

42nd Annual J.P. Morgan Healthcare Conference

January 9, 2024



Tom Polen
Chairman, CEO, and President



Caution Concerning Forward-Looking Statements

This presentation and accompanying audio webcast contain certain estimates and other forward-looking statements (as defined under federal securities laws) regarding BD's future prospects and performance, including, but not limited to, future revenues, margins, earnings per share, leverage targets and capital deployment. All such statements are based upon current expectations of BD and involve a number of business risks and uncertainties. Actual results could vary materially from anticipated results described, implied or projected in any forward-looking statement. For a discussion of certain factors that could cause our actual results to differ from our expectations in any forward-looking statements see our November 9, 2023 earnings press release and our latest Annual Report on Form 10-K and other filings with the Securities and Exchange Commission. BD expressly disclaims any undertaking to update or revise any forward-looking statements set forth herein to reflect events or circumstances after the date hereof, except as required by applicable laws or regulations. The guidance in this presentation is only effective as of the date given, November 9, 2023 and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance. Distribution or reference of this deck following November 9, 2023 does not constitute BD re-affirming guidance.

Caution Concerning Non-GAAP Financial Measures

To supplement financial measures prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), we use financial measures not prepared in accordance with GAAP, including base revenue, base revenue growth rates, base organic revenue growth rates, base margins, adjusted diluted earnings per share, and estimated base adjusted diluted earnings per share. BD management believes that the use of non-GAAP measures to adjust for items that are considered by management to be outside of BD's underlying operational results or that affect period to period comparability helps investors to gain a better understanding of our performance compared to prior periods, to analyze underlying trends in our businesses, to analyze our base operating results, and understand future prospects. Management uses these non-GAAP financial measures to measure and forecast the company's performance, especially when comparing such results to previous periods or forecasts. We believe presenting such adjusted metrics provides investors with greater transparency to the information used by BD management for its operational decision-making and for comparison for other companies within the medical technology industry. Although BD's management believes non-GAAP results are useful in evaluating the performance of its business, its reliance on these measures is limited since items excluded from such measures may have a material impact on BD's net income, earnings per share or cash flows calculated in accordance with GAAP. Therefore, management typically uses non-GAAP results in conjunction with GAAP results to address these limitations. BD strongly encourages investors to review its consolidated financial statements and publicly filed reports in their entirety and cautions investors that the non-GAAP measures used by BD may differ from similar measures used by other companies, even when similar terms are used to identify such measures. Non-GAAP measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.

Reconciliations of these and other non-GAAP measures to the comparable GAAP measures are included in the financial tables at the end of this presentation and in our November 9, 2023 earnings press release. Within these financial tables, certain columns and rows may not add due to the use of rounded numbers. Percentages and earnings per share amounts presented are calculated from the underlying amounts. Current and prior-year adjusted diluted earnings per share results exclude, among other things, the impact of purchase accounting adjustments, integration and restructuring costs, spin related costs, certain regulatory costs, certain product remediation costs, certain product liability and legal defense costs, certain investment gains and losses, certain asset impairment charges, certain pension settlement costs, gain on sale of business and the impact of the extinguishment of debt.

We also provide these measures, as well as revenues, on a currency-neutral basis after eliminating the effect of foreign currency translation, where applicable. We calculate foreign currency-neutral percentages by converting our current-period local currency financial results using the prior period foreign currency exchange rates and comparing these adjusted amounts to our current-period results. Reconciliations of these amounts to the most directly comparable GAAP measures are included in the financial tables at the end of this presentation and in our November 9, 2023 earnings press release.

BD is helping reinvent healthcare, driven by our purpose of **advancing the world of health™** across the care continuum



Discovery and Diagnosis



Medication Delivery



Interventional Treatment

Innovative med tech leader with unmatched scale and global reach to address healthcare’s most pressing challenges

Durable Core: ~\$15B
Backbone of healthcare

~90% of hospital patients touched by a BD product

#1 in majority of served categories

~85% recurring revenue stream

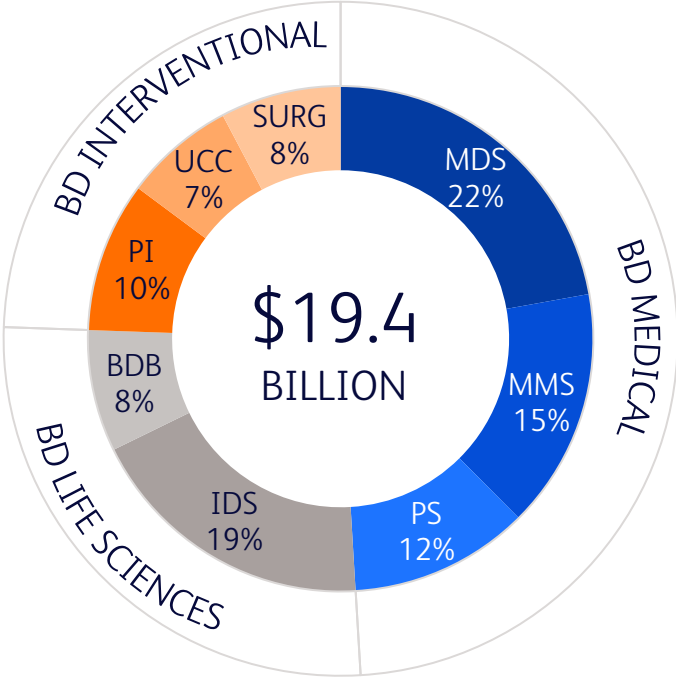
Transformative Solutions: ~\$5B
Reinventing the future of healthcare

