



# **Cowen and Company 34<sup>th</sup> Annual Healthcare Conference**

**March 5, 2014**

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Chief Financial Officer and  
Executive Vice President of Administration**

## Forward-Looking Statements

- These materials include forward-looking statements and it's possible that actual results could differ from our expectations. Factors that could cause such differences appear in our first quarter earnings release and in our recent SEC filings.

## Non-GAAP Financial Measures

- These materials also include Non-GAAP financial measures. A reconciliation to the comparable GAAP measures can be found in our first quarter 2014 and prior year earnings releases, the financial schedules attached thereto and the related earnings call slides, all of which are posted on the "Investors" section of the BD.com website.

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# Strategic Focus



# Our Strategy is to Make Healthcare More Effective, Efficient and Safe

We are transitioning from a product focused company to a **customer focused provider of healthcare solutions** based on a rigorous innovation process and culture

## Growth and Innovation



## Operational Effectiveness



## Customer Centricity

# Four Key Priority Areas Will Enable BD's Growth and Innovation Strategy

A central dark blue oval with an orange border contains the text "Priority Areas". Four light orange trapezoidal boxes with dark blue borders radiate from this central oval, each containing a title and a bulleted list of strategic initiatives.

## Priority Areas

### Build on Leading Position & Enhance Core

- Building capabilities in emerging markets
- Rapid expansion

### Move into Adjacencies

- Building more complete solutions for our customers
- Expanding addressable opportunities

### Reallocation of R&D Spending

- Increased spending on new product development
- Less spending on line extensions

### Plug-in Acquisitions

- Accelerate moves into adjacent opportunities
- Continue to drive accelerated growth above the Company average

## Understanding Customer's Changing Needs

- Improving patient outcomes and quality of care
- Lowering the cost of healthcare delivery
- Increasing healthcare access
- Optimizing patient and employee safety



**Delivering Effective Solutions for Sustainable Healthcare**

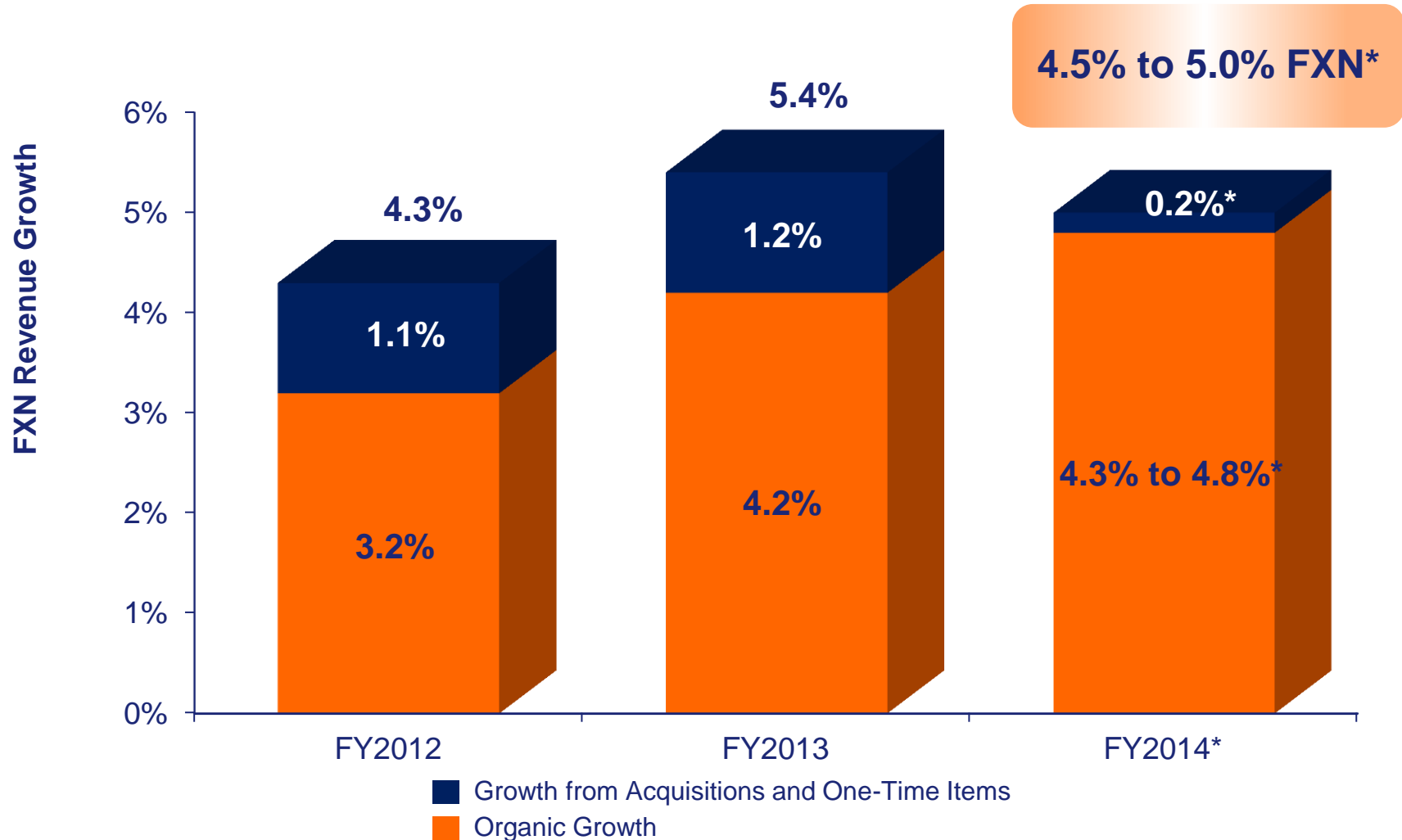
# **First Quarter Results and Fiscal Year 2014 Outlook**



