837,960
	Taiwan Semiconductor-Sp Adr	20,563	shares	**	2,138,552
	TE Connectivity Ltd	7,620	shares	**	1,070,610
	Teleflex Inc	3,390	shares	**	845,263
	Tesla Inc	64,542	shares	**	16,037,396
	Texas Instrs Inc	24,674	shares	**	4,206,101
	Texas Instruments Inc	8,274	shares	**	1,410,386
	Texas Roadhouse Inc	24,794	shares	**	3,030,693

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	Thermo Fisher Scientific Inc	14,365	shares	**	7,624,798
	TJX Companies Inc	31,218	shares	**	2,928,561
	T-Mobile Us Inc	40,699	shares	**	6,525,271
	Transdigm Group Inc	1,637	shares	**	1,655,989
	Trex Co Inc	33,600	shares	**	2,782,075
	Tyler Technologies Inc	3,641	shares	**	1,522,375
	UFP Technologies Inc	2,123	shares	**	365,241
	United Parcel Service Inc	18,915	shares	**	2,974,005
	Unitedhealth Group Inc	39,610	shares	**	20,853,477
	Veeva Systems Inc Cl A	7,430	shares	**	1,430,424
	Veralto Corporation	670,034	shares	**	55,116,997
	Vericel Corp	13,048	shares	**	464,568
	Verizon Communications In	46,553	shares	**	1,755,124
	Visa Inc-Class A Shares	80,270	shares	**	20,898,295
	WD 40 Co	5,656	shares	**	1,352,180
	Zoetis Inc	19,068	shares	**	3,763,451
					\$ 1,390,236,670
Bonds					
	AbbVie Inc	4.70%	5/14/2045	**	\$ 148,608
	ACHV ABS TRUST 2023-3PL	7.17%	8/19/2030	**	250,842
	AdaptHealth LLC	5.13%	3/1/2030	**	15,969
	Advanced Drainage Systems Inc	6.38%	6/15/2030	**	57,064
	AEP Transmission Co LLC	5.40%	3/15/2053	**	31,709
	Aethon United BR LP / Aethon United Finance Corp	8.25%	2/15/2026	**	15,558
	Air Lease Corp	1.88%	8/15/2026	**	64,921
	Alexandria Real Estate Equities Inc	3.00%	5/18/2051	**	79,613
	Alliant Holdings Intermediate LLC / Alliant Holdings Co-Issuer	6.75%	10/15/2027	**	25,294
	Allied Universal Holdco LLC / Allied Universal Finance Corp	6.63%	7/15/2026	**	30,787
	Allied Universal Holdco LLC / Allied Universal Finance Corp	9.75%	7/15/2027	**	20,520
	American Airlines Inc	8.50%	5/15/2029	**	26,575
	American Airlines Inc/AAdvantage Loyalty IP Ltd	5.75%	4/20/2029	**	49,362
	American Express Co	5.85%	11/5/2027	**	73,664
	American Tower Corp	5.55%	7/15/2033	**	74,806