Transforming care processes through integrating informatics, AI and robotics

Enabling a shift into new care settings

Improving outcomes in chronic diseases

Revenue by Segment



Revenue by Region

United States:	57%
Europe:	20%
China:	7%
Rest of World:	16%



Bold choices and strong performance creating momentum behind our BD2025 strategy

BD2025
strategic pillars

Grow



Simplify



Empower



1

Strengthened
long-term
targeted growth
profile

2

Continued shift into
higher growth
markets through
innovation pipeline
and tuck-in M&A

3

Expanded
simplification
programs

4

Disciplined and
balanced capital
deployment
strategy

5

Strong team
focused on
execution and
delivering
shareholder value

Targeted
growth
profile
(FY21 – FY25)⁽¹⁾

5.5%+

base revenue CAGR

~540 bps

base adjusted operating margin expansion

Double-digit

base adjusted EPS CAGR



Executing on our long-term targets over the past 2 years

Systematically transformed portfolio

- ✓ Launched over 50 key new products with ~60% of R&D targeted to higher-growth spaces
- ✓ Deployed over \$2B towards six tuck-in M&A acquisitions
- ✓ Completed embecta spin and Surgical Instrumentation platform divestiture
- ✓ Enabled growth through disciplined capital deployment

Simplified network and operating model

- ✓ Streamlined portfolio by 20% compared to 2019 – ahead of plan
- ✓ Multiple site consolidation plans underway or completed to reduce footprint by ~20%
- ✓ Launched global business services model with 3rd party vendor

Delivered on #1 Priority

- ✓ Obtained FDA clearance for updated BD Alaris™ Infusion System



Delivered on #1 priority – obtained FDA clearance for updated BD Alaris™ Infusion System

- ✓ **Strong progress to date** bringing the updated BD Alaris™ Infusion System up to the cleared version of the device
- ✓ Only **modular and most comprehensive infusion system** on the U.S. market that includes:
 - Large volume pump
 - Syringe pump
 - Patient-controlled analgesia pump
 - Respiratory monitoring
 - Auto-identification
 - Dose error reduction software
 - EMR interoperability
 - Enhanced cybersecurity protection
- ✓ Unique **"One System" platform** securely connects all patient modules and makes **medication management simpler, safer and smarter**
- ✓ Reinforces our advancements in **smart, connected care, which deliver greater benefit to clinicians and patients**
- ✓ **Largest number of customers** with EMR interoperability and **nurses trained**



Strong progress to date and well on track to deliver BD2025 financial targets

Targeted growth profile
(FY21 – FY25)⁽¹⁾

5.5%+
base revenue CAGR

3-year progress
(FY21 – FY24G)⁽²⁾

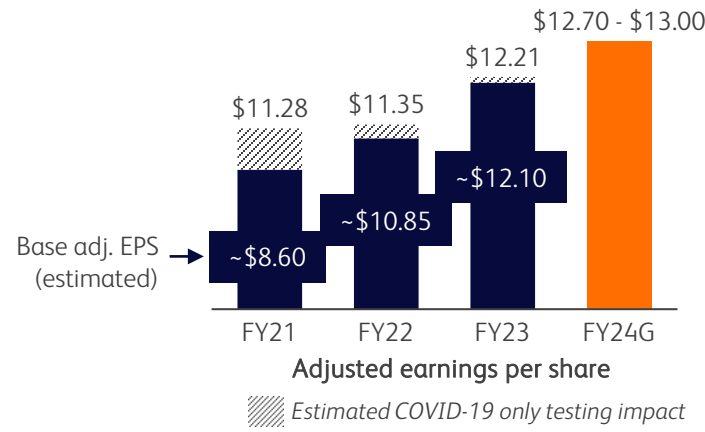
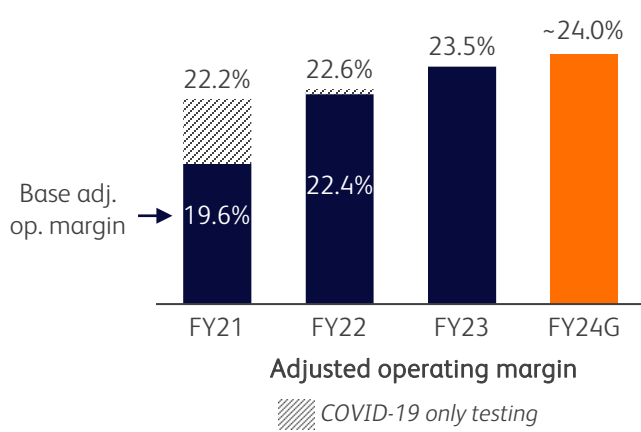
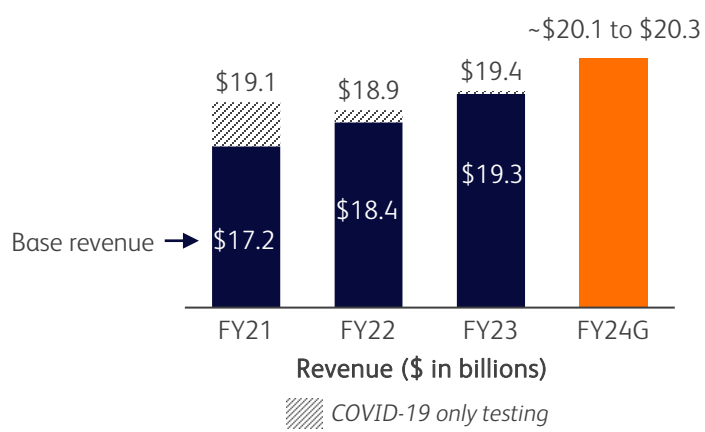
~7%
base organic revenue CAGR