- Pleased with our strong first quarter results (FXN):
  - ◆ Solid revenue growth of 6.7%
  - ◆ EPS Growth of 11.9% (excluding the Medical Device Tax)
- Strength across all three segments
- Continued growth in international safety and emerging markets
  - ◆ Emerging Market growth of 13.4%
  - ◆ China growth of 25.5%
  - ◆ Emerging Markets Safety growth of 15.0%

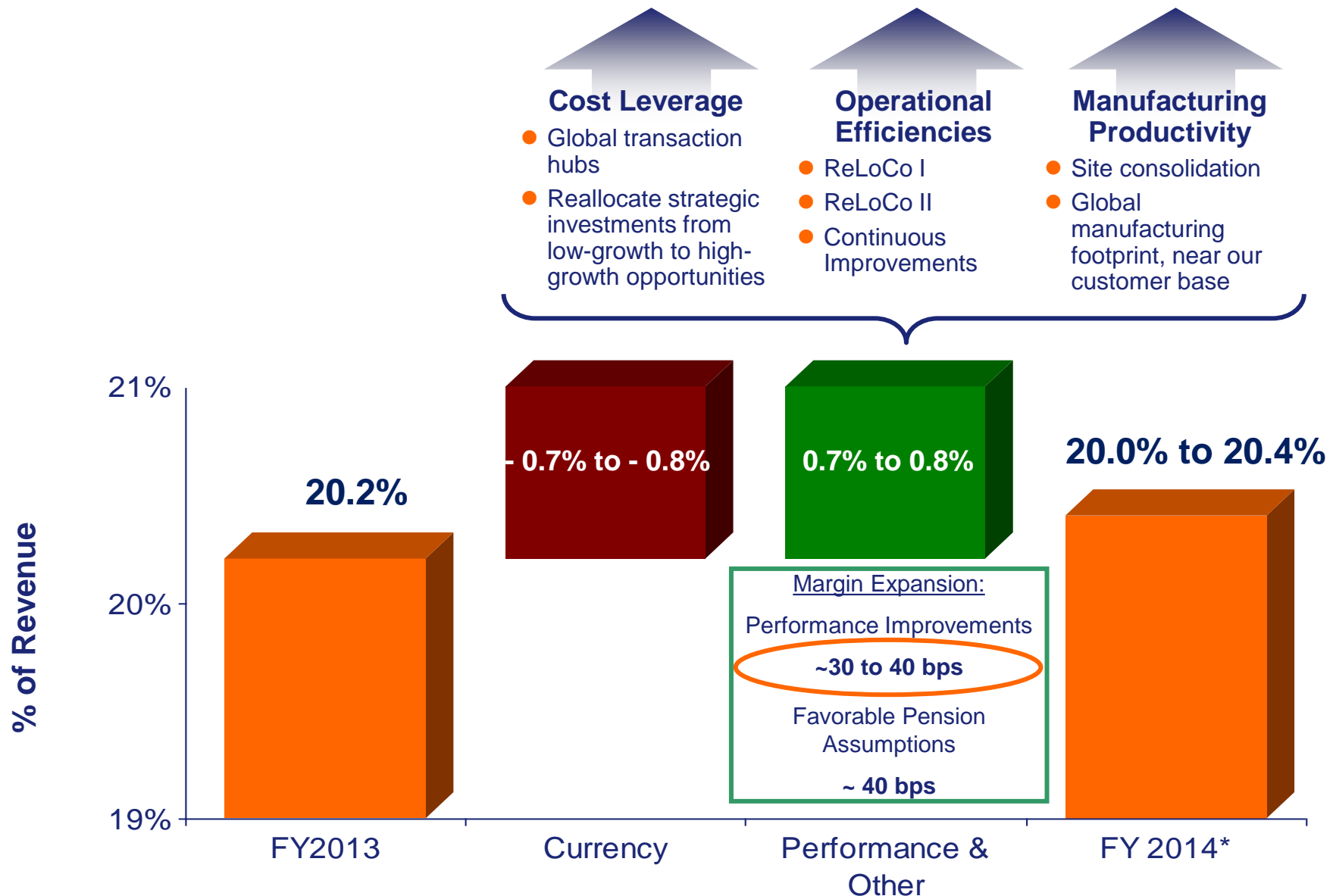
**Raised the bottom end of previous revenue and EPS guidance ranges**