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	Amgen Inc	5.25%	3/2/2030	**	36,604
	AmWINS Group Inc	4.88%	6/30/2029	**	18,781
	Antero Midstream Partners LP / Antero Midstream Finance Corp	5.75%	3/1/2027	**	18,217
	Arivo Acceptance Auto Loan Receivables Trust 2021-1	2.02%	2/16/2027	**	287,375
	AT&T Inc	3.50%	9/15/2053	**	76,631
	AthenaHealth Group Inc	6.50%	2/15/2030	**	18,661
	Athene Global Funding	5.92%	8/19/2024	**	70,222
	Athene Holding Ltd	5.88%	1/15/2034	**	76,003
	Avolon Holdings Funding Ltd	3.25%	2/15/2027	**	126,620
	BANK 2017-BNK6	0.77%	7/1/2060	**	59,914
	BANK 2019-BNK20	0.81%	9/1/2062	**	81,694
	BANK 2022-BNK39	3.18%	2/1/2055	**	82,868
	Bank of America Corp	2.48%	9/21/2036	**	119,918
	Bank of Montreal	3.80%	12/15/2032	**	73,809
	Bank of Nova Scotia/The	3.45%	4/11/2025	**	143,090
	Barings CLO Ltd 2017-I	9.26%	7/18/2029	**	510,639
	Bausch & Lomb Escrow Corp	8.38%	10/1/2028	**	48,492
	Bausch Health Cos Inc	6.13%	2/1/2027	**	14,032
	BBCMS Mortgage Trust 2021-C12	2.69%	11/1/2054	**	85,362
	BBCMS Mortgage Trust 2021-C9	2.30%	2/1/2054	**	84,191
	BBCMS Mortgage Trust 2022-C16	4.60%	6/1/2055	**	97,769
	BC Ltd	9.00%	1/30/2028	**	3,041
	BCPE Empire Holdings Inc	7.63%	5/1/2027	**	39,120
	Becton Dickinson & Co	4.69%	2/13/2028	**	66,484
	Benchmark 2020-B19 Mortgage Trust	1.69%	9/1/2053	**	91,769
	Benchmark 2020-B19 Mortgage Trust	2.15%	9/1/2053	**	75,072
	Benchmark 2021-B31 Mortgage Trust	2.67%	12/1/2054	**	84,532
	Benchmark 2022-B32 Mortgage Trust	3.41%	1/1/2055	**	80,095
	BHP Billiton Finance USA Ltd	5.25%	9/8/2030	**	73,715
	Boeing Co/The	2.95%	2/1/2030	**	73,115
	Bombardier Inc	7.88%	4/15/2027	**	40,710
	Bombardier Inc	8.75%	11/15/2030	**	26,916
	BP Capital Markets America Inc	4.89%	9/11/2033	**	77,467

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	Broadcom Inc	3.50%	2/15/2041	**	153,289
	Builders FirstSource Inc	6.38%	6/15/2032	**	35,877
	Caesars Entertainment Inc	4.63%	10/15/2029	**	18,260
	Callon Petroleum Co	7.50%	6/15/2030	**	35,452
	Carnival Corp	5.75%	3/1/2027	**	64,698
	Carrier Global Corp	6.20%	3/15/2054	**	5,813
	CCO Holdings LLC / CCO Holdings Capital Corp	4.25%	1/15/2034	**	16,671
	CCO Holdings LLC / CCO Holdings Capital Corp	4.75%	2/1/2032	**	36,116
	Centene Corp	2.50%	3/1/2031	**	75,857
	Central Parent LLC / CDK Global II LLC / CDK Financing Co Inc	8.00%	6/15/2029	**	26,202
	Charter Communications Operating LLC / Charter Communications Operating Capital	4.91%	7/23/2025	**	146,827
	Cheniere Energy Inc	4.63%	10/15/2028	**	73,994
	Chesapeake Energy Corp	5.88%	2/1/2029	**	30,166
	CHS/Community Health Systems Inc	6.00%	1/15/2029	**	23,223
	Citigroup Commercial Mortgage Trust 2020-555	3.50%	12/1/2041	**	76,162
	Citigroup Commercial Mortgage Trust 2022-GC48	4.58%	5/1/2054	**	98,052
	Citigroup Inc	3.06%	1/25/2033	**	112,680
	Civitas Resources Inc	8.38%	7/1/2028	**	38,064
	Clarivate Science Holdings Corp	4.88%	7/1/2029	**	24,097
	CNX Resources Corp	6.00%	1/15/2029	**	34,562
	Comcast Corp	3.40%	4/1/2030	**	75,590
	COMM 2014-LC17 Mortgage Trust	4.19%	10/1/2047	**	146,422
	COMM 2015-LC21 Mortgage Trust	0.63%	7/1/2048	**	23,795
	CommScope Inc	4.75%	9/1/2029	**	13,764
	Constellation Brands Inc	3.15%	8/1/2029	**	75,463
	Coty Inc/HFC Prestige Products Inc/HFC Prestige International US LLC	6.63%	7/15/2030	**	58,105
	Crown Castle Inc	3.65%	9/1/2027	**	72,282
	CSAIL 2017-CX9 Commercial Mortgage Trust	0.61%	9/1/2050	**	32,848
	CSMC 2021-B33	3.64%	10/1/2043	**	80,289
	CSX Corp	3.80%	11/1/2046	**	79,670
	CVS Health Corp	5.13%	2/21/2030	**	20,692
	CVS Health Corp	5.30%	6/1/2033	**	72,174
	Diamond Infrastructure Funding LLC	2.36%	4/15/2049	**	438,742