~540 bps
base adjusted operating margin expansion

+440 bps
since FY21, achieving ~80% of target by end of FY24

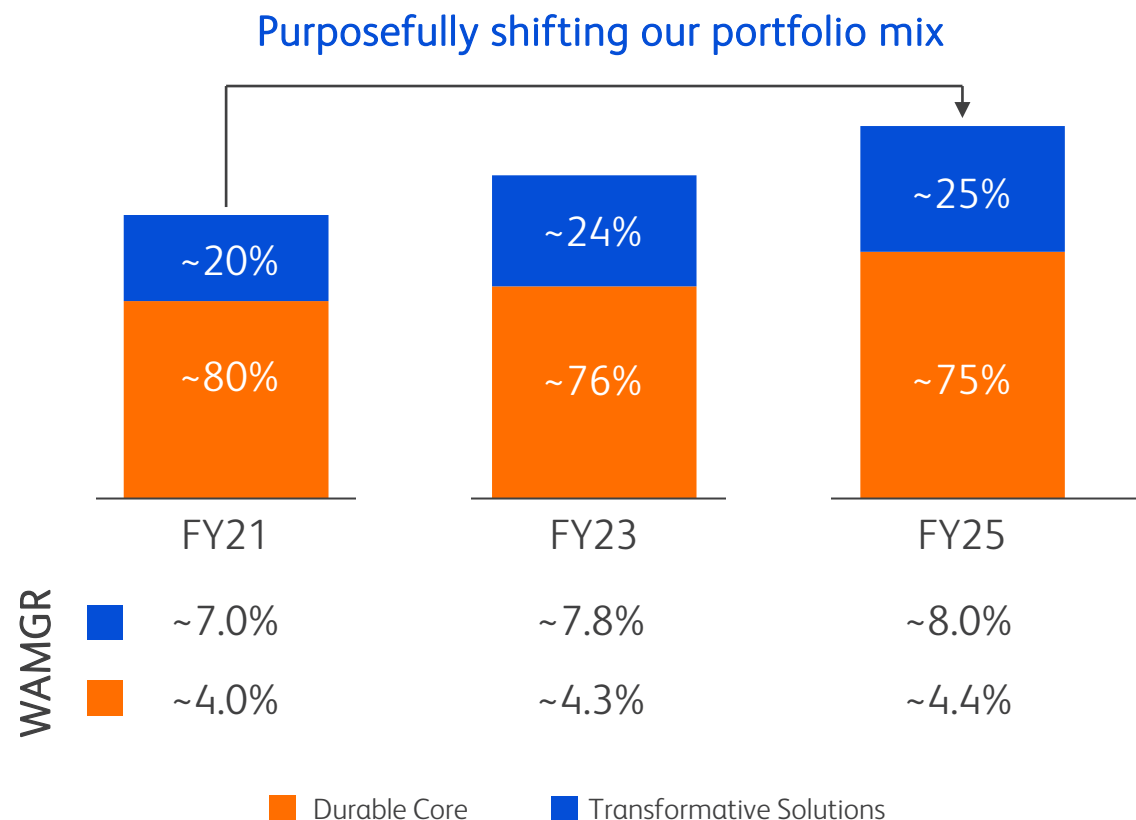
Double-digit
base adjusted EPS CAGR

~14%
base adjusted EPS CAGR



(1) Targeted growth profile as presented at November 2021 Investor Day. Base operating margin target was updated following the spin of Diabetes Care business to ~25% by the end of FY25. (2) This guidance is only effective as of the date given, November 9, 2023, and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance. Distribution or reference of this deck following November 9, 2023 does not constitute BD re-affirming guidance. Please see Basis of Presentation and Appendix for non-GAAP reconciliations

















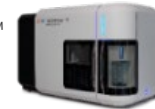





Pacing ahead of targeted FY25 WAMGR through focused investments in higher-growth spaces



Well-positioned to deliver **consistent and durable** targeted revenue growth of 5.5%+ driven by:

- **Strong innovation pipeline** with multiple compelling high-growth opportunities
- On track to **double net incremental revenue from new products to ~\$1.7B** by FY25
- Continued **focus on tuck-in M&A** while **managing around 2.5x long-term net leverage target** and maintaining **full investment grade credit rating**

Accelerating our growth profile through organic and inorganic investments and systematically scaling six key growth platforms with HSD to LDD growth

Growth platform		BU	WAMGR	Inorganic investments (since FY20)	Organic innovation / investments			
PureWick™		UCC	Mid-teens		•PureWick™ Female External Catheter 	•PureWick™ Male External Catheter 	★ PureWick™ Portable Urine Collection System	
Pharmacy Automation		MMS	LDD		•BD Rowa™ Vmax 	•BD Intellivault™ 	★ Parata Max™ 2 Central Fill	
Pre-filled Drug Delivery		PS	HSD		•~\$1.2B capacity expansion ⁽¹⁾ 	•BD Neopak™	★ BD Libertas™ Wearable Injector 	★ BD Evolve™ On-body Injector 
Molecular Diagnostics		IDS	HSD		•BD MAX™ System 	•BD COR™ System 	•BD Onclarity™ HPV assay	★ BD Elience™ POC Molecular
Biosciences Research		BDB	HSD		•BD FACSDiscover™ S8 Cell Sorter 	•BD Rhapsody™ HT Xpress 	★ BD Horizon RealYellow™ and RealBlue™ Reagents	★ BD FACSDiscover™ A8 Analyzer
Peripheral Vascular Disease		PI	HSD		•Rotarex™ Atherectomy System 	•Venovo™ Venous Stent System	★ Low Profile Arterial Stent Graft	★ NextGen DCB 

Ahead of plan to achieve targeted operating margin by FY25 and well positioned to drive continued long-term margin expansion

Strong progress to date with SSG&A primary driver of operating margin expansion...

FY22 & FY23	Key margin initiatives	FY24	FY25	Beyond
●	Strong revenue growth and mix optimization	●	●	●
◐	RECODE - Portfolio simplification	●	●	●
◑	RECODE - Operating model simplification	◐	◐	●
○	RECODE - Network optimization	◑	◑	●
○	BD Alaris™ momentum	◑	◐	●
○	BD Excellence operating system	◑	◐	●

...with continued momentum through FY25 and beyond with focus on gross margin expansion

Our framework for driving profitable growth and value creation

1

Strengthened
long-term
targeted growth
profile

2

Continued shift into
higher growth
markets through
innovation pipeline
and tuck-in M&A

3

Expanded
simplification
programs

4

Disciplined and
balanced capital
deployment
strategy

5

Strong team
focused on
execution and
delivering
shareholder value

Targeted
growth
profile
(FY21 – FY25)⁽¹⁾

5.5%+

base revenue CAGR

~540 bps

base adjusted operating margin expansion

Double-digit

base adjusted EPS CAGR



Appendix

Basis of Presentation

All dollar amounts presented are USD (\$) in millions, unless otherwise indicated, except per share figures.

Continuing Operations - On April 1, 2022, the Company completed the spin-off of its Diabetes Care business as a separate publicly traded company named Embecta Corp. The historical results of the Diabetes Care business are now accounted for as discontinued operations. Financial information presented in this presentation reflects BD's results on a continuing operations basis, which excludes Embecta.

Certain financial information, described as FXN (defined below), excludes the impact of foreign currency translation.

Revenue year-over-year change comparisons are on an FXN basis unless otherwise noted.

Base revenue denotes total revenues less estimated revenues for COVID-19 only diagnostic testing.

COVID-19 only diagnostic testing includes COVID-19 only assays on our BD Veritor™ and BD Max™ platforms.

FXN denotes currency-neutral basis. We calculate foreign currency-neutral percentages by converting our current-period local currency financial results using the prior period foreign currency exchange rates and comparing these adjusted amounts to our current-period results.

Organic Revenue denotes foreign currency neutral revenues adjusted for the incremental revenue attributable to acquisitions and the revenue decline attributable to divestitures during the first 12 months post-acquisition/divestiture.

Base Organic FXN excludes COVID-19 only diagnostic testing revenue, revenue attributable to acquisitions and the revenue decline attributable to divestitures during the first 12 months post-acquisition/divestiture, and the impact of foreign currency.

Estimated Base Adjusted Diluted Earnings Per Share denotes adjusted diluted earnings per share less the estimated earnings from COVID-19 only diagnostic testing and reinvestment

Glossary

AI	Artificial Intelligence	FY	Fiscal Year	PI	Peripheral Intervention
B	Billion	GAAP	Generally Accepted Accounting Principles	POC	Point of Care
BDB	Biosciences	HPV	Human Papillomavirus	PS	Pharmaceutical Systems
BPS	Basis Points	HSD	High Single-Digits	R&D	Research and Development
BU	Business Unit	HT	High Throughput	SCF	Sterile, Clean, and ready to Fill
CAGR	Compound Annual Growth Rate	IDS	Integrated Diagnostics Solutions	SSG&A	Shipping, Selling, General and Administrative
DCB	Drug Coated Balloon	LDD	Low Double-Digits	SURG	Surgery
EBITDA	Earnings Before Interest, Taxes, Depreciation, Amortization	M&A	Mergers and Acquisitions	TSA/LSA	Transitional Service Agreement/Logistics Services Agreement
EMR	Electronic Medical Record	M	Million	UCC	Urology & Critical Care
EPS	Earnings Per Share	MDS	Medication Delivery Solutions	USD	United States Dollar
FDA	Food and Drug Administration	MMS	Medication Management Solutions	WAMGR	Weighted Average Market Growth Rate