# Organic Revenue Growth Acceleration

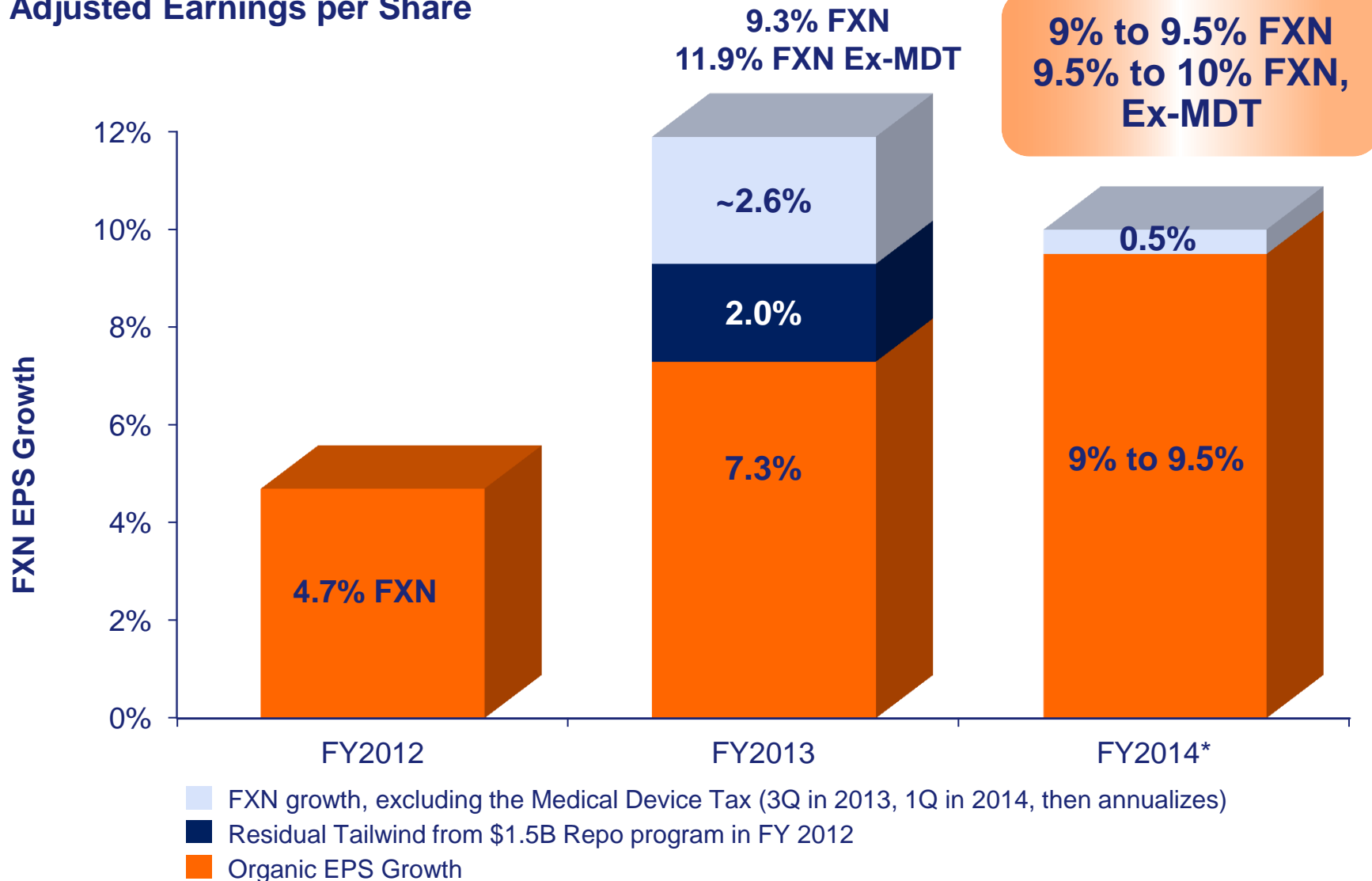


Note: Amounts are restated for continuing operations and are foreign currency neutral (FXN). \* FY 2014 Guidance Estimate.