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	Directv Financing LLC / Directv Financing Co-Obligor Inc	5.88%	8/15/2027	**	19,252
	DISH DBS Corp	5.75%	12/1/2028	**	20,107
	Dollar Tree Inc	4.00%	5/15/2025	**	143,213
	Duke Energy Carolinas LLC	3.55%	3/15/2052	**	23,353
	Duke Energy Corp	5.00%	8/15/2052	**	23,866
	Elevance Health Inc	2.38%	1/15/2025	**	63,865
	Elevance Health Inc	4.55%	5/15/2052	**	22,985
	Energy Transfer LP	4.75%	1/15/2026	**	71,110
	EQM Midstream Partners LP	4.75%	1/15/2031	**	23,847
	Equinix Inc	2.95%	9/15/2051	**	47,456
	Equinix Inc	3.90%	4/15/2032	**	37,493
	Essential Utilities Inc	2.70%	4/15/2030	**	74,845
	Exelon Corp	5.15%	3/15/2028	**	46,457
	Expedia Group Inc	5.00%	2/15/2026	**	71,283
	Expedia Group Inc	3.25%	2/15/2030	**	74,369
	Fannie Mae Pool	3.00%	7/1/2043	**	262,224
	Fannie Mae Pool	2.50%	8/1/2051	**	365,349
	Fannie Mae Pool	2.46%	4/1/2032	**	249,519
	Fannie Mae Pool	3.00%	11/1/2051	**	190,534
	Fannie Mae Pool	3.50%	3/1/2052	**	345,217
	Fannie Mae Pool	6.00%	5/1/2053	**	169,666
	Fannie Mae Pool	6.00%	10/1/2053	**	264,141
	Fannie Mae Pool	4.00%	6/1/2049	**	192,109
	Fannie Mae Pool	4.00%	5/1/2049	**	216,093
	Fannie Mae Pool	2.50%	12/1/2051	**	262,996
	Fannie Mae Pool	3.00%	12/1/2048	**	259,783
	Fannie Mae Pool	2.50%	3/1/2052	**	314,669
	Fannie Mae Pool	2.50%	4/1/2052	**	315,365
	Fannie Mae Pool	5.00%	7/1/2052	**	198,857
	Fannie Mae REMICS	5.95%	9/25/2042	**	539,716
	Fannie Mae REMICS	1.50%	10/1/2027	**	31,282
	Fannie Mae REMICS	—%	4/1/2048	**	119,788
	Fannie Mae REMICS	—%	8/25/2051	**	7,074