Supplemental Non-GAAP Reconciliation

Year to Date Reconciliation of Reported Diluted EPS from Continuing Operations to Adjusted Diluted EPS from Continuing Operations
For the Twelve Months ended September 30,

(Unaudited)	2023	2022	Change	Foreign Currency Translation	Foreign Currency Neutral Change	Change %	Foreign Currency Neutral Change %
Reported Diluted Earnings per Share from Continuing Operations	\$5.10	\$5.38	(\$0.28)	(\$0.37)	\$0.09	(5.2%)	1.7%
Purchase accounting adjustments (\$1.434 billion and \$1.431 billion pre-tax, respectively) ⁽¹⁾	\$4.97	\$4.98		(\$0.01)			
Integration costs (\$67 million and \$68 million pre-tax, respectively) ⁽²⁾	\$0.23	\$0.24		(\$0.01)			
Restructuring costs (\$239 million and \$123 million pre-tax, respectively) ⁽²⁾	\$0.83	\$0.43		\$0.01			
Separation-related items (\$14 million and \$20 million pre-tax, respectively) ⁽³⁾	\$0.05	\$0.07		—			
European regulatory initiative-related costs (\$139 million and \$146 million pre-tax, respectively) ⁽⁴⁾	\$0.48	\$0.51		—			
Product, litigation, and other items (\$554 million and \$268 million pre-tax, respectively) ⁽⁵⁾	\$1.92	\$0.93		—			
Impacts of debt extinguishment (\$24 million pre-tax)	—	\$0.08		—			
Income tax benefit of special items ((\$399) million and (\$366) million, respectively)	(\$1.38)	(\$1.27)		—			
Adjusted Diluted Earnings per Share from Continuing Operations	\$12.21	\$11.35	\$0.86	(\$0.39)	\$1.25	7.6%	11.0%

(1) Includes amortization and other adjustments related to the purchase accounting for acquisitions.

(2) Represents costs associated with acquisition-related integration and restructuring activities, as well as costs associated with simplification and cost saving initiatives.

(3) Represents costs recorded to *Other operating (income) expense, net* incurred in connection with the separation of BD's former Diabetes Care business.

(4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain product liability and legal defense costs, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2023 includes a charge of \$653 million to adjust the estimate of future product remediation costs to *Cost of products sold* and a charge of \$57 million related to pension settlement costs to *Other expense, net*. The amount in 2023 also includes a gain of \$268 million related to the sale of our Surgical Instrumentation platform recorded to *Other operating (income) expense, net*. The amount in 2022 includes charges of \$72 million to adjust the estimate of future product remediation costs and \$54 million related to a noncash asset impairment to *Cost of products sold* and charges of \$73 million related to pension settlement costs recorded to *Other expense, net*.

Supplemental Non-GAAP Reconciliation

1 of 3

Yearly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations
For the Twelve Months ended September 30, 2023

(Unaudited, \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Income tax benefit of special items	(A) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 16)
Revenues	\$19,372	-	-	-	-	-	-	-	-	\$19,372	
Gross Profit	\$8,169	\$1,452	-	-	-	\$53	\$690	-	-	\$10,365	1, 4, 5
% Revenues	42.2%									53.5%	
Adjusted FXN % Revenues										53.6%	
SSG&A	\$4,719	\$13	-	-	-	(\$3)	-	-	-	\$4,729	1, 4
% Revenues	24.4%									24.4%	
Adjusted FXN % Revenues										24.4%	
R&D	\$1,237	-	-	-	-	(\$83)	-	-	-	\$1,154	4
% Revenues	6.4%									6.0%	
Adjusted FXN % Revenues										5.9%	
Operating Income	\$2,111	\$1,439	\$67	\$239	\$14	\$139	\$487	\$60	-	\$4,557	1, 2, 3, 4, 5
Operating Margin	10.9%									23.5%	
Adjusted FXN % Operating Margin										23.7%	
Net interest expense	(\$403)	(\$5)	-	-	-	-	-	-	-	(\$408)	1
Other Income, Net	(\$46)	-	-	-	-	-	\$67	(\$60)	-	(\$38)	5
Income Tax Provision	\$132								\$399	\$530	
Effective Tax Rate	7.9%									12.9%	
Net Income from Continuing Operations	\$1,530	\$1,434	\$67	\$239	\$14	\$139	\$554	-	(\$399)	\$3,580	1, 2, 3, 4, 5
% Revenues	7.9%									18.5%	
Diluted Earnings per Share from Continuing Operations	\$5.10	\$4.97	\$0.23	\$0.83	\$0.05	\$0.48	\$1.92	\$0.00	(\$1.38)	\$12.21	1, 2, 3, 4, 5