# Continued Underlying Margin Expansion; Long-Term Target Remains 50 Basis Points Year-Over-Year



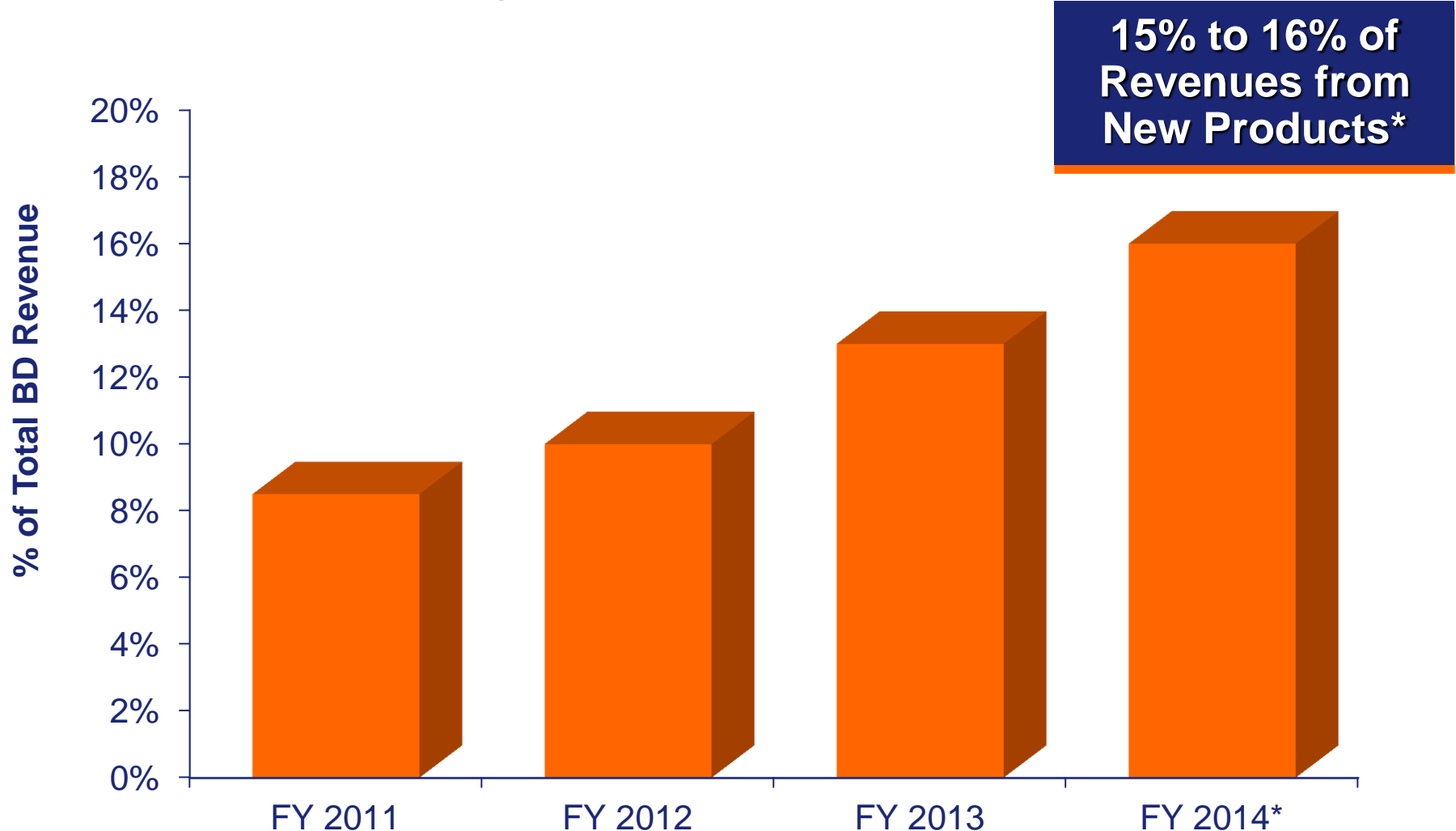
## Adjusted Earnings per Share



# Growth Drivers

# Revenue from New Products Continues to Increase

## New Products as a Percentage of Total Revenues



\* FY 2014 Guidance Estimate.



# New Product Launches Across our Segments

BD FACSCanto™



BD Simplist™



BD Diabetes Care Pen Needles



BD Emerald™

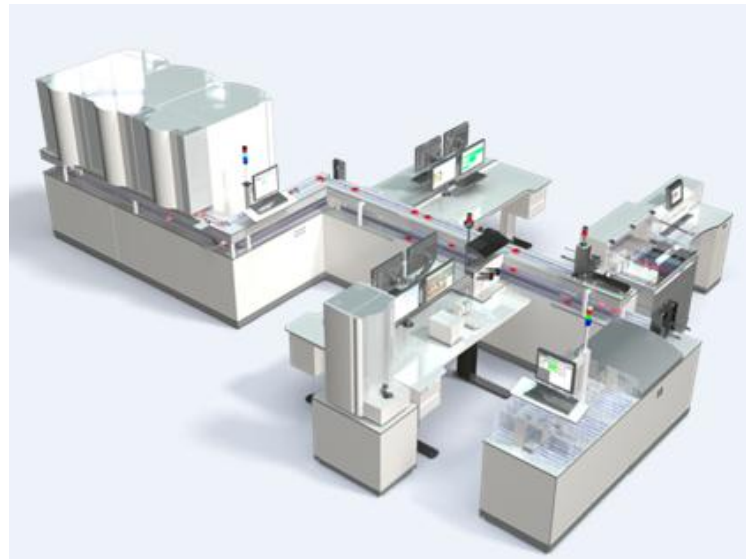


BD UltraSafe PLUS™ (SSI)

BD MAX™



BD LSRFortessa™ X-20



BD Kiestra™



BD Veritor™ System



# Strong Continued Double-Digit Revenue Growth in Emerging Markets

- Strategy of Shared Value
  - ◆ Tailoring our products and services to the unique needs of emerging market countries
- Increasing R&D capabilities in Asia to better meet the needs of emerging countries
  - ◆ BD Emerald™ Syringe
  - ◆ BD Intima™ II
- Emerging markets accounted for 25% of revenue in Q1 FY2014 and continue to serve as key growth opportunity
  - ◆ China, Latin America, India
- Driving solutions to increase healthcare access, improving patient outcomes and quality of care

**Sustained strategic investments fueling growth**





# Safety Sales Remain a Key Growth Driver



- BD has served as global leader in safety for two decades
- Safety sales accounted for over 27% of revenues in Q1 FY 2014
- Continued strong growth rates in developed and emerging countries

**Strategic focus on medication assurance**

# Summary

- Our strategy for growth and innovation is delivering results
- Focus on complete solutions to meet customer needs and improve clinical outcomes
- Many growth opportunities to address today's most pressing healthcare challenges
- We have built a strong platform for future growth for FY 2014 and beyond
- Committed to driving value for our customers and shareholders

**Driving Value with Complete Solutions**