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	Fannie Mae REMICS	2.50%	12/1/2051	**	828,526
	Fannie Mae REMICS	2.50%	12/1/2051	**	619,526
	Fannie Mae REMICS	2.00%	8/1/2050	**	522,765
	Ferrellgas LP / Ferrellgas Finance Corp	5.38%	4/1/2026	**	19,861
	Fertitta Entertainment LLC / Fertitta Entertainment Finance Co Inc	6.75%	1/15/2030	**	18,205
	Ford Motor Co	3.25%	2/12/2032	**	38,010
	Fortrea Holdings Inc	7.50%	7/1/2030	**	15,998
	Fortress Transportation and Infrastructure Investors LLC	7.88%	12/1/2030	**	31,544
	Freddie Mac Gold Pool	4.00%	10/1/2048	**	32,659
	Freddie Mac Pool	3.00%	3/1/2052	**	391,044
	Freddie Mac Pool	5.00%	5/1/2053	**	559,453
	Freddie Mac Pool	2.00%	4/1/2051	**	161,582
	Freddie Mac Pool	5.00%	6/1/2053	**	339,385
	Freddie Mac Pool	4.50%	9/1/2052	**	405,279
	Freddie Mac Pool	2.00%	2/1/2052	**	345,093
	Freddie Mac Pool	5.50%	9/1/2053	**	450,448
	Frontier Communications Holdings LLC	5.00%	5/1/2028	**	23,336
	Garda World Security Corp	6.00%	6/1/2029	**	36,098
	General Motors Financial Co Inc	2.40%	10/15/2028	**	75,959
	GFL Environmental Inc	6.75%	1/15/2031	**	10,362
	Gilbert Park CLO Ltd	8.61%	10/15/2030	**	498,505
	Gilead Sciences Inc	5.55%	10/15/2053	**	22,018
	Glencore Funding LLC	1.63%	4/27/2026	**	41,864
	Global Aircraft Leasing Co Ltd	6.50%	9/15/2024	**	56,604
	Goldman Sachs Group Inc/The	6.17%	9/10/2027	**	142,746
	Goodyear Tire & Rubber Co/The	5.25%	7/15/2031	**	23,319
	Griffon Corp	5.75%	3/1/2028	**	35,103
	GTCR AP Finance Inc	8.00%	5/15/2027	**	25,543
	HCA Inc	4.13%	6/15/2029	**	71,896
	Hess Midstream Operations LP	4.25%	2/15/2030	**	23,430
	Hilcorp Energy I LP / Hilcorp Finance Co	5.75%	2/1/2029	**	24,769
	Hilcorp Energy I LP / Hilcorp Finance Co	8.38%	11/1/2033	**	5,367
	Host Hotels & Resorts LP	3.50%	9/15/2030	**	76,775

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	HUB International Ltd	7.25%	6/15/2030	**	15,902
	Hyundai Capital America	5.68%	6/26/2028	**	56,143
	Illuminate Buyer LLC / Illuminate Holdings IV Inc	9.00%	7/1/2028	**	30,072
	Intuit Inc	5.50%	9/15/2053	**	77,757
	Invitation Homes Operating Partnership LP	2.70%	1/15/2034	**	77,628
	IQVIA Inc	6.25%	2/1/2029	**	52,546
	Iron Mountain Inc	4.50%	2/15/2031	**	18,491
	Iron Mountain Inc	7.00%	2/15/2029	**	37,536
	John Deere Capital Corp	4.70%	6/10/2030	**	71,367
	JP Morgan Chase Commercial Mortgage Securities Trust 2011-C3	5.53%	2/1/2046	**	61,517
	JP Morgan Chase Commercial Mortgage Securities Trust 2013-LC11	3.22%	4/1/2046	**	60,811
	JPMBB Commercial Mortgage Securities Trust 2015-C27	3.90%	2/1/2048	**	92,519
	JPMBB Commercial Mortgage Securities Trust 2015-C28	3.53%	10/1/2048	**	95,830
	JPMorgan Chase & Co	2.96%	1/25/2033	**	147,921
	JPMorgan Chase & Co	4.85%	7/25/2028	**	35,763
	Kinder Morgan Energy Partners LP	6.95%	1/15/2038	**	73,539
	LCCM 2017-LC26	4.71%	7/3/2050	**	162,145
	Legacy LifePoint Health LLC	4.38%	2/15/2027	**	18,817
	Level 3 Financing Inc	10.50%	5/15/2030	**	24,601
	Light & Wonder International Inc	7.25%	11/15/2029	**	15,512
	Lowe's Cos Inc	5.63%	4/15/2053	**	21,224
	Macquarie Group Ltd	5.11%	8/9/2026	**	86,406
	Madison IAQ LLC	4.13%	6/30/2028	**	18,618
	Marriott International Inc/MD	3.13%	6/15/2026	**	72,208
	Marvell Technology Inc	5.95%	9/15/2033	**	75,474
	Mattamy Group Corp	4.63%	3/1/2030	**	37,729
	McDonald's Corp	3.60%	7/1/2030	**	38,682
	McGraw-Hill Education Inc	5.75%	8/1/2028	**	24,731
	Medline Borrower LP	5.25%	10/1/2029	**	38,282
	Meta Platforms Inc	3.85%	8/15/2032	**	72,456
	Metis Merger Sub LLC	6.50%	5/15/2029	**	22,843
	MetLife Inc	5.25%	1/15/2054	**	78,978
	Michaels Cos Inc/The	5.25%	5/1/2028	**	16,002