Supplemental Non-GAAP Reconciliation

2 of 3

Yearly Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations
For the Twelve Months ended September 30, 2022

(Unaudited; \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	Separation - related items	European Regulatory	Product, litigation, and other items	TSA / LSA total	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 16)
Revenues	\$18,870	-	-	-	-	-	-	-	-	-	\$18,870	
Gross Profit	\$8,477	\$1,429	-	-	-	\$48	\$134	-	-	-	\$10,088	1, 4, 5
% Revenues	44.9%										53.5%	
SSG&A	\$4,709	(\$8)	-	-	-	(\$2)	-	-	-	-	\$4,699	1, 4
% Revenues	25.0%										24.9%	
R&D	\$1,256	-	-	-	-	(\$96)	-	-	-	-	\$1,161	4
% Revenues	6.7%										6.1%	
Operating Income	\$2,282	\$1,437	\$68	\$123	\$20	\$146	\$155	\$33	-	-	\$4,266	1, 2, 3, 4, 5
Operating Margin	12.1%										22.6%	
Net interest expense	(\$382)	(\$6)	-	-	-	-	-	-	-	-	(\$388)	1
Other Income, Net	(\$117)	-	-	-	-	-	\$113	(\$33)	\$24	-	(\$12)	5
Income Tax Provision	\$148	-	-	-	-	-	-	-	-	\$366	\$514	
Effective Tax Rate	8.3%										13.3%	
Net Income from Continuing Operations	\$1,635	\$1,431	\$68	\$123	\$20	\$146	\$268	-	\$24	(\$366)	\$3,351	1, 2, 3, 4, 5
% Revenues	8.7%										17.8%	
Diluted Earnings per Share from Continuing Operations	\$5.38	\$4.98	\$0.24	\$0.43	\$0.07	\$0.51	\$0.93	\$0.00	\$0.08	(\$1.27)	\$11.35	1, 2, 3, 4, 5

Supplemental Non-GAAP Reconciliation

3 of 3

Year-to-date Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations
Change in Twelve Months Ended September 30, 2023 Compared With Twelve Months Ended September 30, 2022

(Unaudited, \$ in millions, except per share data)	(A) Adjusted (Non-GAAP)	(B) Adjusted (Non-GAAP)	(C) = (A) - (B) Adjusted \$ Change	(D) = (C) / (B) Adjusted % Change	(E) FX Translation Adjustment	(F) = (C) - (E) Adjusted FXN \$ Change	(G) = (F) / (B) Adjusted FXN % Change
Revenues	\$19,372	\$18,870	\$502	2.7%	(\$349)	\$851	4.5%
Gross Profit	\$10,365	\$10,088	\$276	2.7%	(\$215)	\$491	4.9%
% Revenues	53.5%	53.5%					
Adjusted FXN % Revenues	53.6%						
SSG&A	\$4,729	\$4,699	\$30	0.6%	(\$86)	\$116	2.5%
% Revenues	24.4%	24.9%					
Adjusted FXN % Revenues	24.4%						
R&D	\$1,154	\$1,161	(\$7)	(0.6%)	(\$7)	-	-
% Revenues	6.0%	6.1%					
Adjusted FXN % Revenues	5.9%						
Operating Income	\$4,557	\$4,266	\$291	6.8%	(\$125)	\$416	9.8%
Operating margin	23.5%	22.6%					
Adjusted FXN Operating margin	23.7%						
Net interest expense	(\$408)	(\$388)	(\$20)	5.2%	\$1	(\$21)	5.5%
Other Income, Net	(\$38)	(\$12)	(\$26)	(205.4%)	(\$4)	(\$22)	(176.8%)
Income tax provision	\$530	\$514	\$16	3.2%	(\$16)	\$33	6.4%
Effective tax rate	12.9%	13.3%					
Net Income from Continuing Operations	\$3,580	\$3,351	\$229	6.8%	(\$111)	\$340	10.1%
% Revenues	18.5%	17.8%					
Diluted Earnings per Share from Continuing Operations	\$12.21	\$11.35	\$0.86	7.6%	(\$0.39)	\$1.25	11.0%

Supplemental Non-GAAP Reconciliation

Year to date Reconciliation of Reported EPS from Continuing Operations to Adjusted Diluted EPS from Continuing Operations
For the Twelve Months Ended September 30,

