



Raymond James 35th Annual Institutional Investors Conference

March 3, 2014

**Tom Polen, Group President
Linda Tharby, Group President**

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 fiscal year 2014 earnings release, 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.

- BD Overview and Strategic Focus
- Focus on:
 - ◆ BD Medical Surgical Unit
 - ◆ BD Pharmaceutical Systems Unit
- Focus on:
 - ◆ BD Biosciences Segment
 - ◆ BD Preamerical Systems Unit
- First Quarter Review and Summary

BD Overview and Strategic Focus

Each Segment is Strongly Positioned Among Industry Peers

\$8.1B Revenues **Leveraging BD's Core Competencies :**

- Manufacturing excellence
- Benefit of scales, both globally and locally
- Broad reputation and recognition of quality
- Financial discipline
- Operational efficiencies
- Strong distribution channel

Biosciences - \$1.1B Revenue

- Cell Analysis, Advanced Bioprocessing

Diagnostics - \$2.6B Revenue

- Preanalytical Systems \$1.4B
- Diagnostic Systems \$1.3B

Medical - \$4.3B Revenue

- Medical Surgical Systems \$2.2B
- Diabetes Care \$1.0B
- Pharmaceutical Systems \$1.1B

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Our Vision and the Changing Needs of our Customers

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

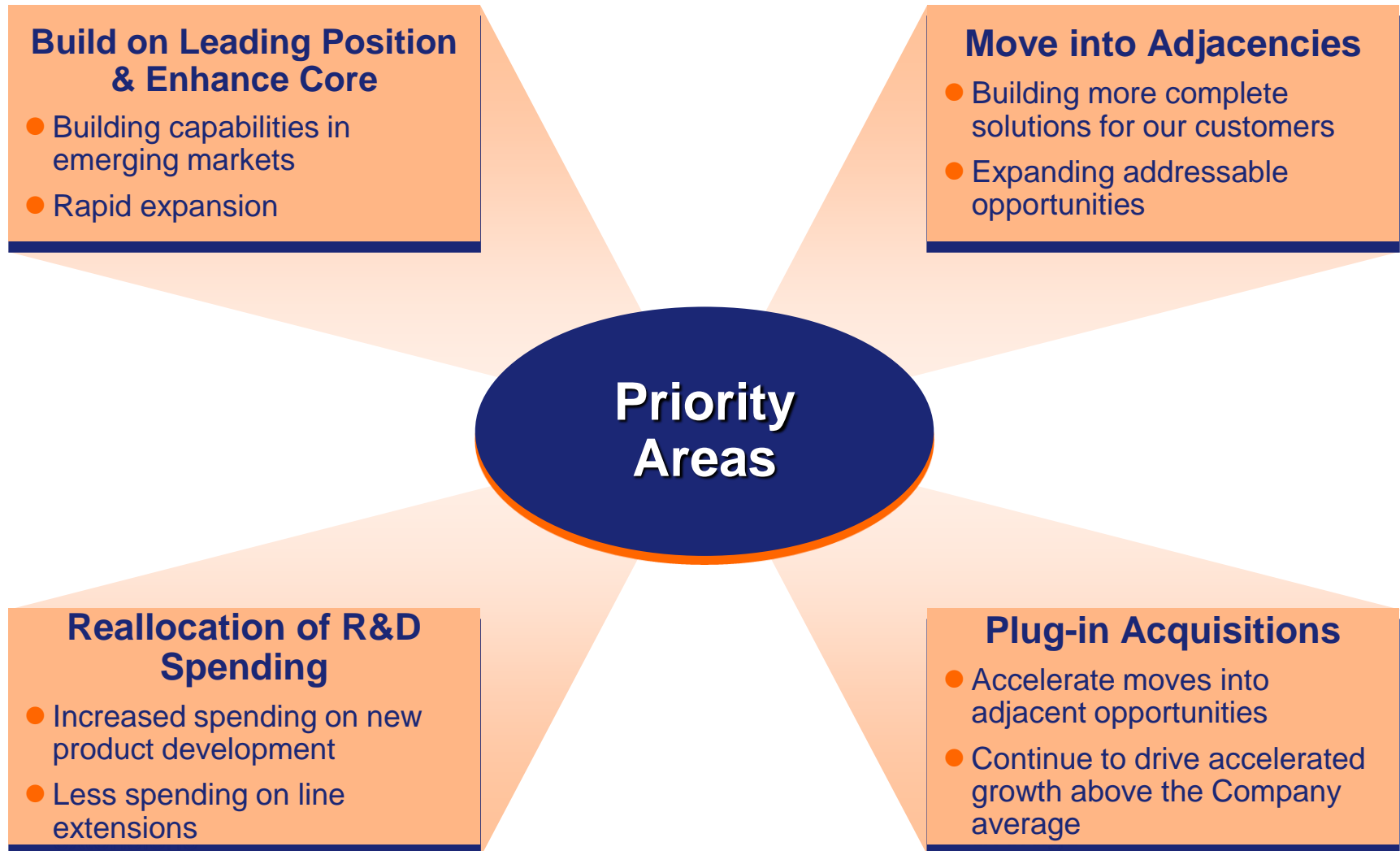
- Improving patient outcomes and quality of care
- Lowering the cost of healthcare delivery
- Increasing healthcare access
- Optimizing patient and employee safety