(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
	Midwest Gaming Borrower LLC / Midwest Gaming Finance Corp	4.88%	5/1/2029	**	32,873
	ModivCare Escrow Issuer Inc	5.00%	10/1/2029	**	54,026
	Monongahela Power Co	5.40%	12/15/2043	**	103,316
	Morgan Stanley	2.48%	9/16/2036	**	136,058
	Morgan Stanley Bank of America Merrill Lynch Trust 2016-C31	4.26%	11/1/2049	**	168,683
	Mosaic Solar Loan Trust 2020-2	2.21%	8/20/2046	**	40,781
	MSBAM Commercial Mortgage Securities Trust 2012- CKSV	4.16%	10/1/2030	**	88,739
	MVW 2021-1W LLC	1.94%	1/22/2041	**	86,083
	Nationstar Mortgage Holdings Inc	5.75%	11/15/2031	**	32,941
	Navient Corp	5.00%	3/15/2027	**	14,717
	NCL Corp Ltd	5.88%	2/15/2027	**	30,426
	NetApp Inc	1.88%	6/22/2025	**	71,424
	News Corp	5.13%	2/15/2032	**	19,395
	NGL Energy Operating LLC / NGL Energy Finance Corp	7.50%	2/1/2026	**	46,892
	NRG Energy Inc	3.63%	2/15/2031	**	34,963
	NXP BV / NXP Funding LLC / NXP USA Inc	3.88%	6/18/2026	**	141,528
	Octagon Investment Partners 34 Ltd	8.18%	1/20/2030	**	491,099
	OneMain Finance Corp	6.63%	1/15/2028	**	36,430
	ONEOK Inc	6.63%	9/1/2053	**	40,032
	Oracle Corp	3.80%	11/15/2037	**	17,113
	Oracle Corp	6.25%	11/9/2032	**	32,919
	Owens & Minor Inc	6.63%	4/1/2030	**	24,316
	Owens Corning	4.40%	1/30/2048	**	80,246
	Pacific Gas and Electric Co	2.50%	2/1/2031	**	75,265
	Packaging Corp of America	3.00%	12/15/2029	**	72,594
	Pactiv Evergreen Group Issuer LLC / Pactiv Evergreen Group Issuer Inc	4.38%	10/15/2028	**	18,903
	Park Intermediate Holdings LLC / PK Domestic Property LLC / PK Finance Co-Issuer	4.88%	5/15/2029	**	32,654
	Parker-Hannifin Corp	4.25%	9/15/2027	**	35,153
	Parkland Corp	4.50%	10/1/2029	**	37,162
	PennyMac Financial Services Inc	4.25%	2/15/2029	**	18,346
	PennyMac Financial Services Inc	7.88%	12/15/2029	**	15,528
	Penske Truck Leasing Co Lp / PTL Finance Corp	4.20%	4/1/2027	**	73,335
	Permian Resources Operating LLC	7.00%	1/15/2032	**	15,804