(Unaudited)	2022	2021	Change	Foreign Currency Translation	Foreign Currency Neutral Change	Change %	Foreign Currency Neutral Change %
Reported Diluted Earnings per Share from Continuing Operations	\$5.38	\$5.18	\$0.20	\$0.14	\$0.06	3.9 %	1.2 %
Purchase accounting adjustments (\$1.431 billion and \$1.405 billion pre-tax, respectively) ⁽¹⁾	\$4.98	\$4.81		(\$0.02)			
Integration costs (\$68 million and \$135 million pre-tax, respectively) ⁽²⁾	\$0.24	\$0.46		(\$0.01)			
Restructuring costs (\$123 million and \$44 million pre-tax, respectively) ⁽²⁾	\$0.43	\$0.15		(\$0.01)			
Separation-related items (\$20 million pre-tax) ⁽³⁾	\$0.07	—		(\$0.01)			
European regulatory initiative-related costs (\$146 million and \$134 million pre-tax, respectively) ⁽⁴⁾	\$0.51	\$0.46		(\$0.01)			
Product, litigation, and other items (\$268 million and \$226 million pre-tax, respectively) ⁽⁵⁾	\$0.93	\$0.77		(\$0.01)			
Impacts of debt extinguishment (\$24 million and \$185 million pre-tax, respectively)	\$0.08	\$0.63		—			
Income tax benefit of special items ((\$366) million and (\$348) million, respectively)	(\$1.27)	(\$1.19)		\$0.01			
Adjusted Diluted Earnings per Share from Continuing Operations	\$11.35	\$11.28	\$0.07	\$0.09	(\$0.02)	0.6%	(0.2%)

(1) Includes amortization and other adjustments related to the purchase accounting for acquisitions impacting identified intangible assets and valuation of fixed assets and debt.

(2) Represents amounts associated with integration and restructuring activities resulting from acquisitions, as well as simplification and other cost saving initiatives.

(3) Represents amounts recorded to *Other operating expense (income), net* incurred in connection with the spin-off of BD's former Diabetes Care business.

(4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain product liability and legal defense costs, certain investment gains and losses, and certain asset impairment charges. The amount in 2022 includes charges of \$72 million to adjust the estimate of future product remediation costs and \$54 million related to a noncash asset impairment to *Cost of products sold* and charges of \$73 million related to pension settlement costs recorded to *Other expense, net*. The amount in 2021 includes charges of \$56 million to adjust the estimate of future product remediation costs recorded to *Cost of products sold*, charges of \$361 million related to product liability and legal defense costs, and gains of \$158 million related to sales-leaseback transactions recorded to *Other operating expense, net*.

Supplemental Non-GAAP Reconciliation

Year to Date Reconciliation of Adjusted Change and Adjusted Foreign Currency Neutral Change from Continuing Operations
For the Twelve Months ended September 30, 2021

(Unaudited; \$ in millions, except per share data)	Reported (GAAP)	Purchase accounting	Integration costs	Restructuring costs	European Regulatory	Product, litigation, and other items	Impacts of debt extinguishment	Income tax benefit of special items	(B) Adjusted (Non-GAAP)	Notes for Non-GAAP Adjustments (Slide 20)
Revenues	\$19,131	-	-	-	-	-	-	-	\$19,131	
Gross Profit	\$8,630	\$1,398	-	-	\$41	\$63	-	-	\$10,132	1,4,5
% Revenues	45.1%								53.0%	
SSG&A	\$4,719	(\$11)	-	-	(\$1)	-	-	-	\$4,707	1,4
% Revenues	24.7%								24.6%	
R&D	\$1,279	(\$7)	-	-	(\$92)	-	-	-	\$1,181	1,4
% Revenues	6.7%								6.2%	
Operating Income	\$2,250	\$1,416	\$135	\$44	\$134	\$266	-	-	\$4,244	1,2,4,5
Operating Margin	11.8%								22.2%	
Net interest expense	(\$460)	(\$7)	-	-	-	-	\$6	-	(\$460)	1
Other Income, Net	(\$99)	(\$5)	-	-	-	(\$40)	\$178	-	\$36	1,5
Income Tax Provision	\$88	-	-	-	-	-	-	\$348	\$435	
Effective Tax Rate	5.2%								11.4%	
Net Income from Continuing Operations	\$1,604	\$1,405	\$135	\$44	\$134	\$226	\$185	(\$348)	\$3,384	1,2,4,5
% Revenues	8.4%								17.7%	
Diluted Earnings per Share from Continuing Operations	\$5.18	\$4.81	\$0.46	\$0.15	\$0.46	\$0.77	\$0.63	(\$1.19)	\$11.28	1,2,4,5