Delivering Effective Solutions for Sustainable Healthcare



The Focus on Four Key Priority Areas Will Enable BD's Strategy to Drive Results

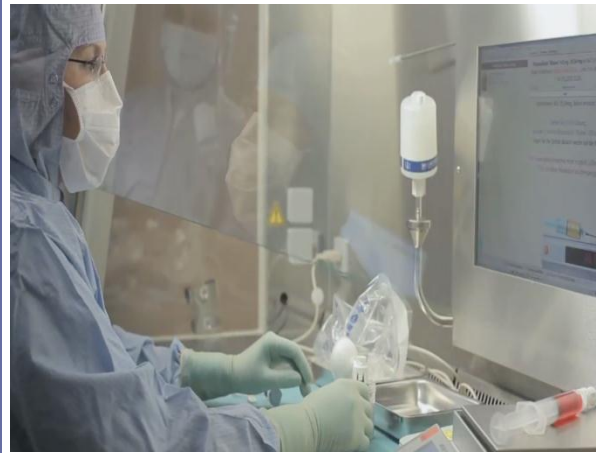


**Focus on:
BD Medical Surgical and
Pharmaceutical Systems Units**

Key Product Platforms

- IV catheters
- Hypodermic needles and syringes
- Prefilled flush syringes
- Hazardous drug handling solutions (BD PhaSeal™)
- Generic prefilled syringes (BD Simplist™)
- Medication management and workflow solutions (BD Cato™)

Highlight: Medication Error Management and Assurance



Customers Served

- Hospitals and clinics
- Physicians' office practices
- Governmental and nonprofit public health agencies
- Healthcare workers



Key Product Platforms

- Glass and Plastic Prefillable Syringes
- Prefilled Safety (SSI)
- Self Administration Systems (SAIS)



Highlight: BD UltraSafe PLUS™ (SSI)



Customers Served

- Pharmaceutical and Biotech companies, products used in:
 - ◆ Acute Care
 - ◆ Chronic Diseases
 - ◆ Vaccines
 - ◆ Other



**Focus on:
BD Biosciences Segment and
Preanalytical Systems Unit**

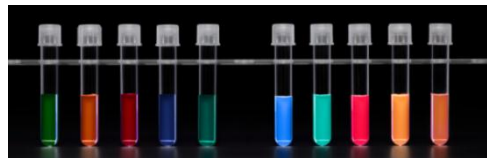
Key Product Platforms

- Cell Sorters and cell analyzers, for high and low end markets
- Clinical and research reagents
- Sirigen dyes
- Advanced Bioprocessing

Customers Served

- Research and clinical laboratories
- Academic and government institutions
- Pharmaceutical and Biotech companies
- Hospitals and reference laboratories
- Blood banks

Highlight: BD Presto™



Key Product Platforms

- Blood collection tubes
- Sharps, needles and wing sets
- Urine collection devices

Customers Served

- Hospitals, laboratories and clinics
- Reference laboratories
- Industrial laboratories
- Blood banks
- Public health agencies
- Physicians' office practices

Highlight: Healthcare Worker Safety



Highlight: Laboratory Strengthening in Emerging Markets



First Quarter Review and Summary

- Pleased with our strong first quarter results (FXN):
 - ◆ Solid revenue growth of 6.7%, partially aided by timing
 - ◆ EPS Growth of 11.9% (excluding the Medical Device Tax)
- Strength across all three segments
- Continued growth in international safety and emerging markets
 - ◆ China growth of 25.5%
 - ◆ Emerging Market growth of 13.4%
 - ◆ Emerging Markets Safety growth of 15.0%
- Raised the bottom end of previous full-year revenue and EPS guidance ranges (FXN)
 - ◆ Revenue 4.5% to 5.0%
 - ◆ EPS 9.0% to 9.5%, or 9.5% to 10.0% (ex-MDT)

- 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