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	Pfizer Investment Enterprises Pte Ltd	4.75%	5/19/2033	**	55,448
	Philip Morris International Inc	5.50%	9/7/2030	**	84,369
	Pike Corp	8.63%	1/31/2031	**	15,878
	Premier Entertainment Sub LLC / Premier Entertainment Finance Corp	5.63%	9/1/2029	**	12,296
	Quanta Services Inc	2.35%	1/15/2032	**	75,506
	Realogy Group LLC / Realogy Co-Issuer Corp	5.25%	4/15/2030	**	15,174
	Sabine Pass Liquefaction LLC	5.00%	3/15/2027	**	66,266
	Santander Holdings USA Inc	2.49%	1/6/2028	**	74,271
	Scientific Games Holdings LP/Scientific Games US FinCo Inc	6.63%	3/1/2030	**	53,278
	Scripps Escrow II Inc	3.88%	1/15/2029	**	18,067
	SFO Commercial Mortgage Trust 2021-555	7.88%	5/15/2038	**	83,033
	SG Commercial Mortgage Securities Trust 2016-C5	1.86%	10/1/2048	**	19,963
	Sitio Royalties Operating Partnership LP / Sitio Finance Corp	7.88%	11/1/2028	**	10,563
	Smithfield Foods Inc	4.25%	2/1/2027	**	130,805
	SoFi Professional Loan Program 2017-D LLC	3.61%	9/25/2040	**	686,839
	Sonic Automotive Inc	4.63%	11/15/2029	**	36,687
	Southern Co/The	3.75%	9/15/2051	**	73,924
	Spirit AeroSystems Inc	9.75%	11/15/2030	**	16,306
	SRS Distribution Inc	4.63%	7/1/2028	**	29,188
	Standard Industries Inc/NJ	4.38%	7/15/2030	**	37,590
	Staples Inc	7.50%	4/15/2026	**	9,471
	State of California	7.55%	4/1/2039	**	44,938
	STWD 2019-FL1 Ltd	6.88%	7/15/2038	**	96,356
	STWD 2021-FL2 Ltd	6.67%	4/18/2038	**	98,180
	Suburban Propane Partners LP/Suburban Energy Finance Corp	5.00%	6/1/2031	**	22,806
	SunCoke Energy Inc	4.88%	6/30/2029	**	27,766
	Sunoco LP / Sunoco Finance Corp	4.50%	5/15/2029	**	14,037
	Superior Plus LP / Superior General Partner Inc	4.50%	3/15/2029	**	23,536
	Synchrony Financial	2.88%	10/28/2031	**	125,058
	Sysco Corp	5.95%	4/1/2030	**	75,502
	Tenet Healthcare Corp	6.13%	6/15/2030	**	45,678
	Tenet Healthcare Corp	6.25%	2/1/2027	**	15,475
	T-Mobile USA Inc	2.25%	2/15/2026	**	71,757