Supplemental Non-GAAP Reconciliation

For the Twelve Months Ended September 30,

Revenue (\$ in millions)	2024G	2023	2022	2021
Total revenues from continuing operations	~\$20,100 - \$20,300	\$19,372	\$18,870	\$19,131
Less: COVID-19 only diagnostic testing revenues	N/A	\$73	\$511	\$1,956
Base revenues from continuing operations	N/A	<u>\$19,299</u>	<u>\$18,358</u>	<u>\$17,175</u>
	2024G	2023	2022	2021
Base revenue growth		5.1%	6.9%	
Less: FX impact		(1.9%)	(2.5%)	
Base FXN sales growth		<u>7.0%</u>	<u>9.4%</u>	
Less: impact from inorganic revenue ⁽¹⁾		1.2%	0.9%	
Base organic revenue from continuing operations growth		<u>5.8%</u>	<u>8.5%</u>	
Organic revenue growth	+5.25% to +6.25%			
2021 - 2024G base organic revenue CAGR (assumes midpoint of 2024 guidance)	~7%			
	2024G	2023	2022	2021
Operating margin				
Adjusted operating profit		\$4,557	\$4,266	\$4,244
Adjusted operating margin %	~24.0%	23.5%	22.6%	22.2%
Less: COVID-19 only diagnostic testing and reinvestment impact			~20 bps	~260 bps
Base adjusted operating margin			<u>22.4%</u>	<u>19.6%</u>
Adjusted diluted earnings per share (Unaudited)	2024G	2023	2022	2021
Adjusted diluted earnings per share from continuing operations	\$12.70 to \$13.00	\$12.21	\$11.35	\$11.28
Less: estimated earnings from COVID-19 only diagnostic testing and reinvestment		~\$0.11	~\$0.50	~\$2.68
~Estimated base adjusted diluted earnings per share from continuing operations		<u>~\$12.10</u>	<u>~\$10.85</u>	<u>~\$8.60</u>
2021 - 2024G base adjusted EPS CAGR (assumes midpoint of 2024 guidance)	~14%			
Free Cash Flow (Unaudited; \$ in millions)		2023	2022	Change
Net cash provided by Continuing Operating Activities		\$2,990	\$2,471	\$519
Less: Capital expenditures		\$874	\$973	(\$99)
Free Cash Flow		<u>\$2,116</u>	<u>\$1,499</u>	<u>\$618</u>

(1) Impact from inorganic revenue defined as the amount of incremental revenue attributable to acquisitions and the revenue decline attributable to divestitures during the first 12 months post-acquisition/divestiture. FY23 impact includes Parata, Medkeeper, Cytognos, Venclose, and Tissuemed acquisitions, and the sale of the Surgical Instrumentation platform. FY22 impact includes MedKeeper, Parata, ZebraSci, GSL Solutions, Velano Vascular, MedBank, Cytognos, Orthophor, Tepha Medical, Tissuemed, and Venclose acquisitions.

FY2024 Outlook Reconciliation

	Full Year FY2023	Full Year FY2024 Outlook	
	(\$ in millions)	FX Neutral % Change	Reported Revenues
BDX Reported Revenues from Continuing Operations	\$19,372		
FY2024 Revenue Growth		+4.5% to +5.5%	
FY2024 Inorganic Impact to Revenue Growth		(~75) basis points	
FY2024 Organic Revenue Growth		+5.25% to +6.25%	
Illustrative Foreign Currency (FX) Impact, based on FX spot rates			(~75) basis points
Total FY2024 Revenues from Continuing Operations			\$20.1 to \$20.3 billion

Note: Inorganic Impact to Revenue Growth reflects the revenue decline attributable to divestitures for the first 12 months post-divestiture.

Supplemental Non-GAAP Reconciliation – FY2024 Outlook Reconciliation

	Full Year FY2023 from Continuing Operations	Full Year FY2024 Outlook Total Company
Reported Diluted Earnings per Share	\$5.10	
Purchase accounting adjustments (\$1.434 billion pre-tax) ⁽¹⁾	4.97	
Integration costs (\$67 million pre-tax) ⁽²⁾	0.23	
Restructuring costs (\$239 million pre-tax) ⁽²⁾	0.83	
Separation-related items (\$14 million pre-tax) ⁽³⁾	0.05	
European regulatory initiative-related costs (\$139 million pre-tax) ⁽⁴⁾	0.48	
Product, litigation, and other items (\$554 million pre-tax) ⁽⁵⁾	1.92	
Income tax benefit of special items ((\$399) million)	(1.38)	
Adjusted Diluted Earnings per Share	\$12.21	\$12.70 to \$13.00
Illustrative Foreign Currency (FX) Impact, based on FX spot rates		(~375) basis points
FX Neutral % Change		~+8.25% to +10.25%

(1) Includes amortization and other adjustments related to the purchase accounting for acquisitions.

(2) Represents costs associated with acquisition-related integration and restructuring activities, as well as costs associated with simplification and cost saving initiatives.

(3) Represents costs recorded to *Other operating (income) expense, net* incurred in connection with the separation of BD's former Diabetes Care business.

(4) Represents costs incurred to develop processes and systems to establish initial compliance with the European Union Medical Device Regulation and the European Union In Vitro Diagnostic Medical Device Regulation, which represent a significant, unusual change to the existing regulatory framework. We consider these costs to be duplicative of previously incurred costs and/or one-off costs, which are limited to a specific period of time. These expenses, which are recorded in *Cost of products sold* and *Research and development expense*, include the cost of labor, other services and consulting (in particular, research and development and clinical trials) and supplies, travel and other miscellaneous costs.

(5) Includes certain (income) expense items which are not part of ordinary operations and affect the comparability of the periods presented. Such items may include certain product remediation costs, certain product liability and legal defense costs, certain investment gains and losses, certain asset impairment charges, and certain pension settlement costs. The amount in 2023 includes a charge of \$653 million to adjust the estimate of future product remediation costs to *Cost of products sold* and a charge of \$57 million related to pension settlement costs to *Other expense, net*. The amount in 2023 also includes a gain of \$268 million related to the sale of our Surgical Instrumentation platform recorded to *Other operating (income) expense, net*.

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