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	Toronto-Dominion Bank/The	4.69%	9/15/2027	**	147,081
	Townsquare Media Inc	6.88%	2/1/2026	**	25,230
	Transocean Inc	8.00%	2/1/2027	**	15,140
	Transocean Poseidon Ltd	6.88%	2/1/2027	**	15,388
	Trident TPI Holdings Inc	12.75%	12/31/2028	**	40,456
	Triton Container International Ltd / TAL International Container Corp	3.25%	3/15/2032	**	69,020
	TRTX 2021-FL4 Issuer Ltd	6.68%	3/15/2038	**	72,827
	UBS Commercial Mortgage Trust 2017-C4	3.30%	10/1/2050	**	85,674
	UBS Commercial Mortgage Trust 2018-C14	5.21%	12/1/2051	**	117,708
	United Natural Foods Inc	6.75%	10/15/2028	**	16,502
	UnitedHealth Group Inc	4.95%	5/15/2062	**	29,824
	UnitedHealth Group Inc	5.05%	4/15/2053	**	56,199
	Univision Communications Inc	7.38%	6/30/2030	**	20,708
	Upstart Pass-Through Trust Series 2021-ST4	2.00%	7/20/2027	**	58,143
	US Foods Inc	7.25%	1/15/2032	**	15,949
	Venture Global LNG Inc	8.13%	6/1/2028	**	20,352
	Venture Global LNG Inc	8.38%	6/1/2031	**	25,199
	Venture Global LNG Inc	9.88%	2/1/2032	**	10,606
	Victoria's Secret & Co	4.63%	7/15/2029	**	12,868
	Viking Cruises Ltd	9.13%	7/15/2031	**	66,730
	Vistra Operations Co LLC	7.75%	10/15/2031	**	21,196
	VT Topco Inc	8.50%	8/15/2030	**	16,121
	WASH Multifamily Acquisition Inc	5.75%	4/15/2026	**	14,633
	Weatherford International Ltd	8.63%	4/30/2030	**	10,522
	Wells Fargo & Co	4.81%	7/25/2028	**	30,420
	Wells Fargo & Co	5.57%	7/25/2029	**	94,123
	Wells Fargo Commercial Mortgage Trust 2015-SG1	4.05%	9/1/2048	**	80,390
	Wells Fargo Commercial Mortgage Trust 2017-C38	0.93%	7/1/2050	**	56,199
	Wells Fargo Commercial Mortgage Trust 2021-C59	1.52%	4/1/2054	**	63,278
	Wells Fargo Commercial Mortgage Trust 2021-C60	2.06%	8/1/2054	**	102,891
	Welltower OP LLC	2.05%	1/15/2029	**	75,616
	Westpac Banking Corp	3.02%	11/18/2036	**	73,582
	Willis North America Inc	4.50%	9/15/2028	**	74,134

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	Wind River 2021-3 CLO Ltd	9.03%	7/20/2033	**	469,884
	Workday Inc	3.70%	4/1/2029	**	72,723
	WR Grace Holdings LLC	5.63%	8/15/2029	**	18,047
	WRKCo Inc	3.75%	3/15/2025	**	69,506
	XPO Inc	7.13%	6/1/2031	**	36,477
					\$ 25,802,224
U.S. Government Issued Securities					
	Ginnie Mae II Pool	3.00%	11/1/2051	**	\$ 394,892
	Ginnie Mae II Pool	2.50%	11/1/2051	**	292,284
	Ginnie Mae II Pool	3.00%	4/1/2052	**	258,052
	Ginnie Mae II Pool	3.50%	7/1/2051	**	547,490
	Government National Mortgage Association	2.00%	12/1/2050	**	33,916
	Government National Mortgage Association	3.50%	6/1/2051	**	33,817
	United States Treasury Note/Bond	3.88%	5/15/2043	**	(5)
	United States Treasury Note/Bond	4.75%	11/15/2053	**	4,494,178
	United States Treasury Note/Bond	4.75%	11/15/2043	**	2,260,725
	United States Treasury Note/Bond	4.63%	2/28/2025	**	(1)
	United States Treasury Note/Bond	3.75%	6/30/2030	**	40,404
	United States Treasury Note/Bond	4.63%	9/30/2030	**	26,361
	United States Treasury Note/Bond	4.63%	9/30/2028	**	41,763
	United States Treasury Note/Bond	5.00%	9/30/2025	**	(4)
	United States Treasury Note/Bond	4.63%	10/15/2026	**	40,993
	United States Treasury Note/Bond	4.50%	11/15/2033	**	316,790
	United States Treasury Note/Bond	4.63%	11/15/2026	**	71,537
	United States Treasury Note/Bond	4.88%	11/30/2025	**	40,590
	United States Treasury Note/Bond	4.38%	11/30/2028	**	51,366
	United States Treasury Note/Bond	3.75%	12/31/2028	**	995,753
					\$ 9,940,901
Self-Directed Brokerage Account					
	Brokeragelink	Combination of common stock, bonds, mutual funds, and ETFs		**	\$ 245,037,684

Participant Loans

(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
Participant loans		Interest rates range from 3.25% to 9.50% with maturity at various dates	**	\$ 43,240,983
Total Investments (Held at End of Year)				\$ 5,793,623,007

* Party-in-Interest

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